

Committee Overview and Scrutiny Committee	Date 6 th May 2008	Classification Unrestricted	Report No.	Agenda Item No.
Report of: Michael Keating Acting Assistant Chief Executive		Title: Report of the Scrutiny Working Group Evaluating Neighbourhood Renewal Funding		
Originating Officer(s): Ashraf Ali Scrutiny Policy Officer		Ward(s) affected: All		

1. Summary

- 1.1 This report submits the report and recommendations of the evaluation of NRF Scrutiny Working Group for consideration by the Overview and Scrutiny Committee.

2. Recommendations

It is recommended that the Overview and Scrutiny Committee:

- 2.1 Endorse the draft report of the Scrutiny Working Group
- 2.2 The Acting Chief Executive be authorised to agree the final report before its submission to Cabinet, after consultation with the Scrutiny Lead for Creating & Sharing Prosperity.

LOCAL GOVERNMENT ACT, 2000 (SECTION 97)

LIST OF "BACKGROUND PAPERS" USED IN THE PREPARATION OF THIS REPORT

Background paper	Name and telephone number of and address where open to inspection
Scrutiny Review File held in Scrutiny Policy Team	Ashraf Ali 020 7364 0528

3. Background

- 3.1 The Working Group was established in November 2007 to evaluate the Neighbourhood Renewal Fund. The intention of the investigation was to establish how funding was spent and to investigate to what extent the NRF intervention have helped reduce the gap in the most deprived areas.
- 3.2 The Working Group heard evidence from Tower Hamlets Partnership team, Chairs and Vice-Chair of Local Area Partnerships and statutory and community organisations.
- 3.3 The Working Group have made a number of recommendations aimed at improving residents and councillors involvement in neighbourhood renewal. It has also suggested learning points for future funding.
- 3.4 Once agreed, the working group's recommendations will be submitted to Cabinet for a response to their recommendations.

4. Concurrent Report of the Assistant Chief Executive (Legal Services)

- 4.1 There are no direct legal implications arising from this report. Any legal considerations arising from the resultant Action Plan will be addressed at that point.

5. Comments of the Chief Financial Officer

- 5.1 There are no direct financial implications arising from this report.

6. Equal Opportunity Implications

- 6.1 There are no direct equal opportunities implications.

7. Anti-Poverty Implications

- 7.1 The report makes a number of recommendations in reducing deprivation and improving outcome for local people.

8. Sustainable Action for a Greener Environment

- 8.1 There are no direct actions for a greener environment arising from the report.

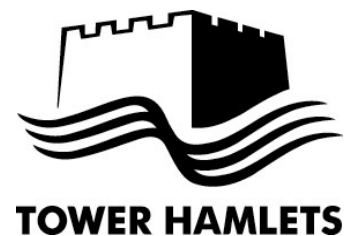
9. Risk Management

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

Scrutiny Review Evaluating Neighbourhood Renewal Funding

DRAFT

Tower Hamlets Council
May 2008



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Acknowledgements

Working Group Chair:

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Working Group members:

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Councillor Mohammed Abdus Salique
Councillor Abjol Miah
Councillor Rupert Eckhardt
Councillor Stephanie Eaton

Other Councillors

Councillor Marc Francis – Chair of Overview and Scrutiny Committee
Councillor Ohid Ahmed – Lead Member Regeneration, Localisation and Community Partnership

Co-opted members

Rachel Blake – Local Resident
John Houghton – Local Resident

London Borough of Tower Hamlets

Shazia Hussain, Interim Director of Tower Hamlets Partnership
Chris Holme, Service Head, Resources
Michael Keating, Acting Assistant Chief Executive
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Jenny Boyd, Service Manger, Children Looked After
William Roberts, Area Director – LAPs 7&8
Robin Harris, Tower Hamlets Information System (THIS borough) Manager, Strategy and Performance

Scrutiny and Equalities

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Ana Cavilla, East London Locality Manager, Government Office for London (GOL)
Bob Perkins, Edaw
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The Working Group would like to thank all Tower Hamlets officers and Partner agencies for their time and advice. The group would also like to thank Edaw and GOL and all those LAP chair and Vice chairs that made contributions and gave input into the review.

Chair's Foreword

To be completed

CLLr Alibor Choudhury, Scrutiny Lead, Creating & Sharing Prosperity

Recommendations

The Working Group recommendations focus on three areas that require consideration, they include recommendations on governance arrangements, communication and management and future targets and priorities. They are intended to look at lessons learned from Neighbourhood Renewal Funding, which as of April 2008 now no longer exists and support the Tower Hamlets Partnership with forward planning for when the new Working Neighbourhood Fund is introduced.

- R1 That a Members seminar be organised on how Local Area Agreement (LAA) targets are identified and spent.**
- R2 That LAAs include targets for narrowing the gap with the average outcomes for KS2 and KS3; coronary heart disease; employment levels; take up of Incapacity Benefit and teenage conception rates.**
- R3 That Tower Hamlets Partnership introduces a learning and development programme for Local Area Partnership (LAP) members which include a session on how funding decisions are made.**
- R4 That a document detailing LAP roles and responsibilities is sent to all residents, along with an invitation to attend LAP meetings.**
- R5 That the Tower Hamlets Partnership undertakes a corporate approach to project evaluation so improve value for money. This evaluation should include an analysis of project methods, scale, target group, value for money.**
- R6 That the Tower Hamlets Partnership carry out a review of all employment project client outcomes to identify which interventions were most effective.**
- R7 That Community Plan Action Groups (CPAGs) identify project delivery methods when commissioning projects. This should ensure that suitable outreach to clients is scrutinised at the project commissioning stage.**
- R8 That CPAGs operate joint commissioning on worklessness projects in order to maximise the benefits to client outreach and improve value for money.**
- R9 That the arrangements for outreach across the projects should be reviewed. The review should address arrangements for specific outreach to intended beneficiaries and general outreach arrangements for engaging the broader community.**
- R10 That CPAGs identify project delivery methods when commissioning projects. This should ensure that suitable outreach to clients is scrutinised at the project commissioning stage.**
- R11 That the Tower Hamlets Partnership review the communication between LAPs, CPAGs and Partnership Management Group (PMG) in order to ensure that**

local matters are reflected at PMG and that strategic matters are communicated effectively to LAPs.

- R12 That the Tower Hamlets Partnership develops a strategic commissioning framework for regeneration funds in future, to provide a more consistent framework for assessing value for money and to ensure specific interventions reinforce higher level strategic objectives.**
- R13 That project appraisal documents provide a mainstreaming strategy which explains whether the project will a) change service practice b) seek alternative funding c) create a new mainstream service.**
- R14 That employability and skills should remain a priority for the Tower Hamlets Partnership. The project appraisal should identify which client group is being targeted and outcomes should not be restricted to 'jobs held for 13 weeks' so that the progress made towards employment can be measured.**
- R15 That funding is provided to the third sector in the Borough to ensure it is able to represent the views of the sector in strategic decisions and can support local level community capacity building activity on the community chest model.**
- R16 That the impact of Safer Neighbourhood Teams (SNTs) should be recognised and Tower Hamlets Partnership should use Working Neighbourhood Fund (WNF) to pilot an expanded SNT service in at least two wards.**
- R17 That the Tower Hamlets Partnership should examine the possibility of funding a similar Working Futures scheme to ease the poverty trap facing homeless families in the Borough.**

Introduction

1. Tower Hamlets was a beneficiary of the Neighbourhood Renewal Fund (NRF) as it is among the 86 most deprived local authority areas in England and was awarded £55.7m over the period 2001 to 2006. A further £30.9m was awarded for the period 2006 to 2008. The purpose of NRF was to encourage local service providers to be more pioneering and joined up to address key national floor targets and locally identified priorities.
2. A politically balanced Working Group was established in November 2007, it comprised of 7 councillors. The Chair of the Working Group was Councillor Alibor Choudhury, Scrutiny lead for Creating and Sharing Prosperity.
3. April 2008, saw the last of NRF funding. The purpose of this review was to evaluate how NRF was used to deliver local priorities set out by local people through the Local Area Partnership and in the Community Plan; and lessons for any similar funding that may be allocated through Tower Hamlets Partnership in the future. To that end the review had six main objectives:
 - To consider how the strategic governance arrangements for the NRF prioritised funding;
 - To consider whether the objectives set out in the Neighbourhood Strategy were met;
 - To consider to what extent the priorities in the Community Plan had an impact on NRF spending;
 - To consider to what extent the priorities of local people were met and reflected through NRF spend;
 - To consider whether NRF investment has made an impact on the way mainstream resources are used and levered into the geographical and thematic areas of the Partnership;
 - To consider if there are any lessons for any similar funding that may be allocated through Tower Hamlets Partnership in the future.
4. To meet review objectives, the working Group identified policy recommendations that support service improvement, including:
 - Renewed focus on the benefits of NRF funding and the possibilities for improving some of the most deprived parts of the borough;
 - Consideration of the current allocation of funding both geographically and thematically;
 - Consideration as to what extent NRF funding is positively impacting on the lives of our most deprived residents;
 - Analysis of any 'lessons learnt' from the NRF experience to date, particularly in terms of our approach to any future funding;
 - Identify good practice and lessons learnt in mainstreaming services.

