



Meeting of the

TOWER HAMLETS COUNCIL

Wednesday, 21 June 2006 at 7.30 p.m.

A G E N D A

VENUE

Council Chamber, 1st Floor,
Town Hall, Mulberry Place,
5 Clove Crescent,
London E14 2BG

If you require any further information relating to this meeting, would like to request a large print, Braille or audio version of this document, or would like to discuss access arrangements or any other special requirements, please contact:

Tim Hogan, Democratic Services

Tel: 020 7364 4850, E-mail: tim.hogan@towerhamlets.gov.uk



Chief Executive's
Directorate

Democratic Renewal and Engagement
Tower Hamlets Town Hall
Mulberry Place
5 Clove Crescent
London E14 2BG

Tel **020 7364 4850**
Fax **020 7364 3232**

www.towerhamlets.gov.uk

**TO THE MAYOR AND COUNCILLORS OF THE LONDON BOROUGH OF TOWER
HAMLETS**

You are summoned to attend a meeting of the Council of the London Borough of the Tower Hamlets to be held in **THE COUNCIL CHAMBER, 1ST FLOOR, TOWN HALL, MULBERRY PLACE, 5 CLOVE CRESCENT, LONDON, E14 2BG** at **7.30 p.m.** on **WEDNESDAY, 21 JUNE 2006**

Christine Gilbert
Chief Executive

LONDON BOROUGH OF TOWER HAMLETS

COUNCIL

WEDNESDAY, 21 JUNE 2006

7.30 p.m.

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. DECLARATIONS OF INTEREST

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

Note from the Chief Executive

In accordance with the Council's Code of Conduct, Members must declare any **personal interests** they have in any item on the agenda or as they arise during the course of the meeting. Members must orally indicate to which item their interest relates. If a Member has a personal interest he/she must also consider whether or not that interest is a **prejudicial personal interest** and take the necessary action. When considering whether or not they have a declarable interest, Members should consult pages 173 to 185 of the Council's Constitution. Please note that all Members present at a Committee meeting (in whatever capacity) are required to declare any personal or prejudicial interests.

A **personal interest** is, generally, one that would affect a Member (either directly or through a connection with a relevant person or organisation) more than other people in London, in respect of the item of business under consideration at the meeting. If a member of the public, knowing all the relevant facts, would view a Member's personal interest in the item under consideration as so substantial that it would appear likely to prejudice the Member's judgement of the public interest, then the Member has a **prejudicial personal interest**.

Consequences:

- If a Member has a **personal interest**: he/she must declare the interest but can stay, speak and vote.
- If the Member has **prejudicial personal interest**: he/she must declare the interest, cannot speak or vote on the item and must leave the room.

When declaring an interest, Members are requested to specify the nature of the interest, the particular agenda item to which the interest relates and to also specify whether the interest is of a personal or personal and prejudicial nature. This procedure is designed to assist the public's understanding of the meeting and is also designed to enable a full entry to be made in the Statutory Register of Interests which is kept by the Head of Democratic Renewal and Engagement on behalf of the Monitoring Officer.

3. MINUTES

To confirm as a correct record the proceedings of the unrestricted minutes of the Annual meeting of the Council held on 24th May, 2006. **(Attached)**

4. TO RECEIVE ANNOUNCEMENTS FROM THE MAYOR, LEADER OF THE COUNCIL, MEMBERS OF THE CABINET OR THE CHIEF EXECUTIVE

5. TO RECEIVE ANY PETITIONS OR DEPUTATIONS

No requests to receive petitions have been received.

Two deputation requests have been received.

5 .1 A request to submit a deputation has been received from Ms. P. Cottage, Sivill House, Columbia Road, E2, on the subject of Housing Choice.

5 .2 A request to submit a deputation has been received from Ms. L. Rogers, Columbia Road, E2, on the subject of Crossrail.

6. TO RECEIVE WRITTEN QUESTIONS FROM MEMBERS OF THE PUBLIC

(Maximum of 30 minutes allowed)

The questions which have been received are set out in agenda item 6.

7. TO RECEIVE QUESTIONS FROM MEMBERS OF THE COUNCIL

(Maximum of 30 minutes allowed)

The questions which have been received are set out in agenda item 7.

8. REPORTS FROM THE EXECUTIVE AND THE COUNCIL'S COMMITTEES

Report of the Cabinet of 5th April 2006

8 .1 Youth Justice Plan 2006-2007: Key Proposals 37 - 116

Reports of the Cabinet of 7th June 2006

8 .2 Tower Hamlets Community Plan to 2010 Year 6 (2006/2007) Revision 117 - 200

8 .3 The Council's Strategic Plan 2006 to 2011: Year 1 Implementation Plan (2006/7) & Best Value Performance Plan 201 - 364

Report of the General Purposes Committee of 14th June 2006

8 .4 Controlled Drinking Zone (TO FOLLOW)

9. REPORT OF THE OVERVIEW AND SCRUTINY COMMITTEE

9 .1 Annual Report of Overview and Scrutiny Committee 2005/2006 365 - 384

10. TO RECEIVE REPORTS AND QUESTIONS ON JOINT ARRANGEMENTS AND EXTERNAL ORGANISATIONS

10 .1 Joint Arrangements

No business under this heading to be considered.

10 .2 External Organisations

No business under this heading to be considered.

11. TO CONSIDER MOTIONS SUBMITTED BY MEMBERS OF THE COUNCIL

(A maximum of 30 minutes allowed)

Five motions have been submitted.

11 .1 Motion submitted by Councillor Phil Briscoe regarding crime reduction targets and Police Station provision in the Borough.

Proposed: Councillor Phil Briscoe

Seconded: Councillor Shirley Houghton

“This Council Notes:

1. In the year 2005/2006, the Tower Hamlets targets on crime reduction were missed in each of the top 10 categories, including domestic burglaries, violent crime, racial incidents, street robberies and vehicle crimes.
2. Neither the Tower Hamlets Council Community Plan 2006-2007, nor the Tower Hamlets Strategic Plan 2006-2011, make any mention of the existence or importance of Police Stations in the Borough.
3. That aside from the 2 main Police Stations in the Borough (at Limehouse and Bethnal Green), there are a further 4 recognised police stations in Tower Hamlets (Isle of Dogs, Poplar, Brick Lane, Bow). Out of a possible total weekly opening of 672 hours, these 4 stations currently open for only 133.5 hours per week (19.8%).
4. That the number of hours when local residents can visit an active Police Station in Tower Hamlets is one of the lowest figures across London Boroughs. In neighbouring Boroughs, Police Station opening hours are significantly longer in Newham, Hackney, Greenwich and Lewisham.
5. The success of the residents of the Isle of Dogs and their campaign to change the opening hours of the Manchester Road Police Station via the Metropolitan Police Authority and to ensure that this facility is open in the evenings when residents need access.

This Council resolves:

1. To review the stated Living Safely objectives to include a reference to Police Stations and their importance in the fight against crime.
2. To work with the Metropolitan Police and the Tower Hamlets Borough Police Commander to maximise the use of Police Stations to help counter crime and to reduce the fear of crime across the area.
3. To undertake meaningful consultation through the Local Area Partnership network to work with local residents and establish expectations around Police Station opening hours and how they can be improved to counter local crime issues.
4. To explore other possible options of sponsorship or partnership working to produce the resources to allow Police Stations to open for longer hours without detracting from frontline policing in the Borough.”

11 .2 Motion submitted by Councillor Peter Golds regarding the Ideas Store Programme and other issues relating to libraries in the Borough.

Proposed: Councillor Peter Golds
Seconded: Councillor Simon Rouse

“This Council Notes:

- The current Ideas Store Programme.
- The closure of Limehouse library and Bancroft library.
- Previous motions presented to this Council regarding Bethnal Green library and Blackwall and Cubitt Town library.
- The £6,545 cost of the opening ceremony for the Canary Wharf Ideas Store, including costs for Gospel singers and Tango dancers.

This Council Believes:

- That the uncertainty governing existing libraries needs to be ended.
- That the sale of historic public libraries should stop.
- That the millions of pounds associated with the Ideas Store programme are an unacceptable use of Council taxpayers money.
- That existing libraries are popular with residents and should be retained.

This Council instructs:

- That the Lead Member for Culture should make a clear and unequivocal statement as to the long term future of all libraries.
- That the Lead Member for Culture should specifically confirm that Bethnal Green library and Blackwall and Cubitt Town library will remain open in their current premises and unaffected by any

Ideas Store programme.

- That the Ideas Store Programme be stopped and all budget allocated to re-investment in existing library provision.”

11 .3 Motion submitted by Councillor Simon Rouse regarding the Calendar of Council meetings and constitutional changes, to improve democratic engagement.

Proposed: Councillor Simon Rouse

Seconded: Councillor Tim Archer

“This Council Notes:

- The Calendar of Meetings for the 2006/7 Municipal Year.
- That the aforementioned calendar was agreed at the Council meeting on 1st March prior to the election of the current Council.
- That the current Council has a number of new members who have not had a chance to agree the Municipal Calendar.
- That the Constitution actually notes the Annual Council to be the normal body to agree the Municipal calendar.
- That the current calendar only provides for 5 meetings of the Full Council.
- That the full Council meeting on 1st March passed a number of changes to the Council Constitution and that those changes were not subject to any discussion as a motion to ‘move to the vote’ was passed before any Council discussion.
- That the amendments passed changed the time allocated to public questioning of the Council and motions presented by Members, as well as changes to Member access to information.

This Council Believes:

- That the new Members should have an opportunity to agree the Municipal calendar governing the new Council.
- That 5 Council meetings a year is inadequate to conduct the Council’s business in a timely way whilst ensuring maximum public engagement.
- That the Constitutional changes passed were of significance to the ability of the public and Members to exercise their right to express views and affect Council policy, as well as significantly altering Member access to information.

This Council instructs:

- That the Head of Democratic Renewal and Engagement table the Municipal calendar for formal agreement by the new Council at their meeting on 13th September.
- That the calendar presented should include full Council meetings to be held in October, November, January, March and April.
- That the constitutional changes passed on 1st May be revoked, pending a review by a cross-party constitutional working party. Pending the review, the constitution prior to the changes should be restated.”

11 .4 Motion submitted by Councillor Oliur Rahman regarding the Housing Choice process

Proposed: Councillor Oliur Rahman

Seconded:

“In view of widespread concerns at the process and impact of Housing Choice, and serious allegations of malpractice and abuses in the conduct of Housing Choice ballots, we agree to listen to the case put by tenants and:

- Stop the Housing Choice process
- Conduct a full investigation into allegations concerning the conduct of Housing Choice consultation and balloting
- Review available resources and assets, including regeneration funding, available to fund council housing repairs and improvements
- Request a full study on the implications of the Audit Commission ‘Financing council housing’ report (2005) recommendations of ‘solutions for those authorities that currently rely heavily on the [council housing subsidy] system ‘by relieving the HRA of historic debt costs
- Joint representations to government, with tenants, trade unions, and elected representatives, on the particular and acute needs of Tower Hamlets and the urgent need for direct investment in our council housing stock (the Fourth Option)”

11 .5 Motion submitted by Councillor Tim Archer regarding the Housing Choice process

Proposed: Councillor Tim Archer

Seconded: Councillor Simon Rouse

“This Council Notes:

- The 7 recent no votes against stock transfer.
- The £5 million being spent by the Council on supporting the Housing Transfer process.
- The £500 million required to bring the Council’s housing stock up to the Decent Homes Standard requirement by 2010.

This Council Believes:

- That the Housing Choice process has lost all credibility with local residents and voters.
- That public money is being spent on a propaganda exercise.
- That this Council has no effective contingency plan to deal with estates that do not transfer.
- That the Housing Choice process has become overly politicised.

This Council instructs:

- That the Housing Choice programme be immediately suspended.
- That a three-month review is conducted chaired by an independent party and involving local residents, to establish a plan to achieving the Decent Homes Standard.

12. OTHER BUSINESS

**12 .1 Crossrail - Endorsement of the Submission of a Petition on the
Additional Provisions - May 2006**

385 - 404

This page is intentionally left blank

LONDON BOROUGH OF TOWER HAMLETS

MINUTES OF THE ANNUAL COUNCIL MEETING

HELD AT 7.30 P.M. ON WEDNESDAY, 24 MAY 2006

**THE COUNCIL CHAMBER, 1ST FLOOR, TOWN HALL, MULBERRY PLACE, 5
CLOVE CRESCENT, LONDON, E14 2BG**

The Mayor, Mr Doros Ullah in the chair.

Members Present:

Councillor Helal Abbas	Councillor Sirajul Islam
Councillor Ohid Ahmed	Councillor Waiseul Islam
Councillor Rajib Ahmed	Councillor Ann Jackson
Councillor Rofique U Ahmed	Councillor Denise Jones
Councillor Louise Alexander	Councillor Dr. Emma Jones
Councillor Anwara Ali	Councillor Azizur Rahman Khan
Councillor Shahed Ali	Councillor Rania Khan
Councillor M. Shahid Ali	Councillor Shiria Khatun
Councillor Timothy Archer	Councillor Abdul Matin
Councillor Abdul Asad	Councillor Abjol Miah
Councillor Rupert Bawden	Councillor Fozol Miah
Councillor Lutfu Begum	Councillor Abdul Munim
Councillor Philip Briscoe	Councillor Timothy O'Flaherty
Councillor Alibor Choudhury	Councillor Ahmed Adam Omer
Councillor Shamim A. Chowdhury	Councillor Joshua Peck
Councillor Stephanie Eaton	Councillor Lutfur Rahman
Councillor Rupert Eckhardt	Councillor Oliur Rahman
Councillor Marc Francis	Councillor M. Mamun Rashid
Councillor Peter Golds	Councillor Simon Rouse
Councillor Shafiqul Haque	Councillor Mohammed Abdus Salique
Councillor Carli Harper-Penman	Councillor A A Sardar
Councillor Clair Hawkins	Councillor Bill Turner
Councillor Alexander Heslop	Councillor Dulal Uddin
Councillor Shirley Houghton	Councillor Abdal Ullah
Councillor Ahmed Hussain	Councillor Motin Uz-Zaman

1. TO ELECT A MAYOR OF THE BOROUGH TO HOLD OFFICE UNTIL THE ANNUAL MEETING OF THE COUNCIL IN 2007

Mr Ullah addressed the meeting on his year in office during which time he had raised £55,000 for his charity – Crisis.

Councillor Denise Jones responded on behalf of the Council. Councillors Rouse and Oliur Rahman also addressed the meeting on the Mayor's year in office.

Moved by Councillor Denise Jones, **Seconded** by Councillor Sirajul Islam and **RESOLVED**

That Councillor Shafiqul Haque of 18 Halliday House, Christian Street, London E1 1PA. be elected as Mayor of the London Borough of Tower Hamlets to hold office from 24th May, 2006 until the Annual Meeting of the Council in 2007.

The Mayor, Councillor Shafiqul Haque in the chair.

The Mayor then addressed the meeting and set out his proposed programme for the year, together with details of two charities he would be supporting during his mayoralty, Daneford Trust and Tower Hamlets Summer University.

2. TO ELECT A DEPUTY MAYOR TO HOLD OFFICE UNTIL THE ANNUAL MEETING OF THE COUNCIL IN 2007

Moved by Councillor Denise Jones, **Seconded** by Councillor Sirajul Islam

RESOLVED

That Councillor Ann Jackson of 34 Cardigan Road, London E3 5HU be elected as Deputy Mayor of the London Borough of Tower Hamlets to hold office from 24th May 2006 until the Annual Meeting of the Council in 2007.

3. APOLOGIES FOR ABSENCE

There were no apologies for absence submitted.

4. TO NOTE ANY DECLARATIONS OF INTEREST

There were no declarations of interest made.

5. MINUTES

MINUTES: RESOLVED:

That the Minutes of the meeting of the Council held on Wednesday 1st March, 2006 be confirmed as a correct record of the proceedings and the Mayor be authorised to sign them.

6. TO RECEIVE ANNOUNCEMENTS FROM THE MAYOR AND THE CHIEF EXECUTIVE

There were no announcements made.

7. TO ELECT THE LEADER AND DEPUTY LEADER OF THE OF THE COUNCIL

Moved by Councillor Helal Abbas, **Seconded** by Councillor Ann Jackson and

RESOLVED: That Councillor Denise Jones be elected as Leader of the Council to hold office until the Annual Meeting of the Council in 2007.

Moved by Councillor Denise Jones, **Seconded** by Councillor Salim Ullah and it was

RESOLVED: That Councillor Sirajul Islam be elected Deputy Leader of the Council to hold office until the Annual Meeting of the Council in May 2007.

8. TO CONSIDER THE NUMBER OF MEMBERS TO BE APPOINTED TO THE CABINET AND TO APPOINT MEMBERS TO THE CABINET

The Chief Executive tabled a schedule which informed the Council of proposed appointment of cabinet members for the municipal year 2006/2007 together with allocated portfolios.

Moved by Councillor Denise Jones, **Seconded** by Councillor Sirajul Islam

‘That the Cabinet comprise 10 Members and those members with the allocated portfolios, as set out in the tabled schedule be appointed thereto’

Councillor Simon Rouse, **Seconded** by Councillor Peter Golds **Moved** an amendment in the following terms

‘That the Cabinet be reduced to a membership of 9 by the abolition of the post of Lead Member Culture with the responsibilities arising absorbed within the portfolio of the Lead Member Children’s Services and the resulting savings allocated to front-line services’.

The Mayor put the amendment to the vote and there voted

For – 7

Against – 25

Abstentions – 12

The Mayor declared the amendment to be **Lost**.

The Mayor put the substantive motion to the vote and there voted

For – 26
 Against – 6
 Abstentions – 12

The Mayor declared the substantive motion to be **Carried** and

Resolved

That the Cabinet comprise 10 Members and those Members with the allocated portfolios, as set out in the tabled schedule be appointed thereto.

For ease of reference the Members appointed to the Cabinet and their allocated portfolios are set out below

Councillor Denise Jones	-	Leader of the Council
Councillor Sirajul Islam	-	Deputy Leader of the Council
Councillor Helal U.Abbas	-	Lead Member, Children's Services
Councillor Ohid Ahmed	-	Lead Member, Regeneration, Localisation and Community Partnerships
Councillor Anwara Ali	-	Lead Member, Equalities, Employment and Skills
Councillor Abdul Asad	-	Lead Member, Older People and Health
Councillor Abdal Ullah	-	Lead Member, Cleaner, Safer, Greener
Councillor Josh Peck	-	Lead Member, Resources and Performance
Councillor Lutfur Rahman	-	Lead Member, Culture
Councillor Rupert Bawden	-	Lead Member, Housing and Development

9. REVIEW OF PROPORTIONALITY AND APPOINTMENT TO COMMITTEES/PANELS OF THE COUNCIL

The Chief Executive tabled a report which reviewed proportionality as required by Section 15 of the Local Government and Housing Act 1989 and which also informed the Council of the nominations received from the political groups on the Council for membership of committees/panels of the Authority for the Municipal Year 2006/2007 .

Moved by Councillor Denise Jones, **Seconded** by Councillor Sirajul Islam and

Resolved

- 1 That the Review of proportionality be noted.
- 2 That the nominations to membership of Committees / Panels of the Authority agreed as per the tabled schedule.
- 3 That the appointment of Committee/Panel Chairs agreed as per the attached schedule.
- 4 That Part 3 of the Council's Constitution to be amended to reflect changes to the size of Committees/ Panels of the Authority.

10. APPOINTMENT OF POLITICAL ASSISTANTS

Moved by Councillor Denise Jones, **Seconded** by Councillor Sirajul Islam

'1 That the Council appoint political assistants in accordance with section 9 of the Local Government & Housing Act 1989;

2 That in accordance with (1) above and having regard to the political balance on the Council, a full-time post be allocated to the Labour Group and provision from existing be used to create 2 part-time posts of 3.5 and 2.5 days a week for the Respect and Conservative Groups respectively.'

The motion was subject to an amendment by Councillor Oliur Rahman, **Seconded** by Councillor Objol Miah in the following terms -

'That full-time political assistants be appointed to assist the Labour and, Respect Groups on the Council and a part-time political assistant be appointed to assist the Conservative Group'

The Mayor put the amendment to the vote and there voted for:-

For – 12
Against - 26
Abstained – 0

The Mayor declared the amendment to be **Lost** and he then put the substantive motion to the vote and there voted:-

For - 32
Against - 12
Abstained - 0

The Mayor declared the substantive motion to be **Carried** and

Resolved

1 That the Council appoint political assistants in accordance with Section 9 of the Local Government and Housing Act 1989;

2 That in accordance with (1) and having regard to the political balance on the Council, a full-time post be allocated to the Labour Group and provision from existing resources be used to create 2 part-time post of 3.5 and 2.5 days for the Respect and Conservative Groups respectively.

11. APPOINTMENT OF REPRESENTATIVES TO THE ASSOCIATION OF LONDON GOVERNMENT

The Chief Executive tabled a report which requested the Council to consider making nominations to a number of bodies of the Association of London Government. The ALG had requested the Council to its nominations by 1st June which precluded consideration by the General Purposes Committee.

Moved by Councillor Denise Jones, **Seconded** by Councillor Sirajul Islam

“That the nominations to the Association of London Government’s panels and committees be agreed, as per the tabled schedule”.

Moved as an amendment by Councillor Simon Rouse and **Seconded** by Councillor Peter Golds.

‘That the nominations to the Association of London Government be made in accordance with the principles of proportionality’.

The Mayor put the amendment to the vote and it was **LOST**.

The Mayor then put the substantive motion to the vote and it was

RESOLVED: That the nominations to the Association of London Government’s panels and committees be agreed, as set out in the appendix.

Close of meeting.

There being on further business the Mayor thanked everyone for their contributions and attendance and closed the meeting ended at 8.25 pm.

**Councillor Shafiqul Haque
Mayor**

APPENDIX 'A'

**LONDON BOROUGH OF TOWER HAMLETS
COMMITTEE MEMBERSHIP 2006-2007
ANNUAL COUNCIL MEETING – 24TH MAY, 2006**

STANDARDS COMMITTEE (Four Members of the Council one Labour, one Respect, one Conservative and one Liberal Democrat Group Member and five Independent Members)				
Labour Group Nomination	Respect Group Nomination	Conservative Group Nomination	Liberal Democrat Group Nomination	Independent Members
Cllr Alex Heslop (Deputy – Cllr Rofique U. Ahmed)	Cllr Waiseul Islam (Deputies – Cllr Fozol Miah & Cllr Dulal Uddin)	Cllr Peter Golds	Cllr Abdul Matin (Deputy – Cllr Stephanie Eaton)	Mr S. Bains Ms. S. Barry Mr P. O'Connor Sister C. Frost Mr M. H. Rahman

T
a
g
e

DEVELOPMENT COMMITTEE (Nine members of the Council)			
Labour Group Nominations (and deputies)	Respect Group Nominations (and deputies)	Conservative Group Nominations (and deputies)	Liberal Democrat Group Nominations (and deputies)
<p>Cllr Rofique U. Ahmed (Chair) Cllr Alibor Choudhury Cllr Shiria Khatun Cllr Ahmed Omer Cllr Alex Heslop (Deputies – Cllr M. Shahid Ali Cllr A. A. Sardar)</p>	<p>Cllr Shamim Choudhury Cllr Waiseul Islam (Deputies – Cllr Ahmed Hussain & Cllr Shahed Ali)</p>	<p>Cllr Rupert Eckhardt (Deputy – Cllr Dr. Emma Jones)</p>	<p>Cllr Tim O’Flaherty (Deputy – Cllr Azizur Rahman Khan)</p>

OVERVIEW AND SCRUTINY COMMITTEE
(Nine members of the Council)

Labour Group Nominations (and deputies)	Respect Group Nominations (and deputies)	Conservative Group Nominations (and deputies)	Liberal Democrat Group Nominations (and deputies)	Nominated/ Co-opted Members
<p>Cllr Motin Uz-Zaman (Chair) Cllr Shiria Khatun Cllr Clair Hawkins Cllr A. A. Sardar Cllr M. Abdus Salique</p>	<p>Cllr Shahid Ali Cllr Oliur Rahman (Deputies – Cllr Ahmed Hussain Cllr Shamim A. Choudhury Cllr Fozol Miah Cllr Abjol Miah)</p>	<p>Cllr Simon Rouse (Deputy – Cllr Peter Golds)</p>	<p>Cllr Stephanie Eaton (Deputy – Cllr Louise Alexander)</p>	<p>Mr Hassan Muennuddin – Muslim Community nomination Mr Danny McLaughlin – Roman Catholic Diocese of Westminster nomination Parent Governor nomination – currently awaited Parent Governor nomination – currently awaited A nomination from the Church of England is currently awaited</p>

SCHOOLS ORGANISATION COMMITTEE			
(Seven Members of the Council – To comprise Lead Member, Children’s Services, three Majority Group Members and one Respect, one Conservative and one Liberal Democrat Group Member)			
Labour Group Nominations (and deputies)	Respect Group Nominations (and deputies)	Conservative Group Nominations (and deputies)	Liberal Democrat Group Nominations (and deputies)
<p>Cllr Helal U. Abbas Cllr M. Shahid Ali Cllr Marc Francis Cllr A. A. Sardar</p>	<p>Cllr Rania Khan (Deputies – Cllr Oliur Rahman Cllr Fozol Miah Cllr Abdul Munin)</p>	<p>Cllr Peter Golds</p>	<p>No nomination</p>

<p align="center">STRATEGIC DEVELOPMENT COMMITTEE (Nine members of the Council to include 3 members of Development and 2 members of the Cabinet)</p>				
Labour Group Nominations (and deputies)	Respect Group Nominations (and deputies)	Conservative Group Nominations (and deputies)	Liberal Democrat Group Nominations (and deputies)	
<p>Cllr Rofique U. Ahmed (Chair) Cllr Ohid Ahmed Cllr Rupert Bawden Cllr Ahmed Omer Cllr Alibor Choudhury (Deputies – Cllr Josh Peck & Cllr Carl Harper-Penman)</p>	<p>Cllr Ahmed Hussain Cllr Abjol Miah (Deputies – Cllr Waiseul Islam Cllr Rania Khan Cllr M. Mamun Rashid)</p>	<p>Cllr Rupert Eckhardt (Deputy – Cllr Simon Rouse)</p>	<p>Cllr Louise Alexander (Deputy – Cllr Stephanie Eaton)</p>	

OLYMPICS DEVELOPMENT COMMITTEE (Nine members of the Council)			
Labour Group Nominations (and deputies)	Respect Group Nominations (and deputies)	Conservative Group Nominations (and deputies)	Liberal Democrat Group Nominations (and deputies)
<p>Cllr Rofique U. Ahmed (Chair) Cllr Alibor Choudhury Cllr Shiria Khatun Cllr Ahmed Omer Cllr Alex Heslop (Deputies – Cllr M. Shahid Ali & Cllr A. A. Sardar)</p>	<p>Cllr Dulal Uddin Cllr Abdul Munin (Deputies – Cllr Rania Khan & Cllr Waiseul Islam)</p>	<p>Cllr Peter Golds (Deputy – Cllr Dr. Emma Jones)</p>	<p>Cllr Louise Alexander (Deputy – Cllr Stephanie Eaton)</p>

GENERAL PURPOSES COMMITTEE

(Seven members of the Council)

Labour Group Nominations (and deputies)	Respect Group Nominations (and deputies)	Conservative Group Nominations (and deputies)	Liberal Democrat Group Nominations (and deputies)
<p>Cllr Marc Francis (Chair) Cll M. Shahid Ali Cllr Clair Hawkins Cllr Motin Uz-Zaman (Deputy – Cllr Shafiqul Haque)</p>	<p>Cllr Fozol Miah (Deputy – Cllr Waiseul Islam)</p>	<p>Cllr Peter Golds (Deputy – Cllr Philip Briscoe)</p>	<p>Cllr Rajib Ahmed (Deputy – Cllr Stephanie Eaton)</p>

LICENSING COMMITTEE
(Fifteen members of the Council)

Labour Group Nominations (and deputies)	Respect Group Nominations (and deputies)	Conservative Group Nominations (and deputies)	Liberal Democrat Group Nominations (and deputies)
<p>Cllr Bill Turner (Chair) Cllr M. Shahid Ali Cllr Marc Francis Cllr Alex Heslop Cllr Carl Haper-Penman Cllr Ann Jackson Cllr Ahmed Omer Cllr M. Abdus Salique</p>	<p>Cllr M. Mamun Rashid Cllr Waiseul Islam Cllr Dulal Uddin</p>	<p>Cllr Shirley Houghton Cllr Philip Briscoe</p>	<p>Cllr Rajib Ahmed Cllr Azizur Rahman Khan</p>

PENSIONS AND ACCOUNTS COMMITTEE

(Seven members of the Council)

Labour Group Nominations (and deputies)	Respect Group Nominations (and deputies)	Conservative Group Nominations (and deputies)	Liberal Democrat Group Nominations (and deputies)
<p>Cllr Ahmed Omer (Chair) Cllr M. Shahid Ali Cllr Marc Francis Cllr Clair Hawkins (Deputy – Cllr Ann Jackson)</p>	<p>Cllr Lutfu Begum (Deputies – Cllr Oliur Rahman & Cllr Shahed Ali)</p>	<p>Cllr Tim Archer (Deputy – Cllr Shirley Houghton)</p>	<p>Cllr Louise Alexander (Deputy – Cllr Rajib Ahmed)</p>

HUMAN RESOURCES COMMITTEE
(Seven members of the Council)

Labour Group Nominations (and deputies)	Respect Group Nominations (and deputies)	Conservative Group Nominations (and deputies)	Liberal Democrat Group Nominations (and deputies)
<p>Cllr M. Shahid Ali (Chair) Cllr Marc Francis Cllr Alex Heslop Cllr Carl Harper-Penman (Deputy – Cllr Alibor Choudhury)</p>	<p>Cllr Rania Khan (Deputies – Cllr Oliur Rahman & Cllr Shahed Ali)</p>	<p>Cllr Peter Golds (Deputy – Philip Briscoe)</p>	<p>Cllr Rajib Ahmed (Deputy – Cllr Stephanie Eaton)</p>

APPEALS COMMITTEE
(Nine members of the Council)

Labour Group Nominations (and deputies)	Respect Group Nominations (and deputies)	Conservative Group Nominations (and deputies)	Liberal Democrat Group Nominations (and deputies)
<p>Cllr Salim Ullah (Chair) Cllr A. A. Sardar Cllr Bill Turner Cllr Shafiqul Haque Cllr Alibor Choudhury</p>	<p>Cllr Ahmed Hussain Cllr Oliur Rahman (Deputies – Cllr Lutfa Begum Cllr Fozol Miah Cllr Shamim A. Choudhury)</p>	<p>Cllr Tim Archer (Deputy – Simon Rouse)</p>	<p>Cllr Abdul Matin (Deputy – Cllr Tim O'Flaherty)</p>

HEALTH SCRUTINY PANEL
(Seven members of the Council)

Labour Group Nominations (and deputies)	Respect Group Nominations (and deputies)	Conservative Group Nominations (and deputies)	Liberal Democrat Group Nominations (and deputies)
<p>Cllr M. Abdus Salique (Chair) Cllr M. Shahid Ali Cllr Marc Francis Cllr Ann Jackson</p>	<p>Cllr Lutfu Begum (Deputies – Cllr Shahed Ali Cllr Ahmed Hussain Cllr M. Mamun Rashid)</p>	<p>Cllr Dr. Emma Jones (Deputy – Cllr Tim Archer)</p>	<p>Cllr Tim O’Flaherty (Deputy – Cllr Azizur Rahman Khan)</p>

PERMANENT PLACEMENTS PANEL (To comprise two Social Workers, one Member of the Cabinet, three Independent Persons and to include one man and one woman, up to a maximum of ten persons)			
<i>Labour Group Nominations (and deputies)</i>	<i>Respect Group Nominations (and deputies)</i>	<i>Conservative Group Nominations (and deputies)</i>	<i>Liberal Democrat Group Nominations (and deputies)</i>
Cllr Abdul Asad	Not applicable	Not applicable	Not applicable

FOSTERING PANEL (To comprise two Social Workers, one elected Member and four Independent Persons, up to a maximum of ten persons)			
Labour Group Nominations (and deputies)	Respect Group Nominations (and deputies)	Conservative Group Nominations (and deputies)	Liberal Democrat Group Nominations (and deputies)
Cllr Rofique U. Ahmed			

CHILDREN/ADULTS (ACCESS TO FILES) PANEL (To comprise three Members of the Council; only one of whom may also be a Cabinet member)				
Labour Group Nominations (and deputies)	Respect Group Nominations (and deputies)	Conservative Group Nominations (and deputies)	Liberal Democrat Group Nominations (and deputies)	
Cllr Rofique U. Ahmed Cllr Abdul Asad (Deputy - Cllr Shafiqul Haque)	Cllr Fozol Miah (Deputies – Cllr Waiseul Islam & Cllr M. Mamun Rashid)	Not applicable	Not applicable	

SCHOOLS FORUM				
(To comprise representatives appointed by the LEA, including the Lead Member, Children's Services)				
Labour Group Nominations (and deputies)	Respect Group Nominations (and deputies)	Conservative Group Nominations (and deputies)	Liberal Democrat Group Nominations (and deputies)	
Cllr Helal U. Abbas - Lead Member, Children's Services (to 31.8.06 only)	Not applicable	Not applicable	Not applicable	

STANDING ADVISORY COUNCIL ON RELIGIOUS EDUCATION (SACRE)

(To comprise members appointed by the LEA)

Labour Group Nominations (and deputies)	Respect Group Nominations (and deputies)	Conservative Group Nominations (and deputies)	Liberal Democrat Group Nominations (and deputies)
Cllr A. A. Sardar	Cllr Shamim A. Choudhury (Deputies – Cllr Lutfu Begum Cllr Abjol Miah Cllr Rania Khan)	Not applicable	Not applicable

This page is intentionally left blank

APPENDIX B**LONDON BOROUGH OF TOWER HAMLETS****NOMINATIONS TO THE ALG PANELS AND COMMITTEES 2006/07**

Leaders Committee	Cllr Denise Jones Cllr Sirajul Islam (Deputy)
Transport and Environment Committee	Cllr Abdal Ullah Cllr Shahid Ali (Deputy) Cllr Lutfur Rahman (Deputy) Cllr Carli Harper-Penman (Deputy) Cllr M. A. Salique (Deputy)
Grants Committee	Cllr Ahmed Omer Cllr Ann Jackson (Deputy) Cllr Rofique U. Ahmed (Deputy) Cllr Marc Francis (Deputy) Cllr Salim Ullah (Deputy)
Greater London Employment Forum	Cllr Sirajul Islam Cllr Josh Peck (Deputy)
London Housing Unit Executive Committee	Cllr Denise Jones Cllr Rupert Bawden (Deputy)
London Housing Unit Executive Sub-Committee	Cllr Rupert Bawden Cllr Alex Heslop (Deputy)
Health and Social Care Forum	Cllr Abdul Asad Cllr Ahmed Omer (Deputy)
Housing Forum	Cllr Rupert Bawden Cllr Alex Heslop (Deputy)
Culture and Tourism Forum	Cllr Lutfur Rahman Cllr Alibor Choudhury (Deputy)
Crime and Public Protection Forum	Cllr Abdal Ullah Cllr Salim Ullah (Deputy)
Economic Development Forum	Cllr Ohid Ahmed Cllr Anwara Ali (Deputy)
Children, Young People and Families Forum	Cllr Helal U Abbas Cllr Alibor Choudhury (Deputy)
2012 Forum	Cllr Ohid Ahmed Cllr Lutfur Rahman (Deputy)
London Caribbean Partnership Group	Cllr Ahmed Omer

BME Councillors' Network	A forum to enable London's Black, Asian and minority ethnic councillors to discuss issues of common concern open to all BM&E councillors
Women Councillors' Network	A network for London's women councillors to discuss issues of common concern, open to all women councillors
London Irish Councillors Network	A forum for all London councillors of Irish origin or background

LONDON BOROUGH OF TOWER HAMLETS

COUNCIL MEETING

WEDNESDAY 21ST JUNE, 2006

**QUESTIONS SUBMITTED BY
MEMBERS OF THE PUBLIC**

AGENDA ITEM NO. 6

**REPORT OF THE INTERIM HEAD OF
DEMOCRATIC RENEWAL
AND ENGAGEMENT**

1. SUMMARY

- 1.1 Set out overleaf are the questions submitted by members of the public for response by the appropriate Lead Member(s). Responses of Lead Members to the questions submitted will be tabled at the Council meeting on Wednesday 21st June, 2006.
- 1.2 The Council's Constitution provides a time limit of thirty minutes for this item.
- 1.3 A questioner who has put a question in person may also put one brief supplementary question without notice to the Member who has replied to his or her original question. A supplementary question must arise directly out of the original request or reply.
- 1.4 Any question which cannot be dealt with during the thirty minutes allocated for public questions, either because of lack of time or because of non-attendance of the Member to whom it was put, will be dealt with by way of a written answer.
- 1.5 Unless the Mayor decides otherwise, no discussion will take place on any question, but any Member of the Council may move, without discussion, that the matter raised by a question be referred for consideration to the Cabinet or the appropriate Committee or Sub-Committee.

2. **QUESTIONS**

The questions which have been submitted are set out below.

2.1 **Question from Mr T. McGreener, Devons Road, E3, to Councillor Sirajul Islam, Deputy Leader of the Council**

"How many members of staff have been disciplined or dismissed following complaints by the public?"

2.2 **Question from Ms J. Iremonger Hughes Mansions, Vallance Road, E1, to Councillor Rupert Bawden, Lead Member for Development and Housing**

"Why is a private firm used to obtain the views of doctors, (an expensive method, with presumably qualified GP'S), i.e. to determine if a person should have priority on health grounds, depending on criteria which I feel should be disclosed to us, which it no doubt would be, if there is an appeal and the applicant's GP is consulted?"

LONDON BOROUGH OF TOWER HAMLETS

COUNCIL MEETING

WEDNESDAY 21ST JUNE, 2006

**QUESTIONS SUBMITTED BY
MEMBERS OF THE COUNCIL**

AGENDA ITEM NO. 7

**REPORT OF THE INTERIM HEAD OF
DEMOCRATIC RENEWAL
AND ENGAGEMENT**

1. SUMMARY

- 1.1 Set out overleaf are details of the questions submitted by Members of the Council for response by Members of the Executive. Responses of Lead Members to the questions submitted will be tabled at the Council meeting on Wednesday 21st June, 2006.
- 1.2 Questions are limited to one per Member per meeting, plus one supplementary question unless the Member has indicated that only a written reply is required and in these circumstances a supplementary question is not permitted.
- 1.3 Oral responses are time limited to two minutes. Supplementary questions and responses are also time limited to two minutes each.
- 1.4 There is a time limit of thirty minutes for consideration of Members' questions with no extension of time allowed and any question not dealt within this time will be dealt with by way of written responses. The Mayor will decide the time allocated to each question.
- 1.5 Members must confine their contributions to questions and answers and not make statements or attempt to debate.

2. QUESTIONS

Set out overleaf are the questions which have been received.

2.1 Question from Councillor Alex Heslop to Councillor Ohid Ahmed, Lead Member for Regeneration, Localisation & Community Partnerships

“Would the Leader/Lead Member for Regeneration state what action the Council is currently taking to get a new supermarket into the vacant Safeways store on Roman Road? Would the Leader/Lead Member for Regeneration also indicate what action the Council is taking to regenerate the Roman Road Market?”

2.2 Question from Councillor Rania Khan to Councillor Sirajul Islam, Deputy Leader

“The Mayor of London has committed the GLA to becoming a Living Wage employer, as have Barclays and HSBC banks, KPMG and Queen Mary's College. What measures has the Council taken to ensure that its own employees and those employed by contractors providing services for the Council, are earning at least £7.05 an hour? Can officers prepare a detailed statement of the rates of pay of staff on contract to the Council (including street and office cleaners; home helps etc.), numbers of staff involved and the likely cost of implementing the Mayor's Living Wage by April 2007 across the whole contract chain of the Council?”

2.3 Question from Councillor Simon Rouse to Councillor Denise Jones, Leader of the Council

“Can the Leader of the Council outline her vision for the Council for the next four years and what she believes will be the key performance criteria by which the Council's performance should be judged in the next 12 months?”

2.4 Question from Councillor Stephanie Eaton to Councillor Abdul Asad, Lead Member for Older People and Health

“Health and social care are closely related, and a financial crisis on one side will have an impact on the other. Given that the NHS deficit has more than doubled in the past year to £512 million, and all London Primary Care Trusts in balance are expected to contribute to a reduction of the London NHS deficit, what will be the impact on Council social services of the reduction in local health service budgets?”

2.5 Question from Councillor Marc Francis to Councillor Helal Abbas, Lead Member for Children's Services

“To ask the Lead Member for children & young people, what steps the council is taking to strengthen youth services in Bow?”

2.6 Question from Councillor Ahmed Hussain to Councillor Helal Abbas, Lead Member for Children's Services

"The recent tensions between youth gangs at St Pauls Way School, and the subsequent serving of ASBOs on four young men, raise serious questions about the poor provision of youth services in my ward, and throughout the borough.

When and where are youth services available in Mile End East?.

What is the nature of these youth services and the facilities they provide?

How often they are available?.

Who provides them, how they are publicised and who has access to them?

What after-school activities are available at St Paul's Way school and what plans are in place, from what date, for extending these?"

2.7 Question from Councillor Shirley Houghton to Councillor Abdal Ullah, Lead Member for Cleaner, Safer, Greener

"In the light of the figures for 2005/2006 that show Tower Hamlets produced 3,588 tonnes of waste more than was forecast, while recycling 4,511 tonnes less than was forecast, will the lead member outline his plans for an emergency response and strategy to tackle the recycling crisis that, based on these figures, will result in the Borough's 2008/2009 recycling target being reached in 2092?"

2.8 Question from Councillor Tim O'Flaherty to Councillor Ohid Ahmed, Lead Member for Regeneration, Localisation and Community Partnerships

"The Local Government Association Report *Closer to People and Places* published on May 22, 2006, and backed by the Leaders of all the political parties in local government, put forward proposals to enhance the role of local Councillors and put them at the heart of improving people's lives and the places they live. Does the Lead Member endorse this report and will he ensure that its key proposals are implemented?"

2.9 Question from Councillor Carli Harper Penman to Councillor Abdal Ullah, Lead Member for Cleaner, Safer, Greener

“There are a number of taxi repair centres in the Borough, and particularly in the ward of Bethnal Green South. Whilst these centres provide jobs and are important to our local economy, they can also cause nuisance to local people. In a number of areas including (but not limited to) Cudworth St, Tapp St, Three Colts Lane and Birkbeck Street it is clear that garages are using the public highway as an extension of their workshop space; causing noise, traffic congestion and in some cases a danger to the public. Additionally, residents in the vicinity of the streets mentioned have raised the issues of illegal parking, dumping of spare parts, the abandonment of scrap vehicles and the leaking of oil, grease and diesel onto the pavement and road areas. What action can be taken to resolve this situation?”

2.10 Question from Councillor Lutfa Begum to Councillor Sirajul Islam, Deputy Leader

“Is the Council aware of the number of residents serving with the British or US army in Iraq, how many residents have been injured, or have refused to serve in this or other current theatres of military action? What if any action is being taken to support local residents and families directly involved or affected?”

2.11 Question from Councillor Phil Briscoe to Councillor Abdal Ullah, Lead Member for Cleaner, Greener, Safer

"As the Council Action Plan and Performance Indicators make no reference to Police response times in the Borough, nor to the ease with which a crime can be reported by a member of the public, can the Lead Member set out his proposals for working with the Police to tackle the barriers (of time, distance, availability and perception) that cause many crimes in this Borough to go unreported?"

2.12 Question from Councillor Rajib Ahmed to Councillor Rupert Bawden, Lead Member for Housing and Development

“What is the Council’s position with respect to consultation with the traveller community living at Eleanor Street E3 about the proposed compulsory acquisition of this site by crossrail?”

2.13 Question from Councillor Ahmed Omer to Councillor Abdul Asad, Lead Member for Older People and Health

“Please could the Lead Member inform the council of any decisions relating to the Future of the day centre at Mayfield House and on any further plans with regards to Adult Services provision for the Somali community?”

2.14 Question from Councillor Oliur Rahman to Councillor Josh Peck, Lead Member for Performance and Resources

“How long has Dame Colet House been closed, is the Council incurring any costs as a result of the closure and what strategy does the Council have for the early re-opening of Dame Colet House?”

2.15 Question from Councillor Rupert Eckhardt to Councillor Ohid Ahmed, Lead Member for Regeneration, Localisation & Community Partnerships

“Could the Lead Member outline the following in relation to the Millennium Quarter Strategic Plan on the Isle of Dogs:

- How much the plan cost to produce when it was first put together?
- What the Council’s current view of the plan is in terms of its strategic importance and sustainability?
- How the plan has been maintained and in particular public engagement in relation to any changes of zoning balance?”

2.16 Question from Councillor Azizur Rahman Khan to Councillor Josh Peck, Lead Member for Resources and Performance

“What is the current position with respect to the work of the Budget Scrutiny Group and, in particular, the results of the evaluation of the consultation process for the 2005/6 budget?”

2.17 Question from Councillor Shiria Khatun to Councillor Lutfur Rahman, Lead Member for Culture

“Please would the Lead Member provide an update to the Council on the Chrisp Street Idea Store and the Idea Store Programme as a whole and in particular provide information on how the usage and levels of customer satisfaction with these facilities compares with their predecessors?”

2.18 Question from Councillor Waisul Islam to Councillor Josh Peck, Lead Member for Performance and Resources

“As money that belongs to and should be used to improve council homes and estates has been siphoned off to subsidise other projects in Tower Hamlets, can you give a breakdown of how much of the housing usable capital receipt and any other funds which were available for improving council housing, has been diverted to fund the Rich Mix Centre, showing funds diverted each financial year since 1996”.

2.19 Question from Councillor Tim Archer to Councillor Rupert Bawden, Lead Member for Development & Housing

“Can the Lead Member for Housing outline how much money is collected from Leaseholders towards the costs of local dog wardens? Can the Lead member also outline the total costs to the borough of dog warden facilities to the whole of Tower Hamlets and also for Tower Hamlets Council Housing Estates?”

2.20 Question from Councillor Abdul Matin to Councillor Anwara Ali, Lead Member for Equalities, Employment and Skills

“Could the Lead Member provide an indication as to when the Equalities Impact Assessments for year 3, 2004/2005 will be published on the Council’s website and can she give an assurance that the recommendations of reports published in years 1 and 2 have all been implemented?”

2.21 Question from Councillor Clair Hawkins to Councillor Abdal Ullah, Lead Member for Cleaner, Safer, Greener

“What is the expected impact of the proposed Drinking Control Zone in the Museum Gardens vicinity and what other measures are being taken to reduce anti-social behaviour and crime in this area?”

2.22 Question from Councillor Shahed Ali to Councillor Asad, Lead Member for Health and Older People

“Councillor Asad stated on national television during the 2006 May council election campaign that the sale of Cheviot House, agreed by cabinet on 6th April 2006 was ONLY agreed in principle, but would not go ahead without further consultation with the community. He defined this consultation to consist of some of the following measures:

- (a) Carry out extensive consultation with the local community, particularly with the local residents.
- (b) Carry out consultation with Mulberry School for Girls inclusive of the staff and School Governors.
- (c) Carry out consultation with local TRAs and voluntary community organisations.
- (d) Carry out consultation with local religious groups and places of worship.
- (e) Confirm the relocation of the one-stop-shop to ensure it is easily accessible by residents of this area.

Would the Council and Councillor Asad confirm to this council, the above statements made to the electorate and that the cabinet decision of 6th April 2006 should not go ahead if findings of the above consultation are overwhelmingly against the disposal to East Homes Ltd for a proposed foyer scheme at Cheviot House?”

2.23 Question from Councillor Emma Jones to Councillor Josh Peck, Leader Member for Performance and Resources

“Can the Lead Member for Resources please outline the major benefits of the Council Accommodation strategy?”

2.24 Question from Councillor Alibor Choudhury to Councillor Rupert Bawden, Lead Member for Housing and Development

“Would the Lead Member please update the Council on the status of the Housing Choice Process as it relates to the Ocean Estate and Sanctuary Housing and the proposed timescale for the completion of the ballot process in this area ?”

2.25 Question from Councillor Lutfa Begum to Councillor Anwara Ali, Lead Member for Employment, Equalities and Skills

“In light of the business development at Canary Wharf and the city fringe, what factors lead to the very low employment rate in Tower Hamlets, affecting men and women? What action is the Council proposing, and asking government to take, to address this?”

LONDON BOROUGH OF TOWER HAMLETS

REPORT OF THE CABINET

05 APRIL 2006

To receive the report of the Cabinet at its meeting held on Wednesday **05 April 2006**.

The Members who attended our meeting were: -

Councillor Michael Keith (Chair)	(Leader of the Council)
Councillor Abdus Shukur (Vice-Chair)	(Deputy Leader of the Council)
Councillor Ohid Ahmed	(Lead Member, Education & Youth)
Councillor Abdul Asad	(Lead Member, Social Services & Health)
Councillor Richard Brooks	(Lead Member, Resources)
Councillor David Edgar	(Lead Member, Housing)
Councillor Judith Gardiner	(Lead Member, Environment)
Councillor Shafiqul Haque	(Lead Member, Regeneration & Community Partnerships)
Councillor Denise Jones	(Lead Member, Culture)
Councillor M Shahab Uddin	(Lead Member, Equalities & Social Inclusion)

Other Members present: -

Councillor Timothy O'Flaherty

***1. Youth Justice Plan 2006-2007: Key Proposals (CAB 195/056)**

We considered a report (cover report attached as **Appendix A** to this council report) which provided us with a final draft of the 2006/2007 Youth Justice Plan for our endorsement as required under this Authority's Budget and Policy Framework before consideration by Full Council.

We were advised that this Authority is required by statute to produce an annual Youth Justice Plan, setting out how youth justice services are to be provided and funded. The Plan is completed to a template provided by the national Youth Justice Board. The plan is based around the 16 performance areas against which the Youth Offending Team is assessed.

We were informed that in developing the Youth Justice Plan officers of this Authority had sought to focus on:

- Local priorities for tackling youth offending; and
- Areas for improvement as identified through last year's Youth Offending Team inspection (Appendix C to the report before us) and benchmarking.

We were informed that the following documents were appended to the report before us:-

- Appendix A Draft Youth Justice Plan
- Appendix B Draft Youth Justice Action Plan

D:\moderngov\Data\AgendaItemDocs\5\2\5\AI00005525\YJCabAT0.doc

- Appendix C: 2005 Youth Offending Team Inspection Action Plan Summary

Our Assistant Chief Executive, Ms Williams, in referring to paragraphs 2.1 and 2.2 of the report before us, advised us that they were recommended to endorse the draft 2006/2007 Youth Justice Plan 2006/2007 and draft Youth Justice Plan Delivery Plan, however an additional recommendation, required by this Authority’s Budget and Policy Framework, that we recommend full Council approve these plans had been omitted in error; and the recommendations required amendment accordingly: -

We endorsed the draft 2006/2007 Youth Justice Plan, attached at Appendix A to the report before us, reflecting the Local Area Partnership’s priorities for tackling youth offending in Tower Hamlets, and agreed that full Council be recommended to approve this Plan.

We endorsed the draft 2006/2007 Youth Justice Plan Delivery Plan, attached at Appendix B to the report before us, as the basis for improved performance in relation to reducing youth offending in Tower Hamlets, and agreed that full Council be recommended to approve this Plan.

We noted the 2005 Youth Offending Team Inspection Plan summary attached at Appendix C to the report before us.

We therefore recommend Council to: -

1. Approve the draft 2006/2007 Youth Justice Plan, attached at Appendix A to the report (CAB 195/056) **(Attached at Appendix A to this Council report)**.
2. Approve the draft 2006/2007 Youth Justice Plan Delivery Plan, attached at Appendix B to the report (CAB 195/056) **(Attached at Appendix A to this Council report)**.

**Councillor Michael Keith
Chair of the Cabinet**

LOCAL GOVERNMENT ACT, 2000 (SECTION 97)
LIST OF "BACKGROUND PAPERS" USED IN THE PREPARATION OF THIS REPORT

Brief description of “background paper” number of holder	Tick if copy supplied	If not supplied, name and telephone
Cabinet Agenda – 05/04/06 Record of decisions Cabinet Meeting 05/04/06.		Angus Taylor 020 7364 4333

Committee: Cabinet	Date: 5 th April 2006	Classification: Unrestricted	Report No:	Agenda Item:
Report of: Corporate Director: Ian Wilson, Corporate Director Social Services Originating officer(s): Stuart Johnson Service Manager, Youth Offending Team		Title: Youth Justice Plan 2006 –2007: Key Proposals Wards Affected: All		

1. SUMMARY

- 1.1 This report provides a final draft of the 2006/07 Youth Justice Plan (YJ Plan) for agreement by Cabinet. This is required under the Council's Budget and Policy Framework before consideration by Overview and Scrutiny Committee, final consideration by Cabinet and the Full Council. The Council is required by statute to produce an annual YJ Plan, setting out how youth justice services are to be provided and funded. The Plan is completed to a template provided by the national Youth Justice Board (YJB).
- 1.2 The plan is based around the 16 performance areas against which the Youth Offending Team (YOT) is assessed. In developing the plan we have sought to focus on:
- Local priorities for tackling youth offending; and
 - Areas for improvement as identified through last year's YOT inspection (Appendix C) and benchmarking.
- 1.3 The following documents are attached:
- Appendix A Draft YJ Plan
 - Appendix B Draft YJ Action Plan
 - Appendix C: 2005 YOT Inspection Action Plan Summary

Local Government Act, 2000 (Section 97) List of "Background Papers" used in the preparation of this report

Brief description of "back ground papers"	Name and telephone number of holder and address where open to inspection.
Community Plan Year 5 – 2005-06	Alastair King x4981
Strategic Plan 2005-06	Alastair King x4981
Draft Strategic Children's and Young People's Plan	Kevan Collins x4953
Crime and Drugs Reduction Strategy	Olivia McLeod x0764
Youth Justice Plan 2005/07	Stuart Johnson, ext. 1160

2. RECOMMENDATIONS

That:

- 2.1 The draft 2006/2007 Youth Justice Plan, attached at Appendix A, reflecting the Local Area Partnership's priorities for tackling youth offending in Tower Hamlets, be endorsed
- 2.2 The draft 2006/2007 Youth Justice Plan Action Plan, attached at Appendix B, as the basis for improved performance in relation to reducing youth offending in Tower Hamlets, be endorsed.
- 2.3 The 2005 Youth Offending Team Inspection Plan summary attached at Appendix C of this report be noted.

3. BACKGROUND

- 3.1 The YOT is a statutory multi-agency body set up in the Crime and Disorder Act 1998. Its primary aim is to prevent offending by young people, and it has responsibility for the delivery of all sentences imposed by the youth court, as well as preventative and rehabilitative work with young people between the ages of 10 and 17. The YOT has jurisdiction over Tower Hamlets and the City of London and works with between 400 and 550 young people each year. The YOT is part of Crime Reduction Services and comprises 32 staff, including secondees from Social Services, Education, Police, Health, Probation and Connexions.
- 3.2 The work of the YOT is overseen by a cross-agency YOT Management Board. This year, the YOT Management Board has formally become a fully accountable sub-group of the Living Safely CPAG. It has expanded its statutory remit beyond overseeing the direct work of the YOT to looking at the wider agenda of tackling youth offending, involving all areas of the Tower Hamlets Partnership. This widening of scope is reflected in this year's YJ Plan which seeks to align the planned work of the YOT with wider partnership work (including through the Children and Young People's Plan (CYPP) and the Local Area Agreement (LAA)) on local priorities. The Management Board has also sought to ensure that the YOT's priorities are reflected in wider service development, for example the re-tendering of the youth service contracts, and Children's Service's work on parents and families.
- 3.3 The YOT's priorities for action next year have been set following consideration of:
 - Areas for improvement identified by last year's joint inspection of the YOT. This included strengthened performance management, victim and restorative justice work, and equality issues.