5. The following timetable was agreed to undertake work for the review:

Introductory Meeting (January 2008)

- Agree scoping document
- Overview of NRF in Tower Hamlets
- Tower Hamlets Partnerships role in NRF funding

Narrowing the Gap (January 2008)

- Impact of NRF in Tower Hamlets
- Role of LAP and CPAG chairs

Success of NRF – an external perspective (January 2008)

- Presentation by GOL and EDAW evaluating NRF

Resident focus group (February 2008)

- Round table discussion with residents

Focus group with NRF funded organisations (February 2008)

- Round table discussion with NRF organisations

Final Meeting (March 2008)

- Refresh and recommendations

- 6 Overview and Scrutiny Committee will consider the Working Group's report and recommendations. The Council's Cabinet will then respond to the report and its recommendations.

Findings

Background

National Strategy

- 7 The Neighbourhood Renewal Fund (NRF) was a non ring-fenced grant which was made available to the most deprived local authorities in England, to improve services and help to narrow the gap between the most deprived areas and the rest of the country.
- 8 NRF was introduced to support the Governments delivery of "A New Commitment to Neighbourhood Renewal - National Strategy Action Plan". The strategy was to improve mainstream services to create better outcomes in the most deprived areas. Including;
 - Improving employment and economic performance,
 - Reducing crime,
 - Improving educational attainment,
 - Improving health,
 - Improving housing.
- 9 In creating better outcomes in the most deprived areas, no-one should be seriously disadvantaged by where they live and low income households should not have to suffer poor conditions and services. This vision is reflected in two long-term goals, these are summarised in "A New Commitment to Neighbourhood Renewal - National Strategy Action Plan" as:
 - In all the poorest neighbourhoods, to have common goals of lower worklessness and crime, and better health, skills, housing and physical environment.
 - To narrow the gap on these measures between the most deprived neighbourhoods and the rest of the country.

Role of GOL in monitoring NRF

- 10 The Government Office for London (GOL) delivers policies and plans in the London area. GOL's aim is to make London a better place: healthy, safe, clean and green, and investing in children and economic development.
- 11 The Neighbourhood Renewal Team at GOL manages policy and plans for neighbourhood renewal across London supporting the Local Strategic Partnerships, neighbourhood renewal strategies and effective performance management frameworks in the London boroughs in receipt of Neighbourhood Renewal Funding. GOL also encourages community and voluntary sector groups to play a more active and influential role in delivering neighbourhood renewal.

- 12 It is GOLs view that Tower Hamlets “continues to be an exemplar in terms of the way it is managed, organised and effects change. In order to build on the successes it must ensure that the LAA proceeds well and gains the same level of partnership endorsement as the NRF management. Also it needs to keep learning the lessons, and accept and encourage scrutiny of the processes, have an improvement focus at all times”.

Local Context

- 13 Tower Hamlets is remarkable in that all but one of its wards are within the most deprived 10% in the country as shown in the government’s 2007 Index of Multiple Deprivation (IMD). Undeniably, Tower Hamlets is one of the most deprived boroughs in the country.
- 14 As part of the government’s initiative to bring better outcomes in deprived areas, Tower Hamlets received £23.9 million in NRF for the period 2001 - 2004 and £31.8 million for 2004 – 2006. A further £30.9 million has been allocated for the period 2006 - 2008.

Tower Hamlets Neighbourhood Strategy

- 15 The Tower Hamlets Community plan sets out the main strategy for NRF spending. It identified 5 clear priority areas for improving the quality of life for everyone living and working in Tower Hamlets, they are;
- **A better place for living safely** – reducing crime and making people feel safer, improving the environment, reducing pollution and improving traffic conditions.
 - **A better place for living well** – improving housing, health and social care.
 - **A better place for creating and sharing prosperity** – by ensuring that all our residents and businesses are in a position to benefit from growing economic prosperity.
 - **A better place for learning, achievement and leisure** – raising aspirations, expectations and achievement and providing arts and leisure opportunities for all.
 - **A better place for excellent public service** – improving public services for local people to make sure they represent good value for money and are provided in ways that meet local needs.
- 16 Despite significant improvements in recent years and a narrowing of the gap between the most deprived areas and the rest, as identified in latest key floor targets, there is still a large gap between the quality of life of people living in Tower Hamlets and the rest of the country.

Narrowing of the Gap - Floor Targets

- 17 Floor Targets are used by the Government to set a baseline measure of service for disadvantaged groups or areas. Floor Targets help to;
- Reduce gap between poorest areas and the rest
 - Define priorities at a local level
 - Ensure that public services are not failing
 - Set baseline for minimum standard
- 18 Floor targets help accelerate the Government's National Strategy for Neighbourhood Renewal and was taken into account when allocating Neighbourhood fund. Key Floor Targets and priority areas include; Education, Employment, Crime, Health and Housing.
- 19 Latest Key Floor Targets indicate that there has been growth and improvement in Tower Hamlets since allocation of NRF. For example the table below shows that the gap between Tower Hamlets and the rest of London in the rates of educational performance, burglary, life expectancy and conception rates has been closing. However employment figures show that Tower Hamlets remains well below the London average.

Indicator (Latest Data)	Rank in London	Change in Rank	Current % or rate	% Change	% London	% Change London
KS2 English (06/07)	17	15	79.0%	54.9%	79.0%	23.4%
KS2 Maths (06/07)	15	17	77.0%	71.1%	76.0%	35.7%
KS3 English (06/07)	32	-2	62.0%	34.8%	73.0%	17.7%
KS3 Maths (06/07)	31	0	65.0%	103.1%	74.0%	42.3%
GCSE (05/06)	18	11	55.7%	101.8%	58.0%	35.2%
Employment rate (2005)	31	1	54.1%	11.1%	68.6%	-1.2%
Burglary (2006)	18	-8	19.5	-32.3%	19.3	-23.4%
Decent Homes (2006)	3	0	61.8%	-26.7%	N/A	N/A
Male Life Expectancy (03/05)	30	1	74.9	4.0%	76.9	1.9%
Female Life Expectancy (03/05)	27	3	79.90	1.8%	81.4	1.8%
Under 18 conception (03/05)	18	-3	43.10	-14.8%	47.9	-5.3%

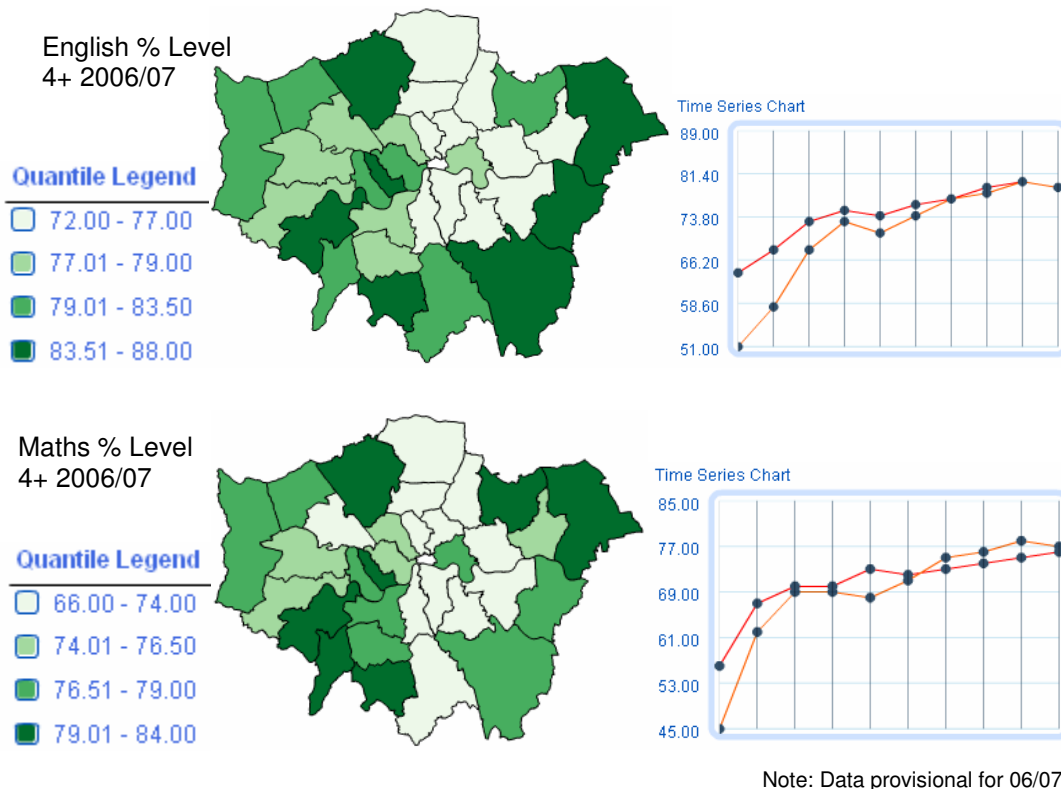
Notes: Data sourced from Floor Targets Interactive. Key Stage 2 & 3 results provisional. For Burglary, Decent Homes and Conception Rate a fall represents a positive outcome. The measure for Decent Homes is the % of Non Decent Dwellings.

Borough level analysis

- 20 The working group were keen to analyse data at Ward level between 2001 and 2008 to see the impact of NRF in Wards. This approach was viewed as a more targeted approach to analysis than studying borough figures. However this analysis is not currently available in a format that can be easily understood and so remains absent from this review. The council is committed to providing small area analysis and that in future DCLG are aiming to provide data at the lowest possible geography, however not all datasets are comparable between ward and borough level e.g. crimes can be assigned a borough but not a ward. In the meantime, the

group went through borough level analysis to see if there has been a narrowing of the gap since the introduction of NRF. This is detailed below.

- 21 **Education (KS2)** - Maps below show the current position in London divided into quartiles, the red line on the time series chart shows London Average. Tower Hamlets is in the 3rd quartile for English and 2nd quartile in Maths. The maps highlight Tower Hamlets achievements in comparison to the surrounding areas. There has been great success at Key Stage two rising from the worst performing boroughs in 97/98 in both English and Maths to now ranked 17 in English and 15 in Maths (in London). Results also show that for the last 4 years achievement has been on or above the London average.

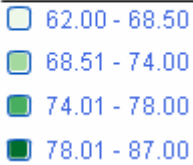


Education (KS2) - Summary of progress - from the one of the worst performing to now ranked 17 in English and 15 in Maths (in London). For the last 4 years achievement has been on or above the London average.

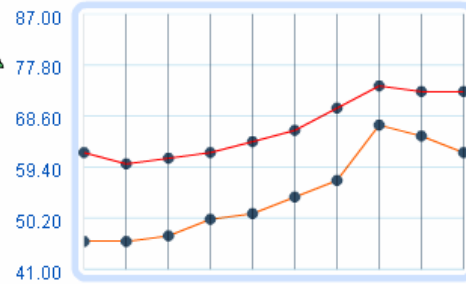
- 22 **Education (KS3)** - Maps below show the current position in London divided into quartiles, the red line on the time series chart shows London average. Tower Hamlets remains in the bottom quartile for English and Maths. However there has been a 34.8% improvement since 1997/98 in English and more than doubled attainment in KS3 Maths (from 32% in 97/98). There has been a percentage change greater in Tower Hamlets than compared to London with 17.7% change in English and 42.3% change in Maths.

English % Level
5+ 2006/07

Quantile Legend

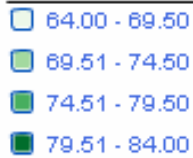


Time Series Chart

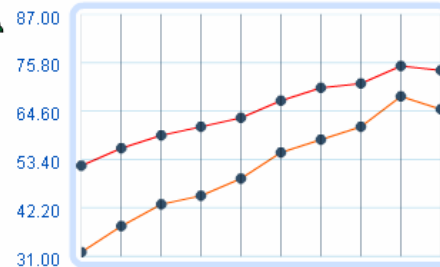


Maths % Level
5+ 2006/07

Quantile Legend



Time Series Chart

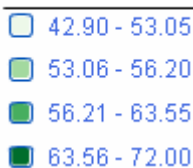


Education (KS3) - Summary of progress - Tower Hamlets remains in the bottom quartile for English and Maths, but 34.8% improvement since 1997/98 in English and more than doubled attainment in KS3 Maths (from 32% in 97/98).

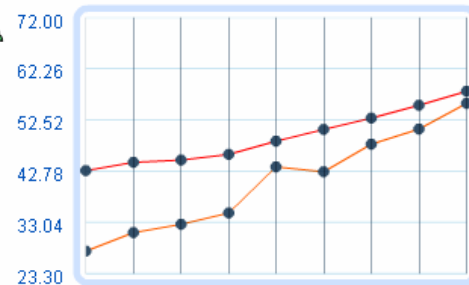
23 **Education (GCSE)** - The map below shows the current position in London divided into quartiles, the red line on the time series chart shows London average. There has been a sustained improvement since 1997/98, with more than a doubled attainment at GCSE since 1997/98 06/07. Data from the DCSF shows 59.4% of pupils are achieving at least 5 good GCSE's compared to 62% in London. There has been an improved ranking in London from 29th to 18th.

GCSE % 5A*-C
2005/06

Quantile Legend

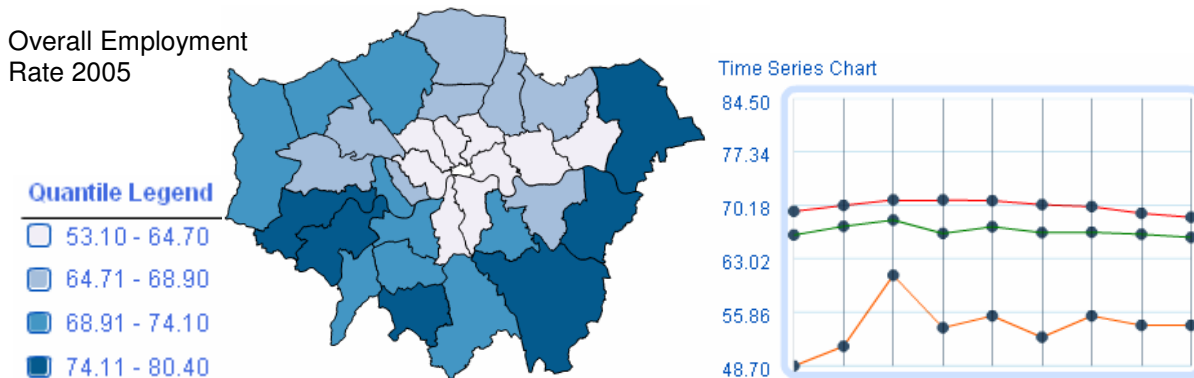


Time Series Chart



Education (GCSE) - Summary of progress - sustained improvement since 1997/98, with more than a doubled attainment at GCSE since 1997/98 06/07.

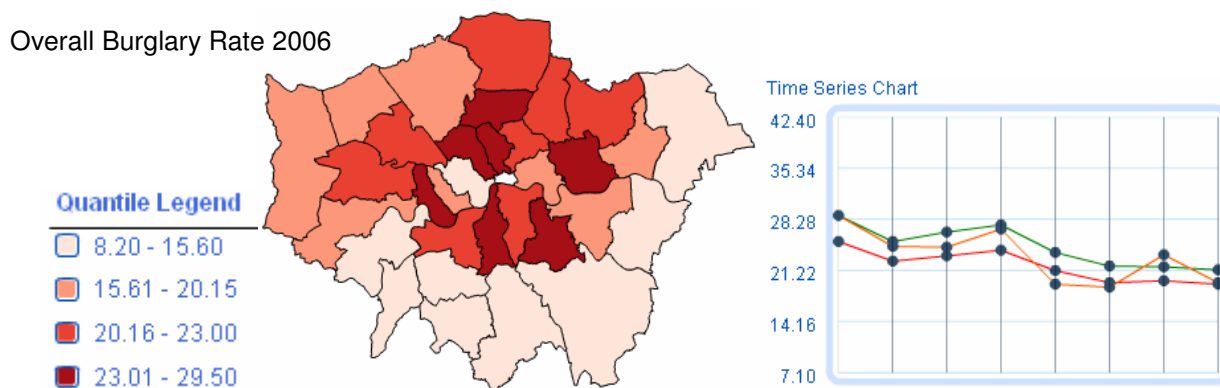
24 Employment - The map below shows the current position in London divided into quartiles, the red line on the time series chart shows the London average, the green line on the time series shows the average for NRF authorities. Tower Hamlets remains in the bottom quartile with just over 11% increase since 1997 and remains well below London and NRF average.



Notes: Red line shows London average and Green line shows average for NRF authorities

Employment - Summary of progress - Tower Hamlets remains in the bottom quartile with just over 11% increase since 1997 and remains well below London and NRF average.

25 Crime - The map below shows the current position in London divided into quartiles, the red line on the time series chart shows London average, the green line on the time series shows the average for NRF authorities. A percentage fall indicates a positive outcome. The overall burglary rate has fallen since 1999 from 28.8 per 1000 households to 19.5 per 1000 households; decline roughly follows other NRF authorities.