- Areas for improvement identified by assessment of performance. This highlights victim work, education, employment and training and over-use of custody (in addition to operational issues identified below).
- Strategic Partnership priorities, in particular the LAA objectives and CYPP priority outcomes; and
- Partnership priorities in tackling youth offending, as identified by Members in the discussion of last year's YJ Plan, and through consultation on the YJ plan with CPAG, the YOT Management Board and more widely with partners, including the third sector, through YOT development sessions.

3.4 Accordingly, the YOT Management Board has identified key priorities for the delivery plan as:

- Early intervention
- Strengthening families with a focus on parenting
- Working with victims
- Supporting partnership action on ASB and the government's Respect agenda
- Tackling disproportionate representation of some ethnic groups in the Youth Justice System – a new objective set this year by the YJB.
- In addition, we will continue to develop the structures for planning, management, delivery and evaluation of work on this agenda to ensure the activity of the YOT is effectively coordinated with other partnership work, particularly around the CYPP. This includes responding to the "localisation agenda": ensuring that services respond to local needs.

3.5 The YJ Plan will contribute to the delivery of the following strategic objectives:

- The CYPP priority outcomes, in particular: Staying Safe, Making a Positive Contribution and Achieving Economic Wellbeing
- LAA priority outcomes, especially those of the Safer Stronger Communities block, in particular Reducing Youth Violence, Tackling ASB and the associated LPSA targets.
- The Community and Strategic Plans
- The Crime and Drugs Reduction Strategy

4. OVERVIEW OF PERFORMANCE

4.1 In 2005, the YOT was inspected and received a rating of 'satisfactory' with a 'good basis for future development'. A summary of inspection recommendations and action taken is attached below at Annex A. Where work is still outstanding this has been reflected in the YJ Plan.

4.2 The performance of the YOT is measured annually against 20 key performance indicators (KPIs) set by the YJB. The table below gives a summary of:

- YOT performance against KPI targets in 2004/05; and
- The most up-to-date 2005/06 YOT performance data available which is from the first 3 quarters of 2005/06 (to December 2005). This gives performance against KPI targets and a new comparison with YOT family borough areas unavailable in 2004/05

- The 'traffic lights' in this table are allocated by the YJB on a points basis.

4.3 The performance table highlights a number of strengths in our performance:

- Indicative figures show that the focus on prevention in last year's plan has paid off, with a reduction of first time entrants to the Youth Justice system of 2.7%, above the national target of 2%
- 'Scored performance', i.e. the total number of points scored, has increased from 2004/05 to 2005/06 (to date).
- The number of red indicators has decreased from 2004/05 to 2005/06.
- The borough's performance is now better than the YOT family average
- We have significantly improved performance against the parenting indicator and increased victim interventions, both priorities in last years plan.
- The YOT performance level has been raised from 2 to 3 (of 5), above the family and London rating, and in line with the National average

4.4 The table also illustrates the key areas for improvement, which have been addressed in the draft Delivery Plan attached at Appendix B. Specific areas of concern, where 2005/06 KPI results are either red or yellow and below family performance, are as follows:

- Effective early intervention (Final warnings)
- Use of remand and custodial sentences
- Engagement of victims (Restorative processes)
- Timely and effective assessment (Community Asset – Start)
- Sentence planning (Pre-sentence reports and Detention and Training Order planning)
- Accommodation

Key Performance Indicator	Preferred Outcome	2004 / 05		05/06 accum to 12/05 *		05/06 accum to 12/05
		LBTH YOT	Target	LBTH YOT	Target	Family
1. Final Warnings	Higher	73.24%	80%	77.4%	80%	84.89%
2. Use of remand	Lower	40.40%	30%	50.63%	38%	51.28%
3. Custodial sentences	Lower	5.56%	6%	7.33%	5%	6.25%
4. Restorative processes	Higher	51.11%	75%	59.68%	75%	88.41%
5. Victim satisfaction	Higher	96.30%	75%	85.71%	75%	94.44%
6. Parenting	Higher	3.55%	10%	19.00%	10%	13.88%
7. Parental satisfaction	Higher	100.00%	75%	100.00%	75%	98.95%
8. Community ASSET - Start	Higher	98.20%	95%	91.11%	95%	94.43%
9. Community ASSET - End	Higher	95.15%	95%	94.95%	95%	96.70%
10. Custodial ASSET - Start	Higher	100.00%	95%	96.30%	95%	98.51%
11. Custodial ASSET - Transfer	Higher	100.00%	95%	100.00%	95%	99.39%
12. Custodial ASSET - End	Higher	100.00%	95%	100.00%	95%	100.00%
13. Pre-Sentence Reports	Higher	74.11%	90%	78.15%	90%	87.48%
14. Detention and Training Order planning	Higher	61.90%	95%	74.07%	95%	86.08%
15. Education, Training and Employment	Higher	76.26%	90%	89.10%	90%	74.88%
16. Accommodation	Higher	88.33%	95%	92.66%	95%	89.97%
17. CAMHS - Acute	Higher	100.00%	95%	100.00%	95%	93.96%
18. CAMHS - Non Acute	Higher	100.00%	95%	100.00%	95%	78.7%
19. Substance Misuse - Assessment	Higher	100.00%	95%	86.05%	85%	88.13%
20. Substance Misuse - Intervention	Higher	100.00%	95%	100.00%	85%	95.72%
Scored KPI performance	Higher	47		58		57
KPI Performance %	Higher	78.3%		77.3%		67.47%
EPQA Performance	Higher	n/a*		82.94%		73.14%
Overall Performance Level	Higher	n/a*		Level 3		Level 2
Overall Performance %	Higher	n/a*		60.41%		56.97%

*New YJB Performance Framework from 1st April 2005

Key: Red Amber Green

4.5 The YJB sets performance targets for YOTs on an annual basis. The targets set for next year have been reviewed to ensure they reflect our local objectives and in the case of the parenting KPI, a more ambitious target of 20% has been set locally to reflect the priority assigned to this in Tower Hamlets.

5. DELIVERY PLAN PROPOSALS FOR COMMENT

5.1 The most important section of the Youth Justice Plan is the Delivery Plan (attached as part of Appendix A). This is required to provide an overview of:

- performance last year; and
- how we will meet the KPI targets set by the YJB for 2006/07

Underpinning the Delivery Plan is a detailed action plan (attached at Appendix B) setting out the activities the partnership will undertake under each of the 16 YJB themes. These were developed by the YOT Management Board in consultation with internal and external partners and stakeholders (through a number of development sessions).

5.2 The action plan includes priority actions for the YOT arising from the Race Audit Action Plan, which sets out activities to meet the new YJB objective to reduce disproportionate representation of ethnic groups in the youth justice system. We

have established a multi-agency Race Audit Action Group which will continue to meet to consider the actions the Police, Courts and Crown Prosecution can take in order to assist the YOT with this objective.

- 5.3 Under each theme, Cabinet is requested to consider whether the proposed activities reflect the partnership's priorities for tackling youth offending and are sufficient to deliver improved performance

6. OVERVIEW OF RESOURCING

- 6.1 It is currently anticipated that all the delivery plan proposals listed above can be catered for within the 2006/07 budget of £1,785,539. However, actions where it is proposed that funding be obtained from the Stronger Communities Fund (SSCF), Borough Command Unit Fund (BCU) or Neighbourhood Renewal Fund, is dependent on the agreement of the Tower Hamlets Partnership.

- 6.2 The 2006/07 budget for the YOT consists of the following:

▪ Police	£100,378
▪ Probation	£40,080
▪ Social Services	£298,771
▪ Education	£93,705
▪ Health	£59,125
▪ Local Authority - Chief Executive's Directorate	£493,000
▪ City of London	£9,000
▪ Youth Justice Board (YJB)	£350,332
▪ YJB Prevention	£168,220
▪ Resettlement and Aftercare Programme	£172,928
▪ TOTAL:	£1,785,539

7. TIMETABLE FOR SUBMISSION OF THE YOUTH JUSTICE PLAN

- 7.1 Following discussion by Cabinet, and subject to its approval, the timetable for submission is as follows:

▪ Submission of draft to the YJB:	30th April 2006
▪ Submission to Full Council:	June 2006
▪ Submission of agreed version to YJB:	June 2006

- 7.2 The YJB has this year brought forward the timescale for the submission of this statutory plan to align it with the Children's and Young People's Plan and the Annual Performance Assessment. The revised timetable means that only three-quarters of performance information will be available to inform planning. It also means that it will not be possible to secure Full Council's agreement of the Plan in time for the YJB deadline. Accordingly, we have secured the YJB's agreement that we may submit a draft plan by 30th April which will be subject to change by Full Council and submitted in its final form only after it has been agreed by that body.

8. RECOMMENDATIONS

- 8.1 The draft 2006/2007 Youth Justice Plan, attached at Appendix A, reflecting the Local Area Partnership's priorities for tackling youth offending in Tower Hamlets be endorsed
- 8.2 The draft 2006/2007 Youth Justice Plan Action Plan, attached at Appendix B as the basis for improved performance in relation to reducing youth offending in Tower Hamlets be endorsed.
- 8.3 The 2005 Youth Offending Team Inspection Plan summary attached at Appendix C be noted.

10. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 10.1 The Youth Justice Plan detailed in this report is to be funded from a number of sources such as central government grants and funding from partners. The Council's contribution comes from a number of Directorate's including Chief Executive's; Social Services and Education and involves the funding of salaries, commissioning work, accommodation and office running costs.
- 10.2 All funding sources are cash limited. The Service must ensure that all funding streams are fully and correctly utilised in achieving the Plan.

11. CONCURRENT REPORT OF THE CHIEF LEGAL OFFICER

- 11.1 This report is asking Cabinet to consider, comment and endorse the Youth Justice Plan for 2006/2007 and also asks for Cabinet to recommend the plan to Full Council.
- 11.2 The Council is required by the Crime and Disorder Act 1998 to submit the Youth Justice Plan to the Youth Justice Board for England and Wales annually. The Plan is prepared in accordance with a template provided by the Youth Justice Board and is prepared in partnership with the Police, Probation and Health Service. Further, as set out above, the Plan is required to go through the budget and policy framework procedure rules as set out in the Council's Constitution.

12. ANTI-POVERTY AND EQUAL OPPORTUNITY IMPLICATIONS

- 12.1 Evidence shows that young people from impoverished backgrounds are more likely to be both victims and perpetrators of youth justice. By ensuring effective partnership working between agencies to provide a holistic response to young people at risk, the Youth Justice Plan seeks to address that discrepancy.
- 12.2 The Youth Justice Board recognise that nationally, black and minority ethnic (BME) children and young people continue to be disproportionately represented throughout the youth justice system. The YOT has undertaken a full Race Audit

to identify differences between the YOT cohort and the youth demographic of the Borough. This has identified over-representation by certain groups. A Race Audit Action Group has been set up to respond appropriately to this and this work has been incorporated into the attached draft 2006/07 Delivery Plan.

- 12.3 Furthermore an Equalities Impact Assessment of the Partnership Crime and Drugs Reduction Strategy has been undertaken which has identified a number of activities which are incorporated in the action plan, including:
- Production of a standard protocol to ensure appropriate race equality policies are in place when working in partnership with external organisations
 - Provision of gender appropriate support packages to truly reflect the offending rate of each gender group.

13. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 13.1 The Youth Justice Plan is not anticipated to have implications in this area.

14. RISK MANAGEMENT IMPLICATIONS

- 14.1 A number of risks to the delivery of the 2006/07 Youth Justice Plan have been identified, including loss of funding and failure to meet targets. As such, a risk analysis is to be undertaken on each action contained within the action plan, to be included in the next draft.

15 EFFICIENCY STATEMENT

- 15.1 The process of developing the YJ Plan has included reviewing the current allocation of resources across the partnership to tackle youth crime. This has identified scope for streamlining and coordination which will result in more effective and efficient services. Example of how this has been included in the Delivery Plan include the proposal for a single parenting charter for the partnership and the alignment of assessment and referral processes, both of which avoid duplication and have the potential to deliver economies of scale.

**Cutting Crime TOGETHER**
The Tower Hamlets Partnership



TOWER HAMLETS and CITY OF LONDON

Youth Justice Plan

2006 – 2007

TABLE OF CONTENTS

A.	Summary	3
B.	Local Planning Environment	8
C.	Drivers of Performance	10
	C.1 Governance and Leadership	10
	C.2 Performance and Quality Systems	12
	C.3 Resources	13
	C.4 People and Organisation	21
	C.5 Partnership Working	25
D.	Delivery Plan	28
E.	Review and Approval	45
F.	Appendices	47
	Appendices	
	Appendix A: Organisational Chart	48
	Appendix B: Performance Measures	49

A. SUMMARY

Overview:

This year, the YOT Management Board has formally become a fully accountable sub-group of the statutory Crime and Disorder Partnership (known locally as the Living Safely CPAG). It has expanded its statutory remit beyond overseeing the direct work of the YOT, to looking at the wider agenda of tackling youth offending, involving all areas of the Tower Hamlets Partnership. This widening of scope is reflected in this year's YJ Plan, which seeks to align the planned work of the YOT with wider partnership work on local priorities (including through the Children and Young People's Plan (CYPP) and the Local Area Agreement (LAA)). The Management Board has also sought to ensure that the YOT's priorities are reflected in wider service development, for example the re-tendering of the youth service contracts, and Children's Service's work on parents and families. The Local Area Agreement has given a strong boost to this work by identifying youth justice issues (specifically tackling youth violence and drug prevention) as objectives under the "Safer Stronger Communities" strand.

The Youth Justice Plan for 2006/07 assesses the YOT's performance in 2005/06 and details its plans for the next financial year to meet the targets for the 16 priority themes set by the Youth Justice Board (YJB). The Plan incorporates the YOT's Prevention Strategy submitted to the YJ B last December. 2005/06 has been a year of both consolidation and improvement. Following the YOT Joint Inspection early last year, good progress has been made on implementing both the robust action plan, which incorporated the recommendations of the Inspection Report and most other actions in the 2005/06 Youth Justice Plan's Delivery Plan. The results are evidenced in an improved performance (see below).

Indicative figures show that the focus on prevention in last year's Plan has paid off, with a reduction of first time entrants to the Youth justice system of 2.7%, above the national target of 2%. Evidence of our strength in preventative work was recently recognised by Tower Hamlets Council being awarded Beacon Status for its work on early intervention.

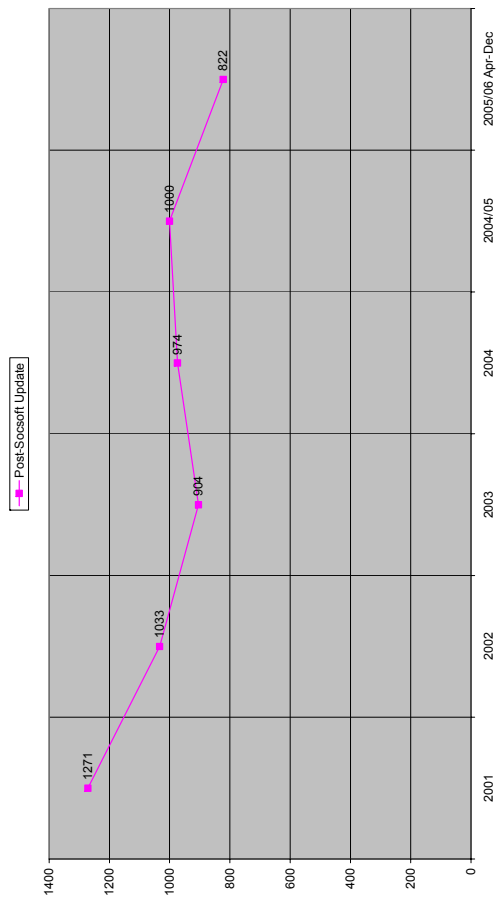
We have also achieved reduced re-offending in three of the four recidivism categories compared to the previous year, and achieved the target of a 5% reduction in re-offending rates with respect to Community Penalties. The Pre-Court re-offending rate was only two percentage points above the target and the First Tier penalty rate was even closer to the target. We are hopeful that our early intervention plans will reduce these re-offending rates next year.

The number of offences with substantive outcomes in the period April to December 2005 was 822. The total for 2005/06 is expected to be between 1050 and 1080 (the 2004/05 total was 1000), and it is therefore likely that the slight upward trend of the last two years will continue.

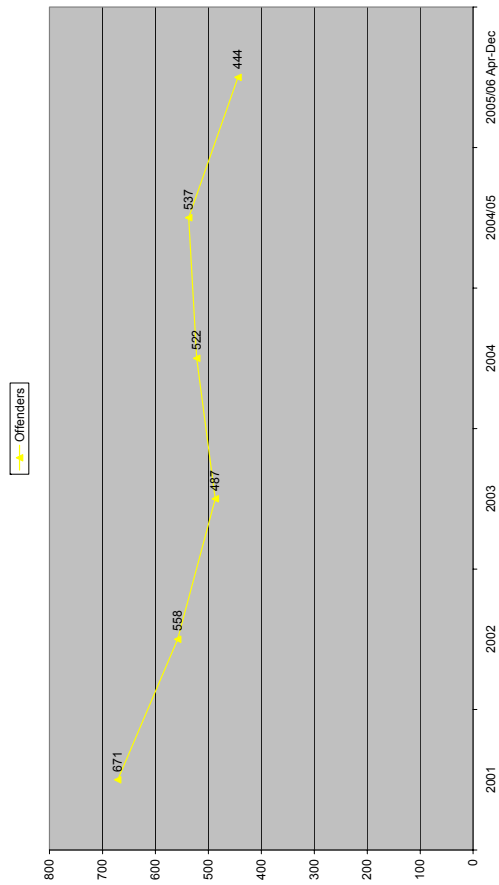
The number of individual offenders with substantive outcomes in the period April to December 2005/06 was 444. The total for 2005/06 is expected to be between 520 and 590 (the 2004/05 total was 537), and it is therefore possible that the slight upward trend of the last two years may continue.

The data reported in previous years' plans has been revised following the discovery of a reporting error in the Yot database. Two types of offence were being incorrectly included in calculating substantive outcomes. The issue has been resolved, and the figures shown in the accompanying charts are the current figures.

Offences with Substantive Outcomes



Offenders with Substantive Outcomes by Year



Performance

The performance of the YOT against the Youth Justice Board's (YJB) key performance indicators is summarised in the table below, providing:

- YOT performance against KPI targets in 2004/05; and
- The most up-to-date 2005/06 YOT performance data available, which is from the first 3 quarters of 2005/06 (to December 2005). This gives performance against KPI targets and a new comparison with YOT family borough areas - unavailable in 2004/05
- The 'traffic lights' presentation of performance allocated by the YJB on a points basis

Key Performance Indicator	Preferred Outcome	2004 / 05		05/06 accrue to 12/05 *		05/06 accrue to 12/05
		LBTH YOT	Target	LBTH YOT	Target	
1. Final Warnings	Higher	73.24%	80%	77.4%	80%	84.89%
2. Use of remand	Lower	40.40%	30%	50.63%	38%	51.28%
3. Custodial sentences	Lower	5.56%	6%	7.33%	5%	6.25%
4. Restorative processes	Higher	51.11%	75%	59.68%	75%	88.41%
5. Victim satisfaction	Higher	96.30%	75%	85.71%	75%	94.44%
6. Parenting	Higher	3.55%	10%	19.00%	10%	13.88%
7. Parental satisfaction	Higher	100.00%	75%	100.00%	75%	98.95%
8. Community ASSET - Start	Higher	98.20%	95%	91.11%	95%	94.43%
9. Community ASSET - End	Higher	95.15%	95%	94.95%	95%	96.70%
10. Custodial ASSET - Start	Higher	100.00%	95%	96.30%	95%	98.51%
11. Custodial ASSET - Transfer	Higher	100.00%	95%	100.00%	95%	99.39%
12. Custodial ASSET - End	Higher	100.00%	95%	100.00%	95%	100.00%
13. Pre-Sentence Reports	Higher	74.11%	90%	78.15%	90%	87.48%
14. Detention and Training Order planning	Higher	61.90%	95%	74.07%	95%	86.08%
15. Education, Training and Employment	Higher	76.26%	90%	89.10%	90%	74.88%
16. Accommodation	Higher	88.33%	95%	92.66%	95%	89.97%
17. CAMHS - Acute	Higher	100.00%	95%	100.00%	95%	93.96%
18. CAMHS - Non Acute	Higher	100.00%	95%	100.00%	95%	78.7%
19. Substance Misuse - Assessment	Higher	100.00%	95%	86.05%	85%	88.13%
20. Substance Misuse - Intervention	Higher	100.00%	95%	100.00%	85%	95.72%
Scored KPI performance	Higher	47		58		57
KPI Performance %	Higher	78.3%		77.3%		67.47%
EPQA Performance	Higher	n/a*		82.94%		73.14%
Overall Performance Level	Higher	n/a*		Level 3		Level 2
Overall Performance %	Higher	n/a*		60.41%		56.97%

*New YJB Performance Framework from 1st April 2005

The performance table highlights a number of strengths in our performance:

- 'Scored performance', i.e. the total number of points scored, has increased from 2004/05 to 2005/06 (to date).
- The number of red indicators has decreased from 2004/05 to 2005/06.
- We have significantly improved performance against the parenting indicator and increased victim interventions, both priorities in last year's plan.
- The borough's performance is now better than the YOT family average.
- The YOT performance level has been raised from 2 to 3 (of 5), above the family and London rating, and in line with the National average.

The table also illustrates the key areas for improvement, which have been addressed in the draft Delivery Plan attached at Appendix B. Specific areas of concern, where 2005/06 KPI results are either red or yellow and below family performance, are as follows:

- Effective early intervention (Final warnings)
- Use of remand and custodial sentences
- Engagement of victims (Restorative processes)
- Timely and effective assessment (Community Asset – Start)
- Sentence planning (Pre-sentence reports and Detention and Training Order planning)
- Accommodation

We continue to demonstrate improvement in the quality and effectiveness of our practice in the ratings achieved in the first four areas to be assessed through the Effective Practice Quality Assurance (EPQA) process. The implementation of our improvement plans has resulted in an improved rating of '3' for Early Intervention, Assessment/ planning interventions/supervision and Education/Training/Employment; Parenting has maintained its higher rating of '3'. In relation to Resettlement which received its initial assessment during 2005/06, we are predicting an improved rating through the implementation of the improvement plan which has been incorporated into the Resettlement strand in this Youth Justice Plan.

Resources

It is anticipated that all the delivery plan proposals listed in the Delivery Plan can be catered for within the 2006/07 budget of £2,047,276, including the YJB Prevention Fund. However, actions where it is proposed that funding be obtained from the Stronger Communities Fund (SSCF), Borough Command Unit Fund (BCU) or Neighbourhood Renewal Fund, are dependent on the agreement of the Tower Hamlets Partnership.

Key Objectives for 2006/07

The YOT's priorities for action next year have been set following consideration of:

- Areas for improvement identified by last year's joint inspection of the YOT. This included strengthened performance management, victim and restorative justice work, and equality issues.
- Areas for improvement identified by assessment of performance. This highlights as strategic issues parenting interventions, victim work, education, employment and training and over-use of custody (in addition to operational issues identified below).
- Strategic Partnership priorities, in particular the LAA objectives and CYPP priority outcomes; and
- Partnership priorities in tackling youth offending, as identified by Members in the discussion of last year's YJ Plan, and through consultation on the YJ plan with CPAG, the YOT Management Board and more widely with partners, including the third sector, through YOT development sessions.

Accordingly, the YOT Management Board has identified key priorities for the delivery plan as:

- Early intervention
- Strengthening families with a focus on parenting
- Working with victims
- Supporting partnership action on ASB and the government's Respect agenda
- Tackling disproportionate representation of some ethnic groups in the Youth Justice System – a new objective set this year by the YJB.
- In addition, we will continue to develop the structures for planning, management, delivery and evaluation of work on this agenda to ensure the activity of the YOT is effectively coordinated with other partnership work, particularly around the CYPP. This includes responding to the "localisation agenda": ensuring that services respond to local needs.

The YOT Prevention Strategy's plans to develop Youth Inclusion Programmes and to extend parenting interventions to parents of young people going through the YISP process support the strengthening families and ASB priorities.

The YJ Plan, in addition to the performance indicators for the 16 YJB themes, will contribute to the delivery of the following strategic objectives:

- The CYPP priority outcomes, in particular: Staying Safe, Making a Positive Contribution and Achieving Economic Wellbeing
- LAA priority outcomes, especially those of the Safer Stronger Communities block, in particular Reducing Youth Violence, Tackling ASB and the associated LPSA targets.
- The Community and Strategic Plans
- The Crime and Drugs Reduction Strategy

Overall, partnership and strategic planning for all aspects of work with vulnerable children and young people in the Borough have never been stronger, and we anticipate that the YOT's performance will benefit from the strong preventative partnerships in place during the coming year.

Ian Wilson

Chair of Tower Hamlets and City of London YOT Management Board.

B. LOCAL PLANNING ENVIRONMENT

Local planning environment particularly looking at how the right balance is being achieved between children's services and crime and disorder / community safety:

The Youth Offending Team is located within the local authority's Crime Reduction Service, which itself is part of the Chief Executive's Directorate. The CRS consists of five teams, namely:

- Crime Strategy and Performance Unit;
- Anti-social Behaviour Control Unit;
- Domestic Violence Team;
- Youth Offending Team; and
- Drugs Action Team.

This structure has been designed to ensure a co-ordinated response to a range of community safety and crime reduction initiatives.

The YOT Manager serves on the Senior Management Team alongside the DAT and ASB Unit managers, ensuring that potentially conflicting approaches to young offenders can be reconciled.

Links to partners in community justice are ensured by the YOT Management Board Chair, The Head of Crime Reduction Services and the YOT Manager being members of the Living Safely Community Plan Action Group, which acts as the Crime and Disorder Reduction Partnership and is engaged in all aspects of the partnership's work on crime and disorder issues. The YOT Manager also sits on the Prolific Priority Offender (PPO) strategic group, co-chairs the Prevent and Deter sub group and along with the Head of Crime Reduction Services (CRS) attends the Local Criminal Justice Board (LCJB).

This plan has been developed in the context of the wider Tower Hamlets Partnership's planning framework. The Tower Hamlets Partnership brings together all key stakeholders to accelerate improvement against key priorities. The Community Plan sets out the Partnership's objectives for 2010, and is reviewed each year. The Partnership also produces a Young People's Community Plan which sets out in more detail how we will meet young people's needs. In addition, each Local Area Partnership develops its own action plan. The Partnership's objectives are mirrored in the Council's Strategic Plan. The 2006/07 iterations of these plans include objectives on the safety, health, education, achievement and participation of young people, which support the objectives in this plan. Core YOT issues are dealt with by the Living Safely Community Plan Action Group (CPAG) detailed in section C1 below.

This year, the process of agreeing Tower Hamlets' Local Area Agreement has provided additional opportunities for joined-up working on issues relevant to the YOT, which go across the four strands of the LAA. Outcomes agreed as part of the LAA delivery plan include commitments to improve coordination of parenting interventions, develop a "Safer Schools Partnership" to strengthen partnership work to tackle youth violence around the school gate, and establish multi-agency Cleaner Safer Teams (including youth workers) to provide a joined up, problem-solving response at the local level.

As the structure of Children's Services is being developed and implemented in Tower Hamlets, the YOT has been represented at every level. The

YOT Manager will sit on the Safeguarding Children Board, and the YOT is represented on both the Social Inclusion Panel and the Area Child Protection Committee. Children's Services are well represented on the YOT Management Board, through the head of the Children's Trust pilot and Youth Services Manager. The CRS Senior Management Team has been involved in the drafting of the Children and Young People's Plan, and the YOT is represented on the working groups for the Annual Performance Assessment (Staying Safe and Making a Positive Contribution).

The YOT is also closely involved in the development of the Partnership's response to the Government's Respect agenda, to ensure that sometimes conflicting agendas around support and enforcement are effectively balanced.

C. DRIVERS OF PERFORMANCE

C.1 GOVERNANCE AND LEADERSHIP

Overview particularly looking at strategic management and leadership arrangements:

Tower Hamlets and its partners are committed to delivering services that will improve the quality of life for all those living and working in the borough. The strategic framework for this commitment is set out in the Tower Hamlets Community Plan. This envisages that the quality of life will be improved by ensuring that Tower Hamlets is:

- A Place for Living Safely
- A Place for Living Well
- A Place for Creating and Sharing Prosperity
- A Place for Learning, Achievement and Leisure
- A Place for Excellent Public Services

These five key themes provide the cornerstone of the Tower Hamlets Local Strategic Partnership. It is these themes that underpin and integrate all levels of service planning activity, including the provision of youth justice services. It is within the Community Plan framework that the YOT Management Board sets the direction for the YOT to meet both national and local objectives.

This year, the YOT Management Board has formally become a fully accountable sub-group of the Living Safely CPAG. It has expanded its statutory remit beyond overseeing the direct work of the YOT to looking at the wider agenda of tackling youth offending, involving all areas of the Tower Hamlets Partnership. This widening of scope is reflected in this year's YJ Plan which seeks to align the planned work of the YOT with wider partnership work on local priorities (including through the Children and Young People's Plan (CYPP) and the Local Area Agreement (LAA)). The Management Board has also sought to ensure that the YOT's priorities are reflected in wider service development, for example the re-tendering of the youth service contracts, and Children's Service's work on parents and families.

Our strategic vision for the YOT is that, through its Prevention Strategy, it becomes increasingly diversionary in its delivery, and we plan to establish Youth Inclusion Programmes in each of the four paired Local Area Partnerships (LAPs) areas (two in 2006/07). Our priorities for the coming year will be to focus on early intervention to improve our re-offending rate at the pre-court stage; tackle ASB jointly with our partners; strengthen families; support victims through a consistent and responsive service and ensure equal treatment regardless of race. We shall continue to develop the structures for planning, management, delivery and evaluation of work to ensure the activity of the YOT is effective in terms of outcomes for young people and effectively coordinated with other partnership work, particularly around the CYPP. This includes responding to the "localisation agenda": ensuring that services respond to local needs.

In response to the YOT Inspection's recommendation, the YOT Management Board has adopted a stronger performance management focus; the Board receives a quarterly report on performance, which leads to agreed partnership actions. The Board also contributes to the Youth Justice Plan, monitoring its improvement actions, key initiatives and new developments. Partners also have tasks ascribed to them through the Board, an initiative which was highlighted as good practice by the YOT Inspection.

The Board is committed to making its membership more representative of the community, as opportunities become available. In the meantime it will

seek appropriate consultation as necessary, for example the YOT development sessions held in the run-up to this Plan, which involved a range of partners, including from the third sector. This year the Corporation of London representative has changed, with a Black/UK representative replacing the previous White/UK member.

Table A: Composition of Management Board

Name	Agency representing	Post in agency	Ethnicity	Gender
Chair: Ian Wilson	Social Services	Corporate Director	W/UK	M
Chris Chater	London Probation	Head of Service Delivery	W/UK	M
Dal Babu	Police	Chief Superintendent	Asian/UK	M
Sam Varley	Health (PCT)	Associate Director of Children's Services	W/UK	F
Steve Sipple	Youth Service and Connexions	Service Manager	W/UK	M
Olivia McLeod	Crime Reduction Services	Head of Service	W/UK	F
Peter Joyce	Education	Principal Officer Education Social Work	W/Irish	M
Sharon Davidson	Corporation of London	Service Manager, Children's Services	B/UK	F
Robin Callender-Smith	Thames Magistrates Court	Clerk to the Youth Court	W/UK	M
Chris Munday	Pilot Children's Trust	Manager	W/UK	M
Heather Mallinder	Anti Social Behaviour Control Unit	Principal Investigations Officer	W/UK	F
Claire Gaskin	Mental Health Trust	Head of Nursing	W/UK	F
Christine Thornborrow	City of London Police		W/UK	F
Stuart Johnson	YOT	Head of Youth Offending Services	W/UK	M

C.2 PERFORMANCE AND QUALITY SYSTEMS

Overview particularly looking at performance management and data quality:

As indicated in Section C1 above, accountability for the delivery of national and local targets sits with the YOT Management Board. As a result of the YOT inspection, the Management Board now receives quarterly performance reports and acts to address any areas of underperformance. This is supported at a strategic level by the role of Living Safely CPAG in monitoring performance against strategic objectives, including those relating to youth justice.

Performance data is used to evaluate practice, which results in actions to drive up performance or to allocate resources.

The YOT management meetings also receive quarterly appraisals of performance based on statistical returns to the YJB and YJB performance feedback and agree improvement actions where necessary. The YOT management group has adopted gate keeping mechanisms and a benchmarking exercise to review the timely production of Pre-sentence reports and for assessing ASSET completion rates, which are also reported to the YOT Management Board. ASSET case audits are conducted to ensure the quality of the assessments.

Through these systems, apart from a slightly lower completion rate for Community Disposals and Custody Start ASSETs, we have maintained or improved our performance against the YJB KPI, including that for initial training plans.

The YOT employs an information systems officer who is responsible for collating, cleaning and analysing data and responding to local and national performance reporting requirements. In developing its use of accurate data, the YOT has benefited from work in Crime Reduction Services to develop the Crime and Disorder Reduction Partnership's capacity to use data to inform strategy and operations, and drive performance improvement. Borough Crime performance and local crime and anti-social behaviour reports are now regularly produced.

All the staff receive regular supervision, and have an annual appraisal, the goals of which are linked to the YJB's targets; team meetings are held weekly, with the whole YOT meeting once a month, and one meeting a month is devoted to professional practice development. Performance against the YJB performance measures is discussed at the whole YOT monthly meetings. Individual staff responsibilities for compliance in this area are reinforced through these systems.

C.3 RESOURCES

C3 a Financial resources

Overview of financial resources including any particularly significant changes in resources:

It is anticipated that all the delivery plan proposals listed in the Delivery Plan can be catered for within the 2006/07 budget of £2,047,276, including the YJB Prevention Fund. However, actions where it is proposed that funding be obtained from the Stronger Communities Fund (SSCF), Borough Command Unit Fund (BCU) or Neighbourhood Renewal Fund, are dependent on the agreement of the Tower Hamlets Partnership.

The YJB has approved our proposals for the use of the Prevention Fund:

- £125,384 (£62,692 x 2) for the establishment of YIPs in two of the four paired Local Area Partnerships (LAP)
- £42,835 to fund an additional Family Support worker

The Board has also approved our proposals for meeting the requirements of Resettlement and Aftercare Provision for the coming year and confirmed grant funding of £172,928.

The Primary Care Trust has identified £20,000 of additional funding to assess and meet the physical health screening needs of YOT clients.

Funding has not yet been agreed to continue the YOT PAYP programme, though it is anticipated that the submission process will be announced following the amalgamation of Connexions services into Youth and Community Services, which provides the funds.

Table A1: Services planned for the financial year 2006 – 2007

Core activity	Budget expenditure (£)
Preventive services	675,220
PACE Services	12,000
Pre-court services	120,000
Court-based services	185,868
Remand services	57,000
Community-based services	255,869
Through care / after care (including RAP)	247,928
Other orders	493,391
Total:	2,047,276

Table A2: Youth Offending Team Budget Financial Year 2006 – 2007 – Sources

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Police	94,078		6,300	100,378
Probation	30,080		10,000	40,080
Social Services	298,771			298,771
Education	93,705			93,705
Health (from Table A2b)	34,000	20,000	5,125	59,125
Local Authority Chief Executive	311,000	182,000		493,000
Additional Funding (from Table A2a)			962,217	962,217
Total	861,634	202,000	983,642	2,047,276

Table A2a: Additional sources of income

	Additional source	Amount (£)
Single Regeneration Budget	Nil	
European Funding	Nil	
Youth Justice Board Core	312,069	
YJB Prevention	168,220	
Other – City of London	9,000	
Other - Resettlement and Aftercare Provision	172,928	
Other - SSCF	100,000	
Other – NRF Bid LAP Contribution to YIP (to be confirmed)	200,000 (to be confirmed)	

Additional source	Amount (£)
Total (for inclusion in Table A2)	962,217

Table A2b: Health service contributions to the Youth Offending Teams

Health contribution: Funding source	Amount (£)
Source 1: PCT CAMHS Staff Secondment	34,000
Source 2: PCT Primary Health Screening	20,000
Source 3: PCT Budget Contribution	5,125
Total (for inclusion in Table A2)	59,125

C3 b PROGRAMME RESOURCES

Overview of programme resources including services to meet specialist needs:

Services for offenders with substance misuse are highly developed. The Borough-wide young people's substance misuse service – the largest of its kind in London – went operational (delivered by “Lifeline”) at the end of 2005 and a link worker is based in the YOT two days per week. There is a substance misuse worker in the YOT who screens all young people.

The YOT has a Service Level Agreement with the East London Mental Health Trust, which ensures cover for the Forensic Adolescent Community Psychiatric Nurse, and provision from CAMHS for those young people considered vulnerable to offending, and being supported by the YISP.

The development of support programmes in relation to Resettlement and Aftercare (RAP) are now available from new YJB resources. This principally includes the use of Family Group Conferences and the deployment of trained volunteer mentors, but also art therapy, first aid training, digital video work, and football training.

YOT clients continue to constitute the majority of those being given a service by New Start which engages young people in Education Training and Employment. The provision and funding of dyslexia support services to the YOT is to be reviewed and clarified by the Education Authority; young people are increasingly referred to “New Start” to access the “Dyspel” service. A literacy programme is also available via GAP project.

Work is ongoing with LEAP Confronting Conflict, the LEA, the Children's Fund and Schools to develop Tower Hamlets Restorative Justice in Schools programme. Also ongoing in respect of Key Skills 4 is work with schools to extend their provision to YOT, and to access facilities through NEET Working Group meetings, i.e. new Princes Trust and 3rd Dimension Music programme.

The “Prevent and Deter” strand of “Prolific and Other Priority Offenders” ensures that partnership resources are brought to bear on those at risk of becoming prolific offenders, Tower Hamlets is currently working with, on average, 30 PPOs.

Positive Activities for Young People (PAYP) has previously funded the YOT directly to support 8- 18year olds with diversionary activities and accredited learning opportunities, and further bids will be made for the coming year.

The YISP has access to a wide range of programme resources outside the YOT, including: Summer University (Sports, Arts, Education and Careers), Children's Fund Programmes (Spitalfields Young Farmers Club, Sydney Cyber Club), Old Ford Housing Association (diversionary school holiday schemes and after-school clubs), Tower Hamlets Positive Futures (Leyton Orient): Drug Education and awareness through sports, Health Through School drug awareness programme, Junior Youth Service Play schemes and after school clubs, Tolerance in Diversity (Peer Education Workshops) and two local businesses are offering positive opportunities to young people. The YISP also accesses mentoring from the SHAATHI mentoring scheme run by BLYDA and can refer young people to the police COP programme.

Preventative services will be enhanced with the establishment of Youth Inclusion Programmes in two out of the four LAPs.

In addition to the Connexions worker seconded to the YOT, there will be a link PA with a lead for gang violence and crime offering specialist support.

The Service Level Agreement for parenting work with Coram families provides for 6 group-work courses per year (13 sessions) supporting 75

families, and individual support for 80 families per year. An additional Family Support worker is to be recruited to meet the growing demand for parent support from the work of the YISP in dealing with young people subject to ABCs, reprimand cases referred by YOT Police to the YISP, and YOT assessments of ASB cases, providing a further 25 parenting interventions. YOT clients and their families can also access the range of parenting services provided by the wider partnership, including the parenting advice centre. Parenting resources will be strengthened this year through the LAA.

Overview of the use of IT as an enabler to delivery of services (covering secure email, case management systems, IT to support engagement of young people, any other IT enablers, and barriers to IT use and how these will be overcome):

After playing an active role in the London discussions around secure e-mail, in 2005/06 the YOT implemented secure e-mail for the transmission of all placement alerts from the YOT to the YJB Placements Team. The secure e-mail system is also used by practitioners to send confidential documents such as sentencing histories and ASSETS to other YOTs. The extension of the system to secure establishments is envisaged in 2006/07. All staff have been trained in the use of secure e-mail.

After piloting Ryogens in previous years, the YOT has implemented a revised version of the system, re-named THISchild. The system is designed to record and monitor alerts raised by professionals who work with children. Alerts are logged when there is a concern that a child is at risk of offending. When a threshold is reached, the system notifies a system administrator to progress the case for further action. All staff have been trained in the use of the system.

A new version of the YOT's case management system, YOIS, was installed in the last few days of the 2004/05 year, and in the course of this year the YOT has implemented some of the new functions that are available in the software. In particular, the standard letters function was made live, and the increased ease of production of standard letters has improved the productivity of practitioners. The new electronic forms for placement alerts and post-court reports have enabled the use of secure e-mail. The improved user interface for ASSETS has resulted in quicker production of ASSETS, and the improved stability of the new version of YOIS has resulted in far fewer computer crashes and a consequent significant decrease in loss of data. This has resulted in improved productivity when using the case management system. Further functions of the new version will be implemented in the course of 2006/07. All staff have been trained in the use of the new system, and further training to introduce new functions is envisaged in 2006/07.

The YOT has installed two PCs for use by young people. At present, these are used by the Substance Misuse Worker to allow young people to access resources on the Internet when explaining the dangers of substance misuse.

As part of the Borough initiative to enable departments to conduct all social services business electronically by 2007, the YOT upgraded its PCs to run Windows XP. This upgrade brought greatly increased stability to the ICT platform, and resulted in significantly fewer problems with the ICT infrastructure. This has translated directly into greater productivity for all YOT staff. The upgrade has also made possible further change to the ICT equipment used by the YOT and its staff, in particular firstly to use broadband for remote connection to the YOT network, and secondly to use handheld devices such as PDAs.

The YOT has begun the process of enabling home and peripatetic workers to access the YOT network from remote locations using broadband. Once the initial phase of this project has completed successfully, probably early in 2006/07, the YOT will talk to partner agencies with a view to enabling them to link remotely to the YOT's network and case management system.

The use of broadband is also being extended to the Thames Youth Court. The YOT has in 2005/06 successfully used a remote connection to access its case management system at court. The use of broadband to facilitate this connection will enable faster and more comprehensive network access in the coming year, thereby increasing productivity of YOT staff who are working at court.

A number of PDAs have been used by YOT workers in 2005/06, and a review of their use is anticipated in 2006/07. The calendar function has been the most used feature of the PDAs, and the further use of this function should be investigated.

Video-conferencing has been used in 2005/06 to enable practitioners to meet young people in custody without the need to travel to the YOI. The use of this facility, which is available at Newham YOT, will be reviewed in 2006/07.

The chief barriers to the use of ICT systems are: user aptitude; Borough ICT Department constraints; drawbacks of the YOIS case management system; and financial constraints. Regular formal and informal training is provided by the information systems officer and external providers to improve user skills and familiarity with ICT systems. A good working relationship has been established with the Borough ICT Department, but the speed of delivery of new systems is a major constraint.

The next upgrade of the YOIS system promises to introduce more functions that are based on modern Windows development tools, and this should improve the usability of the system. Financial constraints mean that new equipment such as PDAs, may not be available when required.

C.4 PEOPLE AND ORGANISATION

C4 a WORKFORCE PLANNING

Overview of workforce planning including volunteers and staff in agencies providing service under contract:

The Thames Intensive Supervision and Surveillance Programme consortium, of which Tower Hamlets is a member, is to review its arrangements with YAP UK as provider against guidance which has been issued by the Youth Justice Board, in preparation for the service from April 2007.

We shall be recruiting staff for the two YIPs in partnership with the Youth Service and as indicated in C3 above, the services of an additional family support worker will be commissioned from Coram Families service provider.

Nine RAP volunteer mentors are undergoing training, and a further seven are being screened for suitability. The volunteers will become mentors to offenders known to have substance misuse or mental health problems. The volunteer mentor training standard will be at B-Tech level three qualification in mentoring, supplied by RPS Rainer.

Volunteers also continue to serve on the Referral Order Panels. Standard YJB training is provided.

This year we have appointed the RAP Co-ordinator and the Restorative Justice worker on fixed term contracts, and will shortly be advertising for two senior practitioner caseworkers, which will significantly enhance the capacity of the team.

Table A3: Staff in the Youth Offending Team (by headcount)

Please ensure the two Totals are the same, and that all data entered here is consistent with that entered into Themis

	Managers Strategic	Managers Operational	Senior practitioners (FT)	Senior practitioners (PT)	Practitioners (FT)	Practitioners (PT)	Administrative	Sessional	Students/trainees	Volunteer	Total
Permanent	1	3	0	0	4	4	4	0	0	0	12
Fixed Term	0	0	0	0	3	3	0	0	2	0	5
Seconded Social Services	0	0	0	0	5	5	0	0	0	0	5
Seconded Probation	0	0	0	0	1	1	0	0	0	0	1
Seconded Police	0	0	0	0	2	2	1	0	0	0	3
Seconded Health	0	0	0	0	1	1	0	0	0	0	1
Seconded Education	0	0	0	0	1	1	0	0	0	0	1
Seconded Connexions	0	0	0	0	1	1	0	0	0	0	2
Seconded Other	0	0	1	0	0	0	0	0	0	0	1
Outsourced	0	0	0	0	0	0	0	0	0	0	0
Temporary	0	0	0	0	3	3	4	13	0	37	57
Vacant	0	0	2	0	0	0	0	0	0	0	2
TOTAL	1	3	3	0	21	21	9	13	2	37	90
Gender/Ethnicity											
White Male	1	1	0	0	5	5	1	1	1	6	16
Black Male	0	0	0	0	3	3	1	7	0	0	11
Asian Male	0	0	1	0	3	3	1	2	0	6	14
Mixed Race Male	0	0	0	0	0	0	0	0	0	1	0
Chinese/Other Male	0	0	0	0	1	1	0	0	0	0	1
White Female	0	1	0	0	6	6	2	1	1	12	23
Black Female	0	1	0	0	0	0	2	1	0	1	5
Asian Female	0	0	0	0	1	1	1	0	0	5	7
Mixed Race Female	0	0	0	0	1	1	1	0	0	4	6
Chinese/Other Female	0	0	0	0	1	1	0	1	0	2	4
TOTAL	1	3	1	0	21	21	9	13	2	37	88

C4 b Workforce development

Overview of workforce development including volunteers and staff in outsource agencies:

Volunteer training – see Section C4a above

Delivery Plan	Action
Prevent Offending	Training in THIS CHILD approach
Intervene Early	<i>No training actions</i>
ISSP	<i>No training actions.</i>
Reduce Use of Custody	Court Good Practice Group as part of monthly team practice session. Practitioner Staff training on Criminal Justice Act and its implications on sentencing, and to ensure 'Pathway' group work is embedded into practice
Reduce Re-offending	Practice development sessions for staff are held monthly as a part of the team meeting cycle. Staff are to be trained in a new violence group-work programme.
Enforcement and enabling compliance	Pathways group-work refresher
Swift Administration of Justice	Bench marking exercise
Ensure Effective & Rigorous Assessment	Training in relation to group work programme as above.
ETE	Practice development sessions for staff are held monthly as a part of the team meeting cycle Undertake motivational interviewing training for staff working with this group to support them to deal effectively with disaffected young people
Support Access to Substance Misuse	Volunteer Mentor training (B-Tech level three qualification in mentoring supplied by RPS Rainer) Training for YOT staff to implement the new Borough Tier 2 Initial Assessment tool
Support Access to Mental Health Services	Roll out mental health training to all YOT case workers - CAMHS, mental health awareness training for staff; the CAMHS Foundation course is also available. The Adolescent Forensic Community Psychiatric Nurse is undertaking an MSC course in the Psychodynamics of Human Development
Support Access to Appropriate Accommodation	<i>No training actions</i>

Support Resettlement into Community	Recruitment and training of volunteers under RAP – see under Substance Misuse
Support Parenting Interventions	Training in parental assessment/ASSET audit in relation to parenting assessments to ensure any concerns result in referral of parent for programme
Provide Effective RJ Services	<i>No training actions</i>
Ensure Equal Treatment regardless of Race	<i>No training actions</i>

C.5 PARTNERSHIP WORKING

Overview of partnership working including complementary and conflicting targets:

The Thames ISSP consortium continues to be a positive collaboration between the YOTs of Tower Hamlets, Islington, Hackney and Camden (as lead Authority). The consortium is to review its arrangements with YAP UK as provider against guidance which has been issued by the Youth Justice Board, in preparation for the service from April 2007. The YOT will also ensure that the ISSP provider is fully engaged in the Prevent and Deter Tactical Group.

This year saw the establishment of the Prevent and Deter Tactical Group which works with an average of 30 potentially prolific offenders at any time. The multi-agency group meets monthly and comprises the YOT, Police, Connexions, Children's Services, YAP UK, Anti-Social Behaviour Control Unit and the Youth Service. We are seeking in 2006/07 to build capacity and partnership engagement in targeting prolific offenders through this initiative.

The YISP is well governed by a multi-agency steering group which meets regularly, screening referrals, sharing information and resources, and overseeing the teams work. Directly related is the work of the Social Inclusion Panel, with YOT representation. The YIPs to be established during 2006/07 will feed into the YISP process but be delivered through the youth service as part of local multi-agency teams to ensure we get the coordination with the wider preventative and community safety agenda.

The YOT Manager attends the CAMHS Forensic group, and a service to YISP clients vulnerable to offending has been developed to complement the work of the YOT Forensic Mental Health Nurse with young people in the criminal justice system. The YOT Manager continues to work with the Director of Nursing at the Primary Care Trust on developing primary care service delivery to YOT clients.

Relationships between the YOT and the Children and Young People's Division of Social Services (now Children's Services) have been strengthened and protocols relating to work with children remanded to Local Authority Accommodation should be finalised by June 2006; staff awareness of the roles and boundaries of each agency.

A clear procedure for consultation with the YOT by the Anti-Social Behaviour Control Unit has been established. A major area of partnership work has been around ASB interventions. The partnership has significantly increased its use of ABCs and ASBOs as preventative tools. A partnership protocol is in place that requires the YOT to be consulted in all cases where the partnership is considering applying for an ASB intervention on a young person, and for any young person subject to an ABC, ASBO or ASB injunction to be referred to the YOT and assessed for voluntary or statutory (in the case of Individual Support Orders) intervention.

Training with the Thames Youth Court sentencers continues to include criminal justice outcome figures by ethnicity for Tower Hamlets and the ISSP provision.

Improved information sharing in regard to offenders posing a serious risk to the public has been facilitated by the YOT Manager attending the Multi-Agency Public Protection Panel.

Information sharing with the Safer Neighbourhood police teams, who now cover every ward in the Borough, has been developed in relation to offenders subject to ISSP or included in the Prevent and Deter programme, and young people considered vulnerable to offending.

Clear reporting lines and improved support from secondees to the team have been established, and Service Level agreements are in place with

partner agencies, including Victim Support, East London Mental Health Trust, and Coram Families in respect of parenting work.

The Borough wide young people's substance misuse service (delivered by "Lifeline") went operational at the end of 2005 and a link worker is based in the YOT two days per week. In 2006/07 we shall develop and maintain strong links between the YOT and this service and embed the new practice arising from working with this new provider.

In all the YOT's work we continue to develop relationships with third sector providers who are well placed to work with our young people. For example, we will be commissioning youth interventions from local organisations including the Brick Lane Youth Development Association (BLYDA) and Docklands Outreach; parenting interventions from Coram Families; and victim work from Tower Hamlets' Victim Support. We work with a variety of voluntary agencies through the YISP and our reparation work includes two funded schemes with City farms in the Borough.

DELIVERY PLAN

D. DELIVERY PLAN

PREVENT OFFENDING

Overview

Last year's plan focused on prevention and this has resulted in the 2.7% reduction in the number of first time entrants. A key factor has been the development of the multi-agency Youth Inclusion and Support Panel, which oversees work with young people aged between 10 and 16, who are identified as being at risk of offending, but who have not yet entered the formal youth justice system, and who engage voluntarily. This year the YISP took 117 referrals from a range of sources including children's services, police, ASB team, schools, third sector agencies and self-referrals by parents. Of those referred, only 20 declined to engage, and to date only 4 have gone on to enter the formal Youth Justice System (3 were made subject to Final Warnings, and one person was given a Referral Order). Building on this success, it is planned that the YISP will further develop its capacity to work with young people at risk, especially to work with those involved in ASB and those young people receiving reprimands. The YISP will continue to work closely alongside the youth service and education, and third sector providers, on the wider preventative agenda.

The key development for next year is the introduction of Youth Inclusion Panels, which will work with the 50 most at risk young people in each paired LAP area. We were not able to establish YIPs as planned last year due to a delay in YJB Prevention funds, but the YJB has now approved our proposal to use recently-announced funding to establish YIPs in two of the four paired Local Area Partnerships (LAPs) in the Borough, which will receive funds of £62,692 from the grant, with a view to rolling out YIPs to the other two paired LAP areas subject to the outcome of the pilot and continued funding. Matched funding for next year to equip the programme to YJB specifications, is to be confirmed. We propose to deliver the YIPs through the youth service as part of local multi-agency teams to ensure we get the coordination with the wider preventative and community safety agenda.

Through our Local Area Agreement we are progressing wider partnership work to strengthen preventative work in schools and through mainstream youth service provision. Another key part of the preventative agenda is building the capacity of the partnership to support parenting and families, and we set out how we will use YJB prevention grant to support that under the parenting theme.

Performance against KPI

	05/06 Target	05/06 ³ / ₄ Yr Adjusted Target ¹	05/06 ³ / ₄ Yr Actual	05/06 ³ / ₄ Yr Change
Number of first time entrants into the youth justice system	2% reduction on 04/05 baseline = 392	223	217	-2.69%

¹ Analysis subsequent to the production of the 05/06 target has shown that the target devised by the Youth Justice Board was not based on the same definitions that are used in the actual calculation of first time entrants. By applying the actual calculation retrospectively to the target period of 04/05, a more realistic comparison of the change in the numbers of first time entrants can be achieved.

INTERVENE EARLY

Overview

The YOT's performance in delivering interventions with final warnings (KPI 2) has not improved as much as expected this year, although our EPQA improvement plan has been fully implemented, and the highest EPQA rating for this area of work demonstrates that we have good arrangements in place. The three quarters performance of 77.4%, while under target, is however a welcome improvement on the 2004/05 performance of 73%. All warnings are delivered at the YOT premises by officers fully trained to deliver restorative warnings. The police are currently leading on a review of the final warning process to raise performance in this area.

The key development action from last year's Youth Justice Plan has been implemented. A major area of partnership work has been around ASB interventions. The partnership has significantly increased its use of ABCs and ASBOs as preventative tools. We have set and exceeded a local target to ensure that at least 50% of youth ABCs and ASBOs are supported by an intervention, provided through the YISP. A partnership protocol is in place that requires the YOT to be consulted in all cases where the partnership is considering applying for an ASB intervention on a young person, and for any young person subject to an ABC, ASBO or ASB injunction to be referred to the YOT and assessed for voluntary or statutory (in the case of Individual Support Orders) intervention.

In the coming year we shall work to increase the number of Final Warnings supported by an intervention through the development of protocols and increasing diversionary activities available to young people on Final Warnings. The availability of parenting support will also be highlighted during the assessment process. The YOT will continue to support the partnership's provision of an intervention to every young person subject to an ABC or ASBO, as well as those on reprimands. We will be looking to increase use of the Individual Support Order and parenting interventions.