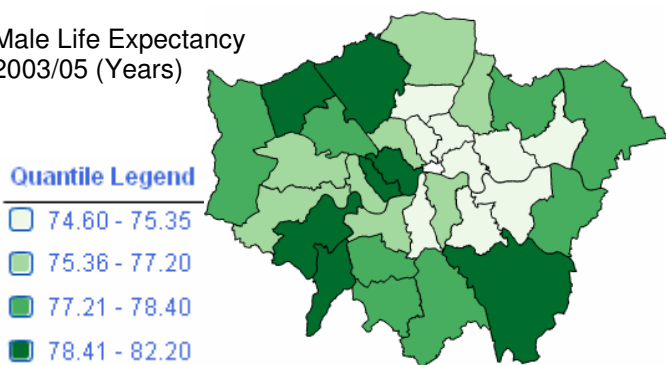


Notes: Red line shows London average and Green line shows average for NRF authorities

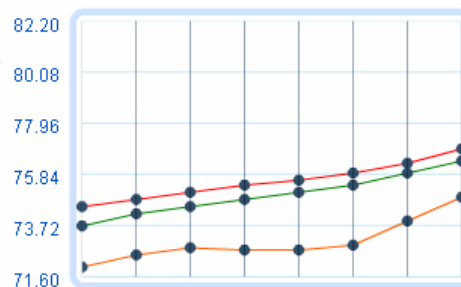
Crime - Summary of progress - The overall burglary rate has fallen since 1999 from 28.8 per 1000 households to 19.5 per 1000 households; decline roughly follows other NRF authorities.

26 **Health - Life expectancy** - Maps below show the current position in London divided into quartiles, the red line on the time series chart shows London average, the green line on the time series shows the average for NRF authorities. Both male and female life expectancy has improved in Tower Hamlets since 1996. For males life expectancy has increased from 72 years in 1996/98 to 74.9 years in 2003/05, for Females life expectancy has increased from 78.5 years in 1996/98 to 79.9 years in 2003/05. Life expectancy remains lower in Tower Hamlets compared to London and other NRF authorities

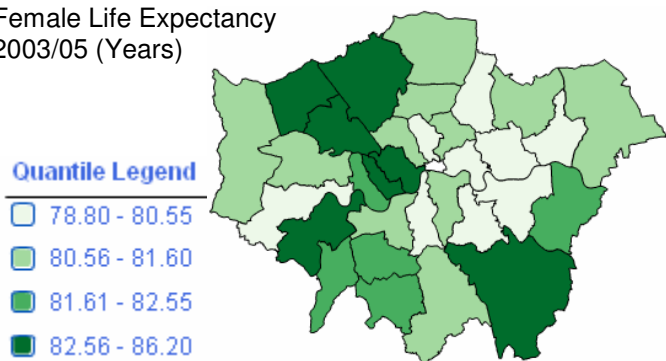
Male Life Expectancy
2003/05 (Years)



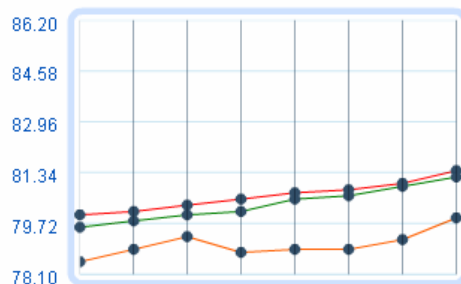
Time Series Chart



Female Life Expectancy
2003/05 (Years)



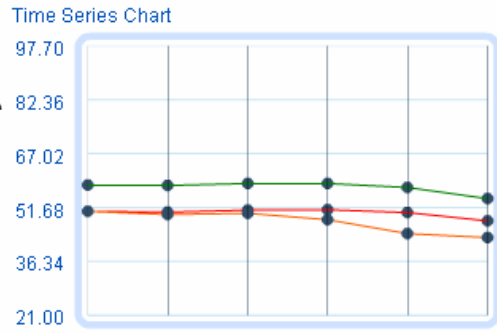
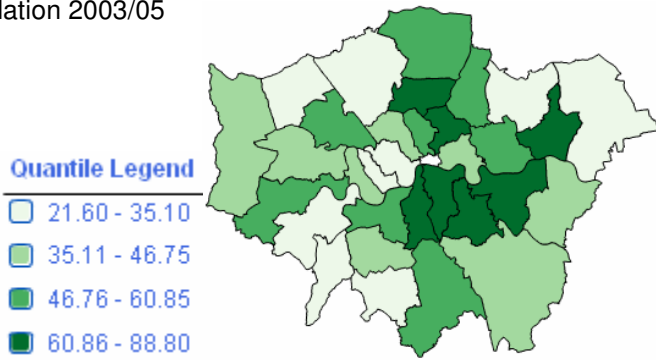
Time Series Chart



Notes: Red line shows London average and Green line shows average for NRF authorities

27 **Health – Under 18 Conception rates** - The map below show the current position in London divided into quartiles, the red line on the time series chart shows the London average and that green line on the time series shows the average for NRF authorities. Data shows the under 18 conception rate in females aged 15-17 per 1000 population. A fall in the rate represents a positive outcome. The conception rate amongst this group has remained on par with the London average since 98/00 and since 01/03 has fallen below the London average.

Under 18 Conception rate per 1,000 population 2003/05



Notes: Red line shows London average and Green line shows average for NRF authorities

Health - Summary of progress - Both male and female life expectancy has improved in Tower Hamlets since 1996. Under 18 conception rate since 01/03 has fallen below the London average.

Analysis of NRF in Tower Hamlets - a view from EDAW and Renaisi

28 **EDAW**, a consulting group that specialise in projects that provides planning, urban design, landscape architecture, ecology and economic development services, was commissioned in 2002 to undertake an evaluation of NRF in Tower Hamlets. The rationale behind the evaluation was to;

“Assist the Tower Hamlets Partnership in assessing the impact of the Neighbourhood Renewal fund on the Governments Floor Targets and in working towards the objectives of the Tower Hamlets Community Plan. To undertake other elements of evaluation and performance measurement as directed”. (Consultant’s brief 2002)

29 Methodology used to undertake the evaluation included the following;

- **Quantitative Analysis** – used recent quantitative data and maps of the borough to demonstrate the impacts of NRF and changes over time. Performance was assessed using Government’s Floor Targets as a baseline. Ward data reports and LAP Targets have been used in the process of gathering qualitative data.
- **Qualitative Analysis** – Talking to resident and using the Tower Hamlets annual resident’s survey, people’s views and perceptions were factored into the evaluation. Also discussions with LAP chairs occurred along with a wide selection of other stakeholders, community/housing reps, and statutory organisations.
- **Evaluation of benefits of NRF** – The evaluation sought to identify those impacts which were a result of Neighbourhood Renewal and those which would have occurred anyway. Individual projects were assessed to do this.
- **Evaluation of intangible improvements** – This involved looking at activities of Neighbourhood Managers and Area Directors, to see how activity on the ground helped improve outcomes for people in Tower Hamlets.
- **Evaluation of the Partnership** - A review of Partnership structure was completed to see how LAPs, CPAGS and other stakeholders could work more effectively to improve delivery across the borough.
- **Benchmarking** - Performance of the Tower Hamlets Partnership was compared to local strategic partnerships elsewhere in the country. Also performance of NRF funded initiatives in Tower Hamlets was compared with other areas around the UK.

30 **EDAW concluded** - that the outcome targets for Neighbourhood Renewal funded activity have been met. The quantitative evidence indicates that good progress toward targets and improvements in service delivery have been reached, especially over the last three years. Despite this it has not always been possible to evaluate the precise impact of neighbourhood renewal activity. In a number of incidences there has been a clear correlation between activity and positive changes in outcomes. In general, Edaw concluded that NRF activity is making a small contribution to targets and service improvements. Most success has been in delivery on “liveability”

issues such as; Safer Neighbourhoods Teams, Better Tower Hamlets Teams and Local Management. Also NRF has helped to establish an improved interface with local communities, but there is a need to improve the communication of local priorities and issues to service delivery and commissioning bodies to improve delivery. The strength of evidence, project rationales and appraisal is questionable in the early process of project appraisals and management. Edaw believe that a major improvement in performance management and targeting techniques come about over the course of the evaluation but further work is required.

- 31 ***Renaissi*** is an independent not-for-profit company specialising in the design, development and delivery of regeneration projects and programmes. Renaissi provided the Tower Hamlets Partnership with support in implementing its Neighbourhood Renewal Strategy. This included developing systems for managing the Neighbourhood Renewal Fund, including appraisals, service level agreements, monitoring and reporting. In 2004/2005 Renaissi compiled an end of year report for the Tower Hamlets Partnership. Appendix 1 details progress against key targets highlighted in that report. Table below summarises key findings in 2004/2005.

LAP Interventions	Summary of Findings
The Safer Neighbourhood Scheme	<ul style="list-style-type: none"> Intervention will contribute significantly towards meeting related floor targets and the LAP targets of improved community safety.
The Education block proposal	<ul style="list-style-type: none"> Overall, the impact of raising self-esteem, increasing positive attitudes towards learning and providing access to services that support learning has been reflected in improvements being made in attainments in all participating schools and every LAP.
The Open Spaces block proposal	<ul style="list-style-type: none"> Proposal covered LAPs 1,2,3,4,6,8 and included a number of feasibility studies into the usage of open spaces in the borough, as well as improvements to children's playgrounds and play areas. All feasibility studies and improvements have been successfully completed.
The Health block proposal	<ul style="list-style-type: none"> The Mobile Dental Service was introduced to all LAPs to provide improved access to, and take up of, existing health provision. Check ups and routine NHS treatment have been delivered in all LAPs by the mobile service.
The Youth Block Proposal	<ul style="list-style-type: none"> LAPs wished to increase the capacity of the borough's Mobile Youth Centre fleet to enable more mobile provision to be made available within all LAPs. These activities took place according to plan, starting in December 2004 and completed in March 2005, with youth workers providing outreach work two evenings per week and for one weekend session in each LAP.

Analysis of NRF in Tower Hamlets - a view from NRF-funded Statutory, Voluntary and Community organisations

32 As noted in the Introduction, the working group invited representatives from NRF funded statutory, voluntary and community organisations to attend a review session. The working group heard evidence from, Tower Hamlets Community Empowerment Network (THCEN) and also Tower Hamlets officers from the Access to Employment team and Children Looked after Central team.

The work of Tower Hamlets Community Empowerment Network (THCEN)

33 The Tower Hamlets Community Empowerment Network (THCEN) is an equal partner in the Tower Hamlets Partnership. THCEN's role is to help make sure that the voluntary and community sector plays an effective role in neighbourhood renewal and a full and effective part within the Partnership. It helps groups and communities to access and engage with the Partnership who might otherwise find it difficult. Additionally, the THCEN is able to provide a third sector perspective on local needs and service provision. Figure 1 shows the performance of THCEN in 2007/08.

34 In order to do this the THCEN:

- **Elect representatives** to the THP Partnership Management Group (PMG) and Community Plan Action Groups (CPAGs)
- **Establish 4 Voluntary Sector Networks** (VSNs) to enable sector specific information to be passed between voluntary organisations and their users, THCEN representatives and to THP decision-making bodies.
- **Undertake outreach** to bring VCS groups who are not currently involved in The THP into the information loop.
- **Provide information** to VCS groups and their users to enable them to develop informed views on proposed decisions being made by the THP

35 **THCEN commented on NRF strategy in Tower Hamlets** - saying that on the whole NRF has made a significant contribution to their work, offering a real chance for improved service to residents in Tower Hamlets. The most common types of service improvement achieved relate to improving access to services for local people, increasing the scale of local provision and delivering services more responsively to local needs. However many challenges remain, including; making sure that all partner agencies follow the Tower Hamlets charter to ensure that there is a common way of working and improving communication between the three elements of the Tower Hamlets Partnership. THCEN also suggest that a form of induction programme should take place for new members of Tower Hamlets Partnership to ensure that the partnership has continuity in its approach to the service delivery.

Figure 1 - Key targets and snapshot of achievements of 2007/8

Targets	Achievements
<p>Increase participation in local consultation and decision making by – 550 contributing to LAP events</p> <p>Increase in the number of residents sometimes defined as hard to reach by 5% to:</p> <ul style="list-style-type: none"> a) BME 329 b) Bangladeshi 213 c) Somali 51 d) Young People 77 	<p>955 an increase of 73% above target</p> <ul style="list-style-type: none"> a) BME -757 an increase of 130% above target b) Bangladeshi – 512 an increase of 140% above target c) Somali 61 an increase of 20% above target d) Young people under – 348 an increase of 351% above target
<p>Increase the strength of the Third Sector to increase participation and involvement by:</p> <p>Increasing the number of organisations engaged in voluntary sector networks to 350</p> <p>Small grants programme 100% of funding allocated to benefit 100 organisations</p> <p>Youth and Community Leaders programme to train 250 community and youth leaders</p>	<p>390 organisations engaged within Voluntary Sector Networks an increase of 11.4% above target</p> <p>106 organisations funded with an additional 16 organisations benefiting from a total of £180,000 total awarded</p> <p>Over 450 people trained of which 170 were young people – an increase of 80% above target</p>

The work of Tower Hamlets Access to Employment

36 In 2006 192,577 people were employed in Tower Hamlets, this is predicted to rise to 306,000 by 2026. Labour market trends indicate that there is a mismatch between occupations undertaken by residents against the proportion of occupations available across Tower Hamlets. In Tower Hamlets 24% of jobs are in the managerial category, yet only 14% of Tower Hamlets residents are employed in these types of

jobs. Also 11% of Tower Hamlets residents are employed in elementary occupations while these jobs make up 8% of the borough.

- 37 Since 2004, 6.3 millions pounds of NRF has been spent to meet the following employment targets;
- Improve employment rates for local residents
 - Increase employment for target groups
 - Specifically – assist 550 residents into employment
 - Offer engagement and support through Community Hubs
 - Expand innovative programmes with employers
- 38 To help meet targets, employment task groups were set which, includes a strategy for a co-ordinated cross borough approach to public sector recruitment across the council, the PCT and Barts and the London NHS Trust, Job brokerage and re-employment training, enterprise activity in schools and Community Hubs.
- 39 Results show that between 2004 and 2006, 712 residents have been gone into employment and a further 650 residents have been placed into training, both indicators show a decrease between 2006 and 2007 with 597 residents being placed into employment and 615 residents placed into training. Since 2007, 615 residents have been gone into employment and 265 residents have been placed into training. Although results indicate that there has been a decline of those going into employment and training since 2004, sustainability remains high since 2004 with figures consistently above 78%.
- 40 Results also indicate that for those residents employed 38% went into the administrative and secretarial sector, 19% into the service industry and 17% into the construction sector. Only 2% of residents went into managerial work. Ethnic breakdowns show that of those employed 48% was of Bangladeshi origin, 23% of White British origin and 7% Black Caribbean. Overall the majority going into employment are the 19-24 year old category and a high percentage claiming Job Seekers Allowance.
- 41 Despite the huge challenge faced in trying to get residents into employment, which is borne out from the fact that to increase the employment rate by 1% , you would have to get 3000 into work, many success have been achieved which have been recognised nationally. More work would need to be done to get involved within the National Curriculum in schools to improve job prospects of school leavers.

The work of Tower Hamlets Children Looked After Central

- 42 Neighbourhood Renewal Funding was obtained in 2005, to support the development of sexual health within Tower Hamlets Social Services through the recruitment of a Sexual Health Development Worker. The need for addressing this is highlighted in government guidance and numerous legislation, including the National Strategy for Neighbourhood Renewal.

- 43 NRF was used to train two groups of foster carers on Sex and Relationships Education for Foster Children, including Bangladeshi Foster Carers. Also two days bespoke training was commissioned on Sex and Relationships Education for Children with Disabilities Team. Work was carried out with children from Faith Communities. Emphasis was placed on education that is appropriate to the particular faith of young people and their culture as well as age and social circumstance. Also an Information booklet for young people in foster care devised by young person and disseminated to children in care.
- 44 Work carried out involved, developing positive relationships between young people and being safe from sexual exploitation, helping all young people learn about sex and relationships in a way which develops self respect, respect of others and which promotes their physical and emotional health. Sex and relationships education is part of a life long process of learning, information and skills, forming beliefs, values and attitudes about sex, sexuality, sexual health and emotions, support given to children and young people in coping with adolescence and enable them to prepare for an adult life in which they can develop values and a moral framework that will guide their decisions, judgements and behaviour.
- 45 The project fully utilised all the allocated NRF funds through careful budgeting and budget monitoring and appears to have made a real difference to the knowledge and understanding of social workers who are now helping vulnerable young people (particularly those in care) from Tower Hamlets' community.