Performance against KPI:

	05/06 ³ / ₄ Yr Actual	05/06 ³ / ₄ Yr %	05/06 Target	06/07 Target (New KPI)	EPQA 2003 rating	EPQA 2005 result
Final Warnings supported by an intervention	48	77.42%	80%	100%	2	3

PROVIDE INTENSIVE COMMUNITY SUPERVISION

Overview

The major development of last year was the establishment of the Prevent and Deter tactical group, which works with an average of 30 offenders at any time. The multi-agency group meets monthly and comprises the YOT, Police, Connexions, Children's Services, YAP UK (Intensive Supervision and Surveillance-ISSP provider) Anti-Social Behaviour Control Unit and the Youth Service. We are seeking this year to build capacity and partnership engagement in targeting prolific offenders through this initiative.

Tower Hamlets is a part of Thames Intensive Supervision and Surveillance Programme consortium, with Camden as lead authority, and Hackney and Islington as partners. Tower Hamlets target number of starts on the programme for April to December was 18 with 17 starts achieved. Of 20 completed cases in the period, 12 were successful, a rate of 60%. All relevant formal reviews were completed, including initial family team meetings, 3 and 6 monthly reviews and discharge reviews. Actions in relation to monitoring ISSP outputs and linkages to YOT have been completed; the format of group supervision of YAP advocates by the YOT operational manager is to be reviewed, as is the presentation of bail ISSP proposals to the Courts.

The consortium is to review its arrangements with YAP UK as provider against guidance which has been issued by the Youth Justice Board, in preparation for the service from April 2007. The YOT will also ensure that the ISSP provider is fully engaged in the Prevent and Deter Tactical Group.

REDUCE RE-OFFENDING

Overview

We have achieved reduced re-offending in three of the four recidivism categories compared to 2004/05 (see Appendix B), and achieved the target of a 5% reduction in respect of Community Penalties. The Pre-Court re-offending rate was only two percentage points above the target and the First Tier penalty rate was even closer to the target. With regard to the Custodial cohort, whose re-offending was 100%, it is important to note that this was only in respect of four individuals. We are hopeful that our early intervention plans and post-custodial support including RAP will reduce these re-offending rates further next year.

We have delivered on last year's actions in respect of effective case supervision, ensuring that interventions are linked to criminogenic risk factors and enforcement is monitored during routine supervision every three to four weeks. Future EPA exercises are to involve practitioners to a greater degree, and practice development sessions for staff are held monthly as a part of the team meeting cycle.

Achievement of National Standards for initial contacts in relation to Referral Orders and other community orders are only being met in 30% and 57% cases respectively; subsequent contacts are at lower levels for Community Orders although there is good performance for Referral Orders. Closer monitoring of this aspect of performance is to be introduced.

A multi-faceted approach will be adopted in 2006/07 to reduce re-offending - improvement in restorative justice interventions, an extended and varied group work programme to be available throughout the year and the use of evidence based practice work with individual offenders. These actions should also improve our National Standard performance in relation to the timeliness of contacts with the young people. The action to achieve a faster response to breaches, and work in relation to ABCs and ASBOs, the ISSP young offenders and the Prevent and Deter group (see Delivery plans above) will all contribute to improved performance against this KPI.

Performance against KPI:

Re-offending rates for the 2003 cohort after 24 months compared to the 2002 cohort after 24 months

	<u>05/06 Actual %</u>	<u>05/06 Target %</u>	<u>06/07 Target %</u>
Pre-Court	32.73	30.23	31.08
First Tier Penalties	61.40	59.89	58.33
Community Penalties	69.70	76.73	66.21
Custody	100	95	95

Note:

The data includes re-offending by young people aged over 18.

REDUCE THE USE OF CUSTODY

Overview:

The National Standards for bail supervision have been met, although numbers are low, it is therefore disappointing that the percentage of custodial remands has increased from the 2004/05 level of 40.4% which had been close to the 04/05 target. A more moderate increase in the percentage of custodial sentences (7.3% from 6% which was also the 04/05 target level) means that we have not met the target.

We delivered on the actions against this target in last years plan, specifically the court good practice group is established, communication and training with magistrates has been enhanced and sessions on custodial remands and sentences have been held. The Probation service is to supply a half days training on the Criminal Justice Act and its implications on sentencing to practitioners in late April. Caseworkers have continued to use "Pathway" and "Teentalk", and limited progress has been made in embedding "Pathway" group-work into practice.

In 2006/07 we will aim to provide more effective alternatives to remand for sentencers, specifically by reviewing and refining the Bail Support scheme in order to target the service at the most vulnerable young people; establishing remand fostering provision in the borough; and agreeing a protocol between the YOT and Children's Services on young people remanded to Local Authority accommodation. YOT managers will also review all cases where a custodial sentence is imposed to improve the YOT's recommendations of non custodial options. We plan to a more proactive approach to communicating with sentencers to ensure that they are aware of all alternatives to custody and their effectiveness, and that we are addressing their concerns about using those alternatives.

Data: Proportion of Secure Remands against all Remands (excl. conditional and unconditional remands)

	<u>05/06 ¾ Year Actual</u>	<u>05/06 ¾ Year Actual %</u>	<u>05/06 Target %</u>	<u>06/07 Target %</u>
Secure Remands	40	51.28%	38%	30%

Data: Proportion of Custodial Sentences against all sentences

	<u>05/06 ¾ Year Actual</u>	<u>05/06 ¾ Year Actual %</u>	<u>05/06 Target %</u>	<u>06/07 Target %</u>
Custodial Sentences	31	7.33%	5%	5%

ENSURE THE SWIFT ADMINISTRATION OF JUSTICE

Overview

Although the 2005 performance in delivering timely pre-sentence reports does not achieve the target, the improvement noted in the overview of last year's Plan has continued, with performance rising from 74.1% to 84%. The continued underperformance on PYO reports is a real concern.

Actions in last years Plan including training in report writing and involvement in magistrates' training have been implemented, a new gate-keeping form for monitoring the standards and consistency of reports is to be introduced.

In 2006/07 the YOT will continue to ensure its regular representation at the borough criminal justice group in order to better engage the Criminal Justice System agencies in meeting youth crime objectives, including the swift administration of justice. The YOT management group will focus on Persistent Young Offenders, checking the pre-sentence report (PSR) performance and will undertake a benchmarking exercise with top performing YOTs around the PSR preparation process in order to improve our own performance level.

Data: 90% of Pre-Sentence reports for PYOs are submitted within 10 days, and 90% of Pre-Sentence reports for general population are submitted within 15 days.

	<u>05/06 ³/₄ Year Actual</u>	<u>05/06 ³/₄ Year Actual %</u>	<u>05/06 Target %</u>	<u>06/07 Target %</u>
KPI: 05/06 actual and % against target				
Pre-Sentence Reports for PYOs	32	59.38%	90%	90%
Pre-Sentence Reports for general population	88	84.09%	90%	90%

ENFORCEMENT AND ENABLING COMPLIANCE

Overview

This is a new theme for 2006/07 and we are awaiting further guidance from the YJB on the requirements for YOTs in this area. We have a high number of young people among our caseload who unacceptably failed to comply with the requirements of their order, with the National Standards Audit indicating a breach level of 88%. We need to improve our performance relating to compliance, including the timeliness of breach action. We are planning to review arrangements with the courts for breach matters to be listed as a priority in the light of the National Enforcement Delivery Board's measures and to implement recommendations arising from the analysis of breaches undertaken as part of the race audit. Through the Prevent and Deter initiative, we are building capacity of the police to provide enforcement and surveillance on persistent offender, and we already refer all young people on ISSP and ASBOs to local Safer Neighbourhood Teams to support enforcement.

ENSURE EFFECTIVE AND RIGOROUS ASSESSMENT

Overview

Apart from Community Disposal and Custody start Assets, where our performance is slightly lower than in 2004/05, we have maintained or improved our performance against the YJB KPI. As part of the implementation of the Inspection Action Plan the quality of ASSET Reviews and Initial Supervisory Plans have improved and are monitored regularly; the Risk Management process, including the maintenance of a Risk Register, has also been implemented. In addition any Asset triggered Risk of Serious Harm Assessment is flagged up with the Team Manager for consideration of a risk management meeting.

While we have not achieved the 100% target in relation to Initial Training Plans, there has been a significant improvement – 74.1% compared with 61.9% in 2004/05. There has been a constant improvement in this area since 2002. Our plan to agree a protocol with the secure estate for drawing up initial training plans within national standards will further improve our performance in 2006/07.

Plans to extend group work programmes and the use of evidence based practice work with young people (see Delivery Plan above for reducing re-offending) will improve the effectiveness of interventions. The YOT will continue to monitor and report on a quarterly basis the ASSET completion rate to the YOT Management Board. We are also working to align the YOT ASSET process with the 'Common Assessment Framework' and to adopt the 'Lead Professional' approach which will improve the overall quality and holistic characteristics of assessments across different agencies.

Data: Ensure that 100% of assessments for community disposals are completed at both assessment and closure stages.

Community Disposals	<u>05/06 ¾ Year Actual</u>	<u>05/06 ¾ Year Actual %</u>	<u>05/06 Target %</u>	<u>06/07 Target %</u>	<u>EPQA: 03 rating</u>	<u>EPQA: 05 result</u>
Start Asset	<u>205</u>	91.11%	100%	100%	2	3 (to be confirmed)
Closing Asset	<u>188</u>	94.95%	100%	100%		

Data: Ensure that 100% of assessments for custodial sentences are completed at both transfer and closure stages.

Custodial Sentences	<u>05/06 ¾ Year Actual</u>	05/06 ¾ Year Actual %	05/06 Target %	06/07 Target %	EPQA: 03 rating	EPQA: 05 result
Start Asset	26	96.3%	100%	100%		
Transfer Asset	23	100%	100%	100%		
Closing Asset	14	100%	100%	100%		

Data: Ensure that all initial training plans are drawn up within 10 working days of sentences being passed.

Initial Training Plans	<u>05/06 ¾ Year Actual</u>	05/06 ¾ Year Actual %	05/06 Target %	06/07 Target %	EPQA: 03 rating	EPQA: 05 result
	26	73.08%	100%	100%		

SUPPORT YOUNG PEOPLE ENGAGING IN EDUCATION TRAINING AND EMPLOYMENT

Overview

Performance against the KPI target (to increase the proportion of young offenders who are in education, training or employment at the end of their order) has improved from 88.3% in 2004-5 to 89.1% in 2005-6, just short of the 90% target; this is the highest score achieved since 2001.

Progress has been made against all the actions contained in last years Youth Justice Plan. The protocol between the YOT and schools is under consultation between the LEA and schools, prior to implementation. The EPQA Improvement plan is in place and subject to ongoing monitoring, negotiations are in place to provide YOT specific Positive Activities for Young People (PAYP) and summer University courses. The second roll out of the NRF funded TH College “Step up” course is underway, providing potential additional pre- E2E support for 16+ young people.

Work is ongoing with LEAP Confronting Conflict, LEA, the Children’s Fund and Schools to develop Tower Hamlets Restorative Justice in Schools programme. Also ongoing in respect of Key Skills 4 is work with schools to extend their provision to YOT, and to access facilities through NEET Working Group meetings, i.e. new Princes Trust and 3rd Dimension Music programme.

In 2006/07 it is proposed to focus on the over 16s’ training and employment through improved partnerships with Connexions, the Learning and Skills Council and New Start, an additional part time Connexions worker has been provided. We also aim to provide a Connexions PA for every young person on the Prevent and Deter list. The provision and funding of dyslexia support services to the YOT has been reviewed and clarified by the Education Authority, young people are increasingly referred to “New Start” to access the “Dyspel” service. A literacy support programme is also available via the GAP project, and Shannon Trust peer support materials are available to the advocates from ISSP and mentors from the RAP scheme.

Appraisals of YOT seconded staff, including education secondees, are now undertaken jointly between the YOT and parent agency. Training in relation to ETE will be prioritised in 2006/07 – motivational and interview training will be provided for staff to support them to deal with disaffected young people. We shall also ensure that there is a range of good training providers.

Performance against KPI

Proportion of young offenders who are supervised by the YOT are in ETE at the conclusion of their orders.

	<u>05/06 ¾ Year Actual</u>	<u>05/06 ¾ Year Actual %</u>	<u>05/06 Target %</u>	<u>06/07 Target %</u>	<u>EPQA: 03 rating</u>	<u>EPQA: 05 result</u>
Offenders	210	89.05%	90%	90%	1	3

SUPPORT ACCESS TO APPROPRIATE ACCOMMODATION

Overview: including review of the past year, performance against KPIs and highlights of plans for the coming year:

Performance against the KPI has improved in relation to numbers of young people in appropriate accommodation, from 88% in 2004/05 to 92% in 2005-6, though this is still short of the 100% target.

Access to two places in a hostel commissioned via the housing departments "Supporting people" strategy were established in the past year, and are currently occupied, providing an invaluable local resource. The support needs of those placed will be reviewed in June 2006.

Plans are in place for the provision of remand fostering by September 2006, and interim spot purchase arrangements are to be in place by April. Tower Hamlets YOT has access to the London wide Intensive fostering service. A protocol is to be agreed between the YOT and Children's Services on young people remanded into Local Authority accommodation. The role of the YOT accommodation officer will be developed to increase the range of accommodation resources available to the team and the YOT will work closely with key accommodation providers to offer consistent support to young people offered placements.

Performance against KPI

A named accommodation officer is in place	<u>05/06 3/4 Year Actual</u>	05/06 3/4 Year Actual %	05/06 Target %	06/07 Target %
<u>Young people in suitable accommodation</u>	202	92.66%	100%	100%

SUPPORT ACCESS TO MENTAL HEALTH SERVICES

Overview

Performance against the KPI is consistently strong with referrals for both acute and non acute cases achieving a 100% performance against a target of 95% of cases referred within timescales. In 2006/07 we shall work with CAMHS to maintain this excellent performance in relation to timescales for assessment.

A service level agreement with the Mental Health Trust is in place, including cover in the absence of the YOT mental health nurse and arrangements for YISP referrals to CAMHS, mental health awareness training for staff has begun and the CAMHS Foundation course is also available.

The EPQA process highlighted areas for qualitative improvement and the improvement plan had been implemented ahead of schedule, and mental health training is to be provided by June 2006. Health are currently reviewing procedures in order that appraisals of the YOT seconded health workers will be undertaken jointly between the YOT and health in 2006/07.

The Primary Care Trust has identified an additional 20k resource to scope and deliver primary health screening to YOT service users, with the aim of improving access to and take-up of primary health care by that group.

Performance against KPI

Refer to CAHMS for assessment: within 5 working days for acute cases; within 15 working days for non-acute cases

	<u>05/06 ¾ Year Actual</u>	05/06 ¾ Year Actual %	05/06 Target %	06/07 Target %
Acute cases	1	100%	100%	100%
Non-acute cases	30	100%	100%	100%

SUPPORT ACCESS TO SUBSTANCE MISUSE SERVICES

Overview: including review of the past year, performance against KPIs and highlights of plans for the coming year:

Targets in relation to this performance measure continue to be broadly met, and this area of work has benefited from the resources for direct work with young people with substance misuse problems under the Resettlement and Aftercare Programme (RAP). The Borough wide young people's substance misuse service (delivered by "Lifeline") went operational at the end of 2005 and a link worker is based in the YOT two days per week. In 2006/07 we shall develop and maintain strong links between the YOT and this service and embed the new practice arising from working with this new provider.

Nine RAP volunteer mentors are undergoing training, and a further seven are being screened for suitability, family group conferences have not taken place as expected and this aspect of RAP provision is being reviewed. There have only been a small number of cases where named accommodation has not been available to young people on release from custody, engaging support programmes are being developed in partnership with Connexions and Lifeline. Good arrangements are in place for referral to Tier 3 and 4 services via Lifeline and CAMHS. Training for YOT staff to implement the new Borough Tier 2 Initial Assessment tool is currently under way, the proposed actions for improving ASSET completions (see Assessment Delivery Plan above) will also help us to achieve 100% screening for substance misuse in 2006/07.

We shall ensure that all young people with tier 3 or 4 substance misuse needs are referred to RAP.

Performance against KPI

	<u>05/06 ¾ Year Actual</u>	<u>05/06 ¾ Year Actual %</u>	<u>05/06 Target %</u>	<u>06/07 Target %</u>
<u>Screening (number of start Assets completed)</u>	220	91.29%	100%	100%
<u>Specialist Assessment within 5 days</u>	37	86.05	100%	100%
<u>Early Access to Intervention within 10 days</u>	35	100%	100%	100%

SUPPORT RESETTLEMENT INTO THE COMMUNITY

Overview

Ensuring effective assessment through the custodial sentence, so that needs can be met in a dynamic way, is key to delivering on this objective. Performance against completion rates for assessment (via Asset) of those in custody was generally strong, with the target achieved for the middle and end stages, and just short for the start Asset. Although performance against Detention and Training Order (DTO) Planning KPI improved from 61% in 2004-5 to 74% last year, it remains short of the 100% target, and the EPQA improvement plan is largely focussed on creating more formal arrangements with custodial establishments in order to ensure effective sentence planning. YOT workers have, on the whole, maintained regular contact with the young people on DTO, while in the YOI and in the community within the National Standard time frames.

Nine RAP volunteer mentors, who will support young offenders returning to the community, are currently undergoing training, and a further group are being screened

Actions for the coming year aim to strengthen this area of work by improving the application of the RAP improving screening arrangements, developing RAP activities and implementing multi-agency exit strategies for those young people on the Prevent and Deter list.

Performance against KPI

EPQA: 05 rating	2	EPQA: 07 target	<u>3</u>
------------------------	----------	------------------------	-----------------

PROVIDE EFFECTIVE RESTORATIVE JUSTICE SERVICES

Overview

Work to engage victims has been developed with the appointment of a Restorative Justice co-ordinator, and performance against the KPI has improved from 51% to 59%, although is still short of the 75% target. The proportion of victims who did engage and who were satisfied was strong: 85%, against the target of 75%.

The RJ forum has met regularly throughout the year, YOT police officers are delivering restorative Final Warnings and a strategy for the use of RJ in anti-social behaviour work will be implemented in June 2006. Four new community reparation schemes will be delivered in 206/07, with work to link the work that young offenders do to local community safety priorities through the Safer Neighbourhood Teams.

Although monitoring systems are in place for contacting victims and assessing their needs, further work is to be done in providing them information in respect of offenders' progress through the youth justice system. Additional resources for victim support to vulnerable victims and witnesses are to be provided.

Data: Ensure that 75% of victims of youth crime are offered the opportunity to participate in a restorative process; and that 75% of victims who participate are satisfied with the restorative process.

	<u>05/06</u> ^{3/4} <u>Year Actual</u>	<u>05/06</u> ^{3/4} Year <u>Actual %</u>	<u>05/06</u> Target %	<u>06/07</u> Target %	<u>EPQA: 04</u> rating	<u>EPQA: 05</u> result
<u>Victims offered opportunity</u>	74	59.68%	75%	75%		
<u>Victim satisfaction</u>	6	85.71%	75%	75%		

SUPPORT PARENTING INTERVENTIONS

Overview: including review of the past year, performance against KPIs and progress against EPQA improvement plans, and highlights of plans for the coming year:

The EPQA improvement plan was implemented and the highest rating achieved, along with the KPI target of 10%. As a consequence a new local target has been set of 15% for the coming year, to reflect the priority given to this work by the Tower Hamlets Partnership. The capacity on parenting was flagged through the Inspection as a risk factor in relation to introducing a more systematic referral system for parenting support. Accordingly, we are using the YJB Prevention grant to build capacity in this area, specifically providing 25 additional parenting interventions by funding an additional Family Support worker to join the Coram Family Team at the Mary Hughes Centre, costing £42,835 (25.4% of total grant). This will help meet growing demand for parent support from the work of the YISP in dealing with young people subject to ABCs, reprimand cases referred by YOT Police to the YISP, and YOT assessments of ASB cases. Parenting assessments will also be triggered by the Prevent and Deter Tactical Group.

The increased provision will be prioritised for those young people in the stages of early intervention by anti social behaviour, preventative and youth justice services, though more Parenting Orders are expected to be generated via YOT proposals to the Courts. This was in relation to both YOT and YISP referrals.

Practitioner training in respect of parental assessments has taken place and the system for regularly monitoring satisfaction levels of parents has shown improved results. Within the YOT an Asset audit in relation to parenting assessments is to be undertaken to ensure any concerns result in referral for programmes.

A borough wide parenting strategy is to be established in conjunction with children's services in the coming year which will ensure a seamless service from universal support to crisis intervention.

Performance against KPI

	<u>05/06 ³/₄ Year Actual</u>	<u>05/06 ³/₄ Year Actual %</u>	<u>05/06 Target %</u>	<u>06/07 Target %</u>	<u>EPQA: 04 rating</u>	<u>EPQA: 05 result</u>
Number of Interventions	21	10.5%	10%	10%	3	3
Satisfaction of participants	9	100%	75%	75%		

ENSURE EQUAL TREATMENT REGARDLESS OF RACE

Overview: including a review of the past year, performance against last year's race action plan, and highlight actions for the coming year:

As a result of the race audit conducted as part of last years Youth Justice Plan, a multi agency race audit strategy group has been established to explore in more detail the issues where there is disproportionate representation of some ethnic groups within the Youth Justice system, and to propose actions to reduce the imbalance. The group includes the Police, sentencers, Crown Prosecution Youth branch, the Clerk to Thames Youth Court and YOT staff.

The race audit was run for 1st October 2003 to 30th Sept 2004, we have re run the data for the previous and subsequent year to explore whether issues that were raised for different ethnic groups were consistent over the period, this has resulted in us removing inconsistent issues from our priority list.

The group has prioritised the remaining issues arising from the audit, and created actions to address them for the YOT only to undertake.

The group will continue to meet to consider other agency actions to assist the YOT in meeting the target. Ongoing actions for the YOT are contained in the Action plan appendix.

E. REVIEW AND APPROVAL

Table B: Schedule for review of plan:

Review date	Reviewer
1st June	Stuart Johnson
30 October	Stuart Johnson
13. December	Stuart Johnson

Table C: Signature of approval

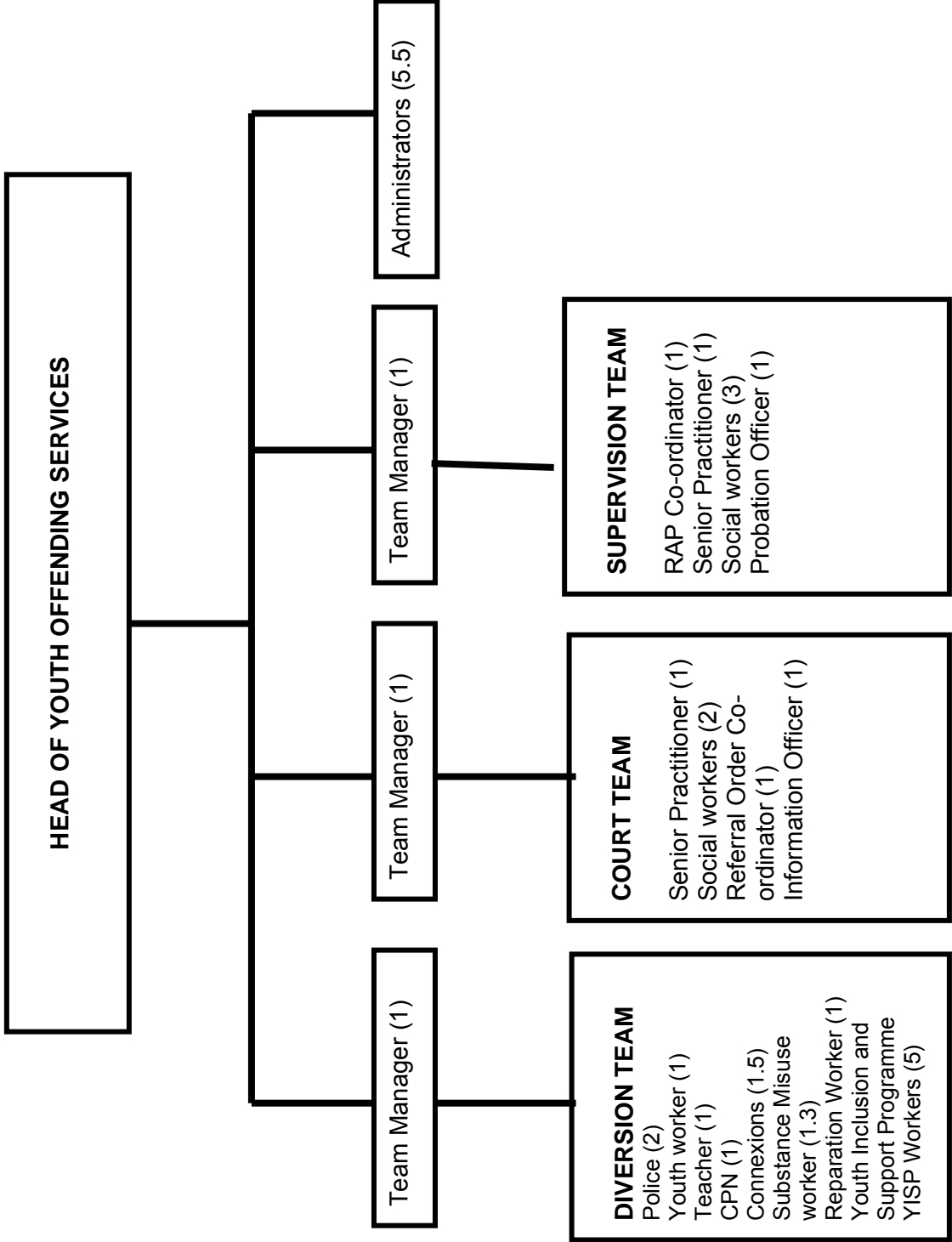
	Name Of Chief Officer	Signature	Date
Chief Executive Of The Local Authority	Christine Gilbert		
Education Department	Kevan Collins		
Health Service	Alwyn Williams		
Police Service	Mark Simmons		
Probation Service	Chris Chater		
Social Services	Ian Wilson		
Other Partner(s) Corporation of London	Jenny Goodall		
City of London Police	Frank Armstrong		

F. APPENDICES

Please provide the following information as appendices:

- Org chart
- Performance measures

APPENDIX A: ORGANISATIONAL CHART



APPENDIX B: PERFORMANCE MEASURES

KPIs

Below please provide historical data against the KPIs associated with the themes.

Theme and measure	2004/05 outturn	2005/06 Apr-Dec Outturn	2006/07 Target
<p>Prevent offending (target since 05/06): Reduce year on year the number of first time entrants to the youth justice system by identifying children and young people at risk of offending or involvement in anti-social behaviour through a YISP or other evidence-based targeted means of intervention designed to reduce those risks and strengthen protective factors as demonstrated by using ONSET or other effective means of assessment and monitoring</p>		223	Not available
<p>Prevent Offending (old target): At least 200 young people are identified and targeted for support each year</p>	105	NEW TARGET	
<p>Intervene early (new target): Ensure that 100% of young people on a final warning are supported by an intervention if: - their Asset score is greater or equal to 12, or - there are any concerns of risk of serious harm to others, or - their score is less than 12 but any sections score 4</p>			100
<p>Intervene early (old target): Ensure that 80% of all final warnings are supported by an intervention programme</p>	73%	77.42%	
<p>Reduce re-offending: Achieve a reduction in re-offending rates by 5% in 2006-07, when compared with the 2002-03 re-offending cohort, with respect to each of the following four populations:</p>	2002/03 cohort % reoffending after 24 months:	2003/04 cohort % reoffending after 24 months (if available):	2004/5 cohort % reoffending after 24 months:
Pre-court	31.82%	32.73%	Reduction of 5%

Theme and measure	2004/05 outturn	2005/06 Apr-Dec Outturn	2006/07 Target
First tier penalties	63.04%	61.40%	Reduction of 5%
Community penalties	80.77%	69.70%	Reduction of 5%
Custody	100%	100%	Reduction of 5%
Reduce the use of custody (secure remands):			
Reduce the number of remands to the secure estate (as a proportion of all remand episodes excluding conditional / unconditional bail) to 30%	40.4%	51.28%	30%
Reduce the use of custody (custodial sentences):			
Reduce the number of custodial sentences as proportion of all court disposals to 5%	5.75%	7.33%	Reduce to 5%
Ensure the swift administration of justice:			
Ensure that 90% of pre-sentence reports are submitted within 10 days for PYOs	60%	59.38%	90%
Ensure that 90% of pre-sentence reports are submitted within 15 days for general offenders	79.27%	84.09%	90%
Ensure effective and rigorous assessment, planning and supervision			
Ensure that 100% of assessments for community disposals are completed at assessment stage	96.81%	91.11%	100
Ensure that 100% of assessments for community disposals are completed at closure stage	93.33%	94.95%	100
Ensure that 100% of assessments for custodial sentences are completed at assessment stage	100%	96.3%	100
Ensure that 100% of assessments for custodial sentences are completed at transfer stage	100%	100%	100
Ensure that 100% of assessments for custodial sentences are completed at closure stage	100%	100%	100
Ensure that all initial training plans for DTOs are drawn up within 10 working days of sentences being passed	61.9%	73.08%	100

Theme and measure	2004/05 outturn	2005/06 Apr-Dec Outturn	2006/07 Target
Support young people engaging in education, training and employment: Ensure that 90% of young offenders who are supervised by the Yot are either in full-time education, training or employment	76.26%	89.05%	90
Support access to appropriate accommodation: Ensure that all Yots have a named accommodation officer and that 100% of young people subject to final warnings with intervention, relevant community based penalties or on release from the secure estate have suitable accommodation to go to	86.61%	92.66%	100
Support access to mental health services: Ensure that all young people who are assessed by ASSET as manifesting acute mental health difficulties are referred by YOTs to the CAMHS for a formal assessment commencing within five working days of the receipt of the referral with a view to their accessing a tier 3 service based on this assessment	100%	100%	100
Ensure that all young people who are assessed by ASSET as manifesting non-acute mental health concerns are referred by the YOT for an assessment and engagement by the appropriate CAMHS tier (1-3) commenced within 15 working days	100%	100%	100
Support access to substance misuse services: Ensure that all young people are screened for substance misuse	96.81%	91.29%	100
Ensure that all young people with identified needs receive appropriate specialist assessment within 5 working days of assessment	100%	86.05%	100
Ensure that all young people access the early intervention and treatment services they require within 10 working days of assessment	100%	100%	100
Provide effective restorative justice services: Ensure that 75% of victims of youth crime referred to Yots are offered the opportunity to participate in a restorative process	51.11%	59.68%	75
Ensure that 75% of victims are satisfied	96.3%	85.71%	75
Support parenting interventions: Ensure that 10% of young people with a final warning supported by intervention or a community disposal receive a parenting intervention	2%	10.50%	10% (Local Target 15%)

Theme and measure	2004/05 outturn	2005/06 Apr-Dec Outturn	2006/07 Target
Ensure that 75 % of parents participating in a parenting intervention are satisfied	N/a	100%	75
<p>Ensure equal treatment regardless of race (new target):</p> <p>Yots must deliver targeted activity that substantially reduces local differences by ethnicity in recorded conviction rates, by March 2008</p>			
<p>Ensure equal treatment regardless of race (old target):</p> <p>All YOTs to have an action plan in place to ensure that any difference between the ethnic composition of offenders on all pre-court and post-court disposals and the ethnic composition of the local community is reduced year-on-year</p>	Yes	Yes	NEW TARGET

EPQA

Theme and measure	Initial score	Predicted score	Actual score
Prevention: post 07			
Early intervention: Final warning interventions	2	3	3
Intensive supervision: ISSP post 07			
Managing demand for custody: Remand management 06 – 08			
Swift administration of justice: post 07			
Restorative justice and victims: post 07			
Race (n/a)			
Recidivism (n/a)			
Assessment, planning interventions and supervision	2	3	2
Education, training and employment	1	2	3
Substance misuse: 06 – 08	N/A	N/A	N/A
Mental health: 05 – 07	2	3	
Accommodation (n/a)			
Resettlement	2	3	
Parenting	3	3	3

This page is intentionally left blank

Annex B - DRAFT Youth Justice Plan Delivery Plan 2006/07

Objective	No.	Activity	Funding Source	Key Milestone/s	Output	Outcome	Lead Officer
1. Prevent Offending	1.1	Pilot two Youth Inclusion Programmes (YIPs) in two paired LAP areas, engaging the most at risk young people in each location in constructive activities*	YJB, PAYP, Connexions, Youth Service, [NRF] -bid for £363k new resource	YIP Steering Group established by April and ongoing Programme Manager in place by May Staff recruited by July YIPs operational by September Young people identified by August Evaluation by April 2007	50 at risk young people identified for each pilot area, of whom 75% are engaged in positive activities.	Evidence of positive outcomes (including reduced offending) for target group	Steve Sipple/Stuart Johnson
	1.2	Develop use of THIS CHILD to ensure multi-agency response to young people at risk	YOT core budget	All relevant YOT staff trained in and using THIS CHILD by April 2006 Review of process, with report to YOT MB by Jan 2007	Increased input of YOT cases into THIS CHILD	Improved coordination of preventative work with young people at risk	Louann Priam/Chris Munday
	1.3	Monitor police 'Merlin' system for concerns about younger children	Police	Review effectiveness of identification and referral, with linke to THIS CHILD, in April 06 Confirm protocol between police and partners by May 2006	Increase in early identification and referral of young people at risk	Increased engagement of young people at risk	Jane Easton/Louann Priam
	1.4	Increase support available for parents and families at early intervention stage (see also 2.4 and 15.2)	YJB prevention grant	Ensure parental needs are assessed as part of assessment process Recruitment of additional Coram family support worker April 2006 Monitor number of referrals to Coram of parents of ABCs, ASBOs and FWs (Quarterly)	More parents and families supported Improved parenting skills	Achieve stretched local target of 15% YOT cases have parenting interventions	Stuart Johnson/Louann Priam
	1.5	Develop YISP capacity to work with young people committing Anti-social behaviour and those receiving reprimands	YISP core budget/NRF	Establish referral procedure with ASB Control Unit and Yot police administering reprimands by May 2006 Quarterly monitoring of numbers of ASB young people and reprimands coming to YISP	Increased number of at-risk young people referred to YISP	Reduce first time entrants to the youth justice system	Louann Priam
	1.6	Widen YOT's preventative work in schools through partnership working - through our Local Area Agreement and mainstream youth service provision	Core partners budgets	Agree with schools and partners preventative programme Implementation of preventative programme Assess effectiveness of programme	More young people exposed to crime prevention Development of partnership working	Reduction in ASB and youth crime	Stuart Johnson/Steve Sipple

Annex B - DRAFT Youth Justice Plan Delivery Plan 2006/07

Objective	No.	Activity	Funding Source	Key Milestone/s	Output	Outcome	Lead Officer
	1.7	Creation of multi-agency Chill Out Zones, around all secondary schools in which there is a Safer Schools Officer.	Core partner budgets, bid for additional resource through SSCF/BCU	Identify participating schools by 01/05/06. Multi-agency school teams established and behaviour plans agreed 01/05/06. Intelligence product completed for each participating school by 01/05/06. Environmental review completed of each participating school and recommendations made by 01/06/06. Weekly intelligence reviews re. 'behaviour' and action plans implemented.	Formation of multi-agency partnership management teams with accompanying action plans in participating schools.	Reduction in disorder in and around participating schools. Youth on youth violence reduced by 2% (LAA)	Jane Easton/Liz Vickerie or Kerri Mariner
	2.1	Refer young people receiving reprimands to the YISP for assessment of suitability	Police	Review effectiveness of referral route in April 2006 Confirm protocol between police and YISP by May 2006	Increased number of at-risk young people referred to YISP	Early intervention with young offenders	Jane Easton/Mohammed Shahazan
	2.2	Increase the proportion of Final Warnings supported by an intervention	Police	Review FW process and confirm protocols by April 2006 Quarterly monitoring reports July, October 06, and January, April 07 with remedial action taken	Increased interventions delivered in support of FW	Achieve YJB target of interventions in 80% of Final Warnings	Louann Priam/Jane Easton
	2.3	Develop the capacity of the partnership to work with young people at risk and align the Youth Inclusion Support Panel with the Social Inclusion Panel	YOT Core, bid for additional resource through SSCF/BCU	Any new resource allocated by April 06 Agree referral protocols with partners by May 06 Review role of YISP and SIP and agree protocol by May 06	Increased number of young people engaged through YISP (to be confirmed)	Evidence of positive outcomes (including reduced offending) for target group	Stuart Johnson/Liz Vickerie
	2.4	Increase support available for parents and families at early intervention stage (See also 1.4 and 15.2)	YJB Prevention Grant	Ensure parental needs are assessed as part of assessment process Recruitment of additional Coram family support worker April 2006 Monitor number of referrals to Coram of parents of ABCs, ASBOs and FWs	More parents and families supported Improved parenting skills	Achieve stretched local target of 15% YOT cases have parenting interventions	Stuart Johnson
	2.5	Continue to contribute to the Partnership's provision of an intervention to every young person subject to an ABC, ASBO and reprimands	YISP funding	Monitor that all cases are being referred to YISP Quarterly monitoring of number of ABC, ASBO and reprimand young people with and without intervention	Increased number of young people engaged in effective interventions	Reduction in ASB and youth crime	Louann Priam
	2.6	Ensure support to siblings of offenders through family interventions commissioned through the SIP	Core partners budgets	Review of current arrangements for supporting siblings by May 2006 Reflected in SIP/YISP referral protocol by Jun 2006	Coordinated approach to supporting siblings of offenders to address risk factors	Reduce first time entrants to the youth justice system	Stuart Johnson/Liz Vickerie

Annex B - DRAFT Youth Justice Plan Delivery Plan 2006/07

Objective	No.	Activity	Funding Source	Key Milestone/s	Output	Outcome	Lead Officer
	2.7	Police diversionary Community Oriented Policing (COP) programme for at-risk young people	Private sector, bid for additional resource from SSCF/BCU	Match funding secured by Jun 2006 4 courses delivered by November 2006 Course evaluation by December 2006	40 young people engaged in positive activities through COP	Evidence of positive outcomes for target group	Chris McNamara

Annex B - DRAFT Youth Justice Plan Delivery Plan 2006/07

Objective	No.	Activity	Funding Source	Key Milestone/s	Output	Outcome	Lead Officer
<p>Provide intensive community supervision</p>	3.1	Develop a multi-agency action plan for every young offender on the Prevent and Deter list and ensure added value through the P&D tactical group to existing YOT interventions for that client group	Core partner budgets	Prevent and Deter tactical group in place and meeting monthly, with all relevant agencies engaged by April 2006 Multi-agency action plan in place for all young PPOs from April 2006 Lead professional identified for all young PPOs by June 2006	At least 20 young people targeted at any one time through P&D	Evidence of positive outcomes (including reduced offending) for target group	Stuart Johnson / Jeannie Haggerty
	3.2	Review contract for provision of the Intensive Supervision and Surveillance Programme (ISSP) in partnership with Camden, Islington & Hackney to ensure the best possible service is provided	YJB grant	Review completed by July 2006 Report and recommendations to YOT MB by September 2006	Effective contract in place	Effective delivery of ISSP	Stuart Johnson / Paula Williams
	3.3	Fully engage the ISSP provider in the Prevent and Deter Tactical Group	YJB grant	ISSP provider represented on the P&D Steering Group by April 2006	Improved intelligence sharing, supervision and surveillance of this group	Effective partnership management of persistent offenders	Stuart Johnson
	3.4	Provide regular information to Safer Neighbourhood Teams on young people subject to ISSP	YOT/Police	Protocol agreed and operational by April 2006 Effectiveness reviewed by P&D Steering Group - ongoing	Increased notifications of ISSP to police and increased surveillance activity	Increased surveillance of persistent offenders	Stuart Johnson / Chris McNamara
	3.5	Develop protocol with Probation Service for Community Punishment and rehabilitation Orders	YOT/Probation	Protocol agreed and operational by May 2006 Effectiveness monitored by team leader - ongoing	Protocol	Improved surveillance and enforcement of CPROs	Stuart Johnson / Chris Chater
	3.6	In relation to the Prevent and Deter strategy, increase the capacity of and partnership engagement in this initiative	Partner core budgets	Prevent and Deter tactical group in place and meeting monthly, with all relevant agencies engaged by April 2006 Monitor numbers of offenders being identified and supported	Increased partnership resource and engagement	Evidence of positive outcomes (including reduced offending) for target group	Stuart Johnson/Jeannie Haggerty
	3.7	Identify link manager to support YOT probation worker	Probation	Link manager identified by April 2006 Regular supervisions in place by April 2006	Regular contact between YOT probation worker and probation	Strengthened link between YOT and probation	Stuart Johnson / Chris Chater
	3.8	Review arrangements for group supervision of ISSP advocates by YOT operational manager	YJB grant	Link in with ISSP contract review to be completed by July 2006	More effective supervision of advocates	Effective delivery of ISSP	Stuart Johnson/Paula Williams
	3.9	Review presentation of Bail ISSP proposals to Courts	YJB grant	Monitor revised presentations for acceptance by the Courts from April 2006	Increased use of Bail ISSP	Reduction in custodial remands	Stuart Johnson/Mick Reid

Annex B - DRAFT Youth Justice Plan Delivery Plan 2006/07

Objective	No.	Activity	Funding Source	Key Milestone/s	Output	Outcome	Lead Officer
4. Reduce re-offending	4.1	Support the partnership's provision of an intervention to every young person subject to an ABC or ASBO	Core YOT, bid for additional resource through SSCF/BCU	Partnership referral protocol agreed by May 2006 Regular review of performance by ASBAG (quarterly)	Every young person on an ABC or ASBO receiving an intervention	Reduced ASB offending by target group	Louann Priam/Steve Sipple
	4.2	Implement a group-work programme throughout the year with young offenders. Including Cognitive/Behavioural, victim awareness, and offending behaviour groups	SSD/Children's Services/Probation/Police	Report rolling programme from April 06	Increased provision of group work programmes	Reduce recidivism KPI	YOT Operational managers
	4.3	Develop the use of evidence-based practice work with individual offenders including "Pathways" and "Teentalk" (cognitive / behavioural programme) supervisory programmes	YJB	Programmes underway by April 2006 Review completed by Jan 2007	Increased provision of group work programmes	Improved recidivism performance	YOT Operational managers
	4.4	Practice development sessions for staff to be held monthly as part of team meeting cycle and greater involvement of practitioners in EPQA exercises	YOT core budget	Programme into team meeting agendas Link in with implementation of intervention programmes (see 'reduce re-offending' actions above)	Enhanced effective practice and staff competence	Reduced re-offending rate	YOT Operational managers
	4.5	Monitor more closely practitioner contacts with young people on Orders against National Standards	YOT core budget	Build into routine performance monitoring process Quarterly feedback reports to YOT management group.	More contacts held within National Standards	Reduced re-offending rate	Paula Williams/Mick Reid
	4.4	Establish protocol for improved Police response to YOT notification of arrestable matters.	YOT/Police	Protocol in place May 2006 Review effectiveness with reports to YOT MB - ongoing	Faster response to breach	Improved enforcement	Jane Easton / Louann Priam
	4.6	Increase Police resource for Prevent and Deter	Police core, bid for increased funding from SSCF/BCU	Dedicated police officer to link with the YOT identified by April 2006 Lead YOT operational manager for P&D identified by April 2006	Increased surveillance, support and coordination for P&D scheme	Effective surveillance and enforcement of persistent young offenders	Jeannie Haggerty

Annex B - DRAFT Youth Justice Plan Delivery Plan 2006/07

Objective	No.	Activity	Funding Source	Key Milestone/s	Output	Outcome	Lead Officer
3. Reduce the Use of Custody	5.1	Review and refine the bail support scheme and target it at the most vulnerable groups	YJB	Current scheme reviewed by May 06 Improvement actions implemented by Jul 2006	Better targeted bail support	Reduce custodial remands	Mick Reid
	5.2	Establish remand fostering provision in partnership with social services	SSD/Children's Services	Interim spot purchasing arrangements in place by April 2006 Implementation plan agreed by June 2006 First placements operational by Sept 2006	Provide 3 places in remand fostering	Reduce custodial remands	Stuart Johnson/Ann Goldsmith
	5.3	Undertake a management review of all cases where a custodial sentence is imposed	Chief executives	Protocol for undertaking reviews in place and implemented by April 2006 Outcome of reviews monitored, with action as necessary, by team leader Summary of reviews presented to YOT by Dec 2006	Review undertaken for each custodial sentence	Reduce custodial sentences	Mick Reid/ Paula Williams
	5.4	Agree a protocol between the YOT and Children's Services on young people remanded to Local Authority accommodation	YOT/Children's Services	Protocol agreed by Jun 2006 Review by Dec 2006	Joint protocol implemented	Improved management of young people in LA accommodation	Stuart Johnson/Ann Goldsmith
	5.5	Practitioner Staff training: on Criminal Justice Act and its implications for sentencing, and to ensure 'Pathway' group work is embedded into practice	Yot training budget	Build into training programme Staff receive training by June 2006	Improved congruency rate and enhanced effective practice	Reduction in the use of custody	YOT Operational managers
	5.6	YOT to engage with magistrates regarding remands to Custody, Custodial sentences and effectiveness of alternatives to custody	YOT	Communication strategy agreed by June 2006 Presentations to magistrates delivered by Dec 2006 Custody rates monitored by YOT MB with remedial action as necessary	Increased communication with courts on sentencing	Reduce custodial remands and sentences	Stuart Johnson/Mick Reid/ Robin Callender-Smith

Annex B - DRAFT Youth Justice Plan Delivery Plan 2006/07

Objective	No.	Activity	Funding Source	Key Milestone/s	Output	Outcome	Lead Officer
6. Ensure the swift administration of Justice	6.1	Develop use of Borough Criminal Justice Group as forum for progressing youth crime issues	CRS/YOT	Ongoing membership of group Identification of key issues to progress at group - quarterly	Attendance at meetings	Better engagement of CJS in meeting youth crime objectives, in particular PYO pledge and effective breach	Olivia McLeod/Stuart Johnson
	6.2	YOT management group to review performance against the Persistent Young Offenders (PYO) target (to get from arrest to sentence in 71 days or less) on a regular basis, with remedial action as necessary	CRS/YOT	Review annual performance in April then ongoing	Identification of barriers to performance and action at senior level	Improved performance in PSR KPI	Ian Wilson/Stuart Johnson
	6.3	Undertake benchmarking with top performing YOTs around the pre-sentence report preparation process	CRS/YOT	Benchmark by April/2006 Improvement plan by May 06	Improved PSRs	Improved timeliness and effectiveness of reports to court	Mick Reid
	6.4	Influence court to prioritise breach listings	Core YOT	Review of performance April 2006 Protocol agreed with court by Jun 2006	Increased proportion of breach cases prioritised	Improved enforcement of Court Orders	Mick Reid/Robin Callender Smith
7. Enforcement and Enable compliance	7.1	Implement Youth Justice Board guidance on enforcement (when issued)	YJB	Implementation plan agreed within four weeks of issue of guidance Implemented and kept under review - ongoing	Improved effectiveness of enforcement	Reduce offending	Stuart Johnson
	7.2	Monitor more closely performance relating to compliance, including timeliness of breach action, against National Standards	YOT core budget	Build into routine performance monitoring process Quarterly feedback reports to YOT management group	Improved performance relating to compliance	Reduce re-offending	YOT Operational managers
	7.3	Continue to refer all young people on ISSP, ASBOs, ABCs to local safer Neighbourhood teams to support enforcement	YOT/Police	Protocol agreed and operational by April 2006 Effectiveness reviewed by P&D Steering Group - ongoing	Increased notifications to police and increased surveillance activity	Improved enforcement, leading to reduction in offending	Stuart Johnson/Jeanne Haggerty/E

Annex B - DRAFT Youth Justice Plan Delivery Plan 2006/07

Objective	No.	Activity	Funding Source	Key Milestone/s	Output	Outcome	Lead Officer
	7.4	As part of the Prevent and Deter initiative, build up Police capacity to provide enforcement and surveillance of PYOs	Police	Agree communications policy with the Police .E5 Monitor enforcement records of PYOs	Improved performance relating to compliance	Reduce re-offending	Jeannie Haggerty/Stuart Johnson
	7.5	Review arrangements with the court for breach matters to be listed as a priority in the light of the national Enforcement delivery board measure	YJB	Court review of performance April 2006		Improved enforcement of Court Orders	Robin Callender-Smith
	8.1	Align YOT processes with Common Assessment Framework and adoption of "Lead Professional" approach	YOT core	Action plan for implementation of CAF/LP by June 2006 CAF integrated into ASSET by Dec 2006 Lead Professional identified in multi-	CAF/LP used in assessing young people coming to the YOT	Improved multi-agency approach to young offenders	Louann Priam
8. Ensure effective and rigorous assessment	8.2	Establish a protocol with the secure estate for drawing up initial training plans within national standards	YJB	Protocol agreed and implemented by May 2006	Effective protocol agreed	Improved performance against KPI	Mick Reid / Paula Williams
	8.3	Implement Effective Practice Quality Assurance (EPQA) improvement plan	YJB	EPQA plan agreed within four weeks of issue of guidance Quarterly reports on implementation to management board	Improvement plan	Improved performance against KPI	Mick Reid / Paula Williams
	8.4	Maintain Asset completion rate reporting to the YOT management Board	YJB	Quarterly reports to YOT management board with remedial action identified and implemented	Monitoring of ASSET performance	Improved performance against KPI	Stuart Johnson/Peter Bullen
9. Support young people engaging in education training and employment	9.1	Focus on over 16's training and employment through improved partnership with Connexions, Learning and Skills Council and New Start	YJB/Education/Connexions	Profile those not in training and employment by April 2006. List to be provided to Connexions monthly from April 2006	YOT education worker to profile cases quarterly	Improved performance against KPI	Louann Priam
	9.2	Provide dedicated Connexions PA for every young person suitable in the Prevent and Deter list	Connexions	Dedicated Connexions PA allocated by April 2006 Direct support to up to 15 P&D young people from May 2006	Increased support to P&D offenders.	Prevent prolific offenders of the future	Steve Sipple
	9.3	Undertake motivational interviewing training for staff working with this group to support them to deal effectively with disaffected young people	YJB	Motivational training delivered by July 2006	Strengthened staff capacity to promote young people's engagement in ETE	Improved engagement in ETE	Stuart Johnson

Annex B - DRAFT Youth Justice Plan Delivery Plan 2006/07

Objective	No.	Activity	Funding Source	Key Milestone/s	Output	Outcome	Lead Officer
	9.4	Ensure that the range of training providers offered is fit for purpose	Education and Connexions	Review against existing need by April 2006. Four new providers in place by May	Strengthened range and standard of providers	Improved performance against KPI	Louann Priam/Ian Suatt
	9.5	Scope peer education and volunteer opportunities for YOT young people	Education and Voluntary sector	Report to YOT MB by August	Young people engaged in peer and volunteer work	Improved performance against KPI	Louann Priam

Annex B - DRAFT Youth Justice Plan Delivery Plan 2006/07

Objective	No.	Activity	Funding Source	Key Milestone/s	Output	Outcome	Lead Officer
10. Support access to appropriate accommodation	10.1	Develop the role of the accommodation officer at the YOT to increase the range of accommodation resources available to the team	YJB	Analyse need by May 06 Increase range of resources by x by March 2007 Interim support purchasing arrangements in place by April 2006 Implementation plan agreed by June 2006 First placements operational by Sept 2006	Increased range of accommodation resources for young offenders	Improved performance against KPI	Mick Reid
	10.2	C72	SSD/Children's Services	Protocol agreed by Jun 2006 Review by Dec 2006	Provide 3 places in remand fostering	Reduce remands in custody	Stuart Johnson/Ann Goldsmith
	10.3	Agree a protocol between the YOT and Children's Services on young people remanded to Local Authority accommodation (See also action 5.4 above)	YOT/Children's Services	Review support needs six months into provision, June 06	Joint protocol implemented	Improved management of young people in LA accommodation	Stuart Johnson/Ann Goldsmith
	10.4	Work closely with a key accommodation provider to offer a consistent support to young people offered placements to maintain occupancy levels	YJB / Supporting People	Quarterly reports to YOT management board with remedial action identified and implemented	Strengthened support for young offenders	Improved performance against KPI	Mick Reid
11. Support access to mental health services	11.1	Maintain current excellent performance in relation to timescales for assessment	YOT/CAMHS	All staff trained by June 06 3 monthly refresher courses for new staff	Sustained improvement on timescales	Achieve KPI	Claire Gaskin/Maria Mcmillan
	11.2	Roll out mental health training to all YOT case workers	YOT/CAMHS	Revised CAMHS appraisal procedure agreed and implemented by July 2006	Increased capacity of staff to deal with mental health issues	Improved performance against KPI	Claire Gaskin/Maria Mcmillan
	11.3	Implement with Health procedure for the joint appraisal of seconded health workers	YOT/CAMHS	Project brief confirmed and worker identified by April 2006 Mapping exercise to identify gaps completed by Jun 2006 Recommendations implemented by Dec 2006	Joint appraisals routinely held	Staff professional health links maintained	Claire Gaskin/Louann Priam
	11.4	Improve access to primary health care for young offenders by implementing primary health care screening for YOT service users	Primary Care Trust	Implement by April 06 Review implementation and impact by Dec 2006	Increased take-up by young offenders of primary health care Improved health care assessments	Improved access and take-up of primary health care by YOT service users Reduce poor health as a risk factor in offending	Sam Varley
	11.5	Implement EQOA recommendations in relation to mental health	PCT/LA		Improved delivery of mental health support	Achieve level 3 EPQA rating	Claire Gaskin / Louann Priam

Annex B - DRAFT Youth Justice Plan Delivery Plan 2006/07

Objective	No.	Activity	Funding Source	Key Milestone/s	Output	Outcome	Lead Officer
12. Support access to substance misuse services	12.1	Establish and maintain strong links between the YOT and the newly established Life Line young person's substance misuse service	YJB	Link worker induction completed by April 06	Improved access to drugs services for YOT young people	Improved performance against KPI	Stuart Johnson / Louann Priam
	12.2	Embed new practice arising from working with Lifeline	YJB	Train all YOT staff in new assessment tool by May 06	Improved access to drugs services for YOT young people. Improved quality of assessments	Improved performance against KPI	Louann Priam
	12.3	Refer all young people with tier 3 or 4 substance misuse needs to resettlement and aftercare programme (RAP) schemes	YJB	Monitor quarterly from April 2006	Improved access to drugs services for YOT young people and take up of RAP	Improved performance against KPI	Paula Williams/Mick Reid

Annex B - DRAFT Youth Justice Plan Delivery Plan 2006/07

Objective	No.	Activity	Funding Source	Key Milestone/s	Output	Outcome	Lead Officer
13. Support resettlement into the community	13.1	Implement national guidance for RAP scheme	YJB	RAP Steering group review June 06	Strengthened RAP scheme, scheme to conform to national guidelines	Reduced reoffending	Paula Williams
	13.2	Screen all young people in custody for suitability for RAP referral	YJB	Mechanism for weekly reports to RAP co-ordinator on those given custodial sentences in place by April 2006	Improved take up of RAP	Reduced reoffending	Peter Bullen
	13.3	Develop RAP activities to maintain engagement of young people on the scheme such as e.g. the 'World Cup Cook' scheme	YJB	Activities available April 2006 Monitor effectiveness	Increased range of RAP and take-up of RAP activities	Reduced reoffending	Paula Williams
	13.4	Develop an exit strategy for every young person on the prevent and deter list	Police / YOT / Connexions	Partnership exit strategy in place for every young person on the list by April 2006 Reviewed monthly by P&D tactical group	Strengthened P&D action plan	Reduce re-offending	Stuart Johnson/Jeanne Haggerty
14. Provide Effective Restorative Justice Services	14.1	Implement and monitor the restorative justice improvement plan	YJB	Quarterly meetings of RJ group Report to YOT MB by Dec 2006 RJ Strategy in relation to ABCs and ASBOs by June 2006 Implementation of RJ Strategy in relation to ASB	Increased use of RJ	Improved performance against KPI	Stuart Johnson
	14.2	Develop the use of restorative justice interventionsto bring home to young people the impact of their actions	Core budget	RJ interventions delivered as appropriate on an ongoing basis Increase in proportion of RJ interventions delivered as part of YOT interventions by March 2007	Increased use of RJ in delivering interventions in relation to youth crime and ASB	Increase quantity of restorative justice interventions involving victims by 10%	Palvinder Kainth/Jane Easton
	14.3	Improve arrangements for feeding back information to victims about the young offender's progress through the youth justice system	Core budget	Develop communication process for passing information on young offender to RJ team May 2006 Implementation of process June 2006	Increased number of victims supported and engaged in RJ	Increased victim satisfaction measured in KPI	Louann Priam
	14.4	Introduce four new community reparation schemes and ensure all community reparation schemes are engaging and appropriate for young people, and linked to local partnership priorities	Core budget	Review by April 2006 to ensure mechanism for linking reparation to LAP/SNT priorities Develop publicity strategy by July 2006 Introduce 4 new reparation schemes by March 2007	Increased use and impact of community reparation	Reduced reoffending and improved perception	Louann Priam

Annex B - DRAFT Youth Justice Plan Delivery Plan 2006/07

Objective	No.	Activity	Funding Source	Key Milestone/s	Output	Outcome	Lead Officer
15. Support parenting interventions	14.5	Improve reluctant witness support	YJB	Review service from Victim support April 2006	Increased number of victims supported and engaged in RJ	Increased victim satisfaction measured in KPI	Stuart Johnson
	15.1	Work with children's services to develop a local parenting charter and borough wide parenting strategy which delivers a seamless service from universal support to crisis intervention	CRS/Children's Services	Draft charter circulated to relevant services	More consistent service delivery	Greater availability of parenting interventions	Chris Munday/Sarah Gale
	15.2	Deliver parenting intervention in an increased proportion of cases coming to the YOT especially through YISP and including ASB cases	YJB Core, YJB Prevention	Additional member of staff recruited to Coram Family team by end April 2006 Revised SLA with Coram by April 2006	An additional 25 cases taking up parenting support	Achieve stretched local target of 15% YOT cases have parenting interventions	Stuart Johnson
	15.3	Highlight availability of parenting support during the assessment process	Core YOT	Staff training complete by April 2006 Review of effectiveness through supervision and performance monitoring - ongoing	Increased number of parenting interventions A more systematic referral process for parenting support	Increase parenting interventions to 15% of cases	Louann Priam
	15.4	Undertake an Asset case audit in respect of parenting	YJB Prevention fund	Complete audit by August 2006 Recommendations implemented by Dec 2006	Better understanding of parenting needs and gap analysis with action plan	Increase to 15% proportion of YOT interventions that involve parenting	Mick Reid/Paula Williams
	15.5	Senior lead officer for parenting established	YOT	Assign role to Senior Practitioner June 06	Increased focus on parenting	Improved performance against KPI	Stuart Johnson
	15.6	Investigate why family group conferences are not being completed	YJB	Report to SMT by May 2006 Recommendations agreed and implemented by August 2006	Increased use of family group conferences	Better engagement of families	Paula Williams
	16.1	Implement and monitor the action plan arising from the completed race audit through the established multi-agency race audit strategy group	YJB	Revised Action Plan agreed as part of YJ Plan by April 2006 Multi-agency action group to review progress monthly with report to YOT MB by Dec 2006	Agreed action plan Progress report to YOT MB	Reduce disproportional representation of BME groups in the Youth Justice system	Stuart Johnson
	16.2	Implement recommendations arising from an analysis by ethnic group of breaches of orders	YJB	Breach analysis by May 2006	Improved, more equitable process.	Reduce offending	Stuart Johnson

15. Support parenting interventions

Annex B - DRAFT Youth Justice Plan Delivery Plan 2006/07

Objective	No.	Activity	Funding Source	Key Milestone/s	Output	Outcome	Lead Officer
	16.3	Implement targeted Bail Support Packages for black and black British young people in danger of remand into custody	YJB	To be introduced by May 2006	Quarterly and annual monitoring of remands into custody for Black and Black British group	Reduce disproportional representation of Black and Black British group in the Youth Justice system	Mick Reid

YOUTH OFFENDING TEAM INSPECTION 2005: SUMMARY OF KEY RECOMMENDATION AND ACTION TAKEN

Inspection recommendation	Action to date
1. Strengthened performance management	<ul style="list-style-type: none"> ▪ Quarterly performance reporting to YOT Management Board ▪ YOT Management Board made formally accountable to LS CPAG ▪ Strategic vision for the YOT agreed by Management Board
2. Staff appraisal system put in place, appraisals of seconded staff done jointly	<ul style="list-style-type: none"> ▪ Completed with the exception of Health (reviewing procedures)
3. Quality of Asset, Reviews and Initial Supervisory Plans Improved	<ul style="list-style-type: none"> ▪ Completed and ongoing monitoring
4. Risk of harm assessments conducted on relevant cases and reviewed	<ul style="list-style-type: none"> ▪ Completed and ongoing for new cases ▪ Risk management meetings for "risk of serious harm" cases.
5. Risk register put in place for risk concern and risk aware cases	<ul style="list-style-type: none"> ▪ Risk register in place
6. Actions from Race Equality Impact Assessment regularly reviewed	<ul style="list-style-type: none"> ▪ Race audit action group established with partners Nov 05 ▪ Race Actions reviewed for YJ Plan 2006-7
7. Individual and group interventions continue to be developed	<ul style="list-style-type: none"> ▪ Group-work programme established ▪ Violence focused group-work for 2006
8. Victim and restorative justice work developed	<ul style="list-style-type: none"> ▪ Restorative Justice improvement Plan in place. Quarterly meetings to monitor ▪ RJ Co-ordinator in post
9. Community Punishment and Rehabilitation Orders protocol developed	<ul style="list-style-type: none"> ▪ Not completed. Included in YJ Plan 2006/07 Delivery Plan as action number 3.5
10. Identify link manager to support seconded probation worker	<ul style="list-style-type: none"> ▪ Not completed. Included in draft 2006/07 Delivery Plan as action number 3.7
11. Police pass information on final warnings and children and young people committing crime promptly to the YOT	<ul style="list-style-type: none"> ▪ Arrangements in place ▪ Police Officers seconded to YOT administer final warnings. ▪ Police admin worker in YOT

Inspection recommendation	Action to date
12. Increased support for the dyslexia worker is given by Education	<ul style="list-style-type: none"> <li data-bbox="788 327 1273 602">▪ The provision and funding of dyslexia support services to the YOT has been reviewed and clarified by the Education Authority. Young people are referred to Newstart to access “Dyspel” services. Gap project provides literacy support.