The Roll of Tower Hamlets Partnership in NRF Spending

- 46 The Tower Hamlets Partnership was created as the boroughs LSP, to encourage a joined up strategy which is accountable to communities and encourages them to take the lead. The Tower Hamlets Partnership brings together local authorities and other public services as well as residents and the private, voluntary and community sector organisations to improve services for the public.
- 47 The role of Tower Hamlets Partnership is to develop and implement local strategies through identifying neighbourhoods that should be prioritised, finding root causes of neighbourhood decline and developing ideas on how organisations and individuals can improve things. The Tower Hamlets Partnership also sets local targets for improving outcomes in deprived neighbourhoods.
- 48 From 2007/08 NRF will operate in the context of Local Area Agreements (LAA). The working group stressed that the Tower Hamlets Partnership continue to demonstrate, through the LAA how they are narrowing the gap between the most deprived areas and the rest.
- 49 The Working group felt that for LAAs to be completely effective Members will need to understand the nature of working with partners, the role of partners in the LAA and scrutinising the LAAs. Therefore there should be a development programme to support Members in the transition to their new role of place shaping and influencing as well as representing their communities.
- 50 The group realised the importance of the Community Plan target as a basis for any future funding. Therefore they requested more information as to how spending priorities and targets are agreed and the implications of LAA for Tower Hamlets. Particularly the working group wanted to know if the new LAAs will continue to meet Community Plan targets. The Working group was adamant that the LAAs should have a continued focus on narrowing the gap between the deprived and the rest

Recommendation

- R1 That a Members seminar be organised on how LAA targets are identified and spent.
- R2 That LAAs include targets for narrowing the gap with the average outcomes for KS2 and KS3; coronary heart disease; employment levels; take up of Incapacity Benefit and teenage conception rates.

- 51 The partnership consists of three elements:

- **Local Area Partnerships** - To identify local priorities in dialogue with local residents, community sector and local service providers;
- **The Community Plan Action Groups** - To meet the borough wide priorities and targets across services;
- **The Partnership Management Group** - Oversee an effective strategic partnership which is focused on making a real difference.

Local Area Partnership (LAPs)

- 52 There are eight Local Area Partnerships (LAPs) through which residents are involved. They include local people in considering ideas on how things can be improved and the ways in which they can influence the delivery of services in their area, but also the borough as a whole. They also provide the chance to scrutinise service performance to ensure that standards are met and promises kept.
- 53 Local Area Action Plans are produced each year to address local priorities for each of the LAPs. These set out targeted programmes for improvement and reflect Community Plan priorities at a local level. Significant amounts of Neighbourhood Renewal Funding have been used to support improved outcomes against these local priorities.
- 54 The LAP Action Plans are vital in ensuring that the Partnership target resources to deliver the biggest impact against our priority LAA outcomes. They also provide the basis for developing effective and locally-driven solutions that meet local needs.
- 55 As noted in the introduction, residents and LAP chair and Vice chairs were invited to attend a review meeting to discuss the impact of NRF in Tower Hamlets. Despite publicity, only five members of the public attended. Even though the participants were few, a number of issues were raised. All recognised the contribution of NRF in reviving local economies and supporting local community actions. Reference was made of the good work carried out by the Safer Neighbourhood Teams, who are NRF funded. Also, Chairs and Vice chairs agreed that the community themes reflected local priorities. However, there was a need to build capacity on both sides by supporting LAP participants in carrying out their role and ensuring service providers were more responsive.
- 56 Some LAP representatives did not feel they could identify the impact of NRF in their locality, beyond their own small delegated budget. They also noted that the commitment to devolution had been lost due to changes in management, commitment and resident involvement. In addition, LAPs felt that the partnership was effective in its capacity to develop and implement local strategies to improve local services, but needed to be more challenging. Also talked about better communication needs to be developed between LAPs, CPAG and PMG as to how funding is spent. The chairs and vice chairs also felt that key public sector partners who participated in and supported the LAPs, were not structured to be challenged and respond effectively to the issues that were raised. Feedback from some partners was not provided consistently.
- 57 The working group expressed concern that LAP chairs were not sufficiently aware about how NRF was being spent. The Working Group felt that better training should be made available before they take up their role and sustained whilst in their role be given to develop a better understanding of the role and responsibility of how funding decisions are made. The CPAG and PMG Chairs and steering Group members must also improve their communication with the LAPs. The Working group were keen to suggest that the structure of engagement with the community change so that there are clear expectations as to what the LAPs can influence. It was also felt that

LAP priorities should be evaluated against impact to see if there has been a narrowing of the gap.

Recommendation

- R3 That Tower Hamlets Partnership introduces a learning and development programme for Local Area Partnership (LAP) members which include a session on how funding decisions are made.
- R4 That a document detailing LAP roles and responsibilities is sent to all residents, along with an invitation to attend LAP meetings.
- R5 That the Tower Hamlets Partnership undertakes a corporate approach to project evaluation so improve value for money. This evaluation should include an analysis of project methods, scale, target group, value for money.
- R6 That the Partnership carry out a review of all employment project client outcomes to identify which interventions were most effective

The Community Plan Action Groups (CPAGs)

- 58 CPAGs oversee action plans for each community theme to ensure promises are delivered. CPAGs also oversee Neighbourhood Renewal and Identify emerging needs and priorities, in consultation with the Local Area Partnerships and all relevant local groups.
- 59 CPAGs focus on working to deliver community plan and neighbourhood renewal priorities, and meet the government's "floor targets. NRF is allocated to the four CPAGS across the Partnership. The purpose of this funding is to co-ordinate cross-borough service work focusing on progress towards floor targets and promises set out in the Community Plan.
- 60 All interventions funded through NRF, has a rigorous and independent appraisal process that is carried out through an external independent agency. The appraisal approval decision is made at the Partnership NRF Board, which includes members from the three strands of the Partnership, PMG, CPAGs and LAPs.
- 61 The Working group acknowledged that there is an intention for a robust approach to be taken when allocating funding, however some felt that there needs to be better interrogation at project development stage to guarantee right scale of action.
- 62 The Working group felt that a greater emphasis needed to be placed on the way projects are commissioned. Focus needs to remain on the suitability of organisations receiving NRF; this should include rigid scrutiny of how residents in Tower Hamlets will benefit from project. This focus on outcomes is important to ensure quality assurance and standards are met.
- 63 Furthermore the group wanted to see more focus on the way each proposal meets floor targets. This should include statistics, case studies and qualitative analysis. Also how each proposal adds value to what already exists, How it meets concerns of local residents, a set of outcomes identified and how the project is mainstreamed.

Recommendation

- R7 That Community Plan Action Groups (CPAGs) identify project delivery methods when commissioning projects. This should ensure that suitable outreach to clients is scrutinised at the project commissioning stage.
- R8 That CPAGs operate joint commissioning on worklessness projects in order to maximise the benefits to client outreach and improve value for money.
- R9 That the arrangements for outreach across the projects should be reviewed. The review should address arrangements for:
- Specific outreach to intended beneficiaries in particular projects; and
 - General outreach arrangements for engaging the broader community.

The Partnership Management Group (PMG)

- 64 The Partnership Management Group (PMG) involves residents, representatives from the Community Plan Action Groups, local councillors and representatives from the major service providers, businesses, voluntary and community sectors and faith communities. It is a small strategic group with responsibility for delivering the overall strategy and ensuring that plans are fulfilled.
- 65 This provides a strong foundation for the development of LAAs. It involves all the key service partners who will play a role in delivering priority outcomes, and has a strong community focus to enable local people to contribute to, as well as benefit from, this agreement.
- 66 The working group acknowledged that the governance arrangements at PMG were commended by GOL as being transparent, but also remembered that some LAP members expressed confusion over the administration of funding decisions. Some
- 67 felt that the governance approach had been 'one size fits all' despite the CPAG and the LAP structure. The emphasis on feedback from the LAPs and bottom up working is commendable but it's not clear that services and departments are willing and or capable of operating and be accountable in this way.
- 68 The working group recognised the importance of good communication between the partnerships three elements to help service improvement and promote joint working. Essential to good communication was the awareness of how NRF has been spent. To this end they stressed that the Partnership look for effective methods to improve the communication process between LAPs, CPAGs and PMG.

Recommendation

- R10 That Community Plan Action Groups (CPAGs) identify project delivery methods when commissioning projects. This should ensure that suitable outreach to clients is scrutinised at the project commissioning stage.

- R11 That the Tower Hamlets Partnership review the communication between LAPs, CPAGs and PMG in order to ensure that local matters are reflected at PMG and that strategic matters are communicated effectively to LAPs.
- R12 That the Tower Hamlets Partnership develop a strategic commissioning framework for regeneration funds in future, to provide a more consistent framework for assessing value for money and to ensure specific interventions reinforce higher level strategic objectives.

Working Neighbourhood Fund allocations

- 69 The Working Neighbourhoods Fund (WNF) was announced in November 2007. It is sited as a replacement for NRF however; it is 30% less than that of NRF and has different stated objectives.
- 70 The WNF will help tackle worklessness and low levels of skills and enterprise in the most deprived areas. Tower Hamlets allocation of WNF for 2008/09 is £10.279m which is the 10th highest allocation in the country, and the 3rd highest in London, behind Hackney and Newham, however most significantly the allocation is £4.3m or 29% less than the final year's NRF allocation.
- 71 Whilst there is a broad interpretation of WNF it will be ring fenced as part of the Area Based Grant. There is commitment that WNF will be delivered through the Tower Hamlets Partnership and tie into the emerging themes of the community plan
- 72 The group reminded officers that Mainstreaming is crucial to the sustainability of neighbourhood strategies and that any future funding must consider the mainstream to ensure that delivery of locally agreed priorities are met. Also there needs to be a continued focus on skills development to help people extend the ability to get employment. Officers revealed that the WNF spend can be flexible to meet local needs, to that end the Working group asked for more funding to the Safer Neighbourhood Teams to help procure additional resources.

Recommendation

- R13 That project appraisal documents provide a mainstreaming strategy which explains whether the project will a) change service practice b) seek alternative funding c) create a new mainstream service.
- R14 That employability and skills should remain a priority for the Partnership. The project appraisal should identify which client group is being targeted and outcomes should not be restricted to 'jobs held for 13 weeks' so that the progress made towards employment can be measured.
- R15 That funding is provided to the third sector in the Borough to ensure it is able to represent the views of the sector in strategic decisions and can support local level community capacity building activity on the community chest model.

Safer Neighbourhood Teams

- 73 Through the review, the Working Group was regularly reminded that the Boroughwide roll-out of the Safer Neighbourhood Teams ahead of other areas was one of the most obvious successes of the NRF in Tower Hamlets. In truth, this intervention was unlike many others, as instead of testing a new service, it simply brought forward one that the Mayor of London and the Metropolitan Police had already decided to implement.
- 74 Nevertheless, the sharp decline in certain categories of offence and the noticeable improvement in public perceptions around anti-social behaviour, can be said to have

come from the appearance of the SNTs in each ward. And so the narrowing of the gap has undeniably stemmed from Tower Hamlets' decision to roll-out the SNTs before anyone else in London.

- 75 The Working Group noted that the Metropolitan Police are working in partnership with a number of other local authorities to pilot an expanded Safer Neighbourhood Team structure. For example, in LB Hackney, an additional SNT has been established specifically to deal with the problems arising from the proliferation of nightlife venues in the Shoreditch "Triangle". And in LB Hammersmith & Fulham, the council is piloting "Super SNTs" of thirty Police Officers and PCSOs in Fulham Broadway and Shepherd's Bush.
- 76 The Working Group noted the confidence this has already given businesses to invest in these areas, and the jobs created and retained as a result. We consider that business opportunities and employment prospects would be similarly enhanced in these measures were replicated in Tower Hamlets. We recognise that funding an expanded SNT service sits less easily under the WNF than the NRF, but we do believe that it would be both possible and beneficial to undertake a pilot scheme in the Borough.
- 77 We estimate the cost of doubling the size of an SNT in one ward at around £300,000. It is perfectly possible therefore to undertake a two-year pilot with a twelve-strong SNT in at least two wards without placing an unsustainable burden on the Borough's WNF allocation. This should test the merit of an expanded SNT in reducing crime, improving public and especially business perceptions of the area. If the pilot proves successful, an application should be made to the Mayor of London and Metropolitan Police for this initiative to be mainstreamed under matched-funding arrangements.

Recommendation

- R16 That the impact of Safer Neighbourhood Teams (SNTs) should be recognised and Tower Hamlets Partnership should use WNF to pilot an expanded SNT service in at least two wards.

Homelessness and Unemployment

- 78 Over 2,000 Tower Hamlets households are currently placed in temporary accommodation after being accepted as homeless and in priority need. This accommodation is usually at sky high market rents far in excess of the equivalent council rent. This creates a deep "poverty trap" that can make it impossible to make work pay. This helps explain why the overwhelming majority of homeless households are out of work and in receipt of Housing Benefit.
- 79 Many homeless families spend two, three or even four years in temporary accommodation before successfully bidding for a council or housing association tenancy. It is well-known that, the longer people spend away from the job market, the harder it can be to re-enter it.

- 80 An innovative scheme being run by East Homes in LB Newham is attempting to tackle this problem. Under this *Working Futures* project, the homeless household is only liable for a rent up to the equivalent of a similar sized council flat. The remainder is paid by the Department of Work & Pensions in a block grant to East Homes. An independent evaluation has shown that this scheme has had some success in helping homeless people escape the poverty trap and find work that pays.
- 81 In Tower Hamlets, the NRF was not used to make any intervention to narrow the gap between the proportion of homeless people out of work and the proportion of the rest of the population. We believe that the WNF offers an opportunity to put this right, by testing the value of some focussed interventions to help homeless people secure and sustain employment while living in expensive temporary accommodation.

Recommendation

- R17 That the Tower Hamlets Partnership should examine the possibility of funding a similar *Working Futures* scheme to ease the poverty trap facing homeless families in the Borough.

Conclusion

- 82 The Working Group welcomed the opportunity to evaluate the way NRF has been spent in Tower Hamlets. The group welcomes the commitment of the Tower Hamlets Partnership in trying to meet local needs and improving outcomes through NRF for local residents. The working group also welcomes the findings which demonstrate that there is commitment in trying to narrow the gap between the deprived and the rest in Tower Hamlets.
- 83 There has clearly been a strong progress across all areas to narrow the gap. All key indicators show that improvements have been made. At a strategic level, the Partnership needs to ensure that future funding continues this trend; Mainstreaming is crucial to the sustainability of neighbourhood strategies and that any future funding must also consider the mainstream to ensure that delivery of locally agreed priorities are met.
- 84 The findings demonstrate that NRF is making a contribution to targets and service improvements; successes such as the Safer Neighbourhoods Teams prove this. However, there needs to be better communication on the ground to insure that services improve delivery. Better Project appraisal and rationales need to exist. Also more work needs to be carried out in performance management and targeting techniques for when the WNF is introduced.

84 Appendix 1 - Renaisi evaluation progress against target

Community Plan and Neighbourhood Renewal Strategy:

Progress against key targets 2004 - 2005

Living Safely

Target area	What we said we would achieve	Our performance	Success: ✓ = Yes ? ✓ = Partly X = No
Total Crime	<ul style="list-style-type: none"> Reduce crime and reduce the gap between highest CDRP areas and best comparable areas 	<ul style="list-style-type: none"> 7.3% reduction total crime compared to 2003/4. This compares favourably to a London-wide fall of 4.3% in the same period. 	✓
Acquisitive crime	<ul style="list-style-type: none"> Reduce acquisitive crime, <ul style="list-style-type: none"> with a 25% reduction in domestic burglary with a 14% reduction robbery with a 30% reduction in vehicle crime against a 1998/9 baseline 	<ul style="list-style-type: none"> Floor target achieved for residential burglary and robbery. Not met for vehicle crime though significant improvements over last two years <ul style="list-style-type: none"> - Domestic burglary – down 32.9%, - Robbery – down 15.7%, - Vehicle crime – down 14.5% Relative position for residential burglary within the family of boroughs has improved Relative position for robbery now below median rate for family of boroughs 	✓
Road deaths	<ul style="list-style-type: none"> Reduce the number of people killed or seriously injured in road accidents by 40% against 1998 figure 	<ul style="list-style-type: none"> The number of road deaths per year fell by 38.8% compared to the average for the period 1994-1998. 	✓
Fear of crime	<ul style="list-style-type: none"> Reduce fear of crime 	<ul style="list-style-type: none"> The Annual Residents Survey is positive in terms of perceptions of safety across all sections of the community with a 9% drop in the number of those rating crime as a major concern 	✓
Youth crime	<ul style="list-style-type: none"> Reduce youth offending 	<ul style="list-style-type: none"> The 2005 targets were reached in 2004 and youth offending reduced by a further 14% in 2004 First time youth offending has fallen by 15.5% since last year although re-offending has risen 2.6%. 	✓
Arson	<ul style="list-style-type: none"> Reduce number of non-accidental fires 	<ul style="list-style-type: none"> Non-accidental rubbish container fires fell by 25.6% Non-accidental car fires fell by 22.3% 	✓
Antisocial behaviour	<ul style="list-style-type: none"> ASB reduced by 5% by March 2005 and by 10% by the end of 2006-7 	<ul style="list-style-type: none"> Reported ASB increased by approx. 20% in 2004-5 and remains a top priority for the public and partnership with the establishment of a new working group under the Crime and Disorder partnership 	X
Substance misuse	<ul style="list-style-type: none"> Reduce the impact of substance misuse 	<ul style="list-style-type: none"> The number of young people accessing drugs treatment increased by 18% since last year The number of adult offenders accessing drugs treatment through the Drugs Intervention Programme increased by 7% since last year 	✓
Recycling	<ul style="list-style-type: none"> Increase tonnage of recycled waste 	<ul style="list-style-type: none"> Tonnage of recycled waste has increased 7.3% since 2003/4 	✓
Cleanliness	<ul style="list-style-type: none"> Increase the ENCAMS Cleanliness Index for the borough's streets 	<ul style="list-style-type: none"> ENCAMS Index score improved from 68% in 1003/4 to 74.8% for 2004/5. 	✓