Where work is outstanding this have been picked up in the draft 2006/07 Youth Justice Plan Action Plan, attached as Appendix B.

LONDON BOROUGH OF TOWER HAMLETS

REPORT OF THE CABINET

07 JUNE 2006

To receive the report of the Cabinet at its meeting held on Wednesday **07 June 2006**.

The Members who attended our meeting were: -

Councillor Denise Jones (Chair) (Deputy Leader of the Council)	(Leader of the Council)
Councillor Helal Abbas	(Lead Member, Children's Services)
Councillor Ohid Ahmed	(Lead Member, Regeneration, Localisation and Community Partnerships)
Councillor Anwara Ali	(Lead Member, Equalities, Employment and Skills)
Councillor Abdul Asad	(Lead Member, Older People and Health)
Councillor Rupert Bawden	(Lead Member, Housing and Development)
Councillor Joshua Peck	(Lead Member, Resources and Performance)
Councillor Lutfur Rahman	(Lead Member, Culture)
Councillor Abdal Ullah	(Lead Member, Cleaner, Safer, Greener)
Other Members present: -	
Councillor Rofique U Ahmed	
Councillor Louise Alexander	(Scrutiny Lead Member, Learning Achievement & Leisure)
Councillor Alibor Choudhury	(Scrutiny Lead Member, Learning, Achievement and Leisure)
Councillor Shamim A. Chowdhury	
Councillor Stephanie Eaton	
Councillor Peter Golds	
Councillor Abjol Miah	
Councillor Timothy O'Flaherty	
Councillor M. Mamun Rashid	
Councillor Simon Rouse	(Scrutiny Lead Member, Excellent Public Services)
Councillor Motin Uz-Zaman	(Chair, Overview and Scrutiny Committee)

***1. Tower Hamlets Community Plan to 2010 Year 6 (2006/2007) Revision
(CAB 008/067)**

We considered a report (cover report attached as Appendix A to this council report) which informed us that: -

- The report before us set out through its appendix – the revised Community Plan for 2002 – 2010.

- The Community Plan for Year 6 comprised:
 - A report on the progress and milestones achieved during 2005 – 06 (Year 5 of the plan).
 - The priorities and specific targets on which we will be concentrating for the sixth year of the plan – the year to April 2007.
 - A summary of the outturns for the use of the Neighbourhood Renewal Fund (NRF) in 2004-06 (subject to final confirmation in the closure of the accounts in June 2006).
 - The process and priorities agreed by the Tower Hamlets Partnership Management Group for the allocation of the Neighbourhood Renewal Fund in 2006 – 2008.

- We had considered the Tower Hamlets Community Plan to 2010: Year 6 (2006/2007) Revision at its meeting held on 5th April 2006. We endorsed these initial policy framework proposals and agreed to refer them to this Authority's Overview & Scrutiny Committee for consideration and advice, in accordance with the requirements of Budget and Policy Framework Procedure Rules contained within this Authority's Constitution, prior to its recent amendment.

- This Authority's Overview & Scrutiny Committee would give consideration to the Tower Hamlets Community Plan to 2010: Year 6 (2006/2007) Revision at its meeting to be held on 6th June 2006. This committee would report to us, at our meeting to be held on 7th June 2006, in respect of its deliberations and the advice / comments of the Committee would be tabled for our consideration.

- We were required by the Authority's Constitution, as amended, to take account of the views of the Overview & Scrutiny Committee, before submitting recommendations to full Council as appropriate.

We were advised this Authority's Overview and Scrutiny Committee, at their meeting held on 6th June 2006, had welcomed the Tower Hamlets Community Plan to 2010: Year 6 (2006-07) revision; no matters were raised which gave rise to advice and comment and the contents of the Plan were therefore noted.

We endorsed the Tower Hamlets Community Plan to 2010: Year 6 (2006-07) revision, attached at Appendix 1 to the report before us and agreed that full Council be recommended to approve the Plan, subject to necessary and appropriate amendments to ensure that the plan is accurate, coherent and reflects the views of Members.

We agreed that our Chief Executive should be authorised to make appropriate and necessary amendments to the Tower Hamlets Community Plan to 2010: Year 6 (2006-07) in advance of final publication.

We noted the outturn figures for the Neighbourhood Renewal Fund (NRF) for 2004-2006, and agreed that our Chief Executive and our Corporate Directors be authorised to agree and implement proposals for the use of NRF in 2006-2008, which have been developed and evaluated through the process described in Appendix 2 to the report before us.

We therefore recommend Council to: -

1. Approve the Tower Hamlets Community Plan to 2010: Year 6 (2006-07) revision, attached at Appendix 1 to the report (CAB 008/067) **(Attached at Appendix A to this Council report)**, subject to necessary and appropriate amendments to ensure that the plan is accurate, coherent and reflects the views of Members.
2. Agree that the Chief Executive be authorised to make appropriate and necessary amendments to the Tower Hamlets Community Plan to 2010: Year 6 (2006-07) in advance of final publication.

**Councillor Denise Jones
Chair of the Cabinet**

LOCAL GOVERNMENT ACT, 2000 (SECTION 97)
LIST OF "BACKGROUND PAPERS" USED IN THE PREPARATION OF THIS REPORT

Brief description of "background paper" number of holder	Tick if copy supplied	If not supplied, name and telephone
Cabinet Agenda – 07/06/06 Record of decisions Cabinet Meeting 07/06/06.		Angus Taylor 020 7364 4333

This page is intentionally left blank

Committee: Cabinet	Date: 7 th June 2006	Classification: Unrestricted	Report No:	Agenda Item:
Report of: Chief Executive		Title: Tower Hamlets Community Plan to 2010: Year 6 (2006 – 07) Revision		
Originating officer(s) Alastair King, Head of Policy and Partnership x 4981		Wards Affected: All		

1. SUMMARY

- 1.1 This report sets out – through its appendix – the revised Community Plan for 2002 – 2010. The Community Plan for Year 6 comprises:
- a report on the progress and milestones achieved during 2005 – 06 (Year 5 of the plan)
 - the priorities and specific targets on which we will be concentrating for the sixth year of the plan – the year to April 2007
 - a summary of the outturns for the use of the Neighbourhood Renewal Fund (NRF) in 2004-06 (subject to final confirmation in the closure of the accounts in June 2006)
 - the process and priorities agreed by the Tower Hamlets Partnership Management Group for the allocation of the Neighbourhood Renewal Fund in 2006 - 2008
- 1.2 The Cabinet considered the Tower Hamlets Community Plan to 2010: Year 6 (2006/2007) Revision at its meeting held on 5th April 2006. Cabinet endorsed these initial policy framework proposals and agreed to refer them to the Overview & Scrutiny Committee for consideration and advice, in accordance with the requirements of Budget and Policy Framework Procedure Rules contained within the Authority's Constitution, prior to its recent amendment.
- 1.3 The Overview & Scrutiny Committee will give consideration to the Tower Hamlets Community Plan to 2010: Year 6 (2006/2007) Revision at its meeting to be held on 6th June 2006. The Committee will report to the Cabinet, to be held on 7th June 2006, in respect of its deliberations. The advice / comments of the Overview & Scrutiny Committee will be tabled at the Cabinet meeting for Member's consideration.
- 1.4 Cabinet is then required by the Authority's Constitution, as amended, to take account of the views of the Overview & Scrutiny Committee, before submitting recommendations to full Council as appropriate.

Local Government Act, 2000 (Section 97)
List of "Background Papers" used in the preparation of this report

Brief description of "back ground papers"	Name and telephone number of holder and address where open to inspection.
The Community Plan to 2010 Tower Hamlets Community Plan to 2010: Year 6 (2006/2007) Revision	Alastair King 020 7364 4981 Mulberry Place, 5 Clove Crescent, London E14 2BG
Cabinet draft minutes 05/04/06 Agenda item 10.1 Cabinet Agenda (05/04/06)	Angus Taylor ext. 4333

2. RECOMMENDATIONS

- 2.1 That the Tower Hamlets Community Plan to 2010: Year 6 (2006-07) revision, attached at Appendix 1 to the report, be endorsed and that full Council be recommended to approve the Plan, subject to necessary and appropriate amendments to ensure that the plan is accurate, coherent and reflects the views of Members.
- 2.2 That the Chief Executive be authorised to make appropriate and necessary amendments to the Tower Hamlets Community Plan to 2010: Year 6 (2006-07) in advance of final publication.
- 2.3 That Cabinet note the outturn figures for the NRF for 2004-06, and agree that the Chief Executive and Corporate Directors be authorised to agree and implement proposals for the use of NRF in 2006-2008, which have been developed and evaluated through the process described in Appendix 2.

3. BACKGROUND

- 3.1 The Local Government Act, 2000, places on local authorities a duty to prepare “community strategies” for promoting or improving the economic, social and environmental well-being of their areas.
- 3.2 The *Community Plan to 2010* is the borough’s community strategy. The Council has a leading role in developing and reviewing the Community Plan and, indeed, has a statutory responsibility for its preparation and agreement through the Tower Hamlets Partnership. It must be agreed by Full Council, in accordance with the requirements of the LBTH Constitution.
- 3.3 The Community Plan is reviewed annually – in consultation with all key stakeholders through the Tower Hamlets Partnership – with progress reported on and revised objectives and targets set out for each new year. The Partnership Management Group oversees the preparation of the Community Plan for Year 6 (2006 – 2007), and the proposed draft is presented in the attached Appendix 1.
- 3.4 Some amendments to the detail of the Community Plan to 2010: Year 6 (2006-07) will be necessary as additional information becomes available before final publication, particularly with regard to outcome figures and new targets for Performance Indicators. However, any amendments will not materially affect the key objectives and activities set out in the plan. The authority to make such amendments as are appropriate and necessary needs therefore to be delegated to the Chief Executive.
- 3.5 It is a government requirement that decisions on the allocation for the NRF be agreed through Local Strategic Partnerships – the Tower Hamlets Partnership in the case of Tower Hamlets. The broad allocation framework for 2004-06 was agreed through the Partnership and endorsed by Council through the respective budget processes for those years. The Partnership has agreed a similar allocation framework for the period 2006-08.
- 3.6 The figures reported in Appendix 2 for expenditure in 2004-06 are subject to final

ratification at the closure of the accounts. They reflect the allocation that was agreed by the Partnership and confirm full spend on the agreed priorities.

- 3.7 While decisions about the allocation of NRF must be agreed by the Local Strategic Partnership, the Council is the Accountable Body for the Fund. The Council therefore needs to ensure that the framework and process for its allocation will result in all NRF initiatives being commissioned and accounted for in accordance with Council's financial regulations, and that its responsibilities as Accountable Body are effectively fulfilled.
- 3.8 The Tower Hamlets Community Plan to 2010: Year 6 (2006-07) revision, as part of the Authority's Policy Framework, is a matter which is reserved to full Council for decision under the provisions of Article 4 of the Authority's Constitution, as amended, and as recommended by the Secretary of State.
- 3.9 The process for development of the Authority's Policy Framework (see Section 4 below) requires publication of initial policy framework proposals and the referral of these to the Overview & Scrutiny Committee for consideration and advice.
- 3.10 The Cabinet considered initial policy framework proposals comprising the Tower Hamlets Community Plan to 2010: Year 6 (2006-07) revision, at its meeting held on 5th April 2006. The Cabinet endorsed the proposals and referred them to the Overview & Scrutiny Committee for consideration and advice. Cabinet also agreed that the Chief Executive be requested to ensure that the report to be submitted for Cabinet consideration recommending the final version of the Community Plan 2006/2007 sets out the process and priorities for the Neighbourhood Renewal Fund in 2006/2007.
- 3.11 The Overview & Scrutiny Committee will give consideration to the Tower Hamlets Community Plan to 2010: Year 6 (2006-07) revision at its meeting to be held on 6th June 2006. The Committee will report to the Cabinet, to be held on 7th June 2006, in respect of its deliberations.
- 3.12 The Cabinet is required by the Authority's Constitution, as amended, to take account of the views of the Overview & Scrutiny Committee, before submitting recommendations to full Council as appropriate.

4. BUDGET & POLICY FRAMEWORK PROCEDURE RULES

- 4.1 The Authority's Constitution, Part 4 – Rules of Procedure, Section 4.3 - Budget and Policy Framework Procedure Rules, as amended, sets out the process for the development of the Budget and Policy Framework, as defined by Article 4 of the Constitution.
- 4.2 Paragraph 2.1 of the Budget and Policy Framework Procedure Rules
 - Require the referral of initial policy proposals to the Overview and Scrutiny Committee.
 - Require notification of the Chair of the Overview and Scrutiny Committee of the referral of such Policy Framework proposals.
 - Provide that the Overview and Scrutiny Committee receives 20 working days to respond to this consultation.

- 4.3 Paragraph 2.1.4 of these procedure rules requires the Executive (the Cabinet) to take account of the views of the Overview & Scrutiny Committee before submitting recommendations to full Council as appropriate.
- 4.4 Paragraph 2.1.5 makes provision for full Council to consider the proposals of the Cabinet and to subsequently adopt them, amend them, refer them back to Cabinet for further consideration or to substitute its own proposals in their place.

5. REPORT

- 5.1 The Community Plan Year 6 provides a report on progress in Year 5 of the Community Plan, identifying what was actually achieved in 2005 – 2006. It also details the priorities and specific targets on which the Tower Hamlets Partnership intends to concentrate for Year 6 of the plan – the year to April 2007.
- 5.2 It is proposed that the final plan should be approved by the Tower Hamlets Partnership Management Group and published by the end of June 2006.
- 5.3 The Tower Hamlets Partnership Management Group will ensure that the Community Plan continues to be reviewed regularly, with progress reports and new annual targets published annually.
- 5.4 In response to the requests from the 5th April Cabinet, Appendix 2 sets out the process and priorities for the allocation of the Neighbourhood Renewal Fund in 2006/2007.

6 CONSULTATION

Consultation on the priorities for the Community Plan and neighbourhood renewal has been extensive, ranging across all of key partners through the Tower Hamlets Partnership and through Directorates' service planning arrangements. This has been channelled primarily through the development over the past 12 months of the borough's Local Area Agreement.

7. COMMENTS OF CHIEF FINANCIAL OFFICER

- 7.1 This year's Community Plan sets out local priorities and specific targets for the year ahead for the Council and its key partners. The plan sets out a framework for allocating and directing financial resources both for the year ahead and the medium term, so that resources are aligned with priorities.
- 7.2 Provision exists within the Chief Executive's Directorate Budget for the costs of publishing the document.
- 7.3 The report also reports the provisional outturn for the Neighbourhood Renewal Fund for 2004/06 and sets out arrangements for agreeing the use and allocation of grant in 2006/08

8. CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL)

- 8.1. Section 4(1) of the Local Government Act 2000 imposes a duty on local authorities to prepare a community strategy for "promoting or improving the economic, social and environmental well-being of their area."
- 8.2 Under section 4(2) a local authority has the power to modify the community strategy to reflect changes in local needs. In preparing or modifying its community strategy, a local authority must consult and seek the participation "of such persons as they consider appropriate" and have regard to any guidance issued by the Secretary of State.
- 8.3 Article 4 of the Council's Constitution provides that the Community Strategy forms part of the Council's policy framework which must be approved by full Council. The process for developing the framework contained in Rule 2 of the Budget and Policy Framework Procedure Rules provides that recommendations to Council shall be submitted by Cabinet which shall have taken account of the responses received to the consultation and the views of the Overview and Scrutiny Committee. This report facilitates compliance with the procedure.

9. EQUAL OPPORTUNITIES IMPLICATIONS

- 9.1 Equal opportunities are central to the community plan and to the power to promote and improve well-being. In seeking to make Tower Hamlets a place to live safely and well, a place for creating and sharing prosperity, a place for learning, achievement and enjoyment and a place for excellent public services, accessible to all, the community plan aims to fulfil the Council's stated vision of improving the quality of life for all who live and work in Tower Hamlets.

10. ANTI-POVERTY IMPLICATIONS

- 10.1 The Community Plan and neighbourhood renewal strategy is the key vehicle for delivering the inclusive vision of the Tower Hamlets Partnership. It specifically seeks to ensure that minimum standards of life quality are achieved for all communities in the borough.

11. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 11.1 The Community Plan explicitly embraces objectives, activities and milestones that are consistent with the council's policies in this area.

12. RISK MANAGEMENT IMPLICATIONS

- 12.1 The Community Plan provides a clear, public statement of the Tower Hamlets Partnership's strategic priorities. It also sets out the key performance indicators, targets and milestones against which the performance of the public services – including Council services – can be assessed.
- 12.2 Since the Community Plan is reflected in the service plans and resource allocation of all the service providers in the borough, financial and other services risks within the council are carried by individual Directorates. However, failure to achieve the substantive goals

of the Community Plan would place the reputation of the Council at risk, both locally and nationally. These partnership risks are managed through the processes set out in the Council's Partnership Risk Management framework.

- 12.3 The risks associated with the NRF are assessed and challenged by a rigorous appraisal process for each NRF funded initiative and managed through the NRF Programme Management and Accountabilities Framework. The NRF is also one of the risk priorities monitored through the Chief Executive's Directorate Risk Register.

Appendices:

- Appendix 1: Tower Hamlets Community Plan to 2010: Year 6 (2006-07) revision
- Appendix 2: Neighbourhood Renewal Fund: outturns for 2004-06 and priorities, processes and accountabilities for 2006-08

APPENDIX 1

Tower Hamlets Partnership

**The Community Plan
2006-2007**

The Community Plan to 2010: Year 6 2006-2007

Contents

Introduction	2
A better place for living safely	14
A better place for living well	22
A better place for creating and sharing prosperity	31
A better place for learning, achievement and leisure	36
A better place for excellent public services	44
Involving local people and making our partnership work	55
Local Area Action Plans	57
Local Area Partnerships contacts list	63
Local Management Team contacts list	64
Partnership Management Group members	64

Introduction

The Community Plan is a plan for the future of Tower Hamlets. It describes the kind of place that the people who live and work here want it to be, and thousands of people have contributed to developing its vision. The Community Plan belongs to the community.

Everyone – residents, voluntary and community organisations, and businesses, as well as the large public service providers like the Council, Police, Health Services and JobCentre plus – has a part to play in making sure that we achieve the real and sustainable improvements in the quality of life that local people deserve.

The first Community Plan for Tower Hamlets was launched in May 2001, setting out a vision for the future of Tower Hamlets to 2010. We promised that our progress towards that vision would be reported annually, along with a list of immediate priorities to be tackled during the following year.

This document reports on our progress in Year 5, identifying what was actually achieved in 2005 – 2006, and detailing the priorities and specific targets we will be concentrating on for the sixth year of the plan – the year to April 2007.

The production of this year's revised Community Plan has been overseen by the Tower Hamlets Partnership Management Group, which is part of the Tower Hamlets Partnership – see pages 53 to 55. Both residents and service providers have contributed to the review through their participation in the Local Area Partnerships and Community Plan Action Groups that form the other two strands of the Tower Hamlets Partnership. The review has been based on hard evidence from a wide range of sources, and as well as focusing on local priorities, has taken into account emerging national and regional priorities, such as the government's Sustainable Communities and Respect agendas and the Olympic preparations.

Local Area Partnership (LAP) Action Plans

LAP Action Plans set out targeted programmes for improvement in each of the borough's Local Area Partnership (LAP) areas – see pages 55 to 58. These programmes reflect Community Plan priorities at a local level, and reports on the highlights of their impact are integrated into the present document. Full details of the plans are available on the website at www.towerhamlets.gov.uk/partnership.

Improving today: our progress last year

The report on last year's progress describes our achievements, which have been considerable. We have not tried to include everything that was achieved: rather, we have concentrated on some of the highlights.

We are encouraged by the progress we are making together towards our shared aim of improving the quality of life for everyone living and working in the borough. Even so, all service providers recognise that there is still much to do and all are committed to increasing the pace of improvement.

Every year, we carry out an independent survey of residents in Tower Hamlets to find out what people think about the quality of life in the borough and about the services provided. This year, 73% of residents – 5% more than last year and 8% more than two years ago – thought that Tower Hamlets was a place where people from different backgrounds got on well together. Despite the potential for distrust and suspicion associated with recent international events, almost three-quarters of you still feel our different communities get on well. This confirms the positive value of a borough so rich in cultural diversity.

Many more of you than last year (up 7% to 64%) think that the public services are doing a good job. 67% feel that the Council is doing a good job (3% more than last year and 10% more than two years ago). We compare well with the rest of London, where the average is 64%. Eight per cent more of you than last year think that policing is excellent or good, and five per cent more that health services are excellent or good. These views of improving services are generally shared by communities across the borough. Also, 10% more of you feel that we are doing a better job than a year ago, 11% more that your concerns are listened to, and 8% more that services respond quickly when asked for help. 5% more feel that the area's services are efficient and well run – that's 12% more than two years ago.

While residents' perceptions of our public services compare favourably – on almost every count – with those in other areas of London, too many of you are still not positive about the quality of services. Local service providers recognise this and are determined to accelerate the rate of improvement.

As in most other areas of the country, crime continues to be a major concern for residents: identified as a main concern by 49% of you. This is 4% more than last year but still 5% fewer than two years ago, and the level of concern is lower than in the rest of London. In fact, we have had considerable success in reducing crime levels over the past few years. We are encouraged by this, but recognise that it is still a long way from being satisfactory, and tackling crime and antisocial behaviour remains one of our top priorities. Fewer residents are concerned about the level of Council Tax in Tower Hamlets: unlike most other areas, we have not increased the rate this year, and we have one of the lowest levels in London. Litter is another major concern for local residents, more so than for residents in other areas of London. Again, we are working hard on this, and the past year has seen some real improvements in the cleanliness of our streets, and we are determined to continue making the borough's streets more welcoming and attractive. More people this year have expressed concern about the lack of jobs for local people. We share this concern: although many jobs are coming into the area, too few of them are going to local people. Working with local employers and helping local people to achieve and develop the skills needed to access the growing job opportunities in the area is a key priority for the Partnership over the coming years.

Here are some examples of our achievements:

- Overall crime fell by more than 7.1%, last year, making this the third successive year of crime reduction in the borough. Violent crime fell – common assault particularly sharply – as did the number of incidents of serious vandalism and arson.

- We have further strengthened the police presence in the borough by introducing Safer Neighbourhood Teams (SNTs) in every ward, and we now have a local CCTV control centre. A Behaviour Change Project aimed at young people at risk of offending has helped reduce the number of first time entrants into the youth justice system. Eighteen drug supply addresses were closed – an increase of 50% on last year – and the proportion of adult drug-using offenders accessing treatment services has risen to 75%. While we have made significant progress here, reducing crime remains a top concern for you, and we are committed to driving improvement further.
- Our streets are cleaner and we are making the physical environment more attractive and sustainable. Over 1300 fixed penalty notices were issued for littering and dumping, with nearly 100 prosecution summonses. Local people have also been involved in improving the environment, with over 70 volunteers recruited through the year to be Enviro-Champions for their area. Doorstep recycling is now available to over 90% of properties, and our *Cleaner, Safer Tower Hamlets* campaign has been encouraging local people to play their part in keeping the borough clean.
- Over 1,000 affordable new homes have been built in the last year, and 19 more empty properties brought back into use. A total of £28 million has been invested in council housing stock, helping to improve housing conditions across the sector. Increasing the supply of affordable homes and improving the standards of existing ones remains a real challenge for the borough, however, and these continue to be key priorities for us.
- Access to health and social care services has been significantly improved, with the maximum waiting times reduced to 13 weeks for outpatient appointments and 6 months for routine surgery. All Tower Hamlets residents are now also able to obtain a GP appointment within 48 hours, and longer opening hours are becoming available in a growing number of local practices. Our social services was rated one of the top two in the country for looking after vulnerable adults and older people who need care, retaining three star status for the second year running.
- We have introduced and extended a range of initiatives to empower people to improve and manage their own health. Provisional figures show that over 4,500 local people have been helped to quit smoking, and 16 Expert Patient courses helped people with chronic illnesses to manage their condition. 40 young people participated in a *Changing Lifestyle* programme to reduce youth obesity, and over 100 youth workers were trained to help young people better understand sex and relationships.
- We are helping more local people into work. In the last six months of the year, the number of young people claiming Job Seekers Allowance fell by nearly 10%, while 190 residents secured jobs with the Barts and London Hospital Trust. Nonetheless, helping local people get ready for the jobs available in the borough remains one of our top priorities for action in the coming year.
- Our services for young people in the borough are recognised as excellent. We were one of only three areas in the country – and the only inner-city area – to achieve the highest rating (grade 4) for Children and Young People’s Services. Our schools

continue to improve and have gained national recognition for their excellence and local pupils have continued to improve results across all age groups. But too few of our children and young people are going on to further and higher education, and too few are benefiting from local employment opportunities. Further developing routes into employment, training and further education, and raising the aspirations of our young people, are therefore key priorities for 2006.

- We have continued to improve the range and quality of arts and leisure facilities. The award winning new Idea Store at Whitechapel is attracting over 50,000 visitors per month, for instance, and there are now two major, new, high quality sporting facilities for local people at York Hall and Mile End Stadium.

Shaping tomorrow: the Community Plan themes

The Community Plan is about shaping the future of the borough, so that all communities benefit from improved social, economic and environmental well-being. This document highlights last year's achievements against the Community Plan themes. It also sets out our priorities and targets for April 2006 to April 2007.

Our Community Plan seeks to make Tower Hamlets by 2010:

A Better Place for Living Safely – reducing crime, making people feel safer and creating a more secure and cleaner environment;

A Better Place for Living Well – improving housing, health and social care and promoting healthy living;

A Better Place for Creating and Sharing Prosperity – bringing investment into the borough and ensuring that all our residents and businesses are in a position to benefit from, and contribute to, growing economic prosperity;

A Better Place for Learning, Achievement and Leisure – raising educational aspirations, expectations and achievement, providing the widest range of arts and leisure opportunities for all and celebrating the rich cultural diversity of our communities;

A Better Place for Excellent Public Services – improving public services for local people to make sure they represent good value for money and are provided in ways that meet local needs.

Neighbourhood Renewal

Achieving the goals of the Community Plan is especially important in Tower Hamlets, which – despite the developments around Canary Wharf and the city – remains one of the most deprived boroughs in the country. Although progress has been dramatic in many areas over recent years, we remain determined to accelerate improvement even further: local people deserve no less. The level of deprivation in the borough is borne out by the government's 2004 Index of Multiple Deprivation (IMD), which confirms Tower Hamlets as one of the most deprived areas of the country on a basket of indicators covering income, employment, health and disability, education, skills and training,

barriers to housing and services, crime and the living environment. Most local authorities have just one or two deprived areas. Tower Hamlets is unusual in that deprivation is spread across the whole borough.

The Tower Hamlets Partnership shares the government's commitment to bringing about real improvements in the quality of life for people living in deprivation, and to closing the gap between the poorest and richest areas. We aim to make sure that the overall quality of life in the borough reaches no less – and we hope a great deal more – than the minimum standard in key areas like job opportunities, housing, education, and crime levels.

As part of its drive to tackle the difficulties in deprived areas and bring about their renewal, the government has given the country's most deprived local authority areas a Neighbourhood Renewal Fund (NRF). Tower Hamlets received £23.9 million in NRF for the period April 2001 to March 2004 and £31.8 million for 2004 – 2006. We have a further £30.9 million for 2006-08. The NRF is being used to accelerate improvement by ensuring that service providers and local people work together to target efforts where the need is greatest.

To bring about real, lasting improvements, it is essential that public services, voluntary and community groups, businesses and residents plan and work together, with a clear, agreed approach towards tackling local residents' main concerns. The Tower Hamlets Neighbourhood Renewal Strategy has been designed by the Tower Hamlets Partnership to make sure that services really do work together more effectively to produce measurable improvements in housing, health, employment, crime and education.

Because deprivation in Tower Hamlets is spread across the whole borough, our Neighbourhood Renewal Strategy takes account of the different needs of local neighbourhoods – and the views of residents in those neighbourhoods – but it also works across the whole of the borough, tackling the themes and priorities agreed through our community planning process. The Community Plan themes therefore provide a framework for our Neighbourhood Renewal Strategy, endorsed by all stakeholders through the Tower Hamlets Partnership.

Cutting across these themes, however, residents in all areas of the borough have identified the need to focus attention on children and young people. People in all areas and all communities – including young people themselves – have emphasised the need to help children and young people play a positive role in their communities. They also want to see us respond effectively to those who are involved in, or at risk of involvement in, antisocial behaviour and crime. Because of this, our Community Plan and Neighbourhood Renewal Strategy focus closely on the development of approaches to tackle youth issues.

The NRF helps us to achieve some of the Community Plan's aims, by acting as a lever for change: providing money for new initiatives and enabling us to solve problems creatively. But it is only by carefully looking at the way in which all the resources available are used – money, time, expertise, energy and ideas – that real, lasting improvements will be achieved. The Tower Hamlets Partnership will be working hard to make sure that this happens.

Copies of the Tower Hamlets Neighbourhood Renewal Strategy are available on the Council's website (www.towerhamlets.gov.uk) or by calling 020 7364 4470.

Both the Neighbourhood Renewal Strategy and the Community Plan are about improving the lives and life chances of everyone living and working in the borough. Because the goals of the Strategy and the Plan are so closely linked, the Tower Hamlets Partnership Management Group monitor and report back on progress on the two together.

Tower Hamlets Regeneration Strategy

The Strategy focuses primarily on people, employment and the local economy. Central to the Strategy is building on the borough's key asset of diversity, characterised by its residents, individual places and businesses. In particular, it draws on the unique global reach of Tower Hamlets' communities and economy.

The Strategy represents a major shift in how the Partnership positions itself in terms of a wider regional agenda for London. At the heart of this is the key role the borough will play in London's economy over the next 10 years. The rationale for this approach is to persuade decision-makers and public / private investors that they are buying into a coherent picture of the future, with Tower Hamlets as the key economic driver and centre for the Thames Gateway.

Tower Hamlets' economy is already one of the largest and most productive of any local authority area in the country. A fundamental objective of the Strategy is to ensure that these strengths are harnessed for the benefit of existing communities in the borough. In particular, this means ensuring that local people can access job opportunities and that a 21st century social infrastructure for all communities is in place to support continued development (affordable homes, health, community and leisure facilities, open spaces and high quality buildings).

The Strategy identifies four key priorities that are intended to provide a framework for guiding action over the next ten years. These are to:

- develop the economy to create wealth, business and employment for local residents
- develop people to help local residents find jobs and succeed in the knowledge-driven economy
- develop places which combine a healthy environment with enjoyable open spaces, a well-designed mix of homes and business premises, good-quality services and excellent public transport
- develop marketing to promote the transformation of Tower Hamlets into a global city-district and attract ongoing public and private investment

These priorities are also reflected in the work that the Council is doing with the other Olympic boroughs (Newham, Hackney, Waltham Forest and Greenwich) to ensure that the 2012 games deliver maximum benefits for the residents and businesses of Tower Hamlets. In particular the Council is seeking to create supply chains to enable local businesses to continue to expand and develop, increasing job opportunities for local residents. The five Olympic boroughs are establishing a joint job brokerage team to

assist local residents to access jobs created by the Olympics and the wider regeneration of the Thames Gateway.

Copies of the Tower Hamlets Regeneration Strategy are available on the Council's website (www.towerhamlets.gov.uk) or by calling 020 7364 5367.

The Local Development Framework: spatial planning

Tower Hamlets is at the heart of the Mayor's London Plan. We are being asked to deliver more houses and jobs than anywhere else, leading the transformation of the East End. We are also a key partner in the major regional development of the Thames Gateway, and the government is committed to ensuring that these developments – which will take place over the next ten years and beyond – create sustainable and balanced communities. It is an exciting time for the borough, full of change and opportunity.

We are revising the planning framework set out in the 1998 Unitary Development Plan (UDP), to reflect the nature of the important decisions we will need to make about how we use the borough's land. The new document will be called the Local Development Framework (LDF) and it interprets the vision and priorities set out in the Community Plan into a spatial strategy which will direct change and growth to areas where it is best managed and best meets the needs of the wider community. Specifically, the Local Development Framework will provide the basis for planning decisions over the next ten years, and will therefore be very important to help us to achieve our Community Plan goals.

For example, the way in which land is used and buildings are designed to prevent and discourage crime and antisocial behaviour can help to make the borough a Better Place for Living Safely. The provision of more and better quality housing – including affordable homes, the location of health centres, and the reduction of pollution will all contribute to making Tower Hamlets a Better Place for Living Well.

Careful planning and development in the borough will bring new job opportunities for local people and ensure that there is ample, accessible provision for education and for arts and leisure activities.

The views expressed by local people during our extensive consultation in 2005 are being taken into account in re-shaping the LDF, and a revised draft will be published later this year for further consultation and for a final view from the government. Your views *are* important, so look out for event posters over the next few months letting you know how to get involved.

Information is also available on the Council's website (www.towerhamlets.gov.uk) or by calling 020 7364 5367.

Sustainable Communities

The major redevelopment that has been taking place in Tower Hamlets and in its neighbouring boroughs is set to continue for some years. This presents a challenge for

us all. The government has recognised this challenge in its 5-Year Sustainable Communities Plan: People, Places and Prosperity, and sustainable development is central to the new planning system. Indeed, there is a statutory duty on local authorities to ensure that their decisions contribute to the achievement of sustainable development. The Tower Hamlets Partnership is determined, through the community planning process, to promote and support the development of communities that will stand the test of time, and to create places where people want to live, places that enable them to meet their aspirations and potential.

Improving Health and Well-being

One example of this is the Partnership's innovative and far-reaching strategy for improving the health and well-being of the community. Designed to empower people to take more control over their own health and well-being needs, it will mean services providing housing, leisure, education, health and social care for local people – including voluntary sector services – working together with local communities in new ways. It will mean a wider range of services being provided in the same premises making them much more accessible to you.

The priorities to be addressed through the strategy over the next ten years reflect your views. We will:

- reduce inequalities in health and well-being, through a focus on coronary heart disease, cancer, and sexual health, and on smoking, obesity and drug misuse
- improve the experience of people who use our services
- provide integrated and more localised services that are no less than excellent
- promoting independence, choice and control by service users
- use resources effectively and efficiently, sharing costs across organisations, so that tax payers get value for money

Local Area Agreement (LAA)

As promised in last year's Community Plan, the Partnership has during the course of the year negotiated and agreed a Local Area Agreement (LAA) with central government. The action priorities set out in the LAA were arrived at through extensive consultation through the Partnership, and are firmly linked to the Community Plan themes. These provide the foundation for the strategic priorities set out in this document. The LAA priorities will, through implementation of the Community Plan, drive an ambitious, annually-refreshed programme of action for the period 2006-2009. The full LAA can be found on the Council's website at www.towerhamlets.gov.uk

The broad uniting themes of the LAA, which provide a focus for the whole Partnership, are that it will:

Be ambitious

The high levels of deprivation in the borough will not be used to excuse poor performance. We see the diversity of the borough as a strength and we expect the very best for *all* our communities. We will build on the positive opportunities available to those communities from investment in the 'new City' at Canary Wharf, the Thames Gateway, the Olympics and Paralympics. The latter, and particularly the potential for using the

Olympic branding, offer unique vehicles for engaging and uniting our communities. Our LAA will use the build-up to the Olympics, along with our continuing focus on arts and cultural activities, to help achieve this, particularly through the promotion of healthy living and increased engagement in physical and sporting activities.

Build inclusive, cohesive and sustainable communities through investment in children and young people

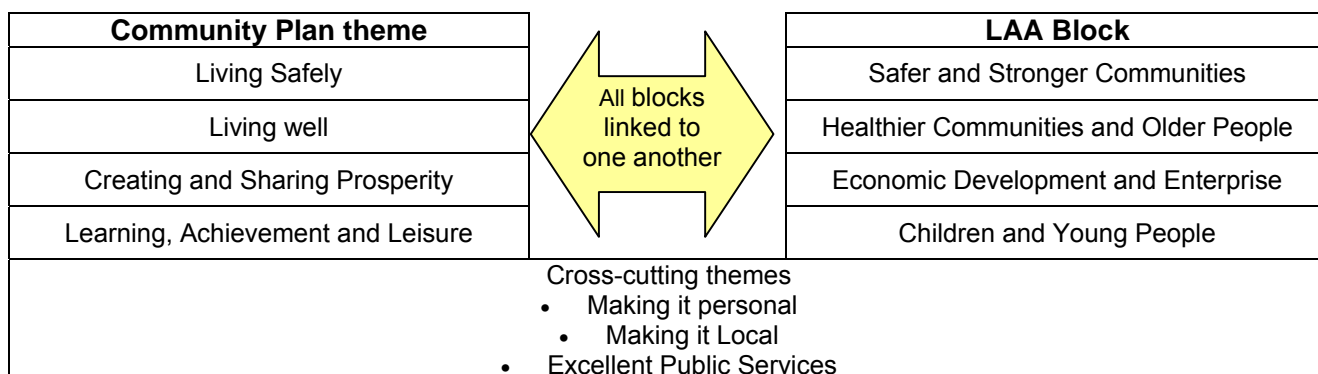
The borough is facing uniquely rapid economic growth and physical change, and it has a rapidly growing, ethnically diverse population with a high proportion of young people. The risk of polarisation and fragmentation in this context is high. Ensuring that our young people are equipped both to access the opportunities from this growth and to make a positive contribution to the well-being of the borough is key to the development of a community that is cohesive and sustainable. This will be supported through the implementation of our Children and Young People’s Plan.

Strengthen community engagement and user participation to effect change: “Making it Local“ and “Making it Personal”

Although the priorities identified for the LAA are common across the borough, our ward and LAP profiles show that the different areas within the borough face different challenges. In addition, the achievement of improved outcomes will require the effective and efficient targeting of resources, which, in turn, demands good quality information about the needs of individuals as well as communities that can be tracked through and followed up over an extended period of time. Reflecting our Community Plan’s Excellent Public Services priorities, our LAA will therefore build on our existing work in implementing local management and LAP Action Plans and developing targeted and user-focused services. This focus is also intended to empower local people in the borough, enabling them to help shape the services they receive, to exercise a degree of choice, develop a greater sense of personal control over their lives and to make a positive contribution as citizens.

The four ‘blocks’ that form the government’s national framework for LAAs are consistent with our Community Plan priorities (see chart below), and the development of the borough’s LAA has therefore been a natural extension of our Partnership work: it will enable us to focus fully on the things that really matter to local people and to find new ways of working together to accelerate improvement.

Links between Community Plan themes and LAA Blocks



LAA Structure

Our priority outcomes are organised under each of the four LAA blocks, with clear links to our Community Plan framework:

Our LAA Priorities	
Safer and Stronger Communities	<p><i>Building Safer, Cleaner, Greener Communities</i></p> <ul style="list-style-type: none"> • Reduced overall crime and increased public reassurance, with a particular focus on violent crime, antisocial behaviour, and the harm caused by illegal drugs • Cleaner, greener and safer public spaces <p><i>Building Stronger Communities</i></p> <ul style="list-style-type: none"> • Increased participation in local consultation and decision-making • Increased community cohesion and inclusion • Increased volunteering • Strengthened capacity of the Third Sector to deliver quality services and increase participation and involvement • Providing public services through the Third Sector which are excellent
Healthier Communities & Older People	<ul style="list-style-type: none"> • Increased life expectancy • Improved quality of affordable housing provision • Enhanced and increased options for access to quality affordable housing
Economic Development & Enterprise	<ul style="list-style-type: none"> • Significantly improved overall employment rate, and reduced difference between the local employment rate and the overall employment rate for England • Increased employment for targeted groups • Appropriate inward investment attracted to the borough, making use of local labour resources • Growth and sustainability of enterprise and small business
Children & Young People	<ul style="list-style-type: none"> • Increased skills for employment • Improved quality of parental involvement • Improved health and levels of physical activity
Cross-cutting	<ul style="list-style-type: none"> • Making it local • Making it personal

These priority outcomes, which have been developed and agreed by the Partnership, also address the mandatory outcomes set out in the government guidance. Indicators and targets to help measure our progress in achieving these mandatory outcomes are integrated into our overall outcome framework. In addition, the 12 targets agreed for our Local Public Service Agreement (LPSA), negotiated for 2005-08, sit within the LAA and form its most stretching targets: achieving these specific targets will bring a significant financial reward for the borough, enabling additional investment to improve the quality of life for local people.

Children and Young People's Plan (CYPP)

The focus on children and young people in the Local Area Agreement is consistent with the Partnership's response to the Children Act 2004, and the launch of *Every Child Matters*. Improving outcomes for children and young people lies at the heart of the vision in the Community Plan to improve the quality of life for everyone who lives and works here. The Tower Hamlets Partnership has the highest aspirations for our children and young people, and has over the past year invested a considerable time developing a Children and Young People's Plan (CYPP): *Aiming High Together*.

The key objectives of *Aiming High Together* are both reflected in the Community Plan and build on and extend it. It signals a new phase in how we deliver services for children and young people, and it brings together in one place the most important actions we plan to take to make sure that services work together and that they make a difference to the lives of all children and young people, including those who are the most vulnerable.

Older people

The Council has also, over the past year, led a Partnership-wide review of the way in which local services are experienced by older people. The aim of the review has been to ensure that the Partnership has a strategic approach to older people as citizens, which goes beyond health and social care and which covers the areas that older people say are most important. The review will be concluded shortly, and will lead to some specific recommendations for actions to improve the quality of life for older people. The emerging findings are nonetheless reflected in this document.

And finally

The Community Plan sets out a vision for the borough to 2010. It also sets out a process for getting there. This document and the plans within it make some clear commitments against which our success can be judged, and it should help local people to see the real difference being made.

The Tower Hamlets Partnership will ensure that residents are informed about progress and asked about their views, and, more importantly, it will ensure that the plan is implemented. Working together, in partnership, we can make the vision a reality.

Christine Gilbert
Chief Executive
Tower Hamlets Council

Mark Simmons
Borough Commander

Alwen Williams
Chief Executive
Tower Hamlets PCT

On behalf of the Tower Hamlets Partnership Management Group

This revised version of the Community Plan, along with the versions for the three previous years, can be found on the Tower Hamlets website (www.towerhamlets.gov.uk). It is also available in Braille, tape or large print by calling 020 8430 3040

For further information about the Community Plan contact:

Alastair King
Tower Hamlets Council
Mulberry Place
5 Clove Crescent
London E14 2BG
Telephone: 020 7364 4981
Email: towerhamletspartnership@towerhamlets.gov.uk

A better place for living safely: crime, antisocial behaviour, the environment

Reducing crime and anti-social behaviour

By 2010 Tower Hamlets will:

- 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
- see a 20% reduction in crime by 2008, with further reductions to 2010
- be a place where people say they feel safer and less concerned about crime and antisocial behaviour

The challenge

Crime and anti-social behaviour are major concerns for local people. Substance abuse is a driver of crime and needs to be tackled. Too many of our young people are at risk of becoming involved in crime and antisocial behaviour, either as victims or perpetrators.

Tackling crime and antisocial behaviour is a top priority for local people and therefore for the Tower Hamlets Partnership.

What you want

- to feel safe when you go out, whether during the day or at night
- well lit streets, police officers on patrol and CCTV cameras
- to prevent the spread of gang culture amongst groups of our young people
- better ways to tackle the drugs that are a serious menace to our children and a blight on the environment
- more constructive opportunities for our young people

Some things you suggest we could do to tackle these issues

- provide more local high visibility patrolling
- improve monitoring of CCTV that is already installed
- improve security in parks and children's play areas
- improve lighting and design for community safety
- improve access to drug misuse treatments
- improve existing venues for youth activities
- open schools up to deliver youth work and improve connections between parents, youth and youth workers
- provide safe places and summer activities for young people
- find new ways to involve young people more positively
- create a 'youth partnership'
- develop 'role models' for children and young people
- encourage 'responsible neighbour' schemes
- provide support for sex workers to reduce prostitution

Our priorities for 2005 – 2006 were to:

- build a stronger and safer community
- prevent crime
- bring more offenders to justice

What we said we would do in 2005 – 2006	Did we achieve it?
Reduce total crime by 5%, violent crime by 5%, motor vehicle crime by 12%, and theft from the person by 5%, while containing current levels of burglary	<p>In part. In terms of the ‘top ten’ crime categories, despite a small drop in offences we did not manage to achieve our target of a 5% reduction. However, across <i>all</i> categories of crime the total number of offences fell by 7.1%, making this the third successive year of crime reduction in Tower Hamlets</p> <p>For specific offences, success has been mixed. Violent crime fell by 6.1% – with common assault down 39%. Vehicle crime fell too, but burglary rates increased – although they remain below the levels of 3 years ago.</p> <p>Results for theft from the person were also mixed - with a 3% fall in snatch offences but a significant increase in pick pocketing</p>
Reduce the proportion of residents citing crime as a key concern by 5 percentage points	No, although there is a clear overall trend of reduction in fear of crime over the past 5 years
Provide enhanced security to 120 vulnerable victims of crime	Yes. We are currently providing enhanced security to 120 vulnerable victims of crime in partnership with Age Concern
Provide a witness support service to support 120 vulnerable witnesses through the court process	Yes. We have met this target in partnership with Victim Support
Develop a facial recognition system to assist in apprehending known offenders	Yes. The Aurora Facial Recognition (CCTV System) has been successfully installed
Launch a local CCTV control centre	Yes. The CCTV control centre opened in March 2006
Increase the number of young people accessing drug treatment services by a further 3%	Yes. This target has been met and substantially exceeded

Increase the proportion of adult drug-using offenders who access drug treatment services by 6% to 75%	Yes. This target has been exceeded and performance continues to improve
Increase by 50% the number of drug supply addresses closed	Yes. This target has been successfully met, with 18 drug supply addresses closed in 2005/6
Launch a local drug service dedicated to the needs of women and black and minority ethnic communities	In part. This service has been commissioned and is due to be operational in August 2006
Increase the use of Antisocial Behaviour Orders (ASBOs) and Acceptable Behaviour Contracts (ABCs) in serious cases of antisocial behaviour to 170 in total	Not quite, although the 159 ASBOs and ABCs we did achieve is one and a half times more than last year
Reduce the incidence of serious vandalism by 5% and non-accidental fires by 2%, and reduce the proportion of calls to the Police relating to disorder by 10%	Mostly. Serious vandalism fell by over 20%, and provisional figures indicate that we exceeded our target on non-accidental fires, but we did not achieve the targeted reduction in the proportion of calls to the Police relating to disorder
Launch a Joint Investigation and Enforcement Team for antisocial behaviour	Yes. Police officers are now located with the ASB Control Unit, forming a joint enforcement and investigation team
Carry out a programme of fire prevention improvements on 10 estates across the borough	Mostly, London Fire Brigade worked in partnership with housing officers to reduce fire risks on a number of estates
Reduce crimes involving firearms by 5%	No. Crimes involving guns actually increased, although gun crime in the borough remains relatively rare
Increase detection rates where the perpetrator also receives some penalty: for rape to 25% (from 21%); domestic violence to 27% (from 21%); racially motivated crimes to 20% (from 17%); and homophobic crimes to 20% (from 9%)	Mostly. The 34.5% sanctioned detection rate for domestic violence is the best performance in inner London. We also achieved our targets for racially motivated crimes and for rape detection, which improved to 32%. We narrowly missed our target for homophobic crime

Implement our Behaviour Change Project, targeting a minimum of 20 young people at risk of offending	Yes. The Youth Inclusion and Support Panel have developed interventions to engage young people at risk of offending, and of the 117 engaged only 4 went on to enter the youth justice system
Reduce first time entry to the youth justice system by 2%	Yes. In 2005-06, first time entry to the youth justice system fell by 2.14%
Launch a Youth Inclusion Project in 2 areas in the borough	Due to delay in Youth Justice Board funding, this was not delivered. However, there are two YIPS planned for the coming year
Increase to 75% the proportion of victims of youth crime offered the opportunity to participate in restorative justice	Not quite: the final figure was 69.5%
Involve 90% of young offenders in education, training or employment	Yes
Develop further local crime reduction initiatives in partnership with local communities in each of the LAP areas	Yes. Safer Neighbourhood Teams are operational in all wards and are working through multi-agency Safer Neighbourhood Action Groups to tackle priorities identified by local people. We've also delivered DrugStoppers and intergenerational initiatives on targeted estates across the borough
Launch a mobile contact resource to be used in promoting crime reduction initiatives in the community	Yes. The contact centre was publicly launched at the Brick Lane Festival in September and is working across the borough

Our priorities for the next year, to:

- reduce overall crime, with a particular focus on acquisitive crime, youth crime and violent crime
- create safer and stronger communities by reducing the impact of antisocial behaviour and drugs on the community

What we promise to do in 2006–2007	Our Targets? To:
Reduce overall crime through a focus on burglary, robbery and vehicle crime	<ul style="list-style-type: none"> • Reduce the overall crime rate by 8% – which would mean a fall of almost 20% over the last three years • Reduce personal and commercial robberies by 17% • Begin a 2-year partnership environmental overhaul of 3 hotspot areas to reduce key crime types

Reduce violent crime, through a focus on youth violent crime and domestic violence	<ul style="list-style-type: none"> • Reduce violent crime (common assault plus Actual Bodily Harm / Grievous Bodily Harm) by 11% • Reduce the length of time domestic violence is experienced before it is reported to a specialist agency by 3% against the 2004/05 baseline • Establish multiagency <i>Chill Out Zones</i> around a minimum of 4 secondary schools, to reduce youth-on-youth violence
Improve the quality of life by reducing anti-social behaviour	<ul style="list-style-type: none"> • Reduce the percentage of residents who view as "a very big problem" youths hanging around on the streets (from 50% in 2003/4 to 41%) and people using or dealing drugs (from 53% in 2003/4 to 44%) • Reduce the number of criminal damage offences by 7% • Reduce deliberate secondary fires to 5.75 per 1000 – a reduction of 7% since 2004/5
Reduce the impact of drugs on the community	<ul style="list-style-type: none"> • Increase the number of young people under 18 who access drug treatment by 8% - which would mean an increase of nearly 50% since 2003/04 • Close 24 drug addresses – an increase of 33% on last year • Implement a comprehensive Drugs Prevention Strategy • Establish a drugs detoxification programme and a dedicated women's service within the borough • Expand our Drugs Intervention Programme by testing everyone arrested for a trigger offence, and requiring assessment for all those testing positive

Improving the environment

By 2010 Tower Hamlets will:

- have a more pleasant, welcoming and sustainable environment

The challenge

Traffic congestion, car parking, pollution and poorly designed urban spaces are problems across the capital that put lives at risk and damage people's health. And they contribute to the ecological damage of the planet. Solutions will require co-operation across the whole of the city. We are also throwing away more every year. Litter, fly tipping and other environmental pollution are common problems across London, and are compounded by population growth and property development that increase risks to public health and safety. Working together we can tackle these problems.

What you want

- less litter and dog mess and fewer abandoned cars on streets and estates
- better public transport
- less traffic congestion and pollution

- more/better open and green spaces
- cleaner air
- an improved image for the area, with a cleaner and more welcoming environment, and better facilities

Some things you suggest we could do to tackle these issues

- make better use of vacant buildings
- involve residents more in the planning of local development and provide better, more accessible information about planned developments
- engage young people in environmental projects
- identify buildings to attract youth
- make more use of the river for transport

Our priorities for 2005 – 2006 were to:

- improve the cleanliness and quality of the environment and take firm action against poor land maintenance
- improve the cleanliness of the streets and take firm action against illegal dumping
- make the roads safer for everyone

What we said we would do in 2005 – 2006	Did we achieve it?
Publish a revised environmental statement demonstrating our commitment to a sustainable environment	No. The statement will now be incorporated into a broader <i>Environmental Strategy</i> , which is currently under development
Reduce the proportion of the borough that has unacceptable levels of litter and detritus by 2%, and be among the best London authorities on measures of environmental cleanliness	No. At 23% overall, there was a 1% increase in the measurement for litter and detritus levels in the borough. However, this was against a 3% point increase across London, and the borough remains in the top 6 in the Capital Standards group. During the year the Council rolled out a Cleaner Safer Tower Hamlets campaign, introduced LAP-dedicated environmental teams, and negotiated new street cleansing contracts. This has contributed to better-than-targeted improvements in streets and commercial areas, but overall performance was impacted by poor results on industrial land
Increase the number of fixed penalty notices for littering and dumping to 1100	Yes. 1,332 notices and 96 prosecution summonses were issued, bringing people to account for their antisocial actions
Launch a Fast Food Litter Strategy to reduce the amount of fast food litter on our streets	In part. The focus on fast food litter has been integrated into a broader anti-litter campaign, which will tackle litter problems through improved enforcement, awareness raising and education campaigns, and the provision of on-street recycling bins

Recruit at least 24 volunteers from all LAP areas to be Enviro-Champions for their area	Yes. Over 70 volunteers were recruited during the year
Be in the top category across London for low graffiti and fly-posting levels	In part. Both graffiti and flyposting levels fell by 5%, and we are now amongst the top half of authorities in the Capital Standards group for graffiti. However, we will need to further improve flyposting in the borough's highly urbanised environment.
Ensure 100% coverage of residential households for doorstep recycling services (reaching another 30,000 homes)	Not quite. We now serve 91.5% of properties, and we are working hard to overcome some legal access and permission challenges
Run a marketing programme and hold awareness-raising events to increase participation	Yes. This included the launch of the <i>It's So Easy</i> and <i>Cleaner Safer Tower Hamlets</i> campaigns, and work with faith organisations to help reach our different faith communities
Organise young people's environmental action events involving a minimum of 80 children and young people	Yes – through our <i>Waste Awareness Programme</i>
Introduce a further three 20 mph zones, bringing the borough's total to 28	Almost. Two 20mph zones (Narrow Street and Spindriff Ave) were completed, and one (Teviot Estate) is still under construction following a period of consultation
Make sure that the number of people killed or seriously injured on our roads is reduced by at least 2 in the coming year	Yes. The number of people killed or seriously injured in the borough fell from 139 to 133

Our priorities for the next year, to:

- improve the cleanliness and quality of the environment and our open spaces
- increase recycling in the borough
- make the roads safer for everyone

What we promise to do in 2006–2007	Our Targets? To:
Improve the cleanliness of the borough	<ul style="list-style-type: none"> • To reduce proportion of relevant land and highways assessed as having combined deposits of litter and detritus from 23% to 16%
Improve recycling	<ul style="list-style-type: none"> • To increase the proportion of household waste sent by the authority for recycling from 8.8% to 18% • Introduce a kerbside collection service for food waste & garden waste in the autumn of 2006

<p>Improve road safety</p>	<ul style="list-style-type: none"> • To reduce the number of adults and children killed or seriously injured on roads from 133 to 121 • Continue to promote road safety programmes, including providing Junior Citizen Scheme safety training for 1000 year 6 pupils, extending the Junior road safety officer scheme to additional 3 schools, completing one Home Zone and two 20mph Zones.
<p>Improve open spaces</p>	<ul style="list-style-type: none"> • To increase the proportion of people who think that parks, playgrounds and open spaces are good, very good or excellent in the Annual Residents' Survey from 46% to 50% • Incorporate measures to design out crime in consultation with the LAPs by implementing anti-crime design measures in 5 parks

A better place for living well

housing, health and social care, and promoting healthy living

Improving housing, health and social care

By 2010 Tower Hamlets will:

- have good quality affordable housing available for more people, with social housing reaching good standards
- support healthier communities, with quicker and more convenient access to local modern primary and community based health services
- ensure that no one waits more than 18 weeks from GP referral to hospital treatment
- reduce inequalities in health outcomes by 10%, as measured by infant mortality and life expectancy at birth
- reduce mortality rates from heart disease by at least 40% and from cancer by at least 20%, for people under 75
- have no primary care premises below acceptable standards
- provide seamless health and social care provision for older people and other adults who need support
- provide health and social care services for young people from all Children's Centres and from 50% of schools.
- reduce mortality rates from suicide and undetermined injury by at least 20%

The challenges

Major redevelopment in parts of the borough has forced up prices and rental costs, making affordable homes hard to find. Much of the Council's stock is in need of major repair and resources are stretched. Overall, the stock is reducing through the Right-to-Buy and there is a limited amount of land available for building. The people of Tower Hamlets have poorer health levels than the average for London, with shorter life expectancy and high relatively high levels of coronary disease, cancer and diabetes. We need to ensure that our housing, health and social care services rise to these challenges and are able to meet the needs of a population that is set to rise rapidly.

What you want

- a better supply of affordable housing so that you can continue to live here, close to other family members
- public housing to be well maintained
- streets and estates kept cleaner, tidier and free from antisocial behaviour
- action to reduce homelessness
- shorter waiting times for appointments to see health professionals
- better co-ordination between health, social services and community health and care providers
- encouragement of healthy living styles
- better care, especially for children, young people, older people and those who need support

Some things you suggest we could do to tackle these issues

- use neighbourhood wardens
- provide leisure facilities within housing estates

- provide internet access for homes – and the means to use it
- provide community leisure clubs
- provide meeting places where mothers can gather
- explore self-build and shared ownership
- provide more facilities for families
- make more use of complementary medicine
- bring doctors to neighbourhood centres to conduct surgeries
- increase inter-agency co-operation and provide more services in one place
- promote healthy lifestyles
- provide places where carers can take people for whom they provide community care
- take more services and advice into the community
- concentrate on improving recruitment and retention of medical professionals
- develop generic carer provision

Our priorities for 2005 – 2006 were to:

- invest to achieve decent homes
- improve access to affordable homes and improved housing conditions
- improve the quality of private sector housing stock
- provide support for vulnerable adults' housing and accommodation needs
- improve arrangements for the homeless
- reduce inequalities in health, enabling people to live longer and healthier lives
- improve the experience of those who use our services, especially those who need them most
- increase the choice of services available to local people
- enable all our residents to lead independent lives

Improving housing

What we said we would do in 2005 – 2006	Did we achieve it?
Bring at least 10 empty 'non decent' private properties back into use by March 2008	Yes. 20 homes were made fit and returned to use
Complete at least 600 affordable new homes	Yes. A total of 1057 affordable new homes were completed – over 70% more than our target
Agree with our partner authorities how many new homes in the East London area are to be offered to Tower Hamlets residents	Yes – through the <i>East London Sub Regional Nominations Agreement</i>
Invest a minimum of £24 million in council housing stock	Yes. £28 million was spent on improving housing stock last year

Ensure government funding is in place for stock transfers where necessary	Yes. Any gap funding required to ensure that schemes can be completed is agreed with ODPM before each transfer is finalised
Agree decent homes targets for Housing Choice Registered Social Landlords	Yes. These targets are agreed with RSLs as part of the stock transfer process
Provide rent deposits to 200 households to help them find homes in the private sector	Yes. 212 households received rent deposits and were rehoused into the private sector
Increase the percentage of homeless assessments carried out within 33 working days to 85%	Yes – 86% of all assessments were completed within 33 days

Improving health and social care

What we said we would do in 2005 – 2006	Did we achieve it?
Enable at least 100 disabled people to stay in their own homes through the use of the Disabled Facilities Grant	Yes. 129 Disabled Facilities Grants were approved during the year
Complete 100% of Supporting People reviews, to help shape better services for vulnerable people	Yes. A total of 76 reviews were completed
Hold at least 4 health-related play sessions at Mile End Park Play Pavilion	Yes. 4 sessions took place in the Children's Play Pavilion, focusing on Breast Feeding, Baby Massage, Weaning, and Child Psychology
Make the Changing Lifestyles programme available to 40 children with clinical obesity	Yes. 2 courses were held – one for 8-11year olds and one for 12-16 year olds – with 40 children attending
Develop and promote a stop-smoking drop-in service in each Local Area Partnership to reach our target of helping over 4,670 people to quit smoking by 2006	Not entirely. Only 4 LAP areas chose to develop these services, but clinics took place in each of these. However in the three years up to March 2006 4790 people stopped smoking as a result of using local smoking cessation services, exceeding the target of 4670
Undertake preparatory work to develop a screening programme for bowel cancer	Yes. A bowel cancer screening lead has been identified within the PCT Public Health Department, and is working with the wider Strategic Health Authority-led implementation group

Increase the uptake of breast screening (currently 50%) to the national target of 70% by establishing and publicising a mobile breast screening service	No. Technical difficulties meant that the pilot service could not be up and running until April, but we expect this to make an impact next year. This will complement the educational sessions by specialist health advocates and the Breast Care Nurse in GP practices and out in the community
Increase the uptake of cervical screening (currently 75%) to 80%, targeting black and ethnic minority communities in particular	No, but we worked with 11 GP practices with the lowest uptake of cervical screening. Specialist advocates (Sylheti and Somali speaking) contacted approximately 14,000 women with about 10-15% attending for screening. There was an average increase in the uptake of screening of 4.3% in the participating practices We were also one of the first London boroughs to convert to a new cervical smear processing technique, which should help to reduce the proportion of inadequate slides and, in the longer run, help to increase uptake
Make the mobile unit and the mammography room at Mile End Hospital operational	Not quite. Technical difficulties have resulted in a delay – but we expect the mobile unit to be operational by summer 2006
Provide regular education sessions for GPs on the symptoms, treatment and referral processes for the most common forms of cancer	No. Training has prioritised support to help GPs meet their 2-week waiting targets to make sure that local people have quicker access to health services
Run at least 1 Expert Patient course in each Local Area Partnership to enable patients with chronic illnesses to manage their conditions more effectively	Yes. A total of 16 courses (9 in English and 7 in other community languages) were run in all 8 LAPs
Double the capacity of the retinal screening programme, ensuring early detection of diabetic retinopathy, to a minimum of 80% of people with diabetes by 2006, and 100% by 2008	Yes. 9400 appointments for retinal screening were offered last year, meeting the 80% target; we are on course for 100% by 2008
Make sure all patients registered with chronic, obstructive pulmonary disease have bi-annual GP check-ups	Yes. Information recorded for GP practices confirms our good performance

Establish a <i>Breathe Easy</i> support group	Yes. The group has met bi-monthly for over 6 months
Recruit 6 more mental health support workers, 2 more psychologists, 2 new community development workers to work with black and minority ethnic communities, and a specialist GP, making a significant difference to the quality of services for people with mental health needs	Yes. All of these posts were filled by November 2005
Produce a directory of mental health services, to be available at all GP surgeries and One Stop Shops as well as on-line	Yes. A directory of mental health services has been available online since October 2005. It has also been translated into Bengali and Somali and is available on CD
Increase the percentage of young children immunised for measles, mumps and rubella (currently 59%) to the national target of 80%	Figures for the year are not yet available because of technical problems with a new computer system. Provisional GP figures for the second half of the year indicate that 64% of young children received the full course of MMR. Work has taken place with all GP practices to raise awareness about the poor uptake of the MMR vaccination
Increase the proportion of women who start breast feeding by 2% each year	Yes. This has been achieved through a series of initiatives including: <ul style="list-style-type: none"> - provision of a breastfeeding co-ordinator working in Children's Centres - breastfeeding training for health visitors and midwives - data collection improvements in the maternity unit in the Barts and the London Trust - community based initiatives, such as drop in sessions and parenting classes, run through voluntary and community sector partners - making breastfeeding literature more accessible for antenatal and postnatal women
Recruit 5 trainers, to specialise in sex and relationship education in secondary schools	No. This was not developed – rather, training was provided for 9 secondary school teachers and over 60 volunteers
Provide youth workers with additional training to deal with sexual health issues	Yes. 113 youth workers were trained to deliver Sex and Relationship Education. Two youth workers from each youth service club in each LAP areas were also trained

Progress plans to open 2 new integrated primary care resource centres, providing: (i) a centre for independent living for people with physical and sensory disabilities on the St Clement's site; (ii) borough-wide services for children and young people on the Queen Elizabeth Hospital site	<p>Yes.</p> <ul style="list-style-type: none"> - St Clement's is being progressed, though more slowly than anticipated due to a number of complex planning and heritage issues - The Queen Elizabeth outline business case has been formally approved and development work is expected to begin by autumn 2006 on a new primary care and social care centre. Borough-wide children's services are being progressed through other channels
Open new healthcare facilities in Devenport Street, Harford Street, the Barkantine Estate and Bartlett Park	Mostly. Harford Street, Barkentine and Devenport Street (renamed Cable Street) all began construction this year. However, Bartlett Park was withdrawn as further work demonstrated it was no longer fit for future population projections
Ensure that all Tower Hamlets residents can obtain an appointment with a GP within 48 hours and a practice nurse within 24 hours	Yes. From October 2005 onwards, all Tower Hamlets residents could be sure of an appointment with a GP within 48 hours or a primary care professional within 24 hours
Reduce the maximum waiting time to 13 weeks for a new outpatient appointment with a consultant, and to 6 months for routine surgery, by December 2005	Yes. Both of these promises were delivered
Enable patients and GPs to book hospital appointments at a time and place convenient to the patient	Yes. For some time now patients have been offered the opportunity to choose an appointment date and time that is convenient to them. There are systems in place that enable patients to choose from a list of 4-5 hospitals when their GP makes a referral. Work is ongoing to roll out an electronic system to book hospital appointments from GP surgeries
Open at least 8 Children's Centres (one in each Local Area Partnership) providing joint health, social care and education services	Yes. 9 Children's Centres were open from 1 st April 2006
Complete at least 85% of statements of Special Educational Needs with health and social care input within 18 weeks	Yes. Our targets for completing Statements of Special Educational Needs were met

Make sure that at least 85% of children in public care have an annual health review and dental check, rising to 90% by 2007	Yes. Both of these targets have been met
Implement the Single Assessment Process for Older People to ensure that needs are assessed and met more quickly and efficiently	Yes. The Single Assessment Process was implemented through the involvement of 400 staff across the PCT, East London and The City Mental Health Trust, Barts and the London Trust and Tower Hamlets Social Services
Ensure that at least 100 disabled people participate in the Direct Payments Scheme	Yes. This target has been met
Open a Centre for Mental Health at Mile End in January 2006 to replace St Clement's Hospital, providing a new in-patient facility enabling patients, especially women, to be treated with greater privacy, dignity and respect	No. Delays have meant postponement of the completion date for this centre to December 2006

Our priorities for the next year, to:

- improve the quality of housing provision in the borough
- improve access to affordable homes and improved housing conditions
- improve access to quality healthcare services for key client groups, including people with long-term conditions and people with mental health needs
- improve the health and well-being of young children and older people
- reduce teenage pregnancy

Improving housing

What we promise to do in 2006–2007	Our Targets? To:
Improve the quality of housing provision	<ul style="list-style-type: none"> • Develop a 'Quality Framework' for <i>all</i> social housing stock. • Provide assistance to 25% of vulnerable households to help address fuel poverty • Bring back into use 17 private rented properties
Provide suitable accommodation for more residents	<ul style="list-style-type: none"> • Re-house 200 overcrowded families • Improve access to appropriate housing for disabled applicants

Improving health and social care

What we promise to do in 2006–2007	Our Targets? To:
Improve access to local healthcare services	<ul style="list-style-type: none"> • Continue to design, plan or build 10 new primary health care centres • Open a new primary care centre at Cable Street, and complete a major extension of the St Stephen's Healthcare Centre • Provide increased surgery hours in over half of all GP practices in the borough, and in at least one practice in every LAP area • Provide an additional mobile dental unit to ensure improved access to dental care in every LAP area • Increase uptake of the <i>Pharmacy First</i> scheme for minor ailments by 6%
Improve the health & well being of older people and the wider community	<ul style="list-style-type: none"> • Create 4 Linkage Plus networks, providing local services and activities for older people • Help 1755 people to quit smoking
Provide more support for people with long term conditions and their carers	<ul style="list-style-type: none"> • Provide 27 <i>Expert Patient</i> Courses for people with specific health conditions • Ensure that at least 75% of those suffering with <i>Chronic Obstructive Pulmonary Disease</i> have access to diagnosis and monitoring through the spirometry service • Ensure that at least 433 high intensity users are effectively case managed
Improve services for people with mental health needs	<ul style="list-style-type: none"> • Appoint 2 mental health community development workers to improve access to and uptake of mental health services by the people from black and minority ethnic communities • Provide a team of 20 Support Time Advice and Recovery workers (STARs) across the Local Authority, PCT and Mental Health Trust, to support people with mild to moderate depression, with at least 50% of those involved from BME communities • Provide a consultant psychiatrist within primary care services to improve services for people suffering from depression
Improve the health of young children	<ul style="list-style-type: none"> • Provide co-ordinated health, early education and social care services for young children and their families through 15 Children's centres • Provide a range of healthy eating and physical activity initiatives to reduce obesity in children

Reduce teenage pregnancy

- Increase the provision of sex and relationship education in schools and improve the sexual healthcare for our most vulnerable children and young people (such as those in public care and young offenders)

A better place for creating and sharing prosperity

Improving investment and access to jobs and reducing poverty

By 2010 Tower Hamlets will:

- be confirmed as a major international centre for business and trade
- be a place of increased prosperity across all communities
- have more jobs available locally, and a higher proportion of local people in those jobs
- have strong community involvement in neighbourhood planning and service provision
- have a higher standard of living for all its communities
- be widely recognised for its success as a richly diverse community of communities
- be seen by the majority of its residents as a place of increasing well-being
- have reduced the gap between the local unemployment rate and the inner London average

The challenge

Tower Hamlets is one of the most deprived areas of the country. Massive regeneration of the Docklands and City fringes has brought real benefits, but many of these have still not spread to local people. Unemployment in the borough has fallen but remains much higher than the London average. Over 100,000 new jobs are forecast for the area over the next 10 years as a result of the Mayor's London Plan and we need to make sure that local people have the skills and confidence required to access them.

What you want

- local people to gain more from the regeneration that is taking place
- local unemployment to be reduced
- more businesses to re-locate to the area and to stay here
- better training for local people to get jobs, in Tower Hamlets or further afield
- a local workforce that more genuinely reflects the diversity of local communities
- reliable and affordable child care so more parents and carers can take advantage of job opportunities
- the sense of community in Tower Hamlets to be built on and celebrated, and different communities brought together more
- to be listened to properly and to be more involved in decisions that affect you
- increased capacity for making improvements in your own neighbourhood areas
- available premises at a reasonable cost

Some things you suggest we could do to tackle these issues

- involve residents more in development planning
- improve the street markets
- improve benefit checks, enabling people to claim entitlement
- improve communication between the Council and voluntary organisations
- provide community owned workspace for small and start-up businesses
- improve support for local young people to get into employment
- improve the information available on groups working in different areas
- develop facilities and centres for use by the community

Our priorities for 2005 – 2006 were to:

- reduce unemployment rates for young people
- develop employment opportunities in the health sector
- support people facing acute or multiple barriers to work
- promote clear and co-ordinated support to small and medium sized businesses
- maximise the benefits to local people of the major redevelopment planned for the area through the emerging Local Development Framework
- further develop the role of the Third Sector in Creating and Sharing Prosperity

What we said we would do in 2005 – 2006	Did we achieve it?
Implement the borough's Regeneration Strategy	Yes. The year 1-3 programme has commenced and progress reports will be available by July 2006
Establish a borough-wide multi-agency delivery team that supports young job seekers in securing and maintaining employment	Yes. A joint team has been in operation since May 2005
Reduce by 10% the number of unemployed people aged 18-25	Just about. Over the last 6 months the number 18-25 claimants fell by 9.6%
Advertise and promote 300 entry-level jobs associated with Barts and the London Hospital Trust to local people, and place 275 local people into these jobs	No. 190 local residents secured jobs with Barts and the London Hospital Trust – this is below target due to changes at the Trust and a delay in beginning the new programme
Increase the take-up of welfare benefits through an advertising campaign targeting working tax credit and other benefits	Yes. The campaign included regular features in East End Life, information packs provided at key locations across the borough, and outreach advice in 10 GP surgeries and other venues across the borough
Produce an information leaflet on accessing finance and debt advice services in the borough	Yes. Debt advice leaflets and a self-help pack were produced, including a <i>Where to Go for Advice</i> leaflet
Develop 6 hubs of community provision, based in the voluntary sector, offering a range of services and progression routes into job-training and employment. 500 clients to complete personal action plans – over 50% of which result in employment, further	<p>Yes. 6 hubs have been developed at:</p> <ul style="list-style-type: none"> - East London Advanced Technology Training - Limehouse - City Gateway - Bromley by Bow Centre - LACoST - HARCA <p>These hubs offer a programme of activities for local people, and over 1,103 people had completed personal</p>

or higher education, or engagement in voluntary activity	action plans by March 2006. Of these, over 50% are now in employment (96), further or higher education (419) or engaged in voluntary activity (70)
Produce a revised business development guide with key partners	Yes. 'A Guide to Business Support Agencies in Tower Hamlets' was revised, with details of organisations that can provide free or subsidised expert advice in the areas of business start up, business planning, marketing and finance, and possible access to finance in the form of loans or grants - Additionally <i>Open4Funding</i> , an online resource with information about funding opportunities, has been available through the Council's website since September
Produce draft Area Action Plans and undertake a 12 week period of consultation with local people in Autumn 2005	Yes. A series of workshops and events for local people in the final 3 months of 2005 produced over 5000 comments which are now being used to shape a revised <i>Local Development Framework</i>
Review the borough's Third Sector Strategy	No. Participation in the Treasury's Local Area Pathfinder project, due to be completed in July 2006, has delayed completion of the final strategy and action plan

Our priorities for the next year, to:

- increase employment rates, especially amongst young people
- ensure that local people and the local economy are in a position to maximise the benefits of the 2012 Olympics
- increase employment opportunities in key growth sectors such as finance, health, hospitality and tourism
- promote clear and co-ordinated support to small and medium sized businesses, including social enterprises
- maximise the benefits to local people of the major redevelopment planned for the area through the emerging Local Development Framework
- improve financial inclusion by increasing access to financial advice and services.

What we promise to do in 2006–2007	Our Targets? To:
Increase employment rates of local residents by providing co-ordinated targeted support, in particular to young people.	<ul style="list-style-type: none"> • Support 375 local young people into jobs through the Employment Consortium job brokerage programme • Provide a <i>Welcome Host</i> and <i>Welcome to East London</i> training package of customer care for at least 75 job seekers and young people still at school, to increase information and raise aspirations • Run 6 employer events for young people to raise the profile and understanding of growth sectors of employment and how to access them • Provide internships and specialised tailored training

	<p>programmes with a range of employers in the local growth areas of hospitality, leisure, travel and tourism, health and finance</p> <ul style="list-style-type: none"> • Increase the number of jobs accessed by residents in different LAP areas through <i>Community Hubs</i>
Implement an Employment and Training Framework to ensure that local residents/businesses are able to access opportunities arising from the Olympic and Paralympic games.	<ul style="list-style-type: none"> • Introduce a job brokerage and business support team – across the 5 Olympic host boroughs – to help local residents access employment arising from the Olympics, and local businesses to secure contracts arising from the development of the Games
Promote the borough as the premier hospitality and leisure venue for the Olympic Games, helping the hospitality, leisure, travel and tourism sectors to expand and support the growth of smaller niche retail, restaurant and hospitality businesses	<ul style="list-style-type: none"> • Expand the coverage of the borough's <i>Venue Guide</i>, increase internet-based promotion and advertising, and run 'familiarisation' trips for global agents
Provide targeted support to young people aged 18-24 to reduce youth unemployment	<ul style="list-style-type: none"> • Introduce a <i>Skills Ladder</i> employment programme, helping 60 people into jobs • Secure 25 more internship programmes with employers to help young people access employment and continue job brokerage activities with young people to achieve our target of getting at least 550 young people into sustainable employment by 2008
Increase the supply of employment opportunities in key sectors promoted directly through the Employment Consortium	<ul style="list-style-type: none"> • Recruit local people to 75% of all entry level vacancies at Barts and the London NHS Trust • Secure more entry level jobs in growth sectors such as finance, hospitality and tourism
Encourage more growth and sustainability of local businesses	<ul style="list-style-type: none"> • Open a <i>Business Excellence Centre</i> in the west of the borough to encourage and support local business
As part of the Local Development Framework, revise Area Action Plans for Leaside, City Fringe and Isle of Dogs and consult on a Central Area Action Plan	<ul style="list-style-type: none"> • Submit Area Action Plans for further consultation and to the Secretary of State for independent examination
Improve access to affordable banking and credit facilities	<ul style="list-style-type: none"> • Develop information leaflets on budgeting, borrowing and access to affordable credit

Support Financial Awareness / Literacy programmes	<ul style="list-style-type: none"> • Deliver 8 money-wise information and training sessions in local community venues
Improve access to debt/money advice services for low income families	<ul style="list-style-type: none"> • Promote debt self-help packs and introduce a new debt advice outreach service
Improve links and referrals between those services offering debt advice and those helping people to improve their employability	<ul style="list-style-type: none"> • Train 120 front line staff in problem debt identification

A better place for learning, achievement and leisure

Improving learning and achievement, and improving access to leisure activities and the arts

Improving learning and achievement

By 2010 Tower Hamlets will:

- be a place where most children in most schools are achieving at least as well as or even better than the national average
- provide an inclusive learning and social environment in which education is valued and all children and young people can feel safe and can flourish
- be a technology-rich learning environment providing world-wide links
- have excellent and affordable facilities for children from 0 – 5 years
- provide comprehensive further and higher education and lifelong learning opportunities and increase the number of people taking them up
- have at least 85% of 5-16 year olds taking part in at least 2 hours of physical and sports activities a week

The challenge

Enormous improvements in recent years mean that our schools are now among the fastest improving in the country. But there is still a lot more to do to ensure that our children and young people get the education they deserve and achieve to national standards so they can compete for jobs on an equal footing.

What you want

- children to flourish at school, to achieve good exam results and to be free from bullying
- a culture in which education and achievement are valued for themselves and are seen as creating opportunities for all
- education, training and work experience opportunities that are available throughout life and from a range of providers
- enough good teachers for our schools
- more support and better information for parents
- more positive involvement with young people
- young people to leave school with the skills and aspirations necessary to find success in employment
- provision of clear pathways in learning, to support continuity in education and training, but also to ensure that those returning to learning have easy access to education
- affordable childcare for all those who need it
- learning that takes place in high quality accommodation

Some things you suggest we could do to tackle these issues

- get local people into schools to explain their concerns and get young people to visit local businesses, community organisations and groups
- join up various groups working with young people
- hold youth events which are fun

- bring the generations together – provide joint leisure facilities for the use of older people during the day and young people during the evening
- improve connections between parents, young people and youth workers
- open schools up to the community
- develop information points for young people
- improve co-ordination of youth services
- use secondary schools for evening classes for the local community
- have drop-in centres for parents needing help with behaviour management

Our priorities for 2005 – 2006 were to:

- increase attainment
- widen participation in learning, sport and youth activities
- improve access
- improve quality and increase choice
- run a programme of arts and leisure activities targeting children’s social skills and educational development
- encourage participation in arts and leisure activities and support community cohesion
- improve the quality of local libraries and extend our Idea Stores Programme

What we said we would do in 2005 – 2006	Did we achieve it?
Increase the attendance rate in primary schools to 95% in 2005-06, and reach the national average by 2007	Almost. The annual attendance rate was 93.9%, a slight decrease of 0.1% on the previous year. However, between 2000 and 2004, primary attendance in Tower Hamlets has moved from 2% below to 0.6% below the national average. We have now reached the average for inner London, and are within 0.1% of the average for all London boroughs
Ensure that 82% of children achieve level 4 in Maths and English tests at age 11, rising to 85% in 2007	No. 69% of pupils achieved level 4 in English and Maths in 2005. Although we did not meet our target, performance is now only 1% below the national average
Ensure that the percentage of pupils who achieve the expected level at age 14 increases in the summer 2005 to: English – 71%; maths – 71%; Science – 68%	No. However, we did achieve a 10% improvement in English at Key Stage 3 and a 3% improvement in maths. This is <i>three times</i> the national improvement rate. Science results were 52%, up 3% on 2004
Ensure at least 49% of pupils achieve 5 or more A*-C grades at GCSE in summer 2005, and that 93% achieve 5 A*-G grades, including English and maths	Nearly. The target for 5 A*-Cs was exceeded by almost 2% with 50.8% of pupils achieving these levels in summer 2005 We were a little short of our target for 5A*-Gs including English and maths, with 87.1% of pupils reaching this level

Agree a new 14-19 strategy that will improve opportunities for all 14-19 year olds in the borough	Yes. The DfES approved our 14-19 post-inspection action plan without amendment, and we have now established one of the first Education Improvement Partnerships (EIPs) to co-ordinate and improve the 14-19 offer to Tower Hamlet's students
Increase the percentage of pupils staying on post-16 to 80%	Yes. Overall 82.6% of the 2005 cohort moved into education or training, and 78.6% took up fulltime post-16 education programmes
Improve post-16 retention rates: level 3 courses to 93%; level 2 courses to 90%	In part. Overall retention rates over the <i>first year</i> of post-16 study were 82% (down 5%). However, retention rates for the <i>second year</i> of study were 94% for Level 3 and 100% for Level 2
Increase the Average Point Score per student from 160.9 to 190 per entry by 2005	Yes. The Average Point Score (APS) per student achieved in 2005 was 204.2
Reduce the number of young people not in education, employment or training (NEET) to 9.3%	No. In March 2006, the number young people not in education, employment or training was 13.5%
Engage 27% of the youth population in Tower Hamlets aged 13-19 in youth work activities; there will be recorded evidence of the activities of at least 60% of these	Just about. Over 33% of 13-19 year olds in Tower Hamlets engaged in youth work activities and 57% of these achieved a recorded outcome from their work
Ensure that 90% of all youth work sessions are graded satisfactory or better by Ofsted	No. 80% of these sessions were graded at this standard through a peer inspection process. All projects have improvement plans in place to ensure that improvement is accelerated
Improve the quality of youth service accommodation by developing and refurbishing 7 buildings by 2006	Not quite. Limehouse, Good Shepherd Mission, St Hilda's and the Attlee Foundation are all complete along with Whitechapel, so we are just two off the target. The Davenant, Weavers and St Andrews are all due for completion in June/July 2006
Ensure that 75% of schools deliver at least 2 hours of PE per week	Final figures for 2005/6 will not be available until July, but we are confident that the steps we have taken – including 16 School Sport Co-ordinators working with all primary schools – will ensure that this ambitious national target will be met
Implement the Youth Participation Strategy so that young people are represented on the Partnership Management Group and all LAP steering	Yes. The Tower Hamlets Youth Partnership currently involves over 100 young people a year in decision-making activities. Young people are also engaged through Local Youth Partnerships covering all LAP are. Some young people from these are involved in LAP steering groups, and two young people are represented

groups	on the Partnership Manager Group
Maintain participation rates at the very high level achieved last year, and improve the retention rate of adult learners by 20%	No – this target proved too ambitious. However, an increase of 10% was achieved, and there was also a 4% increase in lifelong learning enrolments

Our priorities for the next year, to:

- help young people develop skills for employment
- improve the achievement of adult learners
- enable parents to play a key role in the achievement of their children
- increase participation in physical activities and improve health levels amongst young people

What we promise to do in 2006 –2007	Our Targets? To:
Help young people develop the skills necessary for them to move into employment	<ul style="list-style-type: none"> • Ensure that 84% of primary school pupils achieve level 4 in mathematics and English tests at age 11 in summer 2006, rising to 85% in summer 2007 • Increase the percentage of secondary pupils achieving Level 5 in both English and mathematics at age 14 to 57% in summer 2006, rising to 61% in summer 2007 • Increase the percentage of secondary pupils earning 5 or more GCSEs at grades A* to C, including English and mathematics, to 34% in summer 2006, rising to 39% in summer 2007 • Increase the A level average points score to 229 in summer 2006, rising to 247 in summer 2007 • Reduce the number of young people age 16 to 18 not in education, employment or training to 11.5% in November 2006, falling to 8.2% in November 2007 • Increase the take up of play, culture and leisure activities by young people and their families
Improve the achievement of adult learners	<ul style="list-style-type: none"> • Achieve a minimum level of 75% adult learner retention by June 2007
Improve the quality of parental involvement:	<ul style="list-style-type: none"> • Increase the attendance rate in primary schools to 94.8% and secondary schools to 92.9% in summer 2006, rising to 95% and 93% in summer 2007 • Reduce unauthorised absence rates in primary schools to 1.1% and secondary schools to 2.2% in summer 2006, falling to 0.95% and 1.9% in summer 2007 • Increase the number of parents participating in family learning programmes to 1600
Improve the health and levels of physical activity of	<ul style="list-style-type: none"> • Increase the percentage of primary school age pupils having 2 or more hours of exercise each week to

young people	<p>80%</p> <ul style="list-style-type: none"> • Reduce the percentage of 11 to 15 year old pupils who smoke regularly to 9% by 2008 • Reduce the percentage of teenage conceptions from 1998 baseline to 36 conceptions per 1000 by 2006 • Reduce the level of obesity amongst year 6 pupils to 23% or less • Reduce the prevalence of overweight year 6 pupils to 38% or less
Provide high quality places to go and exciting things to do, that meet the needs of young people aged 13 to 19	<ul style="list-style-type: none"> • Engage 29% of the 13-19 population in youth work activities • Ensure that 30% of young people regularly attending youth projects achieve accredited outcomes from their involvement • Provide planned programmes of detached and mobile youth work in 24 estates • Involve at least 100 young people in community decision-making through the Tower Hamlets Youth Partnership and 4 Local Youth Partnerships • Increase the number of volunteering opportunities for the age group to 700

Improving access to leisure activities and the arts

By 2010 Tower Hamlets will:

- have excellent arts and leisure facilities which are readily accessible to – and used by – both local people and visitors
- be a centre for the celebration of arts from all communities
- have free open access play provision available in every ward
- have a network of Idea Stores operating across the borough
- 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 now
- increase the amount of public open space managed by the voluntary and community sector by 5%
- recycle all public open space green waste

The challenge

You see sporting, artistic and cultural activities as essential to the well-being of the community, encouraging healthy lifestyles, creativity and social contact. However, there remains a need to encourage the local people to take advantage of the wide range of leisure and cultural activities in the borough, and creative thinking is required to maximise the use of available open space.

What you want

- a choice of good quality arts and leisure facilities near to where you live, that are affordable and accessible and that take account of different needs
- arts and leisure events that celebrate the borough's cultural diversity

Some things you suggest we could do to tackle these issues

- provide more meeting places where people can gather
- provide leisure facilities within housing estates
- provide community leisure clubs with affordable access to leisure facilities
- advertise arts and leisure provision
- develop provision for girls and women
- increase access to ICT facilities for young people

Our priorities for 2005–2006 were to:

- run a programme of arts and leisure activities targeting children’s social skills and educational development
- encourage participation in cultural and leisure activities and support community cohesion
- improve the quality of local libraries and extend our Idea Stores Programme

What we said we would do in 2005 – 2006	Did we achieve it?
Introduce new youth provision in Mile End Park that targets 11-17 year olds and includes an outreach centre, adventure space and supervised activities, all located within the Connexions Centre in the Park	Yes. Youth outreach began operating in the park from September 2006. Provision includes cycling, orienteering and canoeing on the canal. A purpose-built base for the provision is under construction and will be ready in August 2006
Roll out a football development programme for 7-11 year olds, with 10 schools participating	Yes. Achieved and surpassed: almost 20 schools and over 2,500 students have participated
Increase the number of under-16s registered with libraries from 29.4% to at least 30%	Yes.
Hold a minimum of 800 arts-based workshops for young people across the borough by March 2006	Yes. A total of 1,005 arts-based workshops for young people were held, that focused on raising attainment and were delivered through the Out of School Hours Arts programme
Launch a ‘Bookstart’ initiative, providing all babies and toddlers from new-born to 48 months with 2 free books; they will also be invited, through their families, to join the library and take part in a programme of family	Yes. Over 6,600 <i>Bookstart</i> packs were distributed during the year

learning events	
Agree and implement a cultural strategy action plan by October 2005	No. The completion date is now December 2006
Introduce a new football league, centred on the new football pitches and changing facilities at Meath Gardens	Yes
Engage a minimum of 40 children and their families within the Healthy Lifestyles programme	Yes. Two courses were held, one for 8-11 year olds and one for 12-16 year olds, with 40 children attending
Support a minimum of 56 festivals and events across the borough	Yes. A record 78 festivals and events were held across the borough
Run a health programme, involving at least 50 women, tackling heart-related illnesses at Whitechapel Sports Centre	Yes. A health programme for women was successfully run, and involved 55 participants
Open the following new facilities: - new fitness facilities at York Hall in June 2005; - Mile End Stadium in January 2006; - sports facilities at Langdon Park in January 2006	In part. <ul style="list-style-type: none"> • New fitness facilities at York Hall were opened and the Mile End Stadium was launched in February 2006 • There have been some delays in developing the sports facilities at Langdon Park, but this should now be complete by May 2006
Open the Whitechapel Idea Store in September 2005	Yes. Achieved and exceeded. Whitechapel Idea Store opened on 22 September, and average visitor numbers have been around 53,500 per month
Open 7 library services for more than 45 hours per week by the end of the year, 2 of them for 71 hours (7 days) per week: 5 of them for 7 days per week by 2007	Yes. There are now 4 Idea Stores (Bow, Chrisp Street, Whitechapel and Canary Wharf), each open 71 hours a week. In addition, Bethnal Green, Cubitt Town and Watney Market Libraries are open for more than 45 hours per week
Increase the number of visitors to local libraries and lifelong learning facilities from 1.3 million last year to 1.6 million	Yes. Libraries and Idea Stores visits reached a high of 1.61 million visitors
Prepare an Open Space Strategy for the borough, consistent with the Local	Yes. This is now ready for implementation

Development Framework, to address the social and environmental issues that are of concern to local people

Our priorities for the next year, to:

- increase the use of library and leisure facilities, to help develop improved social skills amongst our young people
- encourage all Tower Hamlets residents to become involved in arts and leisure activities

What we promise to do in 2006 –2007	Our Targets? To:
Improve the level of social skills amongst young people via arts and leisure activities	<ul style="list-style-type: none"> • Increase the percentage of under-16s registering with local libraries to 31% • Hold at least 450 arts-based workshops for young people • Increase the number of young people under 16 using Tower Hamlets leisure centres by 10,000
Encourage involvement in cultural and leisure activities by Tower Hamlets residents of all ages	<ul style="list-style-type: none"> • Support a minimum of 65 festivals and events across the borough • Increase the number of visitors to the Ideas Stores and other library services to 2.1 million • Increase the number of users of Tower Hamlets leisure centres by 100,000

A better place for excellent public services

Improving public services

By 2010 Tower Hamlets will:

- be amongst the best performing areas identified as neighbourhood renewal areas
- have services that are recognised by the majority of residents as responsive, effective and good value
- be an area in which all communities are assured, at the very least, of a minimum standard in the quality of their lives
- provide information about service functions and availability that is recognised as clear and widely available
- be a place where services can be accessed at users' convenience, using a variety of means, including personal contact and information and communications technology
- have significantly improved access to all public areas and services for people with disabilities or sensory impairment
- have services provided by a workforce that better reflects the local community

The challenge

You have a right to high quality public services at times and in ways that are more convenient to you. For some local people, they are difficult to access, and information about them is often limited and sometimes confusing. High quality, responsive and flexible public services will be essential if the development proposed for East London in the Mayor's London Plan is to benefit all our communities.

What you want

- services that provide a choice for you, can be accessed in a variety of ways, but which still provide the personal contact and responsiveness you value
- services that work together in a co-ordinated way, and which are available when and where you want them
- staff who are really well informed and trained to understand and respond to the needs of the communities they work with
- better information about *all* services that is easy to understand

Some things you suggest we could do to tackle the issues

- provide more opportunities for local people to help shape local services
- hold 'listening days' to hear what local people have to say
- explore the use of radio and TV to communicate with local people
- improve access to the internet and encourage take-up
- take services and advice to the community - in convenient places
- find new ways to engage young people
- make more use of existing local facilities, such as supermarkets, health centres, schools
- improve communications between the Council and voluntary organisations
- provide a 24-hour multi-agency Helpline

Our priorities for 2005 – 2006 were to:

- improve the quality of services in meeting local needs
- ensure that the Tower Hamlets Partnership operates to the highest equality standards
- continue to strengthen community cohesion and increase the participation and engagement of local people, including young people, in delivering improvements in the quality of life in the area

What we said we would do in 2005 – 2006	Did we achieve it?
<p>At least maintain the Council's position as the third best performing area in inner London on a basket of performance indicators (the Tower Hamlets Index) and improve our position compared with other London and metropolitan boroughs</p>	<p>Yes. In 2004/05 the Council's performance against a basket of indicators improved to 13th in Greater London (from 14th in 2003/04). Figures for 2005/06 will be available later in the year.</p> <p>We have also been one of the few local authorities able to keep Council Tax at last year's level – evidence of the strength of our financial management and commitment to providing high quality value for money services to local people</p>
<p>Ensure that Tower Hamlets Council maintains its rating as a good and improving local authority in government inspections, and achieves an excellent rating as soon as the framework allows</p>	<p>Yes. The Council maintained its good rating in the 2005 Comprehensive Performance Assessment and continues to improve: 3 stars (out of 4) were awarded for performance and 3 stars for improving well.</p> <p>In addition, the council was one of only three in the country to achieve the highest rating (grade 4) for children and young people's services, while our social services was rated one of the top two in the country for looking after vulnerable adults and older people who need care.</p> <p>The PCT also performed strongly, improving – from 0 stars in 2004 – to a 2 star rating (mostly high levels of performance) on Healthcare Commission ratings, while Barts and the London retained its 2 star rating for hospitals</p>
<p>Increase year on year the proportion of local people who agree that the council, police and health service are doing a good job</p>	<p>Yes. The proportion of local people who think local public services are doing a good job has continued to rise overall. In February 2006, 67% of residents felt that the Council was doing a good job (up 3% last year and 10% in 2 years), and 3% higher than the London average)</p> <p>The proportion agreeing that local policing is good, very good or excellent rose 8% to 42% (although this remains 6% below the London average); the equivalent figure for local health services rose by 5% to 58% (2% above London)</p>

Establish a clear framework for the borough's approach to local management in the light of the government's 5-year plan for sustainable communities	Yes. The Partnership has negotiated an ambitious Local Area Agreement (LAA) with government, setting out our agreed priorities for the next 3 years. The agreement promises further development of our approach to the empowerment of local communities, building on the success of the Safer Neighbourhood Teams
Deliver and develop Local Area Action Plans, showing year on year improvements in the quality of life in different LAP areas	Yes. LAP Action Plans for 2006/07 are already in place ready for implementation: one of the actions already having a marked impact on the quality of life for local people is the introduction of the Safer Neighbourhood Teams in every ward
Increase the satisfaction with local services of people in all LAP areas, with year on year improvements	<p>Yes. The most recent Annual Residents Survey showed an increase in residents' satisfaction with almost all local services except refuse collection – although this is equal to the London average</p> <p>Satisfaction with services in individual LAPs also increased, particularly on recycling, local health services and libraries</p> <p>There were particular improvements in individual LAPs for services that were less well regarded last year, such as repair of roads and pavements in LAP 6 (up 36%), services for young people in LAP 7 (up 28%) and parks, playgrounds and open spaces in LAP 8 (up 21%)</p>
Review commissioning of services through the third sector	<p>Underway, as part of a broader review of the borough's Third Sector strategy; and the Partnership is working with HM Treasury as a Pathfinder on a national research project on commissioning</p> <p>External challenge of the Council Third Sector Commissioning Code of Practice has also been undertaken and a revised code produced</p>
Implement fully all initiatives funded by LPSA reward grant	Yes. £2 million of the reward grant received from the government for successful LPSA performance was spent on real improvements in each of the 8 LAP areas
Ensure that we are on course to achieve our ambitious Round 2 LPSA targets	Yes. Services across the Partnership are focused on delivering our priority targets
Complete negotiations of a Local Area Agreement with government by March 2006	Yes. Negotiation of the borough's Local Area Agreement with government is complete: this will help drive new and innovative ways of working to accelerate improvement
Establish the leadership	Yes. The Partnership has, through the Excellent Public

role of the Tower Hamlets Partnership in developing Children's Services	Services CPAG, taken a leadership role for Children's Services by acting as the Children's Trust for the borough: the excellent work of local partners in this area is recognised in the award to the Council of prestigious Beacon status for Early Intervention for Children at Risk
Agree and implement a first Children and Young People's Plan by April 2006	Yes. An ambitious Children and Young People's Plan, agreed after extensive consultation, is now in place, which the Partnership is confident will lead to improved outcomes for our children and young people
Increase the proportion of the public service workforces that are from black and minority ethnic communities	<p>Yes. Provisional figures show that the proportion of the Council's workforce from minority ethnic communities increased to 41.17% at the end of 2005/06, up from 37.21% in 2004/05</p> <p>In addition, almost half (49.5%) of the workforce of the Tower Hamlets PCT are from BME communities</p> <p>As at April 2006, 10% of local police officers and 33% of police staff were from BME communities. This compares very favourably with London-wide averages of 7% for police officers and 22% for staff</p>
Provide evidence, year on year, that more people from black and minority ethnic communities are employed at management level in local services	<p>No, provisional figures show that the proportion of senior managers in the Council from minority ethnic communities decreased to 14.29% at the end of 2005/06, compared with 16.43% the previous year</p> <p>Although we did not achieve an increase, the Council is still performing significantly above the London average of 12.37%</p> <p>At Tower Hamlets PCT, the 'THRIVE' network (Tower Hamlets: Respecting Individuals, Valuing Equality) has supported a BME Advanced Leadership Course, designed to help staff from a diversity of backgrounds to reach their potential by supporting their professional development</p>
Increase the range of ways in which members of black and minority ethnic communities can have their say	<p>Yes. A number of initiatives are helping to ensure black and minority ethnic communities can better influence local services:</p> <ul style="list-style-type: none"> • the Women into Public Life project focused especially on women from different BME networks • targeted focus groups, comprised predominantly of members of the Bangladeshi community, have been drawn from the residents panel • a training course on 'accessing hidden communities' has been provided to services to enable them to access BME communities more easily
Increase the response rates of targeted communities to	We have targeted improved response rates from BME groups and from women thorough focus group activities and through a successful Women into Public Life project

consultation	We have also purchased a survey software tool, which will help standardise equalities monitoring and enable us to analyse responses and strengthen our baseline data
Launch the Disable Go website, with information about access to the borough's public buildings	Yes. The Disabled Go website, which provides information about access to the borough's public buildings, was brought on line at the end of October. A public launch and publicity campaign is scheduled for next year to increase its use
Increase the percentage of local authority buildings which are accessible to disabled people to 45% from 40% last year	Yes – and this will be increased further in the coming year
Implement the Council's Disability Employment Strategy and agree with other major service providers a common set of principles to encourage increased employment of disabled people	<p>Yes. The Council achieved a score of 84% in the Employers' Forum on Disability's Standard compared to a public sector average of 59%</p> <p>The Council also hosted a seminar for the Employers' Forum to raise awareness of the new duty to promote disability equality</p>
Provide clear evidence of increased take-up of employment by disabled people	<p>Yes. Provisional figures show that the proportion of the Council's workforce who are disabled increased to 4.66% from 3.91% at the end of 2004/5</p> <p>'Two Ticks' Positive About Disabled People accreditation was also retained following inspection by Job Centre Plus</p> <p>The Partnership also continued to fund the Tower Project, a local initiative designed to increase take-up of employment by disabled people. In 2005/06, the Tower Project successfully helped a total of 40 disabled job-seekers into sustainable employment</p>
Extend the language service to other statutory and third sector partners by November 2005	Yes. Schools and Third Sector organisations now have access to the Council's language service, and discussions are continuing with other statutory providers such as the PCT
Agree a strategy and action plan for older people	Yes. A major review of older people's needs and services has been carried out, with extensive involvement from older people themselves. This is almost complete, and will inform a revised strategy that ensures older people are recognised and engaged as citizens
Agree a framework for the borough's response	Yes. The borough's Local Area Agreement (LAA), negotiated with government over the past year, provides an action

to the Sustainable Communities Plan, ensuring the participation of local people and the delivery of improved outcomes	framework through which local people can participate in the delivery of our Community Plan goals and ensures that there is a sustainable sense of community
Develop the Community Empowerment Network's role in enabling excluded communities to participate	Yes. The Community Empowerment Network has worked through the Partnership to develop an action plan to increase the engagement of hard-to-reach groups The Community Empowerment Network's role is also embedded in Local Area Agreement targets and delivery strategy for community engagement
Agree and implement a framework for promoting active citizenship through increased voluntary activity	Yes. A framework for increasing voluntary activity has been agreed and incorporated into the delivery strategy for Safer, Stronger, Communities within the LAA
Increase attendance at LAPs to over 4250, with 40% from black and minority ethnic communities, 1000 under 25, and 90% rating the events as 'good' or 'very good'	Yes. 4489 people attended LAPS in 2005-06, with 54% from black and minority ethnic communities and 1,772 under 25. 92% of attendees rated the events good or very good
Increase the number of people who have heard of the Tower Hamlets Partnership to 40%	Yes. Awareness of the Tower Hamlets Partnership in the 2005/06 Annual Residents Survey was 42%
Demonstrate clear evidence of improved consultation and involvement	Yes. A Consultation Toolkit for services is in place, to help them improve consultation with local people and communities. A staff training programme in consultation is also now in place The proportion of local people saying they felt more able to influence decisions rose by 9% this year
Ensure that all consultations are planned and published in our consultation calendar	Yes. A Consultation Calendar is now available on the Council's website (www.towerhamlets.gov.uk/consultation) for the public to view, showing the main consultation activities to be carried out during the year. Over 100 consultations are listed on the calendar
Improve the quality of questionnaire surveys	Yes. Over 40 staff completed training that was provided to improve the quality of questionnaire surveys. All staff also have access to software which will improve the quality of questionnaires
Provide feedback on all	Yes. All major consultations use a variety of communication

major consultations	<p>tools, including East End Life, the Council website and individual letters and summaries to let people know how consultation has impacted on decisions</p> <p>The findings of major consultations (Budget, Local Development Framework, Older People as Citizens etc) are all fed back through East End Life and posted on the Consultation Calendar</p>
Publish an Involvement Strategy by July 2005, with full implementation by April 2006, to help encourage young people to get involved in democracy	<p>Mostly. Although a formal Involvement Strategy was not published, a number of initiatives have successfully helped engage young people in the democratic process. 36 young people were involved in the Build Your Own Politician (BYOP) project, and over 350 young people took part in Local Democracy Week activities</p> <p>Feedback from young people also led to the 'Cotchin with the Councillors' initiative, which helped increase contact between young people and Councillors through a series of borough-wide Youth Partnership meetings</p>
Raise awareness of democracy among young people through a programme of events in secondary schools	<p>Yes. A programme to raise awareness of democracy among young people in schools has been developed, and is expected to run in secondary schools from May 2006</p>
Increase the participation of young people in training programmes designed to meet their needs	<p>Yes. 130 young people have participated in Partnership training programmes designed to meet their needs and support the local community. This has involved peer worker, team leader, community mentor and art activist courses</p> <p>300 young people have also completed accredited Peer Work programmes, tailored to their needs, to equip them with specific life-skills</p>
Show increased satisfaction from young people with the way they are involved in planning services	<p>No. The percentage of young people saying that they felt involved in decision-making remained at the same level</p> <p>However, a survey of the Youth Community Service did show increased satisfaction from young people over last year</p>
Run and evaluate a series of Public Life events	<p>No. The People in Public Life events were delayed to follow the local elections, and are now scheduled for the 2nd week of July</p>
Increase the number of women involved as councillors, governors and in other areas of public life	<p>Yes. A range of actions helped to increase the number of women involved in public life, including consultation events held at 9 key locations in the borough and the publication of a brochure on how to participate in public life</p> <p>The outreach work was targeted to reach 250 women, including 134 from BME backgrounds (54 Bangladeshi). 246 Women registered their interest in knowing more about getting</p>

	involved, and approximately 25 have taken up posts in public life roles to date
Run at least two events to celebrate the borough's Beacon awards for Promoting Racial Equality and Getting Closer to Communities and to share our good practice with other local authority areas	<p>Yes. An Open Day to demonstrate the borough's good practice in Getting Closer to Communities was held in September, attracting 28 attendees from 20 local authorities; 93% of evaluations of the day rated it as 'excellent' or 'good'</p> <p>A similar event in November, to showcase the borough's good practice in Promoting Racial Equality, attracted 58 people from 37 local authorities</p>
Establish a learning and development programme to encourage leadership amongst the different strands of the Partnership	Yes. A programme of learning and development for the Partnership has included at least 12 events encompassing all strands of the Tower Hamlets Partnership

Our priorities for the next year, to:

- improve the effectiveness and efficiency of local services
- provide services that are responsive to local needs and views
- extend the ways in which local people are empowered to contribute to the quality of life in the area
- ensure that Tower Hamlets is a thriving, cohesive and engaged community
- achieve high standards of equality and access

What we promise to do in 2006–2007	Our Targets? To:
<p>Make further improvements to the efficiency and effectiveness of local public services by:</p> <ul style="list-style-type: none"> • working through the borough's Local Area Agreement to achieve ambitious targets in the areas of: <ul style="list-style-type: none"> - safer, stronger communities - children and young people - healthier communities and older people - economic development and enterprise 	<ul style="list-style-type: none"> • Achieve all targets in our Local Area Agreement • Be confirmed by external inspection as amongst the best performing areas for local public services • Ensure that the borough's Council Tax remains amongst the lowest five in London • Increase the number of people who agree that local public services are efficient and well-run (above the London average)
<p>Provide services that are responsive to local needs and views by:</p>	

- using local management to further improve the responsiveness of services to different areas of the borough
- continuing to work with local people to deliver action plans – supported by the investment of £4 million – that are responsive to their needs and views
- developing a Local Information System to help provide clear and transparent information on activities and performance at local level
- developing a strategy for One Stop Shops, enabling local people to access a range of services more easily
- involving local people in the continued development of the Safer Neighbourhood Teams

- Improve satisfaction with services in the different parts of the borough, with satisfaction in no single LAP area being more than 10% below the borough average
- Show a clear impact from these action plans on the quality of life in each LAP area
- have a Local Information System, accessed through the Council’s website, which is well-used
- Agree an accommodation strategy that will lead to an improvement in One Stop Shop Services over the next two years
- Pilot the introduction of Super Safer Neighbourhood Teams to further improve the responsiveness of services to local needs

Extend the ways in which local people are empowered to contribute to the quality of life in the area by:

- involving local people more in planning and delivering services
- providing better information about services and increase the ways in which it can be accessed
- exploring ways in which local people can have more choice in the way in which public services are offered
- improving communication between service providers so that people receiving those services feel that they have been listened to and understood
- putting in place an action plan to empower older people as citizens
- supporting the engagement of young people through the borough’s Children and Young People’s Plan

- Increase residents’ satisfaction ratings for Council, police and health services
- Increase the number of people who feel their concerns are listened to (above the average for London)
- Increase the number of people who feel they are involved in decision-making (above the average for London)
- Increase the number of older people who agree that local Public Services are doing a good job
- Achieve, in the Annual Performance Assessment, the highest possible rating for Children and Young People’s Services

Ensure that Tower Hamlets is a

thriving, cohesive and engaged community by:

- working with the Community Empowerment Network in reaching excluded communities
- engaging more people in LAP events
- developing a programme to increase the level of volunteer activity in the borough
- promoting the borough's reputation as a good place for different communities to live together

- Increase the number of people – in all areas of the borough and in all ethnic communities – agreeing that Tower Hamlets is a place where people from different backgrounds get on well
- Increase the number of residents who think Tower Hamlets is a place where people respect ethnic differences
- Increase attendance at LAPs to 5,000, with 40% from all black and minority ethnic communities and 15% under 25, and with 95% rating the events as 'good' or 'very good'
- Increase the number of people who have heard of the Tower Hamlets Partnership to 50%
- Increase the number of local residents who engage in volunteering
- Increase the number of young (16-24) volunteers
- Increase the number of people taking part in leadership training and community development opportunities

Achieve high standards of equality and access by:

- recruiting more local people into jobs in the major public services, so that the workforce providing those services reflects the community as a whole
- developing initiatives to support the progression of BME staff into management roles
- improving access to services for those with physical and sensory disabilities
- improving employment opportunities for disabled people

- Increase the proportion of the public service workforces who are from black and minority ethnic (BME) communities
- Have more people from BME communities employed at management level in local services
- Ensure that the percentage in any single ethnic community who feel the Council, police, or health service are doing a good job is no more than 10% below the borough average
- re-launch Disabled Go, an on-line guide to access information on 1,000 buildings in Tower Hamlets
- Increase the percentage of local authority buildings which are accessible to disabled people to 55% from 45% last year
- Have a minimum of 5 disabled parking bays in the vicinity of each retained local authority office building

- Increase the take-up of employment by disabled people

Involving local people and making our partnership work

Development of the Tower Hamlets Partnership

The Tower Hamlets Partnership oversees the Community Plan and is responsible for making sure that we all work together to achieve its goals and so improve the quality of life for local people.