Highlighted / shaded areas = floor targets

Community Plan and Neighbourhood Renewal Strategy:

Progress against key targets 2004 - 2005

Living Well

Target area	What we said we would achieve	Our performance	Success: ✓ = Yes ? ✓ = Partly X = No
Life expectancy & mortality rates	<ul style="list-style-type: none"> Reduce gap in life expectancy at birth between Tower Hamlets and population as a whole 	<ul style="list-style-type: none"> Ward data report indicates improvements in male and female life expectancy rates: <ul style="list-style-type: none"> - Female – 6 month improvement since 2003 - Male – 3 month improvement since 2003 	✓
Teenage Pregnancy	<ul style="list-style-type: none"> Reduce under 18s conception rate 	<ul style="list-style-type: none"> On target to achieve floor target if current progress is maintained. Local data suggests a 26% reduction since 1998 with an 8% reduction since 2003. 	✓
Access to health care	<ul style="list-style-type: none"> Quicker access and shorter waiting times 	<ul style="list-style-type: none"> On average 98% of patients now spend no more than 4 hours in A&E Improved waiting times although, <ul style="list-style-type: none"> - 9% of patients exceeded 13 week maximum waiting time for new outpatient appointments with consultants, although all patients were seen within 17 weeks - 6% of patients exceeded 6 month maximum waiting time, although all patients waiting over 6 months for surgery are being offered a choice of alternative provider 	✓ ? ✓
Healthy lifestyles	<ul style="list-style-type: none"> Increase the number of people who successfully stop smoking 	<ul style="list-style-type: none"> On target, 3911 people stopped smoking between 2003-05 	✓
Housing and housing services	<ul style="list-style-type: none"> Increase proportion of social housing judged to be of a decent standard Improve access to affordable homes 	<ul style="list-style-type: none"> Performance (5.46%) was above the London average increase in decency (2.76%) between 2002/03 and 2003/04. There is clear evidence that our Housing Choice Strategy is achieving the intended outcomes, which will lead to an acceleration in progress towards the decent homes standard. 80% of homes are located on estates that are part of or have completed stage 3 of the Housing Choice process. There have been 8 positive transfer ballots, accounting for over 5,700 homes. 3 transfers have now completed. 538 new affordable homes have been built and 28 private homes have been returned to use 	✓ ✓ ✓ ✓ ✓

Highlighted / shaded areas = floor targets

Community Plan and Neighbourhood Renewal Strategy:

Progress against key targets 2004 - 2005

Learning, Achievement and Leisure

Target area	What we said we would achieve	Our performance	Success: ✓ = Yes ? ✓ = Partly X = No
Educational attainment	<ul style="list-style-type: none"> To increase the percentage of pupils obtaining 5 or more GCSEs at grade A* to C to at least 38% 75% of 14 year olds to achieve level 5 or above in English and Maths and 70% of 14 year olds to achieve level 5 or above in Science 85% of 11 year olds to achieve level 4 or above in English and Maths 	<ul style="list-style-type: none"> Summer 2004, 48% of pupils achieved five or more grade A*-C at GCSE. 13% improvement in the last three years, which is three times the national rate. % of 14 year olds achieving level 5 or above improved significantly: <ul style="list-style-type: none"> 57% English (up 3%) 58% Maths (up 3%) 49% Science (up 2%) % of 11 year olds achieving level 4 or above improved significantly: <ul style="list-style-type: none"> 77% English (up 3% - in line with national average rate of increase) 75% Maths (up 4% - above national average rate of increase) 	✓
School performance	<ul style="list-style-type: none"> Improve school performance across the borough Every school in the borough has at least 25% of pupils obtaining 5 or more GCSEs at grade A*-C 	<ul style="list-style-type: none"> 2 schools are currently identified by OFSTED as having serious weaknesses and 1 school is in special measures Six of our fifteen secondary schools are now producing A*-C GCSE results above the national average, and no school is below the government's floor target of 25% 	✓
School attendance	<ul style="list-style-type: none"> Improve primary school attendance 	<ul style="list-style-type: none"> 2003/4 attendance increased by 0.7% to 94.1%. Now only 0.4% below the national average; two years ago it was one of the lowest nationally 	? ✓
Participation in lifelong learning	<ul style="list-style-type: none"> Maintain adult participation in lifelong learning activities at high level of 9,700 learners achieved last year 	<ul style="list-style-type: none"> 11,755 learners participated in lifelong learning courses, a 21% increase over last year 	✓

Highlighted / shaded areas = floor targets

Community Plan and Neighbourhood Renewal Strategy:

Progress against key targets 2004 - 2005

Learning, Achievement and Leisure

Target area	What we said we would achieve	Our performance	Success: ✓ = Yes ? ✓ = Partly X = No
Educational attainment	<ul style="list-style-type: none"> To increase the percentage of pupils obtaining 5 or more GCSEs at grade A* to C to at least 38% 75% of 14 year olds to achieve level 5 or above in English and Maths and 70% of 14 year olds to achieve level 5 or above in Science 85% of 11 year olds to achieve level 4 or above in English and Maths 	<ul style="list-style-type: none"> Summer 2004, 48% of pupils achieved five or more grade A*-C at GCSE. 13% improvement in the last three years, which is three times the national rate. % of 14 year olds achieving level 5 or above improved significantly: <ul style="list-style-type: none"> 57% English (up 3%) 58% Maths (up 3%) 49% Science (up 2%) % of 11 year olds achieving level 4 or above improved significantly: <ul style="list-style-type: none"> 77% English (up 3% - in line with national average rate of increase) 75% Maths (up 4% - above national average rate of increase) 	✓
School performance	<ul style="list-style-type: none"> Improve school performance across the borough Every school in the borough has at least 25% of pupils obtaining 5 or more GCSEs at grade A*-C 	<ul style="list-style-type: none"> 2 schools are currently identified by OFSTED as having serious weaknesses and 1 school is in special measures Six of our fifteen secondary schools are now producing A*-C GCSE results above the national average, and no school is below the government's floor target of 25% 	✓
School attendance	<ul style="list-style-type: none"> Improve primary school attendance 	<ul style="list-style-type: none"> 2003/4 attendance increased by 0.7% to 94.1%. Now only 0.4% below the national average; two years ago it was one of the lowest nationally 	? ✓
Participation in lifelong learning	<ul style="list-style-type: none"> Maintain adult participation in lifelong learning activities at high level of 9,700 learners achieved last year 	<ul style="list-style-type: none"> 11,755 learners participated in lifelong learning courses, a 21% increase over last year 	✓

Highlighted / shaded areas = floor targets

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Excellent Public Services			
Target area	What we said we would achieve	Our performance	Success: ✓ = Yes ? ✓ = Partly X = No
Better value services	<ul style="list-style-type: none"> Recognition by residents that services are improving 	<p>Annual Residents Survey:</p> <ul style="list-style-type: none"> Satisfaction with the Council rose in every LAP area apart from LAP4. Satisfaction with the Health Service rose everywhere except LAP2, while satisfaction with Policing rose everywhere except LAPs 2, 5 and 6 	✓
Young people	<ul style="list-style-type: none"> Increase youth involvement in planning services 	<ul style="list-style-type: none"> Our <i>Youth Participation Strategy</i> has resulted in young people representation on the Partnership Management Group and greater involvement in LAPs. And a Youth Participation Officer will be evaluating feedback from young people on their increased involvement in planning services. 	✓
Access	<ul style="list-style-type: none"> Improve access to services for all residents 	<ul style="list-style-type: none"> Yes. 7 more buildings were made compliant for 2004/05. This is in line with the target of 33% for the year (and may even exceed it) A draft Language Charter is in place, and the new <i>Language Support Service</i> launched in January 2005 fully meets its requirements 	✓
Equalities	<ul style="list-style-type: none"> Workforce to reflect the community 	<ul style="list-style-type: none"> The proportion of BME employees in the Council's top 5% of earners has increased from 13.4% in March 2003 to 17.5%. 20 trainees have been recruited to the Council's Graduate Development Programme. A new Corporate Equality and Diversity strategy for the Health Service will be in place in November 2004, which will identify ways to increase the numbers of BME employees in managerial positions. In the Police service, 29% of police employees (Officers, Community Support Officers and staff) recruited or transferred to the borough in the year to April 2005 were from BME communities; this compares with 22% for the year to October 2004. 	✓
Community Cohesion	<ul style="list-style-type: none"> Improve cohesion amongst communities 	<ul style="list-style-type: none"> A basket of Community Cohesion indicators maintained by the Council shows steady improvement in most areas. In addition, the borough's award of Beacon status for both <i>Promoting Race Equality</i> and <i>Getting Closer to Communities</i> are further indications of our strength. 	✓