There are three strands to the Partnership:

There are eight **Local Area Partnerships** (LAPs), which work hard to involve Tower Hamlets residents. The LAPs engage local people in considering ideas on how to improve things in their area, and ways in which they can influence the delivery of services there. They also provide the chance to scrutinise service performance to ensure that standards are met and promises kept.

There is a **Community Plan Action Group** (CPAG) for each of the key themes in the Community Plan. These groups are made up of key service providers, including members from the Community Empowerment Network. Their remit is to speed up progress, by delivering joined-up services in line with the priorities agreed with local people. The CPAGs listen to the LAPs, and use their views to help determine the best way to improve mainstream services more quickly. Each CPAG is charged with delivering the promises set out in the relevant part of this plan.

The **Partnership Management Group** (PMG) involves residents, young people, faith members, Community Plan Action Group chairs, local councillors and representatives from the major service providers, businesses, voluntary and community sectors. It is a small strategic group with responsibility for delivering the overall strategy and ensuring that plans are fulfilled.

All members of the LAP steering groups, CPAGs and PMG are required to sign a Partnership Charter demonstrating their commitment to agreed ways of working.

Launched in 2001, the growing strength of the Tower Hamlets Partnership has been recognised nationally as well as locally. It was one of a small number of Partnerships awarded a 'green' traffic light – the highest level of accreditation – in its annual performance management review by Government Office for London (GOL). The Partnership was commended in particular for its ambitions to accelerate improvement, its inclusiveness and its focus on delivery outcomes. In addition, building on the Municipal Journal award for *Community Leadership Achievement* of the Year in 2004, the work of the Partnership was key to the achievement of five prestigious Beacon awards over the past four years. Previous Beacon awards have included awards for *Community Cohesion*, *Getting Closer to Communities* and *Promoting Racial Equality*, while the success of the Partnership in creating strong engagement from the community was a key factor leading to the borough's latest Beacon award for *Early Intervention for Children at Risk*.

The Partnership reviews its operations each year to make sure it is working effectively and efficiently towards its goals. In our latest review, we have identified some key areas for further development. We need to:

- continue to strengthen community leadership so that all local communities benefit from the major development planned for the area
- further develop community engagement and increase participation in local consultation and decision making
- improve communications so that local people fully appreciate and support the Partnership's goals and achievements and understand how they can be involved in influencing decisions and contribute to an improved quality of life in the borough
- further develop our support for community cohesion, by helping local voluntary and community organisations play a bigger part in bringing people together, and by giving young people a stronger voice
- strengthen the use of local knowledge and local data so that resources are used efficiently to bring about real and visible improvements in local areas
- help all partners to learn from each other by sharing information about good practice and about what works

Engaging local people

The Community Plan is important. It is a statement of what the Partnership is committed to achieving. But it is not just a statement. It is a process – a process through which we all work together to deliver real change on the ground. It is the major public service providers who will deliver most of the activities that will achieve the goals and priorities set out in the Community Plan. But they cannot do this without the support of residents – by helping to keep our streets and estates safe and clean, by making sure that our children attend school, by trying to lead healthy lifestyles, and by trying to make a positive contribution to the community.

A key priority for the Partnership is to engage more people and more communities in shaping the future of the borough, to build on the benefits that our rich diversity brings and to ensure that diversity of need in the borough is addressed. This engagement will only happen if residents feel that their views are genuinely heard and, where possible, acted on. The Tower Hamlets Partnership will be at the centre of this process, and the Partnership Management Group remains determined to develop more creative and more interesting ways of engaging local people, especially through the Local Area Partnerships.

We do not expect to engage people just through written documents, questionnaires and public meetings – although these will still play a part. We will still be using East End Life, and we will be using local websites – like the Council's and those of other partners. We will be using newsletters, leaflets, posters and exhibitions. We will be using direct mail and focus groups. But, more importantly, we will also be engaging with people at markets and supermarkets, at health centres, through pensioners' clubs, youth clubs, schools, children's centres and parents' centres, as well as through fairs, festivals and other borough events – in short, wherever and however is most convenient for you.

We will continue to involve people by concentrating on the issues that concern local people most – such as reducing crime and antisocial behaviour, making our streets

cleaner and safer and creating more opportunities for young people – and by showing that working together can make a difference.

Further development of this approach to local management is key to achieving our goal of empowering local people by enabling them to help shape local services and make a positive contribution as citizens.

Through LAP steering groups, for example, local people already have a direct role in overseeing the Safer Neighbourhoods teams, which have been established in every ward of the borough. We will be building on the success of this initiative by developing multi-agency neighbourhood teams and local problem-solving groups, able to deliver a locally co-ordinated response to issues such as community safety, youth provision, and the physical environment.

The Local Area Action Plans, which are described in the next section, provide a concrete example of the way in which residents in different parts of the borough and from different communities are able to contribute to solutions to local problems.

LOCAL AREA PARTNERSHIP ACTION PLANS

Local Area Partnership (LAP) action plans have been developed for each LAP area of the borough. The plans provide some clear pledges for improvement, which service providers and local people are working on together to improve the quality of life in each LAP area. Each LAP Action Plan identifies three key priorities – four in the case of the larger LAP 1 – for the relevant LAP area. These are linked to Community Plan priorities, along with some of the actions that will be taken to deliver those priorities and some of the outcomes that people in the area should expect. Full details of the LAP Action Plans can be found on the Partnership's website: www.towerhamlets.gov.uk/partnership.

The table on the following page summarises the priorities for each LAP area.

LAP Area	Priorities 2005/06, to:	Priorities 2006/07:	Community Plan theme
LAP 1 Bethnal Green North; Mile End/Globe Town; Weavers	Priorities 2005/06, to: 1. Improve co-ordination of existing services and develop new methods of local delivery 2. Improve health and social care services, especially for young people 3. Make more effective use of community facilities for learning and leisure activities, particularly for young people 4. Ensure local residents and businesses are consulted and involved with key site development decisions affecting the social and economic future of the area	Priorities 2006/07: 1. Improved co-ordination of existing services and develop new methods of local delivery 2. Improved health and social care services through increased access and better targeting of provision 3. More effective use of community resources and facilities to promote crime reduction and improve the environment 4. Promotion of LAP 1 as a place for creating and sharing prosperity	Community Plan theme Excellent Public Services Living Well Learning, Achievement and Leisure Living Safely Creating and Sharing Prosperity
LAP 2 Bethnal Green South; Spitalfields / Banglatown	1. Improve services and facilities across the LAP, particularly for young people 2. Improve community involvement and engagement 3. Improve the quality of the local environment 1. Improve access to primary care services for people in the area 2. Improve the local environment in terms of housing provision, and cleaner, safer streets and estates 3. Increase the range and improve the quality of provision for young people in the area	1. Employment and enterprise 2. Equality of local environment 3. Healthier communities – young and older people 1. Health, especially healthier living 2. Young people - pathways to training and employment 3. Quality of local environment – cleaner, safer	Creating and Sharing Prosperity Living Safely Learning, Achievement and Leisure Living Well Excellent Public Services
LAP 3 St Dunstan's / Stepney Green; Whitechapel	1. Improve access to primary care services for people in the area 2. Improve the local environment in terms of housing provision, and cleaner, safer streets and estates 3. Increase the range and improve the quality of provision for young people in the area	1. Health, especially healthier living 2. Young people - pathways to training and employment 3. Quality of local environment – cleaner, safer	Living Well Creating and Sharing Prosperity Living Safely Learning, Achievement and Leisure

LAP Area	Priorities 2005/06, to:	Priorities 2006/07:	Community Plan theme
LAP 4 St. Katharine's/ Wapping; Shadwell	Priorities 2005/06, to: 1. Improve access to primary care services and promote healthier living, particularly in the south of the area and especially for women and girls 2. Improve youth provision and community facilities in the area 3. Improve the quality of local services and the street environment	Priorities 2006/07: 1. Health, especially healthier living especially for women 2. Community facilities with an emphasis on young people and pathways to training and employment 3. Quality of local environment – cleaner, safer	Living Well Learning, Achievement and Leisure Creating and Sharing Prosperity Living Safely
LAP 5 Bow East; Bow West	1. Make the Roman Road area a safer and more inviting place, especially at night 2. Improve access to healthcare provision in the area 3. Improve the range and quality of provision for young people in the area, especially in Victoria Park	1. Better provision of services for young people 2. Better provision of services for older people 3. Reducing crime through an improved environment	Learning, Achievement and Leisure Excellent Public Services Living Safely
LAP 6 Bromley by Bow; Mile End East	1. Improve community safety 2. Improve access to healthcare services 3. Improve the range and quality of provision for young people	1. Young people into economic activity 2. Improving access to health care services (with particular emphasis to primary care) 3. Reducing crime through an improved environment	Creating and Sharing Prosperity Living Well Living Safely Learning, Achievement and Leisure

LAP Area	Priorities 2005/06, to:	Priorities 2006/07:	Community Plan theme
LAP 7 East India and Lansbury; Limehouse	Priorities 2005/06, to: 1. Improve educational achievements and lifelong learning with an emphasis on youth facilities 2. Increase employment amongst different groups 3. Promote healthy living for all	Priorities 2006/07: 1. Education, achievement and family learning 2. Promotion of healthy living for all 3. Employment especially of young people	Learning, Achievement and Leisure Living Well Creating and Sharing Prosperity
LAP 8 Blackwall / Cubitt Town; Millwall	1 Raise the standards of healthy living for all through increased resources and improved access to advice, care and facilities that can assist in this process 2. Maintain and enhance the quality of our environment and resist inappropriate development 3. Improve lifelong learning and achievement through developing programmes and initiatives beyond the full curriculum to combat underachievement	1. Health and healthy living 2. Young people into education and into employment 3. Liveability – a sustainable community where people want to live	Living Well Creating and Sharing Prosperity Learning, Achievement and Leisure Excellent Public Services

Some achievements in 2005-06

Probably the single, most important achievement of the LAP action plans was the accelerated rollout of the *Safer Neighbourhood Teams (SNTs)* to every single ward in the borough. Achieved through partnership working between local people in the LAPs and partners in the Living Safely CPAG – particularly the police and the Council – the SNTs have contributed to a reduction in crime of over 7%. Local people have been instrumental in setting the SNTs' community policing priorities to ensure that the issues they are concerned and care about are addressed.

Another significant success has been the partnership work between the LAPs and the Living Well CPAG – mainly through the Primary Care Trust (PCT) – to tackle health issues. The mobile dental service has been well received by patients across the borough, delivering 790 patient check ups, over 170 treatment sessions and 300 referrals to NHS dentists. The first year of our programme to extend the hours which GPs' surgeries are open, to help make their services more accessible to local people, has also been a success. Eighteen GP practices - with at least one in every LAP – extended their opening times, well ahead of our original target of ten. Two surgeries opened before 8am whilst others stayed open after 6.30pm; some opened Saturday mornings, whilst one stayed open until 4.30pm on Saturday afternoons. We anticipate that 25 practices across the borough will be participating in the scheme by March 2007.

The LAP Action Plans have led to the provision of *Parent Information Points* in 40 schools in the borough, through which parents can access a whole range of different information. The Claim the Max sessions have been particularly successful in increasing the understanding of parents on how best to access benefits advice and personal financial management.

Priorities for 2006-2008

LAPs have identified particular needs to be addressed and outcomes to be achieved for their areas which form their priorities over the next two years. More details of these – and what we will be doing about them – can be found in the Action Plans for individual LAPs on the Partnership website at www.towerhamlets.gov.uk/partnership. All these activities are intended to contribute to the achievement of Community Plan, Local Area Agreement and floor targets.

Common priorities for action in 2006-07 and 2007-08

Some of the specific priorities, common to all LAPs, which local people have said they wish to see addressed are:

- health and healthier living
- young people, in particular, improving their employment prospects
- the quality of the environment.

In response to this, by March 2007, all LAP areas will have:

- extended GP opening hours at one or more local surgeries
- a *New Start Plus* programme, helping more young people enter education, employment or training
- at least one green space improved in their area.

All of these actions are intended to improve the quality of life in *your* area, and to ensure that Tower Hamlets as a whole is a thriving and cohesive community of communities in which people enjoy living and working.

LAP Area Contacts List

LAP Area	Councillors	Partnership Support Officer
LAP 1 Bethnal Green North; Mile End / Globe Town; Weavers	Mohammed Abdus Salique (Bethnal Green North) Azizur Rahman Khan (Bethnal Green North) Stephanie Eaton (Bethnal Green North) Rofique Uddin Ahmed (Mile End / Globe Town) Clair Hawkins (Mile End / Globe Town) Bill Turner (Mile End / Globe Town) Louise Alexander (Weavers) Abdul Matin (Weavers) Tim O'Flaherty (Weavers)	Masoom Chowdhury 020 7364 4515 masoom.chowdury@towerhamlets.gov.uk
LAP 2 Bethnal Green South; Spitalfields / Banglatown	Carli Harper-Penman (Bethnal Green South) Sirajul Islam (Bethnal Green South) Salim Ullah (Bethnal Green South) Helal Uddin Abbas (Spitalfields / Banglatown) Lutfur Rahman (Spitalfields / Banglatown) Fozol Miah (Spitalfields / Banglatown)	Masoom Chowdhury 020 7364 4515 masoom.chowdury@towerhamlets.gov.uk
LAP 3 St Dunstan's / Stepney Green ; Whitechapel	Oliur Rahman (St Dunstan's / Stepney Green) Alibor Choudhury (St Dunstan's / Stepney Green) Abdal Ullah (St Dunstan's / Stepney Green) Shahed Ali (Whitechapel) Waiseul Islam (Whitechapel) Abdul Asad (Whitechapel)	Abdirahman Adan 020 7364 4133 abdirahman.adan@towerhamlets.gov.uk
LAP 4 St. Katharines /Wapping; Shadwell	Shafiqul Haque (St. Katharine's /Wapping) Denise Jones (St. Katharine's /Wapping) Emma Louise Jones (St. Katharine's /Wapping) Shamim Ahmed Chowdhury (Shadwell) Abjol Miah (Shadwell) Mohammed Mamun Rashid (Shadwell)	Abdirahman Adan 020 7364 4133 abdirahman.adan@towerhamlets.gov.uk
LAP 5 Bow East; Bow West	Marc Francis (Bow East) Alexander Heslop (Bow East) Ahmed Adam Omer (Bow East) Anwara Ali (Bow West) Ann Jackson (Bow West) Joshua Peck (Bow West)	Rachel Salmon 020 7364 4585 rachel.salmon@towerhamlets.gov.uk
LAP 6 Bromley by Bow ; Mile End East	Abdul Aziz Sardar (Bromley by Bow) Rania Khan (Bromley by Bow) Mohammed Abdul Munim (Bromley by Bow) Rupert Bawden (Mile End East) Ahmed Hussain (Mile End East) Motin Uz-Zaman (Mile End East)	Rachel Salmon 020 7364 4585 rachel.salmon@towerhamlets.gov.uk
LAP 7 East India and Lansbury ; Limehouse	Ohid Ahmed (East India / Lansbury) Shiria Khatun (East India / Lansbury) Rajib Ahmed (East India / Lansbury) Mohammed Shahid Ali (Limehouse) Lutfa Begum (Limehouse) Dulal Uddin (Limehouse)	Maryam Parveen 020 7364 5252 maryam.parveen@towerhamlets.gov.uk

LAP 8 Blackwall / Cubitt Town ; Millwall	Timothy Archer (Blackwall / Cubitt Town) Philip Briscoe (Blackwall / Cubitt Town) Peter Golds (Blackwall / Cubitt Town) Rupert Eckhardt (Millwall) Shirley Houghton (Millwall) Simon Rouse (Millwall)	Maryam Parveen 020 7364 5252 maryam.parveen@to werhamlets.gov.uk
---	--	---

Local Management Team Contacts List

LAP Area	Area Director	Neighbourhood Manager	Development Support Officer
1	Saheed Ullah 020 7364 3170	Louise Vallace – BG West Vacancy – BG East	N/A
2	Saheed Ullah	Guy Stevenson	N/A
3	Keith Williams 020 7364 4329	N/A	Joyce Archbold Abdul Habib Hoque
4	Keith Williams	N/A	Abdul Habib Hoque Joyce Archbold
5	Shazia Hussain 020 7364 4212	N/A	N/A
6	Shazia Hussain	Suzanne Wolfe Babu Bhattacharjee	N/A
7	William Roberts 020 7364 4375	Tracey Fletcher Keren Miller	N/A
8	William Roberts	N/A	N/A

Tower Hamlets Partnership Management Group – list of members 2006

Constituent Organisation / Group	Name	Position
Resident	Abdal Ullah	Resident
Resident	Andrew Mahoney	Resident
Resident	Crissy Townsend	Resident

Resident	Arif Miah	Resident
Council Member	Councillor Ohid Ahmed	Lead Member, Regeneration & Community Partnerships, Tower Hamlets Council
Council Member	Councillor Denise Jones	Leader, Tower Hamlets Council
Minority Political Group	John Griffiths	Member of Minority Political Group
Voluntary & Community Groups	Tony Uwadiale	Member of Tower Hamlets Community Empowerment Network
Voluntary & Community Groups	Sheikh Aliur Rahman	Member of Tower Hamlets Community Empowerment Network
Business (large)	Chris Gallop	Regional Commercial Officer, EMEA Global Sourcing / Corporate Real Estate & Services
Business (small and medium)	Aziz Choudhury	Chair, Spitalfields Small Business Association
Faith Communities	Hira Islam	Secretary General, Council of Mosques
Faith Communities	Martin Webb	Borough Dean's Network
Young People	Hannah Ibrahim	Youth Participation Development Group
Young People	Mourash Ali	Youth Participation Development Group
Housing Forum	Adrian Greenwood	Chair, Tower Hamlets Housing Forum
Council Officer	Christine Gilbert	Chief Executive, Tower Hamlets Council
Police	Mark Simmons	Borough Commander, Metropolitan Police
Primary Care Trust	Alwen Williams	Chief Executive, Tower Hamlets Primary Care Trust
Chair - CPAG Living Safely	Mark Simmons/ Christine Gilbert	Borough Commander/ Chief Executive
Chair- CPAG Creating & Sharing Prosperity	Liam Kane	Chief Executive East London Business Alliance

Chair - CPAG Learning Achievement & Leisure	Mike Tyler	Director, Tower Hamlets Education Business Partnership
Chair - CPAG Living Well	Stephen O'Brien	Chair, Tower Hamlets Primary Care Trust
GOL (observer)	Ana Cavilla	Government Office for London

This page is intentionally left blank

NEIGHBOURHOOD RENEWAL FUND (NRF): OUTTURNS FOR 2004-06 AND PRIORITIES, PROCESSES AND ACCOUNTABILITIES FOR 2006-08
--

Summary

- Section 1 of this paper provides a summary of the Neighbourhood Renewal Fund (NRF) out-turns for 2004/5 and 2005/6 (covering the two-year Treasury Spending Review allocation for NRF)
- Section 2 sets out the process and priorities for the allocation of the NRF for the two-year period 2006-08. It summarises a framework that will enable the Tower Hamlets Partnership to begin delivery of its 2006-08 programme for neighbourhood renewal from June 2006, and that will ensure that the arrangements for commissioning using the NRF, and for its monitoring and reporting, are appropriate and sound.

1. NEIGHBOURHOOD RENEWAL FUND (NRF) 2004 – 2006: SUMMARY**Framework for allocation 2004 – 06**

The total NRF available for the period was:

Year	£'000
2004/5	13,640
2005/6	18,180
Total	31,820

The framework agreed by the Partnership for it was as follows:

		2004/5 £'000	2005/6 £'000	Total £'000
Focus 1	Development of centrally co-ordinated local management to deliver improvements through Local Area Action Plans	4,500 inc. 500 per LAP	4,500 inc. 500 per LAP	9,000
Focus 2	Co-ordinated cross-borough work focusing on progress towards targets (including hotspots)	7,775	11,860	19,635
Focus 3	Capacity building and development support across the Partnership (<i>Partnership Support Team, communications, engagement and consultation, training, monitoring and evaluation, programme management of NRF initiatives</i>)	1,365	1,820	3,185
Total		13,640	18,180	31,820

In addition, in order to reduce the risk of slippage identified within Year 1, and to ensure maximum spend overall, a 15% over-programming element was agreed, spread over the two years.

Actual Spend for 2005 – 06

Final details of the actual spend will be confirmed on closure of the accounts in June 2006, but present indications are that the final spend profile is as follows:

		2004/5 Actual	2005/6 Provisional	Total Provisional
Focus 1	Development of centrally co-ordinated local management to deliver improvements through Local Area Action Plans	£3,342,484	£4,884,536	£8,227,020
Focus 2	Co-ordinated cross-borough work focusing on progress towards targets (including hotspots)	£9,733,864	£11,615,018	£21,348,882
Focus 3	Capacity building and development support across the Partnership	£705,789	£1,377,904	£2,083,693
Total		£13,782,537	£17,877,458	£31,659,595

For Focus 2, CPAGs were asked to commission activities to deliver agreed Community Plan and Neighbourhood Renewal outcomes. All proposals arising through this process were then subject to a rigorous appraisal process, including independent, external assessment and consideration by an Appraisal Panel.

The breakdown of expenditure and activity area for Focus 2 was as follows:

	2004/5 Actual	2005/6 Provisional	Total Provisional
Living Safely	£2,122,462	£3,110,595	£5,233,057
Living Well	£3,789,604	£2,317,584	£6,107,188
Creating and Sharing Prosperity	£1,308,239	£3,109,341	£4,417,580
Learning Achievement and Leisure	£2,513,559	£3,077,498	£5,591,057
Total	£9,733,864	£11,615,018	£21,348,882

Some headline activities

Living Safely

- Roll out of Safer Neighbourhoods Teams
- Development of in-borough CCTV control room
- Mobile police contact unit
- Challenging ASB programme

Living Well

- Advocacy services for A&E
- PhysioDirect
- GP refurbishment
- Chronic disease management
- Expert patients
- Mobile breast screening
- Community-based spirometry
- New Residents Project
- Single Assessment process for older people
- Enhanced homecare
- Smoking cessation
- School health programme
- Healthwatch
- Decent neighbourhoods programme

Creating and Sharing Prosperity

- Access to Job Entry
- Targeting Recurrent Unemployment
- Progression Routes from Community-based Provision
- Social enterprise programme

Learning, Achievement and Leisure

- Cultural and leisure programme for young people
- Out of school learning programme
- Extended youth services
- Building and refurbishments at Weavers; Davenant; Good Shepherd; St. Hilda's; Attlee

2. ALLOCATION OF NEIGHBOURHOOD RENEWAL FUND (NRF) 2006 – 2008

Framework for allocation

The Partnership agreed that the broad framework for the allocation of NRF should remain the same as in previous years, adjusted, however, to take into account the priorities agreed through the borough's Local Area Agreement (LAA).

One of the freedoms allowed under the terms of the Local Area Agreement is the ability to 'pool', into a single budget, the NRF and the *Neighbourhood Element* of the Safer Stronger Communities Fund. Since the intentions underlying each of these funding streams are consistent with our approach to neighbourhood renewal, it is sensible to do so. This means that the total amount to be allocated through the allocation framework is as follows:

Year	NRF (£m)	Neigh Element (£m)	Total (£m)
2006/7	16.36	1.032	17.392
2007/8	14.54	0.825	15.365
Total	30.90	1.857	32.757

The broad framework agreed for NRF 2006-2008 is therefore as follows:

		2006/7 (£m)	2007/8 (£m)	Total (£m)
Focus 1	The development of centrally co-ordinated local management to deliver improvements through Local Area Action Plans	4.5	4.5	9.0
Focus 2	Co-ordinated cross-borough work focusing on supporting achievement of LAA priority outcomes (particularly those mandatory for neighbourhood renewal areas)	11.252	9.415	20.667
Focus 3	Capacity building and development support across the Partnership	1.64	1.45	3.09
	Total	17.392	15.365	32.757

Accountabilities and Programme Management

A detailed framework setting out the accountabilities and programme management arrangements has been agreed through the Excellent Public Services CPAG. The full framework is available from Alastair King (x4981), but the key elements are summarised below.

Essentially, the framework aims to ensure that there are clear lines of responsibility for all elements of the programme, and that the Council's responsibilities as the Accountable Body for NRF are fully met.

Commissioning proposals for use of NRF

- All proposals for the use of NRF must be agreed at the development stage both by the relevant CPAG Chair and by the Chief Officer / Director of an agreed **Sponsoring Agency** (the sponsoring agency would be either one of the statutory public services or an umbrella voluntary sector organisation with recognised accountable body status).
- Proposals will be prepared by an agreed delivery agency, in accordance with the agreed criteria for the use of NRF, and must be signed off by the CPAG Chair and Chief Officer of the sponsoring agency.
- As in previous years, all proposals are subject to a rigorous appraisal process, including independent, external assessment and consideration by an Appraisal Panel overseen by the Partnership Management Group.
- Each agreed proposal will be subject to a SLA

Programme Management

- Day to day responsibility for the management and coordination of the programme, and for the issuing and monitoring of SLAs, will be carried out by a NRF Operations Unit – a Programme Manager with additional support as necessary – responsible to the Council's lead officer for accountable body functions.
- Each CPAG has identified a Programme Support Manager to ensure that its programme is effectively managed and progress reported to the CPAG, the sponsoring agency and the NRF Operations Unit.
- The Programme Manager and Programme Support Managers will report to a NRF Programme Board, with responsibility for ensuring that the programme is effectively managed and monitored.

Monitoring

- Quarterly monitoring and reports of progress against financial and activity milestone and against targets will be collected and collated through the NRF Operations Unit

Reporting Arrangements

The NRF Programme Board will ensure that the reporting arrangements set out in the following table are adhered to.

Level of impact	Reporting process	Responsibility	Timescales
Progress and impact of individual initiatives to support NRS	<ul style="list-style-type: none"> • Individual initiative monitoring reports to: <ul style="list-style-type: none"> - Sponsoring Agency - NRF Operations Unit • Collated progress reports and risk assessments on individual initiatives prepared by NRF Operations Unit to: <ul style="list-style-type: none"> - NRF Programme Board - Chief Officers - CPAG chairs - Chair of Partnership • Completed summary reports to: <ul style="list-style-type: none"> - PMG • Overall summary report to: <ul style="list-style-type: none"> - wider Partnership 	<ul style="list-style-type: none"> • Lead Officer for Delivery Agency • CPAG Programme Support Managers • NRF Programme Board • Head of Partnership Support Team • Head of Partnership Support Team 	<p>Quarterly</p> <p>Quarterly</p> <p>Quarterly</p> <p>Quarterly</p>
Collective impact of initiatives on LAA and floor targets	<p>Evaluation report, including summary of monitoring outcomes and impact on LAA and floor targets, prepared by NRF Operations Unit, to:</p> <ul style="list-style-type: none"> - PMG - Cabinet - Wider Partnership 	<ul style="list-style-type: none"> • Chairs of CPAGs report to PMG • NRF Programme Board report to Cabinet • Head of Partnership Support Team reports to wider Partnership 	<p>6 months to end Sept (report October / November)</p> <p>Annual (report April / May)</p>
Overall impact of NRS initiatives	<ul style="list-style-type: none"> • Evaluation reports prepared (as agreed) by external agency working with NRF Operations Unit, to: <ul style="list-style-type: none"> - NRF Programme Board - PMG Evaluation Group - Relevant CPAG - Wider Partnership • Final Evaluation Reports (as agreed) to: wider Partnership • Case studies 	<p>Lead officer for NRF Operations Unit</p> <p>Lead officer for NRF Operations Unit</p> <p>Head of Partnership Support Team</p>	<p>To be specified</p> <p>To be specified</p> <p>To be specified</p>

LONDON BOROUGH OF TOWER HAMLETS

REPORT OF THE CABINET

07 JUNE 2006

To receive the report of the Cabinet at its meeting held on Wednesday **07 June 2006**.

The Members who attended our meeting were: -

Councillor Denise Jones (Chair) (Deputy Leader of the Council)	(Leader of the Council)
Councillor Helal Abbas	(Lead Member, Children's Services)
Councillor Ohid Ahmed	(Lead Member, Regeneration, Localisation and Community Partnerships)
Councillor Anwara Ali	(Lead Member, Equalities, Employment and Skills)
Councillor Abdul Asad	(Lead Member, Older People and Health)
Councillor Rupert Bawden	(Lead Member, Housing and Development)
Councillor Joshua Peck	(Lead Member, Resources and Performance)
Councillor Lutfur Rahman	(Lead Member, Culture)
Councillor Abdal Ullah	(Lead Member, Cleaner, Safer, Greener)
Other Members present: -	
Councillor Rofique U Ahmed	
Councillor Louise Alexander	(Scrutiny Lead Member, Learning Achievement & Leisure)
Councillor Alibor Choudhury	(Scrutiny Lead Member, Learning, Achievement and Leisure)
Councillor Shamim A. Chowdhury	
Councillor Stephanie Eaton	
Councillor Peter Golds	
Councillor Abjol Miah	
Councillor Timothy O'Flaherty	
Councillor M. Mamun Rashid	
Councillor Simon Rouse	(Scrutiny Lead Member, Excellent Public Services)
Councillor Motin Uz-Zaman	(Chair, Overview and Scrutiny Committee)

*1. **The Council's Strategic Plan 2006 – 2011: Year 1 Implementation Plan (2006/7) and Best Value Performance Plan (CAB 009/067)**

We considered a report (cover report attached as Appendix A to this council report) which: -

- Provided a framework for a new strategic plan for the Council for the period 2006-11, and an Implementation Plan for Year 1 (2006 – 2007), and also included the Best Value Performance Plan.
- Constituted a draft of the final Strategic Plan 2006 – 2011: Year 1 Implementation Plan (2006/7) and Best Value Performance Plan for our consideration.
- Informed us that the advice / comments of this Authority's Overview & Scrutiny Committee, in relation to this Budget and Policy Framework matter, would be circulated for our consideration at our meeting, to be held on 7th June 2006.
- Informed us that in accordance with this Authority's Budget and Policy Framework set out within its constitution, as amended, distribution of the report 20 days prior to the Overview and Scrutiny Committee meeting, held on 6th June 2006, has provided an additional opportunity for Members of this Authority to provide written comments to the originating officer of the report before us.
- The final, integrated document (Strategic Plan 2006 – 2011: Year 1 Implementation Plan (2006/7) and Best Value Performance Plan) would, subject to our agreement, be submitted to Full Council, for consideration, on 21st June 2006.

We considered the advice and comments of our Overview & Scrutiny Committee, in respect of the report before us, detailed in a paper presented to us for our consideration, by our Chair of the Overview and Scrutiny Committee, Councillor Uz Zaman.

Our Chief Executive, Ms Gilbert, in introducing the report before us Informed us that the proposed Strategic Plan spanned a 5 year period, in contrast to the 4 year span of the previous Plan, and the contents were fundamental to the work of this Authority.

Our Chief Executive, Ms Gilbert, at the request of our Chair, responded to the matters raised by our Overview and Scrutiny Committee, held on 6th June 2006 as follows: -

Paragraph 1

The finalised version of the Strategic Plan 2006-2011 would indicate more clearly how past challenges in delivering the outcomes within the Strategic Plan 2002-2006 had informed and influenced actions, targets and milestones proposed for the new Strategic Plan.

Paragraph 2

The report and appendices before us, comprising the Strategic Plan and BVPP, did set out the priority outcomes, for the Authority, in the five year period and a related basket of indicators (the Tower Hamlets Index) which were monitored very closely. However the detail regarding this might not be readily apparent, and greater clarity would be given to this in the finalised document.

Paragraph 3

Officers of this Authority had intended rates of progress should be appropriately profiled across the full five years of the Strategic Plan and BVPP. Our Chief Executive and our other Corporate Directors would re-examine the profiling of the targets to ensure an appropriate rate of progress.

Paragraph 4

An appendix to the Tower Hamlets Strategic Plan Annual Report set out detailed explanations for instances where the Authority's performance was 10% or more below the Best Value Performance Indicator target.

Our Chief Executive, Ms Gilbert, concluded by indicating that Officers of this Authority would endeavour to accommodate, if appropriate, the advice and comments of the Overview and Scrutiny Committee as the Strategic Plan progressed towards publication.

We endorsed the Council's Strategic Plan 2006 – 2011: Year 1 Implementation Plan (2006/7) and Best Value Performance Plan and agreed that full Council be recommended to approve these Plans, attached at Appendix 1 and 2 to the report before us, subject to necessary and appropriate amendments to ensure that the plan is accurate, coherent and reflects the views of Members.

We agreed that our Chief Executive should be authorised to make appropriate and necessary amendments to the Strategic Plan 2006-2011 Year 1 and Best Value Performance Plan (2006/2007) in advance of final publication and requested that these amendments include appropriate accommodation of the advice and comments of our Overview and Scrutiny Committee detailed in the paper presented to us for our consideration, by our Chair of the Overview and Scrutiny Committee.

We therefore recommend Council to: -

1. Approve the Council's Strategic Plan 2006 – 2011: Year 1 Implementation Plan (2006/7) and Best Value Performance Plan, attached at Appendix 1 and 2 to the report (CAB 009/067) **(Attached at Appendix A to this Council report)**, subject to necessary and appropriate amendments to ensure that the plan is accurate, coherent and reflects the views of Members.
2. Authorise the Chief Executive to make appropriate and necessary amendments to the Strategic Plan 2006-2011 Year 1 and Best Value Performance Plan (2006/2007) in advance of final publication; and that these amendments include appropriate accommodation of the advice and comments of the Overview and Scrutiny Committee circulated at the meeting of the Cabinet held on 7th June 2006.

Councillor Denise Jones
Chair of the Cabinet

LOCAL GOVERNMENT ACT, 2000 (SECTION 97)
LIST OF "BACKGROUND PAPERS" USED IN THE PREPARATION OF THIS REPORT

Brief description of "background paper" number of holder	Tick if copy supplied	If not supplied, name and telephone
Cabinet Agenda – 07/06/06 Record of decisions Cabinet Meeting 07/06/06.		Angus Taylor 020 7364 4333

Committee: Cabinet	Date: 7 th June 2006	Classification: Unrestricted	Report No:	Agenda Item:
Report of: Chief Executive		Title: The Council's Strategic Plan 2006 – 2011: Year 1 Implementation Plan (2006/7) & Best Value Performance Plan		
Originating officer(s) Alastair King, Head of Policy and Partnership x 4981 Louise Russell, Head of Partnership Performance and Information		Wards Affected: All		

1. SUMMARY

- 1.1 This report provides a framework for a new strategic plan for the Council for the period 2006-11, and an Implementation Plan for Year 1 (2006 – 2007). It also includes the Best Value Performance Plan.

The report constitutes a draft of the final plan to be presented to Cabinet on 7th June. The advice / comments of the Overview & Scrutiny Committee will be tabled at the Cabinet meeting for Members' consideration.

Under the revised Budget and Policy Framework, distribution of the report 20 days prior to the O&S meeting has provided an additional opportunity for Members to provide written comments to the originating officer.

The final, integrated document will be brought to Full Council on 21st June.

2. RECOMMENDATIONS

- 2.1 That the Council's Strategic Plan 2006 – 2011: Year 1 Implementation Plan (2006/7) & Best Value Performance Plan be endorsed and that full Council be recommended to approve these Plans, attached at Appendix 1 and 2 to this report, subject to necessary and appropriate amendments to ensure that the plan is accurate, coherent and reflects the views of Members.

Local Government Act, 2000 (Section 97)
List of "Background Papers" used in the preparation of this report

Brief description of "background papers"

- The Community Plan to 2010: Year 5
- The Council's Strategic Plan for 2002 – 2006: Year 4

Name and telephone number of holder and address where open to inspection.

Alastair King 020 7364 4981
Mulberry Place,
5 Clove Crescent,
London E14 2BG

- 2.2 That the Chief Executive be authorised to make appropriate and necessary amendments to the Strategic Plan 2006-2011 Year 1 and BVPP (2006/2007) in advance of final publication.

3. BACKGROUND

- 3.1 The Council's Strategic Plan is the Council's core planning document, setting out the Council's vision for Tower Hamlets, and providing the strategic planning framework through which the Council aims to meet local priorities as agreed through the community planning process required under the Local Government Act 2000. The Strategic Plan provides an over-arching strategic plan linking the service plans of each Directorate of the corporate structure to broader corporate goals. It incorporates all elements of the Council's response to the Corporate Performance Assessment.
- 3.2 The Council's first Strategic Plan covered the period from April 2002 – March 2006, and was updated annually to incorporate an implementation plan for each of the intervening years. The Strategic Plan proposed in this report constitutes a new plan for the period April 2006 – March 2011, with an implementation plan for Year 1, setting out key objectives and activities for the year April 2006 – March 2007, along with targets and progress milestones to support effective monitoring and evaluation.
- 3.3 As in previous years, the Strategic Plan and Best Value Performance Plan (BVPP) will be brought together into a single document by the end of June 2006 – once the information needed to meet the statutory requirements of the BVPP is available. This supports rationalisation of our planning processes and ensuring consistency.
- 3.4 Some amendments to the detail of the Strategic Plan will be necessary as additional information becomes available before final publication, particularly with regard to outcome figures and new targets for the Performance Indicators. However, these will not materially affect the key activities set out in the plan.

The Year 1 Implementation Plan and the Council's Best Value Performance Plan (BVPP) will be integrated into a single revision of the Strategic Plan, incorporating an Annual Report on how we performed against the final year of the Strategic Plan 2002-06. It is a statutory requirement for the BVPP to be published by 30 June 2006. The BVPP is included at appendix 2.

4. BUDGET & POLICY FRAMEWORK PROCEDURE & PROCESS

- 4.1 The Authority's Constitution, Part 4 - Rules of Procedure, Section 4.3 - Budget and Policy Framework Procedure Rules, as amended, sets out the process for the development of the Budget and Policy Framework, as defined by Article 4 of the Constitution.
- 4.2 The Council's Strategic Plan 2006 – 2011: Year 1 Implementation Plan (2006/7) & Best Value Performance Plan, as part of the Authority's Policy Framework, is a matter which is reserved to full Council for decision under the provisions of Article 4 of the Authority's Constitution, as amended, and as recommended by the Secretary of State.

- 4.3 Paragraph 2.1 of the Budget and Policy Framework Procedure Rules
- Require the Executive (Cabinet) to publicise a timetable for making proposals to full Council for the adoption of any plan that forms part of the Budget and Policy Framework and arrangements for consultation after publication of the initial proposals.
 - Require the notification of the Chair of Overview & Scrutiny Committee of any such proposals and the referral of these proposals to the Overview and Scrutiny Committee.
 - Provide that the Overview and Scrutiny Committee receives 20 working days to respond to this consultation.
- 4.4 Paragraph 2.1.4 of these procedure rules requires the Executive (the Cabinet) to take account of the views of the Overview & Scrutiny Committee before submitting recommendations to full Council as appropriate.
- 4.5 Paragraph 2.1.5 makes provision for full Council to consider the proposals of the Cabinet and to subsequently adopt them, amend them, refer them back to Cabinet for further consideration or to substitute its own proposals in their place.
- 4.6 The Overview & Scrutiny Committee gave consideration to the Council's Strategic Plan 2006 – 2011: Year 1 Implementation Plan (2006/7) & Best Value Performance Plan at its meeting on 6th June 2006. The Committee will report to the Cabinet, to be held on 7th June 2006, in respect of its deliberations. The views of the Overview & Scrutiny Committee will be tabled at the Cabinet meeting.
- 4.7 The Executive (the Cabinet) is asked to take account of the views of the Overview & Scrutiny Committee before submitting recommendations to full Council as appropriate.

5. REPORT

- 5.1 **Appendix 1** comprises the outline framework for the Council's Strategic Plan to 2011 and an Implementation Plan for Year 1 (April 2006 – March 2007).
- 5.2 The Implementation Plan is an action plan for the period April 2006 – March 2007, with most activities and targets reflecting that timescale.
- 5.3 The Plan also highlights the key performance indicators for our priorities, current performance levels, comparisons with London and national benchmarks and targets for improvement. These will be updated as information becomes available after the end of March 2006, prior to publication by the statutory deadline of 30th June.
- These indicators and targets represent a mixture of national and local targets, most of which are also identified in the Council's Best Value Performance Plan and the borough's Local Area Agreement (LAA) 2006 – 09 and Local Public Service Agreement (Local PSA) 2005 – 08.
- 5.4 The Council's Strategic Plan is Member-led, reflects community needs, involves and informs staff, and is set within the Council's contribution to partnerships and other joint

initiatives. In addition to the Community Plan, many other statutory and local plans will both inform and be informed by the Strategic Plan. These include, for example, the Medium Term Financial Strategy, Capital Strategy and Asset Management Plan, the Crime and Drugs Reduction Strategy, the Housing Investment Programme Strategy, the Improving Health and Wellbeing Strategy, the Children and Young People's Plan, the emerging Local Development Framework and the Regeneration Strategy, and many others.

- 5.5 The Council will use the Strategic Plan as a vehicle for monitoring and reviewing Council-wide performance and ensure that future decisions are informed by results. Corporate Planning and review processes will identify competing demands that may arise between different service priorities in order to ensure that corporate aims and objectives can be implemented.
- 5.6 **Appendix 2** comprises an evaluative Annual Report on progress against the Strategic Plan, and incorporates the statutorily required Best Value Performance Plan (BVPP). It will form an Annex to the coming year's Strategic Plan.

The Best Value Performance Plan sets out our 2005/06 performance against all BVPIs, LPSA targets and other local indicators. As required by statute, it lists targets for all indicators for 2006/07, 2007/08 and 2008/09. In addition, it provides explanatory commentary of reasons for us failing or exceeding targets by 10% or more. It also includes summary information on financial performance in 2005/6.

6. CONSULTATION

- 6.1 Consultation on the Strategic Plan has been extensive and on-going during the year, undertaken through a range of mechanisms. These have included:
- engagement of all key stakeholders through the Tower Hamlets Partnership in developing priorities for the Community Plan and Local Area Agreement
 - a wide-ranging consultation on budget priorities, foci for improvement and Council Tax
 - the Annual Residents Survey
 - LAP-based focus groups
 - Various consultations through the Tower Hamlets Residents Panel
 - service consultations and user networks through individual Directorates

The outcomes of these processes are reflected in the Strategic Plan.

7. COMMENTS OF CHIEF FINANCIAL OFFICER

- 7.1 This report seeks approval to the Strategic Plan and its implementation for the year ahead. The plan sets out the framework for allocating and directing financial resources both for the year ahead and the medium term, so that resources are aligned with priorities.
- 7.2 This year's plan was developed in tandem with the 2006/07 revenue budgets and capital programme, and medium-term financial projections. The strategic planning goals are taken into account in setting these financial plans and the priorities outlined

in this document are reflected within them.

7.3 The plan also includes a number of activities to maintain and further improve the quality of the authority's financial management and use of resources. Without sound financial management the achievement of the authority's strategic priorities would be hampered.

7.4 Provision exists within the Chief Executive's Directorate Budget for the costs of publishing the document.

8. CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL)

8.1 The Council's Best Value Performance Plan (BVPP) which is appended to the Strategic Plan forms part of the Policy Framework and is required to be approved by full Council.

8.2 Section 6 Local Government Act 1999 requires the Council to prepare a BVPP for each year in accordance with regulations and guidance issued by the Secretary of State. A summary of the BVPP for 2006/07 must be published by 31 March 2006 and the full plan by 30 June 2006.

8.3 The Strategic Plan is not required by statute to be approved by Council which has discretion in that behalf.

9. EQUAL OPPORTUNITIES IMPLICATIONS

9.1 Equalities considerations are central to the inclusive vision of the Council and its partners in the Tower Hamlets Partnership and their promotion and support are fully reflected in the Strategic Plan. In seeking to make Tower Hamlets a place for living safely and well, a place for creating and sharing prosperity, a place for learning, achievement and enjoyment and a place for excellent public services, accessible to all, the Strategic Plan aims to fulfil the Council's stated vision of improving the quality of life for all who live and work in Tower Hamlets.

An Equalities Impact Assessment on the Plan completed in January 2005 confirmed the comprehensive focus on equalities issues in the strategic planning process, and its recommendations for monitoring of a broader range of equalities indicators are reflected in the proposed Plan.

10 ANTI-POVERTY IMPLICATIONS

10.1 The Strategic Plan is the Council's key vehicle for delivering the inclusive vision of the Council and its partners and reflects the borough's Community Plan and strategy for neighbourhood renewal, which is intended to make sure that minimum standards of life quality are achieved for all communities in the borough.

11 SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

11.1 While there are no specific implications, the strategic plan embodies objectives,

activities and milestones that are consistent with the council's policies in this area.

12 RISK MANAGEMENT IMPLICATIONS

- 12.1 The Strategic Plan provides a clear, public statement of the Council's strategic priorities, which fully reflect the views of the Tower Hamlets Partnership, including local residents. The Plan also sets out the key performance indicators, targets and milestones against which the Council's performance can be assessed.
- 12.2 Since the Strategic Plan is reflected in the service plans and resource allocation of all Directorates, financial and other services risks are carried by individual Directorates. These are reflected in the Council-wide and Directorate risk registers.

Appendices:

- Appendix 1: Council's Strategic Plan 2006 – 2011: outline framework and implementation plan
- Appendix 2: Best Value Performance Plan and Annual Report

Tower Hamlets Council Strategic Plan 2006-2011

Year 1 2006 - 2007

Contents

Section 1	Our Vision	2
Section 2	Our Core Values	3
Section 3	An Agenda for Action: the Council's Role	4
Section 4	The Context for Our Priorities	6
Section 5	Local Area Agreement	8
Section 6	The Council's Key Priorities	11
Section 7	Measuring our Progress	12
Section 8	Year 1 Action Plan (2006 – 2007) Living Safely Living Well Creating and Sharing Prosperity Learning, Achievement and Leisure Excellent Public Services	14 15 26 39 45 55
Section 9	The Council's Planning Framework	78
Section 10	Use of Resources	81
Section 11	Monitoring and evaluation	88
Appendix 1	List of contact officers	
Appendix 2	Abbreviations	

SUMMARY

The Council's Vision

To improve the quality of life for everyone who lives and works in the borough

What this means for the Council

A Council that is:

- relentlessly serving all its citizens
- nationally recognised as one of the best local authorities in the country

Our priority outcomes

Community Plan Theme	Priority Outcomes for 2006 – 2011
Living Safely	1. A cleaner, greener, safer Tower Hamlets
Living Well	2. Decent homes in decent neighbourhoods 3. Healthier communities 4. Improved outcomes for vulnerable children and adults
Creating and sharing prosperity	5. Securing sustainable communities 6. Increased local employment
Learning, Achievement and Leisure	7. Increased educational attainment 8. Increased participation in sporting, leisure and cultural activities
Excellent Public Services	9. Efficient and effective services 10. Locally focused services empowering local people 11. Stronger and more cohesive communities 12. Improved equality of opportunity

Our Core Values

- i. Achieving results
- ii. Valuing Diversity
- iii. Learning effectively
- iv. Engaging with others

1. Our Vision

The Council's vision is to improve the quality of life for everyone living and working in Tower Hamlets. This involves helping to create a thriving, achieving community in which people feel at ease with one another, have good learning and employment opportunities, experience a higher standard of living and good health, and enjoy a safe and an attractive environment together with a wide range of cultural and leisure opportunities.

This document sets out a strategy and action plan for Year 1 of our *second* Strategic Plan, covering the period 2006 – 2011, through which the Council intends to achieve its vision. It supersedes the *first* Strategic Plan, which ran from 2002 – 2006, reflecting the incoming of a new political administration following the May 2006 local elections.

The Strategic Plan takes as its framework for development the priority themes identified in the borough's Community Plan. The action plan covers the period April 2006 – April 2007, Year 1.

The vision developed in the Tower Hamlets Community Plan cannot be achieved by the Council alone: it needs the active participation of all those with a stake in the borough. It is therefore a vision that is shared through the borough's Local Strategic Partnership – the Tower Hamlets Partnership – which comprises residents, the Council and other public service providers, businesses, faith communities and the voluntary and community sector. In 2005/6, the Partnership, through the Council, negotiated and agreed with government a *Local Area Agreement* (LAA) for the borough, to cover the period 2006 – 2009. The full LAA can be found on the Council's website at www.towerhamlets.gov.uk. The action priorities set out in the LAA were arrived at through extensive consultation through the Partnership, and are firmly linked to the Community Plan themes (see Section 5 below). These provide the foundation for the strategic priorities set out in this document

The Council has played a leading role in establishing the Tower Hamlets Partnership and its shared vision. It has a particular legitimacy in providing this local lead, partly because of the mandate given by its democratic base: ultimately, it is accountable to local people through the ballot box. We use this democratic mandate to ensure that our vision is an inclusive one, which reaches out to all local people, sustains and celebrates diversity, and which seeks to ensure that barriers to development and success are overcome for individuals from all communities.

2. Our core values

i. Achieving results

We are passionate about achieving the best for our communities. We want to be the best in the country at what we do and keep getting better and better, moving beyond excellence. We actively ensure we achieve value for money in everything we do.

ii. Valuing Diversity

Equalities and diversity is at the heart of what we do and how we do it. It is built into leadership, consultation and involvement, services to our customers and recruitment and development of staff. We recognise that having a workforce that reflects the community is essential in order to deliver high quality services.

iii. Learning effectively

In order to achieve results, we need to engage positively with others, the community, our staff and our partners. We need ensure that we communicate effectively and create opportunities for involvement and engagement.

iv. Engaging with others

We are a learning organisation. We take responsibility for our own learning and share our learning with others.

3. An Agenda for Action: The Council's Role

In seeking to improve the quality of life in Tower Hamlets, the Council is well aware that it can achieve little by itself. The agenda must be one that is shared and a major way of doing this is through the Tower Hamlets Partnership. The Council has a distinctive and lead role to play in the borough, in:

- building local vision and direction
- enabling community involvement
- securing improvements in services and standards
- ensuring equity, access and inclusion
- managing conflict and competing demands
- making the best use of resources
- accounting for performance and service quality.

Each of these roles is explored in more detail below.

Our role: building local vision and direction

The Council's status as a democratically elected body, with clear procedures for decision-making and accountability, places it in a key position to lead in developing a shared local vision and in joining up plans and activities at local level. This vision should reflect the national agenda while at the same time retaining a distinctive dimension related to local needs and interests. Effectiveness in this leadership role will hinge on the extent to which it listens to and works with local communities, and the extent to which it takes action to deliver that vision, both by itself and through the Tower Hamlets Partnership. The creation of a strategic vision adds value to the work of individual organisations and is at the heart of successful community leadership.

Our role: enabling community involvement

As the local democratically elected body, it is appropriate that the Council takes the lead in ensuring that the needs and aspirations of the community are identified, that the services required to meet these are regularly reviewed and that planning for future development is coherent and fair. A whole range of mechanisms and networks is used to involve users and other stakeholders in these processes. These include the Tower Hamlets Partnership, the work of councillors in their wards, the Third Sector Strategy and our communications and consultation strategies, as well as service specific partnerships, such as those with the Tenants Compact Group on housing issues.

Our role: securing improvements in services and standards

In seeking to improve quality of life, the Council is striving to ensure the delivery of excellent services and high performance. This entails increasing aspirations of success at all levels and translating these into ambitions for change. This sort of vision requires accelerating improvement rather than simply steady progress.

The Council can do this most effectively through influencing and working in partnership with local residents and key partners. These partnerships must be about more than good intentions – they must involve a commitment to delivery of better outcomes too. It aims to do this by making those services for which it is directly responsible amongst the very best in the country. The Council also has a central role to play in the Tower Hamlets Partnership in facilitating the delivery of 'joined-up' services for local people across agencies.

Our role: ensuring equity, access and inclusion

The Council places great importance on social cohesion and inclusion. The diversity of the borough adds immeasurably to the rich and vigorous cultural experience of living in Tower Hamlets. It also challenges the Council to respond effectively to changing and complex needs and to take a lead in ensuring that all groups are able to thrive alongside one another and have equal access to services.

The Council's commitment to serving all the people of Tower Hamlets means ensuring its services develop and support fair systems and processes for all sections of the community. These need to ensure that no group of people is disadvantaged, or marginalised, and that vulnerable people are supported.

The Council will make sure that all groups have equal access to, can make use of, and benefit from, the range of services provided.

Our role: managing conflict and competing demands

The Council has a role in emphasising the connections between individuals and the importance of community and collective interests. This means easing tensions and resolving conflicts that may arise between individuals, groups or organisations with different objectives and priorities. It also involves maintaining a focus on agreed priorities in the face of competing demands for resources and taking difficult decisions, for example, when consensus is not easily reached.

Our role: making the best use of resources

As a major channel for funding streams into the borough, the Council has an important role in ensuring that resources are used effectively, and that risks associated with the allocation of resources are properly managed, from the planning stage through to procurement and delivery of services. While the Council provides services directly, it also commissions many services, often to be delivered through local organisations from the voluntary and community sector. The Council has a crucial role to play in ensuring that Third Sector partners have the capacity to deliver quality services effectively and efficiently and in accordance with the principles of best value.

Our role: accounting for performance and service quality

The Council is accountable to the community for the quality of the services provided. It must therefore ensure that appropriately high standards are set and that quality assurance and quality control systems are in place for both directly and indirectly managed parts of its service. This is done more effectively in active partnership with others.

4. The Context for our Priorities

Tower Hamlets is a distinct and unique borough and – as reflected in surveys and questionnaires – most people say they like living here. They find it an exciting place with immense variety and a strong community spirit. But, according to government statistics, it is also one of the most deprived areas in the country, and accordingly faces more challenges than most – challenges which must be addressed if we are to make Tower Hamlets a better place to live and work. Meeting these challenges needs focus. More will be achieved if we concentrate on doing a few things well, and this means setting priorities and targets which tackle the greatest needs.

Our priorities have been identified through widespread consultation over an extended period. They were shaped initially by the borough's first Community Plan – the Tower Hamlets Community Plan to 2010, which was launched in May 2001. While retaining its long-term vision, this first Community Plan has been refined and modified in response to progress made and to developing local views. The latest version, documenting progress in 2005 – 2006 and setting out new targets for 2006 – 2007, has been informed by an evaluation of our progress over the past year and by views expressed by our partners through the Tower Hamlets Partnership. Residents, voluntary and community groups and local businesses in different parts of the borough have had their say through the Local Area Partnerships and through service consultations.

One of the strongest messages coming from residents in all areas of the borough is the need to focus attention on and invest more heavily in children and young people. Through the Community Plan Action Groups, service enablers and providers – from the statutory, private, voluntary and community sectors – are adding their knowledge of local needs and delivery within a national context. Statistical data from a wide range of national and local sources have been analysed to make sure that our priorities – and the planning to tackle them – are based on hard evidence. The Tower Hamlets Partnership Management Group, in which the Council plays a key role, has maintained a strategic oversight of this information, ensuring that it has been co-ordinated in a way that better informs decision-making leading to improved outcomes for Community Plan priorities.

Community planning processes must also reflect powerful regional and national influences on the local area. The strategies of the Mayor of London, for example, have a significant impact on local people. The Mayor's responsibilities are wide ranging, embracing the police, transport, fire and emergency planning, regeneration, planning, sustainability and environmental issues, cultural affairs and health concerns, as well as the general promotion of London to the wider world. The Mayor is required by the Greater London Authority Act (1999) to put in place – through consultation – a set of strategies for London covering transport, buildings and land use, economic development and regeneration, culture, and a range of environmental issues including biodiversity, ambient noise, waste disposal and air quality. Each London Borough has a responsibility to develop local plans in support of the Mayor's strategies. A major regional driver for change is the Thames Gateway Partnership, which will place Tower Hamlets in a central role linking London and the regions to Europe. The borough's Community Plan and the Council's Strategic Plan are seen as important vehicles for providing local vision whilst supporting the Mayor's strategic approaches and the development of the Thames Gateway. And the people of Tower Hamlets and neighbouring local authority areas have a significant, shared stake in the decision to stage the Olympic Games for 2012 in London: a decision which will require increasing focus in our planning for 2006-11.

National priorities and targets, too, inevitably influence our planning, and it is right that they do so. Tower Hamlets is one of the most deprived areas in the country, and the quality of life experienced by residents here is still worse than in most other areas of the country. Although improvements have been dramatic in many areas over recent years, job prospects for local people are worse than in other areas of London, the health of local people is poorer, overall educational achievement still remains below the national average in key areas, the quality of housing is too often below decent

standards, and crime and the fear of crime remain at relatively high levels. These are all crucial to the quality of life locally. The government's determination to close the gap in standards between deprived areas and other parts of the country is reflected in its neighbourhood renewal programme. Tower Hamlets is one of 88 deprived local authority areas that has received additional funding to help accelerate improvement and to make sure that residents have guaranteed minimum standards in their quality of life. The Council has therefore been working through the Tower Hamlets Partnership to help develop – within the framework of the Community Plan – a local Neighbourhood Renewal Strategy, to deliver improved outcomes in jobs, education, health, housing and community safety in the neediest parts of the borough.

5. Local Area Agreement (LAA)

The borough's LAA, negotiated in 2005/6 between the Council on behalf of the Tower Hamlets Partnership and government, will drive an ambitious programme of action for the first 3 years of the Strategic Plan. The broad uniting themes of the LAA, which provide a focus for all services, are that it will:

Be ambitious

The high levels of deprivation in the borough will not be used to excuse poor performance. We see the diversity of the borough as a strength and we expect the very best for *all* our communities. We will build on the positive opportunities available to those communities from investment in the 'new City' at Canary Wharf, the Thames Gateway, the Olympics and Paralympics. The latter, and particularly the potential for using the Olympic branding, offer unique vehicles for engaging and uniting our communities. Our LAA will use the build-up to the Olympics, along with our continuing focus on arts and cultural activities, to help achieve this, particularly through the promotion of healthy living and increased engagement in physical and sporting activities.

Build inclusive, cohesive and sustainable communities through investment in children and young people

The borough is facing uniquely rapid economic growth and physical change, and it has a rapidly growing, ethnically diverse population with a high proportion of young people. The risk of polarisation and fragmentation in this context is high. Ensuring that our young people are equipped both to access the opportunities from this growth and to make a positive contribution to the well-being of the borough is key to the development of a community that is cohesive and sustainable. This will be supported through the implementation of our Children and Young People's Plan.

Strengthen community engagement and user participation to effect change: "Making it Local" and "Making it Personal"

Although the priorities identified for the LAA are common across the borough, our ward and LAP profiles show that the different areas within the borough face different challenges. In addition, the achievement of improved outcomes will require the effective and efficient targeting of resources, which, in turn, demands good quality information about the needs of individuals as well as communities that can be tracked through and followed up over an extended period of time. Reflecting the Excellent Public Services priorities of our Community Plan, our LAA will therefore build on our existing work in implementing local management and LAP Action Plans and developing targeted and user-focused services. This focus is also intended to empower local people in the borough, enabling them to help shape the services they receive, to exercise a degree of choice, develop a greater sense of personal control over their lives and to make a positive contribution as citizens.

The four 'blocks' that form the government's national framework for LAAs are consistent with our Community Plan and Strategic Plan priorities (see chart below), and the development of the borough's LAA has therefore been a natural extension of our Partnership work: it will enable us to focus fully on the things that really matter to local people and to find new ways of working together to accelerate improvement.

Links between Community Plan themes and LAA Blocks

Community Plan theme	LAA Block
Living Safely	<div data-bbox="261 1070 552 1218" style="border: 1px solid black; padding: 5px; text-align: center;"> All blocks linked to </div>
Living well	
Creating and Sharing Prosperity	
Learning, Achievement and Leisure	
Cross-themes <ul style="list-style-type: none"> • Making it personal • Making it Local • Excellent Public Services 	Safer and Stronger Communities Healthier Communities and Older People Economic Development and Enterprise Children and Young People

The framework for our priorities, then, is set by the themes of our Community Plan, which seeks to make Tower Hamlets:

- **A Better Place for Living Safely** – reducing crime, making people feel safer and creating a more secure and cleaner environment.
- **A Better Place for Living Well** – improving housing, health and social care and promoting healthy living.
- **A Better Place for Creating and Sharing Prosperity** – bringing investment into the borough and ensuring that all our residents and businesses are in a position to benefit from and contribute to growing economic prosperity.
- **A Better Place for Learning, Achievement and Leisure** – raising educational aspirations, expectations and achievement, providing the widest range of cultural and leisure opportunities for all and celebrating the rich diversity of our communities.
- **A Better Place for Excellent Public Services** – improving public services for local people to make sure they represent good value for money and are provided in ways that meet local needs.

Within each of these areas we have set challenging but realistic targets for change, which focus on the critical areas that will make a lasting difference to people's life chances.

LAA Structure

Our priority outcomes are organised under each of the four LAA blocks, with clear links to our Community Plan framework:

Our LAA Priorities	
Safer and Stronger Communities	<p><i>Building Safer, Cleaner, Greener Communities</i></p> <ul style="list-style-type: none"> • Reduced overall crime and increased public reassurance, with a particular focus on violent crime, antisocial behaviour, and the harm caused by illegal drugs • Cleaner, greener and safer public spaces <p><i>Building Stronger Communities</i></p> <ul style="list-style-type: none"> • Increased participation in local consultation and decision-making • Increased community cohesion and inclusion • Increased volunteering • Strengthened capacity of the community and voluntary sector to deliver quality services and increase participation and involvement • Providing public services through the Third Sector which are excellent
Healthier Communities & Older People	<ul style="list-style-type: none"> • Increased life expectancy • Improved quality of affordable housing provision • Enhanced and increased options for access to quality affordable housing
Economic Development & Enterprise	<ul style="list-style-type: none"> • Significantly improved overall employment rate, and reduced difference between the local employment rate and the overall employment rate for England • Increased employment for targeted groups • Appropriate inward investment attracted to the borough, making use of local labour resources • Promote growth and sustainability of enterprise and small business
Children & Young People	<ul style="list-style-type: none"> • Increased skills for employment • Improved quality of parental involvement • Improved health and levels of physical activity
Cross-cutting	<ul style="list-style-type: none"> • Making it local • Making it personal

6. The Council's key priorities

The Council has identified 12 key priorities for the period to April 2011, which reflect the borough's Community Plan and Local Area Agreement:

Community Plan Theme	Priority Outcomes for 2006 – 2011
Living Safely	1. A cleaner, greener, safer Tower Hamlets
Living Well	2. Decent homes in decent neighbourhoods 3. Healthier communities 4. Improved outcomes for vulnerable children and adults
Creating and Sharing Prosperity	5. Securing sustainable communities 6. Increased local employment
Learning, Achievement and Leisure	7. Increased educational attainment 8. Increased participation in sporting, leisure and cultural activities
Excellent Public Services	9. Efficient and effective services 10. Locally focused services empowering local people 11. Stronger and more cohesive communities 12. Improved equality of opportunity

The Strategic Plan specifies the key targets the Council expects to achieve against these priorities by April 2011. It also sets out a detailed *Implementation Plan*, with progress milestones to be achieved during the course of the coming year, although, since work planning does not always follow an annual cycle, some activities and targets may overlap into the following year. Education services, for example, need to plan for an academic year, so it is sensible for planning of many of their activities and targets to be extended through to August.

7. Measuring Our Progress

The Tower Hamlets Index

Our success in achieving our 12 priorities is measured by a single indicator. This is a composite index – The Tower Hamlets Index – derived from a basket of key performance indicators associated with each of the 12 priorities. In order that we can focus on London and national comparisons the basket includes only those indicators which are nationally comparable Best Value Performance Indicators. The Index is used to show how our overall performance and rate of improvement compares with other local authorities at three levels:

- Inner London – against the 12 boroughs making up the Inner London Area¹
- Greater London – against all 32 Councils making up the Greater London Area
- National – against all London and metropolitan authorities

Our monitoring and evaluation procedures are set out in Section 11.

Our Current Position and Targets

By 2011, Tower Hamlets Council intends to be performing at the following levels against the Tower Hamlets Performance Index

- Inner London – Top 2 (out of 12)
- Greater London – Top 6 (out of 32)
- National – Top 25% of London and metropolitan authorities

Current Tower Hamlets Ranking

Against:	2004-05 (Baseline)	Target Position (April 2011)
Inner London	5	2 nd or higher or higher
Greater London (the lower the better)	13	6th or higher
National (the lower the better)	40th percentile	25th or higher

Improving our performance compared to London

To help ensure we reach our ambitious targets for being amongst the best-performing London councils, we have developed an additional measure for assessing our relative performance. This is based on the number of indicators for which Tower Hamlets is ranked in the best 25%, and also on the

¹ The City of London is excluded for the purposes of this comparison

number where our performance is amongst the weakest. The table below shows how we performed in 2004/5 (the latest year for which figures are currently available) against the 32 other London authorities.

Percentage of Performance Indicators in:	
1st quartile (top 25%) for London (top 8 out of 32)	29%
2 nd quartile for London (ranked from 9-16 th out of 32)	17%
3 rd quartile for London (ranked from 17 th to 24 th out of 32)	20%
4 th quartile for London (lowest 25%) (ranked from 25 th to 32 nd out of 32)	34%

Over the period of the Strategic Plan we intend to improve our performance as follows:

Year	% in Top Quartile	% in Bottom 2 quartiles
2005/06	35%	45%
2006/07	45%	35%
2007/08	55%	25%
2008/09	65%	15%
2009/10	75%	5%

8. Year 1 Action Plan: April 2006 – April 2007

Each year the Council produces a detailed implementation plan, or action plan, to support delivery of the longer term goals of the Strategic Plan. The action plan reflects the five themes of the Community Plan and, within each, sets out the primary objectives to be pursued in the forthcoming year in order to achieve the Council's strategic goals and targets. The key activities to be carried out to achieve those objectives are summarised and progress milestones are provided so that progress can be effectively monitored and evaluated.

Each section of the action plan begins with the relevant set of performance indicators for that area.

These are the key performance indicators through which we will measure our progress in relation to the twelve priorities set out in Section 6. These indicators represent a mixture of national and local indicators, most of which are also identified in the Council's Best Value Performance Plan and the Tower Hamlets Local Area Agreement and Local Public Service Agreement. The nature of the indicator is identified in each case.

These performance indicators provide the 'basket' from which the composite Tower Hamlets Index is derived, enabling us to judge our performance and improvement compared with other local authorities against a single indicator.

The monitoring and evaluation processes used to measure progress against these performance indicators are set out in Section 11.

LIVING SAFELY: THI INDICATORS FOR 2006-2010

A safer Tower Hamlets

Priority	Performance Indicators	Outturn 2005/6	Target 2006/7	Target 2007/8	Target 2008/9	Target 2009/10	Target 2010/11
A safer Tower Hamlets	Number of violent crimes (common assault plus ABH/GBH) (LPSA / LAA primary)	4912	4379	4163	3853	3737	3625
	Reduced percentage of population who view as a "very big problem" the following issues: (LPSA / LAA primary)	a) 50% b) 47% c) 53% d) 31% (2003/4)	a) 41% b) 38% c) 44% d) 26%	a) 38% b) 35% c) 41% d) 23%	a) 35% b) 32% c) 38% d) 20%	a) 32% b) 29% c) 35% d) 19%	a) 29% b) 26% c) 32% d) 18%
	a) Youths hanging around on the streets b) Graffiti and other deliberate damage to property or vehicles c) People using or dealing drugs d) People being drunk or rowdy in public places						
	Number of adults and children killed or seriously injured on the roads (LPSA / LAA primary)	133	121	114	111	108	105
	Increased numbers of young people under 18 accessing treatment (LPSA / LAA primary)	415	448	481	495	510	525
Reduced overall crime rate from 2003/4 baseline (= 22,636 incidents) - total BCS comparator offences	20,281 incidents (Reduction of 10.4% on 2003/4 baseline)	18,585 incidents (Reduction of 17.9% on 2003/4 baseline)	18,109 incidents (Reduction of 20% on 2003/4 baseline)	17,090 incidents (Reduction of 24.5% on 2003/4 baseline)	16,524 incidents (Reduction of 27% on 2003/4 baseline)	16,072 incidents (Reduction of 29% on 2003/4 baseline)	
Reduced youth-on-youth violent crime (where victim is under 19 and accused is under 19 or suspect is thought to be under 19 (LAA secondary))	593 incidents	581 incidents	570 incidents	558 incidents	547 incidents	536 incidents	
Reduced length of time domestic violence is experienced before it is initially reported to a specialist agency: % reduction since 2004/5 baseline (4.7 years)	N/A*						

*Targets for this indicator are based on the 2004/5 baseline, which is the latest available data. Data on current performance will be collected from 2006/7 onward

A cleaner, greener Tower Hamlets

Priority	Performance Indicators	Outturn 2005/6	Target 2006/7	Target 2007/8	Target 2008/9	Target 2009/10	Target 2010/11
A cleaner, greener Tower Hamlets	Proportion of relevant land and highways that is assessed as having combined deposits of litter and detritus (BVPI 199) (LPSA / LAA primary)	23%	16%	12%	11%	11%	10%
	Improved perceptions of antisocial behaviour: reduced percentage of the population who view rubbish and litter lying around as "a very serious problem" (LPSA / LAA secondary)	29%	26%	23%	20%	19%	18%
	% of people asked who think that parks, playgrounds and open spaces are good, very good or excellent	46%	50%	52%	54%	56%	58%
	Percentage of household waste recycled (LAA primary)	8.8%	18%	22%	24%	30%	31%

LIVING SAFELY: IMPLEMENTATION PLAN 2006/7

A safer Tower Hamlets

Objective and Lead Officer	Key Activity	Progress Milestone
<p>1. To reduce crime and the fear of crime</p> <p>Contact officer: Olivia McLeod, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> • Implement an action plan, through <i>Crimes Against Property Action Group</i>, to reduce acquisitive crime • Target harden vulnerable properties and businesses • Raise public awareness around preventing crime • Develop the use of CCTV to prevent crime and bring offenders to justice • Target the most prolific offenders for multi-agency action 	<ul style="list-style-type: none"> • Quarterly meetings of Crimes Against Property Action Group • Action plan implemented from April 2006 with regular progress reports to LS CPAG • Initial programme of activities to be developed and agreed at CAPAG by July 2006 • Target Hardening Project manager in post by September 2006 • Full evaluation of activities to inform next year's planning, by March 2007 • Programme for training carers and other staff in place by September 2006. • Provide training support to at least 14 neighbourhood watch coordinators by October 2006 • Provide information at at least one student event each term • Articles placed throughout the year - ongoing • Outcome targets agreed by June 2006 • Review of current CCTV deployment complete and partnership protocol agreed by September 2006 • Co-located multiagency team, with two additional mainstreamed police officers, making 4 in total, in place by September 2006 • Action plan agreed for each PPO, with each receiving a specialist intervention from April 2006 • Review of PPO scheme complete and action plan agreed by July 2006
<p>2. To reduce violent crime, with a focus on youth and domestic violence</p> <p>Contact officer: Olivia McLeod,</p>	<ul style="list-style-type: none"> • Implement an action plan, through the <i>Violent Crime Action Group</i>, to reduce violent crime, including GBH, ABH and common assault 	<ul style="list-style-type: none"> • Quarterly meetings of Violent Crime Action Group • Action plan implemented from April 2006, with regular progress reports to LS CPAG

<p>Chief Executive's Directorate</p>	<ul style="list-style-type: none"> • Reduce youth violence through Safer Schools Partnership and Healthy Choices, Safe Choices Initiative • Raise awareness and reduce tolerance of domestic violence • Improve service co-ordination to support victims of domestic violence • Reduce the impact of domestic violence on children • Ensure the effective development and utilisation of the Violence Offender Programme by YOT staff 	<ul style="list-style-type: none"> • Establish Safer Schools Partnership team by April 2006 • Undertake environmental review of each participating school by July 2006 • Action plans agreed and implementation underway by August 2006 • Establish Healthy Choices, Safe Choices project group and appoint PHSE Senior Manager and drugs worker by September 2006 • Deliver project plan, including development of curriculum material by March 2007 • Undertake at least 25 outreach activities (stalls or community events) by March 2007 • Schools-based programme underway by June 2006 • Regular reports to LS CPAG • Convene monthly meetings of the multi-agency safety panel • Increase numbers of cases managed by multi-agency safety panel by at least 10% by March 2007 • Deliver training to 200 practitioners by March 2007 • Produce updated DV service directory by December 2006 • Increase by 10% the number of homeless cases prevented by the Sanctuary Scheme by March 2007 • Multi-agency strategy for improving response to DV perpetrators developed by March 2007 • Deliver 6 personal safety courses by March 2007 • Review and relaunch DV and Child Protection protocol by September 2006 • Increase capacity of NCH Barika project working with young people affected by DV by April 2006 • Undertake comprehensive review of commissioning of Children's DV services by December 2006 ▪ Recruitment of youth workers by March 2006. ▪ Delivery of training programme by April 2006. ▪ Quarterly reviews of programme development
--------------------------------------	--	--

<p>3. To reduce the level of anti-social behaviour and the impact which ASB has on the quality of life of our communities</p> <p>Contact officer: Olivia McLeod, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> • Implement an action plan, through <i>ASB Action Group</i>, to reduce ASB • Provide a joined-up local approach to preventing ASB through the development of multi-agency Super Safer Neighbourhood Teams • Develop a shared set of ASB minimum standards with RSLs • Strengthen actions against ASB • Reduce perception of crime and ASB 	<ul style="list-style-type: none"> • Quarterly meetings of <i>Antisocial Behaviour Action Group</i> • Action plan implemented from April 2006, with regular progress reports to LS CPAG • Pilot Super Safer Neighbourhood Team in place by September 2006 with review and recommendations by March 2007 • Shared ASB set of minimum standards agreed with at least 5 RSLs by December 2006 • At least 1 targeted graffiti initiative undertaken in each paired LAP area by March 2007 • Anti-arson initiative delivered in at least each paired LAP area by March 2007 • Increase the number of ASBOs (from 80 to 90), ABCs (from 90 to 105) and ASB housing injunctions (from 10 to 20) by March 2007 • Increase to at least 65% the proportion of youths on ABCs and ASBOs who access support services by March 2007, and provide information pack to 100% of those signing ABCs by September 2006 • Introduce protocol on parenting interventions and ASB cases – agreed by June 2006 and implemented by September 2006 • Establish "Tackling Fear of Crime" Sub-group by April 2006 • Agree action plan by June 2006 • Evaluate impact by March 2007
<p>4. To reduce substance misuse and related crime through effective treatment, prevention, enforcement and community engagement</p> <p>Contact officer: Olivia McLeod, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> • Continue to promote treatment uptake and continuation for drug users • Continue to develop drug treatment provision to meet local needs, through a new discrete women's drug 	<ul style="list-style-type: none"> • Take up of drug treatment services increased by 10% by March 2007 • 70% of drug misusing offenders accessing drug treatment services by March 2007 • Testing on arrest for all eligible offenders in place from April 2006 • New women's drug treatment service fully operational by June 2006 • Detoxification unit to be fully operational by May 2006

	<p>treatment service and commissioning of a local detoxification unit</p> <ul style="list-style-type: none"> • Improve service user participation in the development of drug treatment services • Deliver effective prevention and early intervention through training and development and a focus on treatment for young people • Promote awareness and understanding in the community of drug misuse • Develop and implement an action plan with the police to tackle drugs availability and dealing 	<ul style="list-style-type: none"> • Service user involvement strategy to be developed by August 2006 • Service users to be represented at all levels of the commissioning framework • Establish working group to deliver alcohol misuse strategy by May 2006 • 300 professionals receive specialist training in Early Identification and Initial Assessment Framework by March 2007 • Number of young people accessing treatment increased by 10% by March 2007 • New service and forum for children of substance misusing parents established by June 2006 • 100 children of substance misusing parents receive specialist support by March 2007 • Community forum in place by April 2006 • 30 community drug and addiction education programmes undertaken with community groups by March 2007 • DrugStoppers initiative delivered in at least each paired LAP area by March 2007 • Drugs availability strategy and action plan in place by June 2006 • At least 24 drug supply closure operations by March 2007
<p>5. To reduce hate crime and promote community cohesion Contact officer: Olivia McLeod, Chief Executives Directorate</p>	<ul style="list-style-type: none"> • Implement an action plan, through the <i>Race and Hate Crime Interagency Forum</i>, to prevent and reduce hate crime and promote community cohesion • Raise awareness of hate crime, increase reporting and strengthen responsiveness to it 	<ul style="list-style-type: none"> • Quarterly meetings of Race and Hate Crime Interagency Forum • Action plan in place by April 2006, with regular monitoring to LS CPAG • All aspects of hate crime, including homophobic and disability hate crime, represented through membership of RHIAF • Promote 24 Hour Freephone Hate Crime reporting line as an alternative mechanism for reporting – with at least a 5% increase in reports by March 2007

		<ul style="list-style-type: none"> • Hate Crime awareness campaign across borough to raise awareness and increase reporting by March 2007 • Support the work and relaunch of the LGBT Forum through the Partnership
<p>6. To reduce youth crime and disorder</p> <p>Contact officers: Olivia McLeod, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> • Pilot Youth Inclusion programmes targeting young people at risk • Convene multi-agency <i>Prevent and Deter</i> tactical group to support targeting of the most prolific young offenders • Undertake a programme of parenting intervention to engage parents in tackling youth crime • Strengthen partnership working between youth offending services and generic services • Further develop services to support victims of youth crime • Develop and implement an action plan to tackle the disproportionate representation of some minority ethnic groups in the youth justice system 	<ul style="list-style-type: none"> • Youth Inclusion programmes pilots underway in 2 paired-LAP areas by September 2006, engaging 50 at risk young people in each location • Exit interviews undertaken in 80% of cases by December 2006, with bi-annual review of outcomes to inform service development • Prevent and Deter tactical group in place and meeting monthly, with all relevant agencies engaged by June 2006 • Multi-agency action plan in place for all young PPOs from April 2006, with regular summary reports to LS CPAG • Local parenting strategy agreed by September 2006 • Parenting intervention delivered in at least 10% of cases dealt with by the Youth Offending Team (6-monthly reports to LS CPAG) • YOT Management Board review completed and action plan agreed by June 2006 • Protocol on a) roles and responsibilities and b) young people remanded to Local Authority accommodation agreed between Youth Offending Team and Children's Services by September 2006 • Dedicated restorative justice worker in place from April 2006 • Ensure that 75% of victims of youth crime are offered the opportunity to participate in a restorative process, and that 75% of victims who participate are satisfied with the restorative process by March 2007 • Multi-agency Race Audit Strategy Group operating from April 2006 • Race Audit Action Plan agreed by YOT Management Board by August 2006

<p>7. To increase community safety on estates</p> <p>Contact officer: Terry Damiano, Development and Renewal Directorate (Housing)</p>	<ul style="list-style-type: none"> • Deliver an agreed works programme to improve security to council homes and estate communal areas • Use the Home Repair Grants to improve security on properties of private tenants and home owners 	<ul style="list-style-type: none"> • Strategy for BME engagement established by September 2006 • Programme agreed by July 2006 • A minimum of 300 homes to benefit from security works by March 2007 • Approve 60 home repair grants by October 06 • 125 Home Repair Grants to be made to private sector residents by March 2007
<p>8. To make streets, public areas, residential areas and open spaces safer</p> <p>Contact officer: John Palmer, Environment and Culture Directorate</p>	<ul style="list-style-type: none"> • Promote road safety programmes to vulnerable age groups • Extend safer routes to school programme • Incorporate physical measures to design out crime in consultation with the LAPS • Develop and implement a wider programme to reduce crime and anti social behaviour in Parks and open spaces • With the police, review the Anti Crime Plan for the Borough's Markets to tackle the sale of counterfeit goods, illegal trading, assaults, antisocial behaviour and theft. 	<ul style="list-style-type: none"> • Junior Citizen Scheme safety training for 1000 year 6 pupils by December 2006 • Junior road safety officer scheme extended to an additional 3 schools by December 2006 • 60+ road safety awareness training for 3 elders groups by December 2006 • 15 new school travel plans adopted by March 2007, with 5 by December 2006 • Anti crime design measures implemented in 5 parks by March 2007 • Programme developed by June 2006, with a programme of actions commencing from July 2006 • Number of people feeling unsafe or very unsafe in parks reduced from 13% to 11% (KMC survey March 2007) • Markets Plan finalised July 2006 with 20 joint markets activities undertaken by March 2007

A cleaner, greener Tower Hamlets

Objective and Lead Officer	Key Activity	Progress Milestone
<p>1. To improve the cleanliness of the borough's streets including housing estates and parks. Contact officer: John Palmer, Environment and Culture Directorate</p>	<ul style="list-style-type: none"> • Implement enforcement activities to tackle Envirocrime 	<ul style="list-style-type: none"> • Number of fixed penalty notices for trade and fast food establishments increased from 1,035 to 2,500 by March 2007, with 1,250 issued by September 2006 • To issue 100 fixed penalty notices for dumping of domestic waste under new legislative powers, with 30 issued by September 2006 • 150 private properties assisted with graffiti and flyposting removal by September 2006, with 300 assisted by March 2007
<p>2. To improve recycling activity and performance and reduce waste in the Borough Contact officer: John Palmer, Environment and Culture Directorate</p>	<ul style="list-style-type: none"> • Review Draft Waste Strategy in the light of new DEFRA guidance. • Improve efficiency of recycling service through lo-rise contracting arrangements • Improve take-up of the Council's furniture re-use scheme 	<ul style="list-style-type: none"> • Draft Waste Strategy to Overview & Scrutiny by September 2006 • Specification for lo-rise and bulking recycling contract revised by April 2006 • Invitations to tender by May 2006 • Tender evaluation by June 2006 • Award of contract by July 2006 • Contract mobilisation by October 2006
<p>3. To protect the environment Contact officer: Ian Brown, Environment and Culture Directorate</p>	<ul style="list-style-type: none"> • Improve the environmental performance of the Council's vehicle fleet 	<ul style="list-style-type: none"> • Complete review of methodology for segregation of furniture from bulky collection service by May 2006 • Improve systems following review recommendations by April 2006 • Develop and implement a marketing campaign to improve profile and take-up of the service by June 2006 • Finalise arrangements for the issue of reuse credits to our reuse partners by June 2006 • Identify emissions levels from current fleet by June 2006 • Identify non compliant vehicles by September 2006 • Replace or undertake cost effective adjustments to all non-compliant vehicles by March 2007 • All fleet vehicles to be 'Low Emission Zone' compliant

	<ul style="list-style-type: none"> • Work with Action Groups in the community to promote biodiversity in line with Towerhabitats Action Plan and London regional guidance • Continue to develop the Enviro-Champions initiative • Implement a programme to improve biodiversity in the Council's parks network • Develop and implement a Borough Tree Management Plan with community partners • Develop Green Grid proposals to contribute to the Thames Gateway East London Green Grid • Implement a programme through the Local Implementation Plan to improve the quality of the physical environment at key sites and the street scene generally. • Introduce traffic management measures in residential areas to reduce the number of unnecessary motor vehicle Journeys and to complement the congestion charging scheme 	<p>by March 2007</p> <ul style="list-style-type: none"> • Draft work plans for Action Groups by June 2006 • Action Plans agreed by October 2006 and implementation underway by November 2006 • Junior Enviro-Champion Scheme launched by December 2006 • Biodiversity habitats improved in 5 parks or other council or partner owned sites by March 2007 • Complete the Tree Management Plan by November 06, with 250 new trees planted by March 2007 • Green Grid Proposals agreed by June 2006 • Completion of Roman Road Town Centre Streetscene improvements by October 2006 • Completion of Bethnal Green Road Holistic Corridor review study by September 2006 and phase 1 works complete by March 2007 • Completion of Poplar Highstreet Streetscene improvements by March 2007 • Completion of Lincoln Home Zone by March 2007 • Completion of 20mph Zone at Cambridge Heath Road / Vallance Road / Three Colts Lane by December 2006 • Completion of 20mph Zone at Cheshire Street / Vallance Road / Commercial Street / Whitechapel Road by March 2007
<p>4. To improve the physical environment</p> <p>Contact officer: Ray Gerlach, Environment and Culture Directorate</p>	<ul style="list-style-type: none"> • Continue high quality maintenance of parks • Improve the quality of parks and open spaces across the Borough 	<ul style="list-style-type: none"> • Existing Green Flags maintained and submission for 1 new flag for judging in June 2006 • At least 1 park improved in each LAP by March 2007
<p>5. To improve the provision and quality of public open space</p> <p>Contact officer: Ray Gerlach, Environment and Culture Directorate</p>		

	<ul style="list-style-type: none"> • Let the Horticultural Grounds Maintenance Contract 	<ul style="list-style-type: none"> • Cabinet approval of award of contract by August 2006 • Contract implementation by October 2006
--	--	---

LIVING WELL: THI INDICATORS FOR 2006-2010

Decent homes in decent neighbourhoods

Priority	Performance Indicators	Outturn 2005/6	Target 2006/7	Target 2007/8	Target 2008/9	Target 2009/10	Target 2010/11
Decent homes in decent neighbourhoods	Number of empty private-sector dwelling brought back into use (LPSA / LAA primary)	20	17	17	17	17	17
	Percentage change in proportion of non-decent homes (BV184b)	27.28%	7.98%	39.12%	1.52%	N/A	N/A
	Percentage of specified urgent repairs completed in government time limits (current THI10)	94.55%	96%	96.5%	97%	97.2%	97.5%
	Average re-let time for local authority dwellings (days) (BV212 new definition)	36 days	35.5 days	35 days	34.5 days	34 days	33.5 days
	Percentage of residents satisfied with the Council's repairs service	82.5%	83%	84%	85%	86%	87%

Healthier Communities

Priority	Performance Indicators	Outturn 2005/6	Target 2006/7	Target 2007/8	Target 2008/9	Target 2009/10	Target 2010/11
Healthier Communities	Prevalence of (a) obesity (b) overweight in sample of year 7 children (LPSA / LAA primary)	2001 baseline = (a) 20%* (b) 33%*	(a) 23% (b) 38%	(a) 22% (b) 35%	(a) 21% (b) 35%	N/A	N/A
	Reduction in percentage of 11-15 year olds who smoke regularly (LAA primary)	2001 baseline = 12%*	11%	9%	8%	N/A	N/A
	Increased % of primary age pupils having 2 hours + PE per week (LAA primary)	60%	80%	85%	90%	95%	100%
	% reduction in teenage conceptions compared to 1998 baseline (LAA primary) [1998 baseline = 57.8 conception per 1000 females aged 15-17]	25% (2004)	39%	43%	47%	N/A	N/A

*Targets for these indicators are based on 2001 baseline and national trends. Data on current performance will be collected from 2006/7 onwards

Improved outcomes for vulnerable children and adults

Priority	Performance Indicators	Outturn 2005/6	Target 2006/7	Target 2007/8	Target 2008/9	Target 2009/10	Target 2010/11
Improved outcomes for vulnerable children and adults	Average length of stay in bed and breakfast accommodation (BV183a)	4.8 weeks	4.5 weeks	4 weeks	3.5 weeks	3 weeks	3 weeks
	Older people aged 65 or over admitted on a permanent basis in the year to residential or nursing care (per 10,000 population)	108.1	85	80	75	75	75
	Adult and older clients receiving a review as a percentage of those receiving a service (D40)	71%	80%	90%	90%	90%	90%
	Households receiving intensive home care per 1,000 population aged 65 or over (BVPI 53 / C28)	38.6	38	38	38	38	38
	Percentage of child protection cases which should have been reviewed during the year that were reviewed. (BVPI 162)	100%	100%	100%	100%	100%	100%
	Percentage of children looked after at 31 March with three or more placements during the year (stability of children looked after) (BVPI 49)	11.4%	10%	10%	10%	10%	10%
	Percentage of children looked after, leaving care aged 16 or over with at least 1 GCSE at grade A-G or a GNVQ. (BVPI 50 / CF/A2)	54.3%	68%	70%	72%	74%	76%
	Average time to process benefits claims - housing (BV78a)	33.79 days	31 days	30 days	29 days	28.5 days	28 days
	% of respondents rating Social Services as "very good" or "excellent" (D52)	60.3%	65%	65%	80%	80%	80%

**Data for this indicator is only available at the close of the academic year. Targets for 2006/7 therefore refer to results due in summer 2006.*

LIVING WELL: IMPLEMENTATION PLAN 2006/7

Decent homes in decent neighbourhoods

Objective and Lead Officer	Key Activity	Progress Milestone
<p>1. To provide decent homes and decent neighbourhoods</p> <p>Contact officers: Jackie Odunoye</p>	<ul style="list-style-type: none"> • Undertake a programme of major repair and improvement works to council homes and estates • Initiate and facilitate improvement works to private sector • Continue implementation of the Housing Choice Programme • Develop frameworks to improve the Quality of Affordable Housing provision (LAA) 	<ul style="list-style-type: none"> • Investment programme agreed by July 2006 • £22.5m investment by March 2007 • Contact made with owners of targeted properties by October 2006 • 17 empty homes brought up to the decent homes standard and returned to use by March 2007 (LSPA target) • 25 Houseproud Grants approved to enable equity release loans as part of the Houseproud Scheme by March 2007 • Plans to achieve decent homes target for stock transferring in 06/07 agreed at date of transfer • Reporting mechanisms to track progress in achieving decent homes standard in place by October 2006 • Ownership audit and mapping of affordable housing complete by March 2007, interim mapping complete October 2007 • Areas for framework agreed and working groups for each framework in place by March 2007, initial scoping agreed October 2007 • Information sharing website running by March 2007 • Quarterly progress reports to RSL Forum
<p>2. To increase the supply of affordable homes</p> <p>Contact officers: Jackie Odunoye</p>	<ul style="list-style-type: none"> • Use the planning contribution process, Housing Corporation funding and Local Authority Grant to secure new affordable housing • Implement the Private Sector Renewal and Empty Property Framework to reduce the number of private sector empty properties 	<ul style="list-style-type: none"> • Partner providers of affordable housing enabled to create 1035 new affordable homes by March 2007 • Private Sector Housing and Empty Property Framework reviewed by December 2006 • 300 private sector vacant dwellings returned into

	<ul style="list-style-type: none"> • Introduce targeted initiatives to tackle under-occupation and enable access to home ownership options for existing tenants in order to reduce overcrowding • Progress implementation of pan-London lettings policy • Develop home ownership models to increase Options for Access to Affordable Home Ownership (LAA) 	<p>occupation / demolished by March 2007</p> <ul style="list-style-type: none"> • Initiatives to increase the take-up of under-occupation payment scheme reviewed by November 2006 • 105 lettings to under - occupied dwellings by March 2007 • Minimum of 200 overcrowded Common Housing Register tenants re-housed by March 2007 • Review of impact on current lettings policy by March 2007 • Decision made on bid to develop pan –London choice based letting accepted by October 2006 • Research of alternative home ownership models complete by March 2007, interim evaluation December 2006 • Potential sites for pilot scheme development identified by March 2007, initial appraisal by November 2006 • Partnership opportunities with statutory agencies and RSLs identified by March 2007 and quarterly reports made to the RSL forum
<p>3. To provide excellent housing services</p> <p>Contact officers: Maureen McElaney</p>	<ul style="list-style-type: none"> • Support increased resident involvement and wider participation in the Tenant Compact. • Continue implementation of plans to improve access to housing services 	<ul style="list-style-type: none"> • Re-launch of Area Resident Panels by June 2006 • Resident training programme in place by May 2006 • Borough Compact Group constitution revised by August 2006 • Introduction of Direct Debit payments for: <ul style="list-style-type: none"> - Rents service by October 2006 - Homeownership Service by November 2006 • Introduction of BACs payments for private sector benefits payments by October 2006 • Priorities for on-line service applications agreed by October 2006 • Promotion campaign for translation and interpretation services by September 2006

	<ul style="list-style-type: none"> Working with contractors and tenants to improve satisfaction with the responsive repairs service Review Affordable Warmth Strategy and deliver affordable warmth service 	<ul style="list-style-type: none"> Joint service development on customer care undertaken with contractors by October 2006 Core residents group to monitor communal repairs standards established by October 2006, with 83% satisfaction achieved for repairs service Consultation underway by June 2006 Action Plan agreed by March 2007 Provide assistance to 25% of vulnerable households to help address fuel poverty by March 2007
--	---	---

Healthier Communities

Objective and Lead Officer	Key Activity	Progress Milestone
<p>1. To improve the health of children and young people</p> <p>Contact officer: Helen Jenner, Children's Services</p>	<ul style="list-style-type: none"> • Promote <i>Healthy Eating</i> in Children's Centres and Extended Schools • Reduce pre-prepared food levels to 5% of menu choice in schools • Provide 2 x weight management programmes for children (8-16) identified as clinically obese and their families 	<ul style="list-style-type: none"> • Healthy Eating promotion events held in all Children's Centres and Extended Schools March 2007 • Audit of the amount pre-prepared food in school menus by December 2006 • Programme 1 commenced by June 2006 • Programme 2 commenced by November 2006 • 40 children and their families participated by February 2007
<p>2. To improve the health of adults at risk of coronary heart disease</p> <p>Contact officer: Ray Gerlach, Environment & Culture Directorate</p>	<ul style="list-style-type: none"> • Deliver GP exercise referral programme 	<ul style="list-style-type: none"> • Exercise referrals underway from April 2006 • 50 people to have completed the Course per quarter (200 by March 2007) • New baseline data initiative to begin in April 2006 monitoring % of participants achieving measurable improvement in blood pressure and/or body mass index • New baseline data initiative to begin in April 2006 monitoring % of participants who take up a Healthy Living Membership at the Borough's leisure centres

Improved outcomes for vulnerable adults

Objective and Lead Officer	Key Activity	Progress Milestone
<p>1. To deliver accessible, responsive, timely and appropriate adult care services for a diverse community</p> <p>Contact officer: John Goldup, Social Services Directorate</p>	<ul style="list-style-type: none"> Strengthen performance management to ensure that performance on all PAF indicators is in the top performance band for 2006/7 Relocate Community Equipment Service to improve speed of equipment delivery Promote access to services by BME older people via media and community campaign 	<ul style="list-style-type: none"> Projected performance on all indicators to be compliant by end September 2006 Relocation complete by June 2006 Campaign launched June 2006 Percentage of BME older people assessed for services to reflect population profile by December 2006
<p>2. To promote independence and choice for vulnerable adults</p> <p>Contact officer: John Goldup, Social Services Directorate</p>	<ul style="list-style-type: none"> Implement a Single Assessment Process (SAP) and unified care plan across all service areas Integrate services for older people across health and social care on a locality basis Progress development of Centre for Independent Living for people with physical disabilities and integrated learning disabilities resource centre Progress plans for first three primary care resource centres, co-locating health, social care, and third sector services in localities Implement Long Term Conditions Strategy jointly with THPCT and BLT Develop more supported living options in partnership with Supporting People 	<ul style="list-style-type: none"> SAP completed in older people's services and learning disability service by September 2006 SAP Completed in all other service areas by March 2007 Model for integrated service delivery agreed by September 2006 Outline business case on learning disabilities centre completed by June 2006 Sites and all necessary approvals secured by March 2007 Training programme for home care and other key staff complete by September 2006 10 additional supported living units brought on stream by March 2007
<p>3. To ensure that care and support services are experienced by service users as 'joined up' across organisational boundaries</p> <p>Contact officer: John Goldup, Social Services Directorate</p>	<ul style="list-style-type: none"> Develop more supported living options in partnership with Supporting People 	<ul style="list-style-type: none"> 10 additional supported living units brought on stream by March 2007

<p>4. To promote effective working between Adult Social Care and Children's Services</p> <p>Contact officer: John Goldup, Social Services Directorate with Kevan Collins, Children's Services</p>	<ul style="list-style-type: none"> Review and revise protocols on transitions to adulthood and parenting and mental health / disability to embed joint working arrangements with Children's Services Directorate 	<ul style="list-style-type: none"> Existing protocols on transitions to adulthood and parenting and mental health / disability reviewed and revised by September 2006
<p>5. To support vulnerable adults in making a positive contribution to their community</p> <p>Contact officer: John Goldup, Social Services Directorate</p>	<ul style="list-style-type: none"> Extend employment opportunities for people with mental health problems and disabilities Implement action plan arising from Best Value Review of Older People as Citizens 	<ul style="list-style-type: none"> 10% increase (March 2006 baseline) on numbers of people employed with mental health problems and / or disabilities known to the Council by March 2007 As per action plan
<p>6. To improve the links between targeted services for vulnerable adults and universal public and commercial services</p> <p>Contact officer: John Goldup, Social Services Directorate</p>	<ul style="list-style-type: none"> Update all commissioning strategies, jointly with NHS partners, to reflect priority outcomes, updated needs assessment, and developments in national policy – e.g. White Paper on out of hospital care and Commissioning a Patient Led NHS 	<ul style="list-style-type: none"> Project plans agreed by September 2006 Revised strategies agreed by relevant Partnership Boards by March 2007
<p>7. To reduce homelessness and meet the needs of vulnerable residents</p> <p>Contact Officers: Vernon Simpson, Development and Renewal Directorate</p>	<ul style="list-style-type: none"> Implement the Homelessness Strategy Action Plan 2005-08 Implement the Temporary Accommodation Strategy to achieve a 50% reduction in the number of households living in temporary accommodation by 2010 	<ul style="list-style-type: none"> Progress reports to Homelessness Partnership Board in July 2006, November 2006 and March 2007 No more than 3% revolving-door homelessness by March 2007 Minimum of 300 homelessness cases prevented by March 2007 200 households receiving rent deposits for private sector housing by March 2007 Minimum of 850 permanent homes let to homeless households by March 2007 Number of households placed in temporary accommodation reduced by 250 by March 2007 Six month monitoring report to the Homelessness Partnership Board

	<ul style="list-style-type: none"> Sustain and strengthen planning for housing-related support services commissioned through <i>Supporting People</i> Undertake a Best Value Review of Sheltered Housing Target the approval of Disabled Facilities Grants to enable private sector residents to remain living in their own homes 	<ul style="list-style-type: none"> Minimum of 80% of Supporting People service users supported to establish and maintain independent living by March 2007 Minimum of 30% Supporting People service users to have a planned move from temporary living arrangements by March 2007 Six month monitoring report to the Commissioning Body Options report developed by April 2006 Report and recommendations for service improvements published by June 2006 £600,000 Disabled Facilities Grants invested by March 2007 Provision of adaptations across all tenures reviewed by December 2006 Accessible Housing Register launched April 2006
<p>8. To maximise financial security and provide more effective financial advice to vulnerable groups</p> <p>Contact Officer: Michael Keating Chief Executive's Directorate</p>	<ul style="list-style-type: none"> Promote welfare benefit and tax credit take up in partnership with key voluntary and statutory partners, including bilingual support for form completion Implement activities to raise awareness of and improve levels of financial literacy, access to affordable banking and credit facilities, and to quality assured debt advice provision Provide accessible information at key places on Working Tax Credit to improve childcare affordability Maximise the speed in processing benefits claims 	<ul style="list-style-type: none"> Take up of pension credit, Disability living allowance and Attendance allowance, plus key in work benefits, including working tax credits and, child tax credit, increased by £6m by March 2007 Public information materials to support financial literacy developed by September 2006 New outreach debt advice provision developed by September 2006 6 financial literacy workshops delivered by December 2006 At least one information session on Tax Credit held in every Children's Centre by December 2006 Average time to process new benefits claims reduced to 31 days by March 2007

<p>9. To support parents who wish to return to work</p> <p>Contact Officer: Helen Jenner, Education Directorate</p>	<ul style="list-style-type: none"> • Audit current childcare provision and revise plan for development of provision accordingly 	<ul style="list-style-type: none"> • Complete workflow processes on the DIP and workflow system by August 06 • Revised plan for childcare provision agreed and published by September 2006
---	--	--

Improved outcomes for vulnerable children

Objective and Lead Officer	Key Activity	Progress Milestone
<p>1. To increase integration of social care, education and health services for vulnerable children</p> <p>Contact officer: Helen Jenner</p>	<ul style="list-style-type: none"> Continue to develop Children's Centres and Extended schools to create a range of integrated services for children. Develop health service provision in children's centres and extended schools with a year on year increase in the range of services offered Increase the delivery of specialist mental health services in children's centres and schools Increase access to sexual health information and advice through a local network of 40 voluntary peer led advisers 	<ul style="list-style-type: none"> Plans to develop a network of integrated service in place by January 2007 At least 85% of children looked after have annual health assessments and dental checks on schedule throughout the year, reviewed quarterly 225 days CAMHS input into children's centres and the same into other education settings by June 2006 Training delivered to key staff July 2006
<p>2. To integrate assessment processes across agencies, and ensure that information is shared appropriately</p> <p>Contact officer: Helen Jenner</p>	<ul style="list-style-type: none"> Build on pilot work already underway between schools, health visitors, social workers and the voluntary sector to develop and implement a Common Assessment approach for the borough. Increase the identification of children in need at risk because of domestic violence by better screening 	<ul style="list-style-type: none"> Implementation plan informed by pilot activity on Common Assessment Framework in place by September 2006 5% increase in the assessment of children in need living with domestic violence by September 2006
<p>3. To improve service delivery to black and minority ethnic children and families, ensuring that services are equally accessible, responsive and appropriate to all</p> <p>Contact officer: Service Head - Children's Social Care</p>	<ul style="list-style-type: none"> Carry out Equality Impact Assessments for all major service innovations, with action plans incorporated into business planning Improve support to privately fostered children from ethnic minorities by visiting and assessing these arrangements and ensuring effective monitoring of this work Support the work of faith groups in increasing 	<ul style="list-style-type: none"> 6 monthly reporting and updates Support provided to 40 privately fostered children by December 2006 Monitor attendance and involvement with ACPC

<p>4. Ensure that disabled children and their families have equal opportunities to enjoy and achieve</p> <p>Contact officer: Service Head - Children's Social Care</p> <p>5. To improve governance of the borough's multi-agency child protection work.</p> <p>Contact officer: Kevan Collins Director of Children's Services</p>	<p>parenting support to families and maintain the contribution of the faith groups to the ACPG and new safeguarding arrangements</p> <ul style="list-style-type: none"> Review and revise protocols on transitions to adulthood and parenting and mental health / disability Establish a Local Safeguarding Children Board 	<ul style="list-style-type: none"> Existing protocols on transitions to adulthood and parenting and mental health / disability reviewed and revised by June 2006 Raise awareness raising programme on role and function of the Safeguarding Board by September 2006, with reviews of child protection cases at 100% throughout the year
<p>6. To improve information systems for vulnerable children</p> <p>Contact officer: Service Head - Children's Social Care</p> <p>7. To improve the life chances of children in the public care.</p> <p>Contact officer: Service Head - Children's Social Care</p>	<ul style="list-style-type: none"> Improve the sharing of information using the 'THIS Child' [Tower Hamlets Information Systems] programme to better track vulnerable children Ensure that all children in public care have access to appropriate, stable placements through effective care planning and reviewing, through active tracking and provision of support packages to those children at risk of multiple placements Review bullying policies and practices in all residential children's homes and disseminate good practice. Make sure that children looked after are encouraged to maintain high aspirations, and an active engagement in setting their own 	<ul style="list-style-type: none"> Strategy for the support of electronic information sharing agreed by April 2007 Percentage of children and young people looked after experiencing three or more placements reduced to 10% by March 2007 Review completed and good practice implemented by May 2006 Monthly reports monitoring the number of PEPs completed and reviewed in accordance with statutory requirements

	<p>learning targets through involvement in their Personal Education Plans</p> <ul style="list-style-type: none"> • Target specific support through individual tuition plans to address any gaps in learning children looked after may have experienced 	<ul style="list-style-type: none"> • GCSE A-G attainment increased to at least one award achieved by 68% children looked after by Summer 2006 • Reduce absence of looked after children from school to 4.5% by March 2007
--	---	---

CREATING & SHARING PROSPERITY: THI INDICATORS FOR 2006-2010

Securing sustainable communities

Priority	Performance Indicators	Outturn 2005/6	Target 2006/7	Target 2007/8	Target 2008/9	Target 2009/10	Target 2010/11
Securing sustainable communities	Percentage of major planning applications determined within 13 weeks	35.00%	60%	60%	60%	60%	60%
	Percentage of minor applications determined within 8 weeks	78.56%	80.25%	80.5%	81%	81.25%	81.5%
	Percentage of other planning applications determined within 8 weeks	85.35%	88.25%	88.3%	88.5%	88.75%	89%
	Number of businesses / social enterprises assisted to improve their performance	N/A	25	40	60	80	80
	Worth of contracts secured by local businesses	£4m	£4.5m	£6m	£7m	N/A	N/A

Increased local employment

Priority	Performance Indicators	Outturn 2005/6	Target 2006/7	Target 2007/8	Target 2008/9	Target 2009/10	Target 2010/11
Increased local employment	% of young people in Tower Hamlets aged 15-18 not in education, employment or training (LPSA / LAA primary to 2008)*	13.5%	11.5%	8.2%	7.5 %	7.0%	6.0%
	The number of people aged 24 and under in receipt of Jobseekers Allowance (and not on New Deal) helped into paid employment of over 16 hours a week for 13 consecutive weeks or more (LPSA / LAA primary)	100	200	250	N/A	N/A	N/A
	Percentage of people in Tower Hamlets aged 18-25 claiming unemployment-related benefits	20.6%	16.5%	16.0%	15.0%	14.0%	13.0%
	Percentage of local residents claiming unemployment-related benefits	8.5%	8.3%	8.2%	8.0%	7.9%	7.8%
	Increased supply of employment opportunities in key growth sectors promoted directly through the Employment Consortium	1272	1350	1400	1450	1500	1500

*Data for this indicator is collated after the end of the academic year. Targets for 2006/7 therefore refer to results due in November 2006.

CREATING & SHARING PROSPERITY: IMPLEMENTATION PLAN 2006/7

Securing sustainable communities

Objective	Key activity	Progress Milestones
<p>1. To develop the strategic framework to promote sustainable and socially inclusive development</p> <p>Contact officer: Owen Whalley Development and Renewal Directorate</p>	<ul style="list-style-type: none"> Continue development of the Local Development Framework Develop Central Area Action Plan Make representations on strategic planning initiatives including the Revised London Plan Examination in Public and the GLA's Draft Opportunity Planning Frameworks 	<ul style="list-style-type: none"> Statement of Community Involvement, Core Strategy and Development Control document, Waste Development Plan and three Area Action Plans to Secretary of State for independent examination submitted by October 2006 Annual Monitoring Return for 2006/7 completed by December 2006 Consult on Central Area Action Plan issues and options by November 2006 Give evidence to London Plan Examination in Public - June 2006 Make representations on Lower Lea Valley and City Fringe Opportunity Area Planning Frameworks by September 2006
<p>2. To implement the Local Development Framework based area initiatives and secure benefits for borough residents</p> <p>Contact officer: Owen Whalley Development and Renewal Directorate</p>	<ul style="list-style-type: none"> Continue to represent the borough's interests in shaping the development of Crossrail, Docklands Light Railway and East London Line projects Work with the Olympics Delivery Authority, GLA and London Thames Gateway Development Corporation to secure the development of the Olympics planning process Work in partnership with private and public sector stakeholders on development opportunities for key sites in the borough 	<ul style="list-style-type: none"> Core evidence to House of Commons Select Committee to support Council's position by June 2006 Representations made on the DLR Transport Works Order by June 2006 Construction of Langdon Park DLR station to commence October 2006 Effective transition arrangements for Olympic planning decision-making to Olympic Delivery Authority by December 2006 Interim planning guidelines adopted for Bromley by Bow – September 2006 Whitechapel – September 2006

		<ul style="list-style-type: none"> - Aldgate – September 2006 • Masterplan process initiated - Tobacco Dock/ News International – September 2006 - Watney Street/ Shadwell – November 2006 • Completion of process to enable submission of planning applications for: <ul style="list-style-type: none"> - Wood Wharf - September 2006 - Bishopsgate Goods Yard - December 2006 - St. Katharine's Dock- May 2006
<p>3. To improve the effectiveness of Development Control and Building Control processes</p> <p>Contact officer: Michael Kiely, Development and Renewal Directorate</p>	<ul style="list-style-type: none"> • Transfer historical case files on to computer based systems for development and building control • Develop the technology to support improved mobile and flexible working • Increase use of electronic facilities • Introduce new procedure to improve development control and environmental health enforcement issues 	<ul style="list-style-type: none"> • Scoping analysis of Land Charges digitisation finalised by October 2006 • 100% of new planning applications digitised on receipt – September 2006 • All Statutory Register decision notices scanned by March 2007 • Tablet technology for use by building inspectors by December 2006 • Quarterly monitoring returns demonstrate: <ul style="list-style-type: none"> - 60% BV109a (major planning applications) determined within 13 weeks - Over 80% BV109b (minor planning applications) determined within 8 weeks - Over 88% BV109c (other planning applications) determined within 8 weeks - BV 111 (satisfaction survey) to show at least a 10% improvement by January 2007 • Development of an enhanced tracking system for all planning applications by December 2006 • 10% reduction in the number of complaints about the standard of the enforcement function which are upheld - March 2007
<p>4. To support business information and networking</p>	<ul style="list-style-type: none"> • Refurbishment of building to provide an event centre for a programme of business 	<ul style="list-style-type: none"> • Private sector business mentor programme established January 2007

<p>Contact officer: Emma Peters Development & Renewal Directorate</p>	<p>excellence</p> <ul style="list-style-type: none"> • Undertake detailed assessment of available business advice and support services • Update evidence base and action plans of Regeneration Strategy 	<ul style="list-style-type: none"> • Assist 25 local businesses/ enterprises to improve their performance by March 2007 • Initial assessment completed by February 2007 • Quarterly labour market bulletins produced • Annual progress reports for the Regeneration Strategy and Local Area Agreement – July 2006 • Increase by £0.5m the worth of contracts secured by local businesses, by March 2007
<p>5. To promote key business sectors Contact officer: Emma Peters Development & Renewal Directorate</p>	<ul style="list-style-type: none"> • Develop sector supply chains and related business development, particularly targeting HLTT and Business to Business services 	
<p>6. To promote the Borough to key stakeholders Contact officer: Emma Peters Development & Renewal Directorate</p>	<ul style="list-style-type: none"> • Develop a marketing and communication strategy which conveys key messages to all our stakeholders to improve tourism and investment to the Borough • Promote the Borough's and East London's offer for business tourism and meetings, incentives, conferences and exhibitions markets 	<ul style="list-style-type: none"> • Library of digital images and promotional material available by December 2006 • Draft strategy by January 2007 • 15% improvement in the number of business tourism enquiries from the previous year by March 2007 • 5% Increase in no. of major conferences / events being held in East London by March 2007
<p>7. To develop an enterprising third sector Contact officer: Chris Holme, Development and Renewal Directorate</p>	<ul style="list-style-type: none"> • Support entrepreneurial activity amongst the local population • Support the development of the Rich Mix Centre as a flagship project linked to cultural industries 	<ul style="list-style-type: none"> • 19 social enterprises supported to facilitate sustainability by March 2007 • Revenue support agreement finalised by July 2006 • Centre fully operational by November 2006
<p>8. To harness community benefits by securing and effectively managing external resources Contact officer: Chris Holme Development and Renewal Directorate</p>	<ul style="list-style-type: none"> • Ensure effective utilisation of external funding opportunities in line with Community Plan priorities 	<ul style="list-style-type: none"> • Over 30 third sector organisations supported to deliver key Creating & Sharing Prosperity outcomes by October 06 • Report to Cabinet on finalisation of SRB6 Programme by December 2006 • Joint European/ Neighbourhood Renewal supported employment initiative agreed by July 2006

Increasing local employment

Objective	Key activity	Progress Milestones
<p>1. To improve the transition from education to work</p> <p>Contact officer: Mary Durkin, Children's Services</p>	<ul style="list-style-type: none"> Develop/improve career pathways by more structured links between schools and employers in key growth sectors Develop more internship programmes with key employers for school leavers Continue effective tracking and monitoring systems for young people age 16 and 17 Provide every young person with access to information about the range of employment, education and training opportunities: Develop compatible databases between Children's Services, further and higher education and employment services to provide improved access to training and employment opportunities Develop 14-19 pathways to careers in key growth areas 	<ul style="list-style-type: none"> Employer recruitment events established by March 07 Joint annual progress report, in association with Education Business Partnership, shows 75 pupils taking part in employer-led career development programmes - March 2007 Internship programmes with key private sector employers developed by November 2006 Report from <i>Futures</i> on 16 and 17 year old destination surveys by November 2006 Feasibility report on integrated data base by September 2006, with long term target for data integration between Connexions and Children's Services by 2008 Programme monitored quarterly Skillsmatch Skillsladder programme structured for NEET group - 3 programmes for 60 young people delivered by January 2007 New financial services academy open by September 2006
<p>2. To increase the capacity of local residents to compete for jobs</p> <p>Contact officer: Sue Hinds, Development and Renewal Directorate</p>	<ul style="list-style-type: none"> Implement the CPAG/Consortium partnership model to increase the scale and impact of delivery Deliver a range of transitional employment programmes in partnership with employers in key growth sectors Secure the agreement on the Local Employment and Training Framework with the other 4 Host Olympic boroughs 	<ul style="list-style-type: none"> Develop a 2 year programme of employer-led interventions to increase employability of local residents – July 2006 Schedule of employer recruitment events established by October 06 delivered at the new Canary Wharf recruitment and training centre LETF agreed with LDA by July 2006 5 borough job brokerage team developed and operational by July 2006

<p>3. To increase access to employment for target groups</p> <p>Contact officer: Sue Hinds, Development and Renewal Directorate</p>	<ul style="list-style-type: none"> • Work with employers in growth sectors to maximise job opportunities for local residents • Develop a pilot programme, in partnership with PCT and Job Centre Plus, for clients on incapacity benefit seeking to return to work 	<ul style="list-style-type: none"> • Skillsmatch assist 600 local residents to secure employment by March 2007 • Under 25 JSA clients reduced by 550 by March 2007 • Partnerships protocol established by October 2006
---	--	---

LEARNING, ACHIEVEMENT & LEISURE: THI INDICATORS FOR 2006-2010

Increased educational attainment

Priority	Performance Indicators	Outturn 2005/6	Target 2006/7	Target 2007/8	Target 2008/9	Target 2009/10	Target 2010/11
Increased educational attainment	Percentage of pupils achieving 5 or more GCSEs at grade A-C, including English and Maths (LPSA / LAA primary)*	30%	34%	39%	42%	47%	49%
	Average A-Level points score per student in Tower Hamlets (LPSA / LAA primary)*	204.2	229	247	279	285	310
	Percentage of pupils achieving level 5 in both English and mathematics at Key Stage 3 (LAA primary)*	52%	57%	61%	69%	70%	71%
	Improved overall attendance rates (LAA primary)*						
	a) Primary	a) 93.9%	a) 94.8%	a) 95%	a) 95.5%	a) 96%	a) 96%
	b) Secondary	b) 92.6%	b) 92.9%	b) 93%	b) 93.5%	b) 94%	b) 94%
	Unauthorised absence (LAA primary)*						
	a) Primary	a) 1.2%	a) 1.1%	a) 0.95%	a) 0.8%	a) 0.7%	a) 0.65%
	b) Secondary	b) 2.4%	b) 2.2%	b) 1.9%	b) 1.6%	b) 1.4%	b) 1.3%
	KS2: % Level 4 or above (English)*	77%	84%	85%	85.7%	86.2%	86.7%
Satisfaction of users with							
a) primary education	a) 39%	a) 40%	a) 44%	a) 47%	a) 50%	a) 53%	
b) secondary education	b) 35%	b) 36%	b) 41%	b) 46%	b) 50%	b) 55%	

*Data for these indicators is only available at the close of the academic year. Targets for 2006/7 therefore refer to results due in summer 2006.

Increased participation in sporting, leisure and cultural activities

Priority	Performance Indicators	Outturn 2005/6	Target 2006/7	Target 2007/8	Target 2008/9	Target 2009/10	Target 2010/11
Increased participation in sporting, leisure and cultural activities	Number of under 16s who are active users of the Council's Idea Stores and libraries (LPSA)	14,008	17,800	19,272	19,465	19,659	19,856
	Total number of library items issued to under 16s (LPSA)	279,607	298,304	317,000	320,170	323,372	326,605
	Number of under 16s regularly attending study support sessions (LPSA)	469	492	517	543	570	599
	Number of under 19s completing a course in Idea Stores, libraries and learning centres (LPSA)	1,065	1,400	1,464	1,479	1,493	1,508
	Number of library visits/ 1,000 population	7,709	9,775	9,881	9,884	9,902	9,933
	Percentage of people asked who think that leisure and sports facilities are good, very good or excellent (Annual Residents Survey)	39%	45%	48%	51%	54%	57%

LEARNING, ACHIEVEMENT & LEISURE: IMPLEMENTATION PLAN 2006/7

Increased educational attainment

Objective and Lead Officer	Key Activity	Progress Milestone
<p>1. To improve standards of pre-school provision to give every child the best possible start in life</p> <p>Contact officer: Helen Jenner, Children's Services</p>	<ul style="list-style-type: none"> • Extend and promote access to high quality early education and care provision through children's centres networks • Improve outcomes in early language and communication and personal and emotional development • Increase number of parents returning to work • Provide affordable childcare of high quality and flexibility to meet the needs of all parents in work or seeking work 	<ul style="list-style-type: none"> • 15 Children's Centres open by April 2007 • 92% of three year olds attending early education provision in January 2007 • 'Excellence in Language' project extended to a further three play groups (project start September 2006) • Job Centre Plus links with all Sure Start Children's Centres by January 2007 • 6 childcare tax credit information sessions for childcare providers held by April 2007 • Audit of childcare quality by March 2007
<p>2. To continue to raise standards in primary schools through targeted intervention and enhanced support for leadership and management</p> <p>Contact officer: Terry Parkin, Children's Services</p>	<ul style="list-style-type: none"> • Through assessment, target specifically those pupils at risk of not achieving level 4 in both English and mathematics by age 11 • Develop a peer leadership support network for primary schools 	<ul style="list-style-type: none"> • Intervention identified, planned and implemented for Y5 pupils by July 2006 • Agreed workplan in place for all schools by October 2006 • All primary schools located within at least one peer support network by October 2006
<p>3. To accelerate improvements in attainment with a particular focus on Key Stage 3 and English and mathematics at GCSE</p> <p>Contact officer: Terry Parkin, Children's Services</p>	<ul style="list-style-type: none"> • Through assessment, target pupils at risk of not achieving level 5 in English and mathematics by age 14, and those at risk of not achieving A-C grades in English and mathematics, but whose prior attainment suggests that they should be capable of this 	<ul style="list-style-type: none"> • Good progress towards annual targets indicated in mid-year prediction collected from schools for year 9 and year 11 (December-February annually) • Interventions identified for year 7 pupils at risk of not achieving level 5 by the end of Key Stage 3 by July 2006

<p>4. To improve the range and quality of post-16 education</p> <p>Contact Officer: Terry Parkin, Children's Services</p>	<ul style="list-style-type: none"> Establish an Education Improvement Partnership (EIP) involving all secondary schools, Tower Hamlets College, and the LSCLE and HE partners Through working with partners including the EBP increase the quantity and range of work experience available To pilot, with the DfES and LSCLE support, one or more new diploma programmes Develop work-based learning opportunities and commission new programmes for students working at level 1 or lower post 16 including people with LDD 	<ul style="list-style-type: none"> EIP in place by September 2006 Common borough 16-19 prospectus published for September 2006 All 14-19 pupils offered high quality work experiences opportunity during the year Vocational area(s) identified by December 2006 Pre-entry proposals developed with Youth and Community Service contractors from September 2006 and presented to the LSCLE by February 2007
<p>5. To enrich learning opportunities and raise standards and attainment through the enhancement of a personalised approach to learning</p> <p>Contact officer: Terry Parkin, Children's Services</p>	<ul style="list-style-type: none"> Extended School Strategy published Improve information available for families and children so that they are aware of the range of activities, and how they might impact on achievement Improve the use made of provision mapping & Pupil Achievement Tracker (PAT) to enhance attainment and improve personalised planning Tower Hamlets Arts and Music Education Service launched 	<ul style="list-style-type: none"> Core programme of extended school activities agreed and started by September 2006 Targets set for visits to cultural events by young people by September 2006 By July 2006, the number of schools using both PAT (or equivalent) and provision management tools to evaluate effectiveness of named interventions will be identified High quality peripatetic music provision available to all pupils by September 2006
<p>6. To promote preventative and early intervention work to raise attainment and reduce levels of disaffection</p> <p>Contact officer: Helen Jenner,</p>	<ul style="list-style-type: none"> Implement the DfES Social and Emotional Aspects of Learning (SEAL) programme to improve behaviour in schools Ensure provision mapping links with prevention strategy, wider extended provision and common assessment and referral processes 	<ul style="list-style-type: none"> SEAL programme in place in 20 primary schools piloted in 2 secondary schools by December 2006 SEAL extended to a 20 further schools by April 2007 Support programme established for those schools not using materials by December 2006 Toolkit provided for schools on integrated approaches

<p>Children's Services</p>	<ul style="list-style-type: none"> • Review multi-agency Pastoral Support Programmes (PSP) for pupils at risk of permanent exclusion • Identify and disseminate best practice to increase rates of reintegration following exclusion • Continue to support schools to develop inclusive teaching and learning programmes and early intervention strategies addressing the needs of all pupils • Target those disaffected with school pre-16, EBD post-16 and those recognised as ASD, as well as those achieving 4A*-C but not English and Maths at C+ • Develop and publish a participation framework for all children and young people • Promote the 'Hear by Right' national framework for monitoring the quality of involvement 	<p>by March 2007</p> <ul style="list-style-type: none"> • Monitoring programme of PSPs of all pupils with more than 15 days exclusion complete by December 2006 • Re-integration protocol implemented and agreed by July 2006, with feedback on progress through BEHAVE monthly newsletter • Best practice disseminated on a monthly basis through BEHAVE newsletter, with report for each secondary school completed by January 2007 • Curriculum audit completed and new provision commissioned by September 2006
<p>7. To increase the participation of children and young people in decision making and community life Contact officer: Mary Durkin, Children's Services</p>	<ul style="list-style-type: none"> • Disseminate best practice in support for newly arrived children and young people with English as an additional language in schools • Strengthen partnerships between children and young people and faith institutions by including children and young people in the Inter-faith Forum. • Encourage young people to undertake cultural exchanges by promoting this through school, 	<ul style="list-style-type: none"> • Annual report on impact of participation by September and audit of Schools' Councils by December 2006 • Audit of "Hear By Right" standards by December 2006
<p>8. To promote and support community cohesion amongst children and young people Contact officer: Terry Parkin, Children's Services</p>	<ul style="list-style-type: none"> • First Language (L1) Assessment service for EAL children available at all Key Stages, with 100% referrals dealt with successfully. • Pilot one inter-faith forum event by March 2007 • Pilot exchange work with one school, one youth project and one faith group by March 2007 	<ul style="list-style-type: none"> • First Language (L1) Assessment service for EAL children available at all Key Stages, with 100% referrals dealt with successfully. • Pilot one inter-faith forum event by March 2007 • Pilot exchange work with one school, one youth project and one faith group by March 2007

	<p>youth work and other settings</p> <ul style="list-style-type: none"> • Work with schools and other settings to combat racism and all forms of discriminatory behaviour by extending the diversity awareness training packages to include all 6 equalities strands • Distribute summary guidelines on policies and procedures for reporting racist incidents to all schools and settings 	<ul style="list-style-type: none"> • Training programme available September 2006 • Training delivered in 15 schools and 5 settings by March 2007 and 50% by December 2006 • All racist incidents reported as they occur by June 2006, with termly monitoring reports produced for each school in July and December 2006 and March 2007
<p>9. To extend engagement in constructive and law abiding activities</p> <p>Contact Officer: Mary Durkin, Children's Services</p>	<ul style="list-style-type: none"> • Increase the number of opportunities for volunteering and community action by children and young people and support children and young people to develop and implement their own plans for community action • Develop opportunities for young people to administer the Youth Opportunities Fund 	<ul style="list-style-type: none"> • Number of volunteering opportunities for children and young people increased from 400 to 700 in 2006 working with millennium volunteers • Young People's Steering Group established by April 2006 • First grant call for summer projects by June 2006 • All funding committed by January 2007
<p>10. To improve information, advice and guidance to all young people aged 10-19</p> <p>Contact officer: Mary Durkin, Children's Services</p>	<ul style="list-style-type: none"> • Bring Connexions in-house in order to pool resources and build integrated local teams • Improve the quality of advice, guidance and provision for young people with learning difficulties or disabilities 	<ul style="list-style-type: none"> • All Personal Advisers seconded to Tower Hamlets by April 2006 and TUPE process initiated • Unrestricted Connexions funds paid directly to the borough from April 2006 • Two additional staff funded through Connexions unrestricted funds from April 2006 • Ensure that extra support is given to each young person with LDD, from summer half-term, after the Section 140 review, to ensure positive outcomes
<p>11. To increase parental engagement in children's learning</p> <p>Contact Officer: Helen Jenner, Children's Services</p>	<ul style="list-style-type: none"> • Increase parental awareness and take-up of services, particularly at key transition points through expansion of Parent Information Point • Support schools to communicate more effectively with parents about how they can help 	<ul style="list-style-type: none"> • Parent Information Point sessions extended to Children's Centres by December 2006 • PIP sessions to include school governance information by June 2006 • All schools offered training and support to deliver curriculum-focused workshops by September 2006

	<p>their children to learn and develop socially and emotionally</p> <ul style="list-style-type: none"> • Consult with parents to develop services that support them and that ensure that their children achieve in an inclusive, effective education system 	<ul style="list-style-type: none"> • Workshop packages taken up by 15 schools by March 2007 • Parenting skills taster workshops developed by October 2006, based on the Race Equality Unit Strengthening Families model • Termly identification of consultation opportunities for parents and Parents' Panel used in at least 5 consultation exercises, with feedback provided on action taken by March 2007
<p>12. To provide high quality places to go and exciting things to do that meet the needs of young people</p> <p>Contact officer: Mary Durkin, Children's Services</p>	<ul style="list-style-type: none"> • Youth work provision for 13-19 year olds delivered through over 40 quality assured youth projects • Rapid Response Team develop the youth work response to youth crime and anti-social behaviour • New Start project expanded to offer more opportunities for young people not in education, training and employment • Work with young people to review their borough –wide framework for their participation 	<ul style="list-style-type: none"> • Youth Service contracts successfully re-commissioned by January 2007 • 29% of the 13-19 population participating in youth work activities March 2007 • Planned programmes of detached and mobile youth work delivered in 24 estates throughout the year. • Termly programmes to be agreed and published. • 250 young people supported through to achieve a smooth transition from pre-post 16 and remain in or return to education, training or employment by March 2007, with 60% targeted by December 2006 • 4 Local Youth Partnerships and the borough-wide Tower Hamlets Youth Partnership actively involving over 100 young people by March 2007, with two active by January 2007 • Pilot with IDeA by November 2006

Increased participation in sporting, leisure and cultural activities

Objective and Lead Officer	Key Activity	Progress Milestone
<p>1. To improve the quality of leisure provision and customer experience</p> <p>Contact officer: Ray Gerlach, Environment & Culture Directorate</p>	<ul style="list-style-type: none"> Refurbish existing Turkish baths, swimming pool, changing rooms and development of new crèche at York Hall Obtain quality accreditation for management of the Council's Leisure centres 	<ul style="list-style-type: none"> Works completed by January 2007 Quest self assessment for 1 leisure centre by October 2006, with formal assessments by February 2007 and Quest Accreditation by March 2007, bringing the total to 3 leisure centres
<p>2. To increase community engagement and participation in cultural activities</p> <p>Contact officer: Ray Gerlach, Environment & Culture Directorate</p>	<ul style="list-style-type: none"> Develop and implement a Cultural Services Volunteering Plan Deliver match funding in kind via support for festivals for partnership with City University and EMEP for the second phase of a two year project measuring the economic impact of festivals along with related SME support Support local film makers through ERDF project Film London Bursary Scheme and promote and show case locally-based film talent via the East End Film Festival 	<ul style="list-style-type: none"> Base line study complete by July 2006 Cultural Service Volunteering Plan agreed and in place by October 2006 Number of corporate volunteer groups who have assisted in parks projects increased from 10 to 15 by March 2007 £40,000 of match funding in kind delivered by December 2006 Production of final report by City University by December 2006 Film Festival delivered April 2006 4 new short films supported by March 2007
<p>3. To improve access to arts based activities for young people</p> <p>Contact officer: Ray Gerlach, Environment & Culture Directorate</p>	<ul style="list-style-type: none"> Continue to provide a programme of youth arts projects across the Borough 	<ul style="list-style-type: none"> Deliver a minimum of 420 workshops across the Borough by March 2007 550 young people participated by March 2007
<p>4. To improve participation in Idea Store, library and lifelong learning activities</p>	<ul style="list-style-type: none"> Review Idea Store strategy in light of opening first 4 Idea Stores; review plans including provision in Bethnal Green, Wapping/Shadwell 	<ul style="list-style-type: none"> Report to Cabinet by autumn 2006

<p>Contact officer: Ray Gerlach, Environment & Culture Directorate</p>	<p>and Isle of Dogs</p> <ul style="list-style-type: none"> • To improve retention in Lifelong Learning Activities in 2006/7 • Increase the number of local people with skills at NVQ level 2 through increased engagement with employers • Deliver a targeted programme of services and activities to increase under 16s library membership and participation • Develop and provide an innovative and flexible programme of courses to attract new learners and widen participation • Increase and widen the number of older people participating in the Idea Store Service • Increase the contribution of Idea Stores to developing an enterprise culture in Tower Hamlets 	<ul style="list-style-type: none"> • Ensure a minimum level of 75% retention in lifelong Learning Activities in 2006/7 • Identify key groups of employers by June 2006 • Deliver a programme of courses to upskill employees to level 2 by September 2006 • Interim review of take up by March 2005 • Programme agreed by June 2006 • Number of young people participating in activities and becoming active users of library services in Idea Stores monitored monthly • Identify baseline participation by key groups and target increases by June 2006 • Identify baseline participation by key groups and target increases by June 2006 • Research the potential of Idea Stores to contribute to the provision of business advice to SMEs by November 2005 • Facilitate the delivery of a programme in Idea Stores targeted at supporting the provision of business advice/information to SMEs from January 2007
<p>5. To increase participation in sport and physical activity for the community</p> <p>Contact officer: Ray Gerlach, Environment & Culture Directorate</p>	<ul style="list-style-type: none"> • Review existing programmes and develop a range of new programmes at leisure centres across the Borough • Continue to implement the School Sport Partnership action plan to deliver high quality 	<ul style="list-style-type: none"> • 50+ programme in place by April 2006 • Women and girls programme in place by June 2006 • Activities programme for disabled people in place by September 2006 • 100,000 additional visits to Leisure centres by March 2007 • 50% of schools offering 2 hours additional sporting activity through schools by July 2006

	<p>PE and school sport for at least two hours per week, per child, in and out of school</p> <ul style="list-style-type: none"> • Support sports clubs in delivering a range of coaching and competitive programmes for adults and young people • Deliver a football development programme for 7-11s in schools and at the Football Development Centre • Deliver a <i>Learn to Swim</i> programme for schools • Organise team entries from disabled people for the London Youth Games • Improve play facilities for disabled children in Mile End Park • Improve access to quality play by developing and implementing a programme to enable disabled children to join schemes with able bodied peers and siblings 	<ul style="list-style-type: none"> • Development programme finalised by June 2006, with 6 clubs identified to deliver the programme • 10,000 young people to have participated in the programme by March 07 • 3,000 participants in football programme by July 2006, with 3,000 additional by December 2006 and a further 3,000 by March 2007 • 350 pupils achieving 25m standard by July 2006, with an additional 350 by December 2006 and a further 350 achieving by March 2007 • 6 teams entered July 2006 • New play equipment purchased and installed September 2006 • 4 new inclusive play sessions by March 2007 • Accessibility of supervised out-of-schools and play schemes audited by December 2006 • Access development plan completed March 2007
--	---	--

EXCELLENT PUBLIC SERVICES: THI INDICATORS FOR 2006-2010

Efficient and effective services; Locally focused services empowering local people; Stronger and more cohesive communities; Improved equality of opportunity

Priority	Performance Indicators	Outturn 2005/6	Target 2006/7	Target 2007/8	Target 2008/9	Target 2009/10	Target 2010/11
Efficient and effective services	Budget performance	£360K underspend	Nil - Balanced Budget	Nil - Balanced Budget	Nil - Balanced Budget	Nil - Balanced Budget	Nil - Balanced Budget
	CPA Use of Resources Indicator (a) Overall score (b) VFM score	a) 3 b) 2	a) 3 b) 3	a) 4 b) 3	a) 4 b) 3	a) 4 b) 3	a) 4 b) 3
	% Gershon efficiency savings achieved	100%	100%	100%	100%	100%	100%
	% of residents agreeing that the Council "provides value for money for the council tax I pay"	37%	39%	42%	45%	48%	51%
	Proportion of working days / shifts lost due to sickness absence	9.8	8.5	7.75	7.50	7.25	7.00
Proportion of undisputed invoices paid within 30 days invoices paid in time	94.2%	95%	96%	97%	97%	97%	

Priority	Performance Indicators	Outturn 2005/6	Target 2006/7	Target 2007/8	Target 2008/9	Target 2009/10	Target 2010/11	
Locally focused services empowering local people;	% of residents who agree that the Council is doing a good job: (a) Borough average (b) Gap between the overall borough average and the LAP area with the lowest performance	(a)	67%	70%	73%	76%	78%	80%
		(b)	Ave = 67% Min = 55% (LAP 2/4) Gap = 12%	No LAP to fall 10% below the borough average	No LAP to fall 10% below the borough average	No LAP to fall 10% below the borough average	No LAP to fall 10% below the borough average	No LAP to fall 10% below the borough average
	% of residents who feel that they can influence decisions affecting their local area (LAA primary)	54%	60% (LAA 51%)	65% (LAA 53%)	70% (LAA 55%)	75%	80%	
	Increase in the number of residents attending LAP events (LAA secondary)	4489	5000 (LAA 4500)	5250 (LAA 4750)	5500 (LAA 5000)	5750	6000	
	% of telephones answered within the Customer Promise standard	69%	75%	77%	79%	80%	80%	
	% of letters responded to within the Customer Promise Standard	77%	90%	90%	90%	90%	90%	
	% of calls handled by Council Call Centres	38%	40%	45%	47%	49%	50%	
	% of complaints handled within target – Stage 1	60%	75%	77%	79%	80%	80%	

Priority	Performance Indicators	Outturn 2005/6	Target 2006/7	Target 2007/8	Target 2008/9	Target 2009/10	Target 2010/11
Stronger and more cohesive communities	% of residents who feel that Tower Hamlets is a place where people from different backgrounds can get on well together:	(a) 73%	75% (LAA 71%)	77% (LAA 73%)	79% (LAA 75%)	81%	83%
	a) Borough average	(b) Ave = 73% Min = 67% (LAP 4) Gap = 6%	No LAP to fall 10% below the borough average	No LAP to fall 10% below the borough average	No LAP to fall 10% below the borough average	No LAP to fall 10% below the borough average	No LAP to fall 10% below the borough average
	b) Gap between the overall borough average and the LAP area with the lowest performance		No LAP to fall 10% below the borough average	No LAP to fall 10% below the borough average	No LAP to fall 10% below the borough average	No LAP to fall 10% below the borough average	No LAP to fall 10% below the borough average
	Percentage of attendants at LAP events who are from targeted communities:	a) 54%	a) 48% ¹ b) 33% ² c) 5% ³ d) 15% ⁴	a) 48% b) 33% c) 5% d) 15%	a) 48% b) 33% c) 5% d) 15%	a) 48% b) 33% c) 5% d) 15%	a) 48% b) 33% c) 5% d) 15%
a) BME residents b) Bangladeshi residents c) Somali residents d) Young residents (16-25)							

Priority	Performance Indicators	Outturn 2005/6	Target 2006/7	Target 2007/8	Target 2008/9	Target 2009/10	Target 2010/11
Improved equality of opportunity	A workforce to reflect the community: percentage of top 5% earners that are from minority ethnic communities	14.29%	16.0%	18.0%	21.0%	24.0%	28.0%
	A workforce to reflect the community: percentage of top 5% earners that are women	48.66%	49%	50%	50%	50%	50%

¹ Target set to reflect current demography (based on total % BME in Tower Hamlets - 2001 Census)
² Target set to reflect current demography (based on total % Bangladeshi in Tower Hamlets - 2001 Census)
³ Target set to reflect current demography (based on estimated size of local Somali population - average of existing research estimates)
⁴ Target set to reflect current demography (based on proportion of people aged 16-25 in Tower Hamlets - GLA projections for mid-2006)

EXCELLENT PUBLIC SERVICES: IMPLEMENTATION PLAN 2006/7

Efficient and effective services

Objective and Lead Officer	Key Activity	Progress Milestone
<p>1. To support the Council's performance in delivering the Neighbourhood Renewal Strategy and Local Area Agreement</p> <p>Contact Officer: Alastair King, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> Co-ordinate implementation of the borough's Local Area Agreement across the Council and its partners Oversee and report on implementation of the agreed Framework for Neighbourhood Renewal 2006-2008 (repeated twice) 	<ul style="list-style-type: none"> Delivery of milestones and progress against targets confirmed by monitoring reports on LAA and Neighbourhood Renewal, in accordance with the agreed Performance Management Framework (Quarterly and 6-monthly)
<p>2. To develop a high performance culture by investing in Council staff</p> <p>Contact officer: Devora Wolfson, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> Implement the Core Values and Leadership and Management framework across the council Embed the principles of Investors in People Council-wide through the implementation of the IIP Action Plan Conduct a staff survey to measure staff's views on key issues Develop corporate learning and development strategy and evaluation framework 	<ul style="list-style-type: none"> Core Values and Leadership and Management Framework integrated within HR and OD processes by June 2006 Review Core Values and framework by March 2007. IIP reports to Corporate Change Team in May and December 2006 Directorate health checks on progress complete by May 2006 Assessment for IIP level 2 complete by April 2007 Second staff survey undertaken by February 2007, with results published by April 2007 Progress reports on existing staff survey action plan to CCT in May 2006 Strategy and framework agreed by July 2006 Menu of positive action programmes to address staff development needs at all levels in place by October 2006 New management development programme in place by February 2007
<p>3. To develop organisational performance across the</p>	<ul style="list-style-type: none"> Develop a corporate approach to Chartermark 	<ul style="list-style-type: none"> Approach to Chartermark agreed by CMT by end of July 2006

<p>Council</p>	<ul style="list-style-type: none"> • Undertake joint evaluation of EFQM process across Chief Executive's and Social Services directorate • Embed new corporate programme and project management methodology across the council 	<ul style="list-style-type: none"> • Joint evaluation completed by September 2006. • Process for 2006/7 agreed by October 2006 • Project managers to have been trained in new methodology by November 2006 • Directorate and corporate reporting arrangements in place by July 2006
<p>4. To champion further improvements in performance management across the Council and the Partnership Contact officer: Louise Russell, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> • Undertake a programme of service review and improvement work • Disseminate Business Process Improvement techniques and use to support performance improvement • Undertake team planning peer review with focus on benchmarking, value for money and risk management • Facilitate processes to ensure effective performance management is in place across the Council and with its partners • Implement the performance management framework for the partnership, ensuring the delivery of Community plan and NRS goals and LAA targets • Introduce a web-based performance system (Excelsis – on-line) 	<ul style="list-style-type: none"> • Improvement programme developed by June 2006 and reviewed bi-monthly by Performance Review Group • Business Process Improvement analysis completed in 3 key service areas by March 2007 • Peer review completed by October 2006, with analysis and recommendations to CMT by November 2006 • Joint performance management framework for LAA agreed by June 2006, with integrated approach to performance management agreed by January 2007 • Performance management training programme agreed with Directorates and implemented from April 2006, with review March 2007 • Evidence of clear service improvement in BVPI Audit by September 2006 • 6 monthly monitoring by EPS CPAG, with annual review by GOL, indicating progress against floor targets, LAA priority outcomes and other targets • Ward data report July 2006 and January 2007 shows progress against key priorities in each LAP • On-line roll-out commenced from April 2006, with progress review in August 2006 and completion by

<p>5. To provide a dynamic, outward-facing Overview and Scrutiny function</p> <p>Contact officer: Michael Keating, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> • Implement a Scrutiny work programme which includes input into the corporate improvement work and pilot monitoring of LAAs • Further strengthen the Health Scrutiny function • Undertake one piece of external Scrutiny work with other London boroughs • Strengthen the role of faith and parent governor co-optees and appointed members of the Overview and Scrutiny Committee • Raise the profile of Overview and Scrutiny with Members, partners and local communities 	<p>December 2006</p> <ul style="list-style-type: none"> • Scrutiny work programme agreed by June 2006 and reviewed quarterly • In collaboration with health partners, develop a four-year work programme focussed on tackling health inequalities (agreed by September 2006) • Joint work undertaken with LB Newham and Hackney Health Scrutiny Panel to consider plans of East London and the City Mental Health Trust by November 2006 • Agreed via ALG Scrutiny Network (July 2006) and first stage of external work completed by February 2007 • Analysis of the work programme shows improved links to community via co-opted and appointed members (March 2007) • Quarterly articles in EEL and Staff Briefing and monthly pieces in Members Bulletin
<p>6. Improve the quality of the Council's financial management</p> <p>Contact officer: Alan Finch, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> • Continue to integrate capital and revenue budget processes to take into account corporate priorities and take full advantage of Prudential Borrowing • Continue to develop revenue budget process to link with service planning and value for money agenda • Accelerate the timetable for closure of accounts • Improve the quality of the Council's financial 	<ul style="list-style-type: none"> • Integrated timetable for revenue and capital budget processes agreed by May 2006 • Capital Strategy for 2007/08 – 2009/10 agreed by October 2006 • Proposals for integrated planning processes by May 2006 • Draft accounts for 2005/06 published by end June 2006 • Consultation with users of accounts to establish their requirements for Summary Accounts by June 2006 • Working papers for final accounting purposes revised

	<p>information and monitoring arrangements</p> <ul style="list-style-type: none"> • Continue to incorporate the impact of Housing stock transfer on the debt portfolio into the Treasury Management Strategy • Implement new framework for Pension Fund investment 	<ul style="list-style-type: none"> • and submitted to audit by June 2006 • Auditor's judgement for accounting records showing increased score by November 2006 • Accounting arrangements for the Local Area Agreement implemented from May 2006 • Review the authority's Chart of Accounts by September 2006 • General Ledger and other financial systems documented by March 2007 • Standardise and improve the financial and operational information on the Capital Programme by December 2006 • Feasibility study for providing monthly management reports within 10 days of month end by July 2006, with subsequent implementation, if appropriate • Review Audit Commission thinking on World Class financial management and adopt an action plan of appropriate measures by June 2006 • Impact analysed and reflected into Treasury Management Strategy by February 2007 • Management structure for Pension Fund investment portfolio in place by January 2007 • New statutory strategy for Pension Fund governance and stakeholder involvement implemented by June 2006 • Impact of changes to LGPS assessed and accommodate in accordance with government timetable
<p>7. To ensure value for money in providing services Contact officer: Alan Finch, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> • Develop management information on comparative value for money / unit costs 	<ul style="list-style-type: none"> • Framework for collecting / reporting comparative unit cost data by means of a unit costs index agreed and in place by July 2006 • Review of high cost areas implemented by September 2006

	<ul style="list-style-type: none"> Develop a strategic response to efficiency targets Embed a culture of value for money in the organisation Improve value for money in capital investment decisions through revised option appraisal systems Improve efficiency of processing creditor transactions 	<ul style="list-style-type: none"> Efficiency savings of £8.0m per year for 3 years beginning 2007/08 identified and agreed by October 2006 Keep under review work by the Regional Centre of Excellence with a view to participating in suitable projects Institute a Learning & Development programme for managers and embed efficiency targets into managers Performance Development Reviews (June 2006) Option appraisal system for all new major projects in place by June 2006 Implement a Return on Investments model for use in assessing investment in IT systems (July 2006) Pilot document imaging and automated workflow management of creditor invoice processing (October 2006)
<p>8. To support the delivery of excellent public services through improved procurement</p> <p>Contact Officer: Head of Procurement, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> Re-focus the Central Procurement Unit to provide a more pro-active and strategic procurement service Further extend the use of purchase cards and the Marketplace to reduce transaction costs for small purchases 	<ul style="list-style-type: none"> Procurement Advocacy Handbook in place by June 2006 Procurement Advocacy Team in place by December 2006, working jointly with the corporate Project Management and Risk Management Teams Benchmark Council Procurement Rules against best practice by October 2006 Implement change by January 2007 Re-focused Central Procurement Unit structure agreed by September 2006 10 Procurement advocacy forums held in Departments by March 2007 (with 5 held by September 2006) Value of purchase cards transactions increased by 7.5% by September 2006 Value of purchase cards transactions increased by 15% by March 2007

	<ul style="list-style-type: none"> Identify opportunities to further e-procurement across the Council and increase departmental direct access to on-line requisitioning Identify further opportunities for strategic procurement interventions Enhance the internal 'Gateway' review process 	<ul style="list-style-type: none"> Value of Marketplace transactions increased by 7.5% by September 2006 Value of Marketplace transactions increased by 15% by March 2007 Implementation plan for extension of e-procurement in place by September 2006 Comprehensive supplier and spend analysis available by June 2006 Council participation in London Centre of Excellence exemplar programme reviewed by July 2006 Optimum procurement routes for key spending categories identified by September 2006 Further opportunities for joint procurement with partners identified by September 2006 All planned procurement to be classified for strategic significance by May 2006 Corporate peer reviews undertaken for 100% of significant procurement 'Gateway' criteria further developed by December 2006
<p>9. To improve the quality of the Councils risk management</p> <p>Contact officer: Richard Ellis, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> Implement a programme to further embed risk management Review the composition of the Audit Panel by October 2006 Review the Council whistle-blowing policy 	<ul style="list-style-type: none"> Quarterly risk management cycle reporting to CMT and Audit Panel in April, July, November and January Audit Commission review of Risk Management – report due April 2006 Terms of Reference for Audit Panel reviewed by July 2006 Whistle-blowing policy reviewed and re-submitted to Audit Panel July 2006
<p>10. To improve levels of attendance and health and well-being of employees</p>	<ul style="list-style-type: none"> Continue to strengthen management of sickness absence 	<ul style="list-style-type: none"> Sickness Monitoring Reports to CMT in June, September and December 2006 and March 2007 shows reductions in levels of sickness.

<p>Contact officer: Head of Human Resources, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> • Deliver effective Occupational Health Services • Embed flexible working practices 	<ul style="list-style-type: none"> • Monitor the impact of the Attendance Strategy September 2006 through seeking reductions in the levels of sickness and long term sickness cases • Review absence reporting requirements August 2006. • Deliver training to managers through the 2006/7 Corporate Learning and Development Programme • Monitoring reports on Occupational Health Service Standards to CMT June and December 2006 • Deliver a health promotions programme during 2006/7, including annual health fair October 2006 • Reports to CMT on the progress of the Flexible Working Group in June and December 2006, including impact of introduction of menu of flexible working policies • Flexible working initiatives to be regularly communicated and publicised through the Managers' Briefing and Pulling Together. Articles to be included on a bi-monthly basis from April 2006
<p>11. To enhance workforce and HR capacity Contact officer: Head of Human Resources, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> • Introduce a new HR Strategy for the Council • Develop a procurement strategy for engaging agency and temporary staff • Implement a new Workforce Strategy for the Council by June 2006 	<ul style="list-style-type: none"> • New HR Strategy in place by June 2006, with progress reports to CMT by December 2006 and HR Committee in February 2007 • Report to CMT outlining procurement strategy by June 2006 • Strategy implemented by October 2006 • New strategy in place by June 2006, with progress reports to CMT in December 2006 and HR Committee by February 2007
<p>12. To support the delivery of excellent public services through the use of new technology Contact officer: Jim Roberts, Chief</p>	<ul style="list-style-type: none"> • Publish the ICT Strategy for 2006-10 to align with the Council's Community and Strategic plans. • In support of accommodation, flexible working, home working and remote working strategies, 	<ul style="list-style-type: none"> • ICT Strategy published by July 2006 • Clearly defined work programme for ICT in place and published by July 2006 • Moves to Anchorage House supported in line with agreed Accommodation Strategy and prioritised

<p>Executive's Directorate</p>	<p>deliver a modern, innovative, robust and flexible ICT working environment including telephony.</p> <ul style="list-style-type: none"> Continuously improve the ICT service to ensure it meets the needs of the Council's business and ultimately its residents by seeking accreditation to the appropriate international standards, driving down costs and improving efficiency and resilience. <p>ICT to work with strategic partners on initiatives that support the community in meetings its aspirations</p> <p>In support of the Council's Customer Access Strategy, improve access channels to residents and external partners via the internet and improve the intranet for internal customers, simplifying business processes and increasing transactional capability.</p> <ul style="list-style-type: none"> ICT to attain a higher profile within the Council 	<p>timetable for 06/07</p> <ul style="list-style-type: none"> All other moves supported in line with Accommodation Strategy Roll-out of upgraded desktop completed by December 2006. New ICT management structure operational by April 2006 Departmental re-alignment completed by September 2006 Internal consultation and external benchmarking completed by September 2006 Key ICT business processes reviewed and changes implemented by October 2006 Appropriate compliance with ISO 27001 (BS7799) for ICT achieved by March 2007 and accreditation by September 2007 Intermediate audit check on ISO/IEC 20000 for ICT completed by December 2006 and accreditation achieved by December 2007. Identify opportunities to work in partnership with regional and other bodies to harness Gershon savings and efficiencies Work with Education to support the 'Building Schools for the Future' programme Develop SMS capability by September 2006 CMS (Content Management System) procured by September 2006 and implemented by December 2006 Business processes for the intranet, including all current Lotus applications to be implemented by March 2007 Use of video clips enabled across the intranet by May 2006 ICT managers to attend directorate management
--------------------------------	--	--

	<p>as respected strategic partners and facilitators of business transformation to the clear benefit of residents.</p> <ul style="list-style-type: none"> • Improve the quality and speed of response to residents by improving information retrieval from the Council's principal business systems • Use a variety of methods and media to keep staff informed • Encourage and support staff engagement and participation in delivering the Council's vision through: <ul style="list-style-type: none"> - activities to ensure understanding of the Council's priorities and their team and individual roles in achieving them - inductions, and the programme of staff briefings and meetings, to ensure that staff feel valued - developing managers' competencies to ensure that staff feel listened to • Complete implementation of the councils agreed Office Accommodation strategy • Develop Energy Use Improvement Plans for all Council office buildings not achieving A ratings in both carbon and energy performance categories • Establish an agreed governance structure 	<p>meetings on a regular basis by August 2006</p> <ul style="list-style-type: none"> • ICT business transformation expertise to be developed within the department by August 2006 • Develop appropriate integration tools in line with business requirements and emerging standards by March 2007 • Pulling Together produced monthly • Review of intranet with action plan to reinvigorate it by December 2006 • Staff survey (2005 baselines) shows: <ul style="list-style-type: none"> - Percentage of staff who feel they are kept well informed increased (from 60% in 2005) - Percentage of staff who understand how their role contributes to council priorities increased (from 83%) - Percentage of staff who feel motivated in their job increased (from 62%) - Percentage of staff who feel their manager listens to them increased (from 79%) • IT Services moved by May 2006 • Environment and Culture moved by July 2006 • Children's Services moved by September 2006 • Adult Services moved by November 2006 • Housing Services moved by March 2007 • 25% reduction in work stations achieved as part of the above programme by March 2007 • Accommodation strategy for One Stop Shops based on Customer First Agenda agreed by September 2006 • Improvement actions agreed with facility managers by August 2006 • Energy use reduction Strategy in place by March 2007 • Paper to establish Children's Trust arrangements
<p>13. To develop internal communications that are targeted and purposeful</p> <p>Contact Officer: Sara Williams, Chief Executive's Directorate</p>		
<p>14. To ensure the efficient and effective use of council accommodation resources</p> <p>Contact officer: Ian Brown, Environment & Culture Directorate</p>		
<p>15. To ensure that a Children's</p>		

<p>Trust is in place, providing effective governance of Children's Services and ensuring delivery of priority outcomes</p> <p>Contact Officer: Kevan Collins, Children's Services</p>	<p>through the Tower Hamlets Partnership</p> <ul style="list-style-type: none"> • Implement Children and Young People's Plan • Review service delivery organisation to ensure that priority outcomes are achieved 	<ul style="list-style-type: none"> • agreed at PMG (April 2006) • Children and Young People Strategic Partnership Group to meet four times by March 2007 • Establish a Local Safeguarding Children Board by April 2006 • CYPSP published in April 2006 • Launch event for CYPSP in June/July 2006 • CYPSP implementation monitored quarterly through CYPSP group • CYPSP updated in March 2007 • Establish Children's Directorate (September 2006) • Establish a workforce development strategy by September 2006
<p>16. To increase the capacity of the third sector to participate in the planning and delivery of excellent public services</p> <p>Contact officer: Michael Keating, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> • Review the Council's Third Sector Strategy and Commissioning Framework • Review with other key stakeholders in Tower Hamlets Partnership the roll out the Third Sector Strategy and Commissioning Code Practice across the Partnership • Provide support and broker funding for local organisations enabling them to provide excellent services for diverse communities 	<ul style="list-style-type: none"> • Outcomes from the Treasury's Local Area Pathfinder are incorporated into the Strategy with report to Cabinet by September 2006 • Review of Third Sector Strategy and Commissioning Code of Practice completed and agreed by the Tower Hamlets Partnership Management Group by December 2006 • Commissioning priorities for the mainstream grant programme agreed by July 2006 • Report and action plan for implementing commissioning framework within the mainstream grant programme agreed by December 2006

Locally focused services empowering local people

Objective and Lead Officer	Key Activity	Progress Milestone
<p>1. To improve the co-ordination and responsiveness of services to better reflect local people's needs</p> <p>Contact Officer: Heather White, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> • Develop robust approaches to measuring the impact of local management: <ul style="list-style-type: none"> - develop neighbourhood performance indicators - evaluate the impact of LAP action plans • Develop a local focus for the Partnership's LAA and its response to the Government's localisation agenda 	<ul style="list-style-type: none"> • Regular reports on local management to EPS CPAG • 2 case studies per year from each Neighbourhood Manager and LAP Development Officer, with at least half produced by October 2006 • Establish a set of neighbourhood performance indicators by September 2006 • Quarterly reports to LAP Steering Groups on the delivery of NRF funded activities supporting LAP action plans • Response to anticipated White Paper prepared to government timescale
<p>2. To provide and co-ordinate the use of reliable information, research and analysis across the Council and the Partnership to inform effective decision making and evaluation</p> <p>Contact officer: Louise Russell, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> • Develop and implement the Local Intelligence System (LIS) • Maintain a compendium of ward-based data • Oversee and manage the use of residents' views data across the Council • Undertake work to better understand trends in local population and demographics to inform service provision and funding decisions 	<ul style="list-style-type: none"> • Local Intelligence System in place by June 2006 • Communication and training programme completed across Council and with partners (September 2006) • Evidence of regular use by key partners (December 2006) • Ward data report updated six-monthly (June, December 2006) • Analysis of Annual Residents Survey results completed and disseminated by May 2006 • BVPI Survey conducted by November 2006 and results analysed and disseminated by January 2007 • Review of demographic and population trends by July 2006 • Approach to better-informed population trend data agreed by September 2006
<p>3. To support effective Member involvement</p>	<ul style="list-style-type: none"> • Provide a comprehensive induction programme for newly elected and re-elected Members 	<ul style="list-style-type: none"> • Initial modules delivered and evaluated by end of June 2006. • Remaining modules by December 2006

<p>Contact officer: Tim Revell, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> • Develop and implement a comprehensive programme of Member learning and development for 2006-07 • Enhance the representative role of Members in the community through the use of technology • Sustain and develop quality administrative support to Members through effective management of enquiries 	<ul style="list-style-type: none"> • Compulsory section of programme delivered for all relevant Members by end of June 2006 • Full programme agreed and circulated to all Members by end of August 2006 • London Member Development Charter accreditation achieved by November 2006 • Access to establish independent web pages for all Councillors by June 2006, with workshops for Councillors to create independent web pages delivered by July 2006; reviewed by November 2006 • Hit-rate on Members' Intranet pages increased (measured monthly) • E-communications introduced for regular communications via e-mail links to the Intranet by August 2006 • Monthly reports to Members and CMT on enquiry activity and monthly response rate
<p>4. To increase public participation in the decision-making process</p> <p>Contact officer: Tim Revell Chief Executive's Directorate</p>	<ul style="list-style-type: none"> • Develop and extend strategy to promote the involvement of young people in democracy, linked to the citizenship curriculum and local democracy week • Create opportunities for more direct contact between young people and Councillors • Use focus groups to inform proposed improvements in access to meetings and to the decision-making process, and canvass views on web-casting, knowledge of Forward Plan, sources of information • Promote public awareness of the Forward Plan 	<ul style="list-style-type: none"> • 8 outreach events for Young People on <i>Build Your Own Politician</i> by March 2007 • Two events with young people and Lead Members in young people's forum by March 2007 • 2 focus groups run by Consultation and Involvement/Democratic Renewal and Engagement, with reports and recommendations to CMT by December 2006 • New committee management system in place, making

	<ul style="list-style-type: none"> • Extend 'People into Public Life' event to LAPs • Implement a programme of outreach support encouraging people to vote, targeting BME communities and young people • Introduce a programme of regular canvassing throughout the year 	<p>documentation and decision-making more accessible, by August 2006</p> <ul style="list-style-type: none"> • Forward Plan re-positioned with greater prominence on Council website by July 2006 • Hit rate on Forward Plan increased by 10% by March 2007 • People into Public Life events to 2 LAPs by December 2006 • 20 registration forms completed at each public outreach event • Increase in rolling registration • Review of difficult areas to canvass complete by November 2006. • Schedule of visits agreed by January 2007 and visits complete by November 2007
<p>5. To improve public understanding of Council services</p> <p>Contact Officer: Sara Williams, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> • Implement brand management and signage proposals to ensure that the council's services and facilities are properly recognised. • Improve communications with residents and stakeholders by developing a more corporate approach council-wide • Review East End Life as one of the Council's primary communications channel • Improve understanding of the council via the press and media, including robust reputation management and crisis management approach • Establish an Inter-agency Forum for 	<ul style="list-style-type: none"> • Gateway signage programme underway from May 2006 with more robust brand management in place by July 2006 • Develop a council wide communications strategy and action plan to guide the communications function council wide by September 2006 • Revised approach, new editorial policy, advertising policy and redesign to be implemented by September 2006; readers feel better informed about the council than non readers (ICM survey 2007) • Percentage of residents who think the Council keeps them informed increased (Annual Residents Survey) • Monthly briefings for Bengali press and for other local media • Inter-agency Action Group for Communications

<p>6. To improve customer access to services</p> <p>Contact officer: Claire Symonds, Chief Executive's Directorate</p>	<p>Communications to strengthen working with partner organisations, including the development of a borough communications plan</p> <ul style="list-style-type: none"> • Re-Establish the Council-wide Communications Action Group, to develop and implement an annual communications plan, strengthen joint communications work across the Council and guide resources • Develop a Corporate Customer Access Strategy, based on customer preferences and demands • Monitor and improve the delivery of the Council's Customer Promise • Establish internal targets and measures to encourage greater number to take up e-enabled channels of service delivery • Develop a strategic approach to the handling of face to face enquires for the authority • Introduce further improvements to the Council's website, developing it to become a prime access channel for customers • Implement proposals to improve responsiveness to Comments, Compliments and Complaints. • Further develop the call centre approach that builds on the investment made in Customer Relationship Management. • Develop mechanisms to ensure findings and actions of consultation are built in to customer 	<p>operating from August 2006; borough communications plan agreed by LSP October 2006</p> <ul style="list-style-type: none"> • Council-wide Communications Action Group in place, with annual communications plan agreed September 2006 • Strategy and action plan agreed by June 2006 • 90% of services reaching standards by March 2007 • Robust mechanisms to measure in place June 2006 • Programme of action to improve take up agreed July 2006 • Strategy and action plan agreed by June 2006 • Web Strategy agreed by June 2006 • Implementation of Content Management System to facilitate future development October 2006 • Mechanism devised to measure actions taken in response to complaints June 2006 • Suitable services for integration into the Call Centre approach identified by August 2006 • 80 % of public enquires resolved at first point of contact by April 2007 • Mechanism devised to record action taken in response to consultation activities by March 2007
--	---	---

	<p>service development.</p> <ul style="list-style-type: none"> • Improve delivery of care to vulnerable passengers via introduction of Care Card Scheme 	<ul style="list-style-type: none"> • Complete Individual data gathering from care organisations by June 2006 • Care Card Content and format agreed with partners by June 2006 • Identification of additional Staff Training needs by September 2006 • Associated Staff training completed by December 2006
--	--	--

Stronger and more cohesive communities

Objective and Lead Officer	Key Activity	Progress Milestone
<p>1. To promote and support community cohesion across all communities</p> <p>Contact officer: Michael Keating Chief Executive's Directorate</p>	<ul style="list-style-type: none"> Develop a bridging communities pilot (linking corporate and Children's services with partner agencies and the third sector) Work with the voluntary and community sector to develop and deliver a programme of activities to promote cultural understanding and to improve community cohesion. Work with the voluntary and community sector to deliver a programme to increase the level of volunteering in the borough 	<ul style="list-style-type: none"> Pilot agreed (June 2006) and reviewed (March 2007) Programme of events agreed by May 2006 and outcomes review completed by February 2007 Adopt national Compact Code by September 2006 Work with Black Women's family Support, Victim Support and Island Advice) to increase number of volunteers (by March 2007)
<p>2. To support the continued effective development of the Tower Hamlets Partnership, ensuring both strategic and operational integration with the work of the council</p> <p>Contact: Margaret Libreri, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> Work with key partners to promote community engagement and deliver the priority outcomes identified in the Stronger Communities strand of the LAA Work with the Performance and Information Team to ensure robust systems are in place for programme management, performance management and evaluation of the NRF programme Implement the communications strategy for the Partnership 	<ul style="list-style-type: none"> Delivery Plan agreed with third sector partners underway by May 2006, with quarterly monitoring reports to Excellent Public Services CPAG 6-monthly monitoring reports confirm progress against agreed targets Quarterly reporting to LAPs, CPAGs and PMG on progress against NRF interventions Ward data report July 2006 and January 2007 shows progress against key priorities in each LAP Progress against agreed targets confirmed by annual evaluation report Impact of communications strategy monitored twice yearly by EPS CPAG Review of Newsletter, e-bulletin and communications protocol complete by September 2006 45% of local residents have heard of the THP by March 2007 (Annual Residents Survey) Number of residents attending LAP events increased to 4500 by April 2007, with targets met for

	<ul style="list-style-type: none"> Develop and implement a training and development programme for the Partnership 	<p>attendance BME communities and young people</p> <ul style="list-style-type: none"> Revised training and development programme agreed and in place by June 2006, with monthly updates through e-bulletin Annual assessment of training carried out and reported to EPS by March 2007
<p>3. To ensure a strategic approach across services to consultation with the public</p> <p>Contact officer: Claire Symonds, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> Work with key partners (PCT, Police, Fire Brigade and Community Organisations Forum) to review the forward plan of consultation Develop the consultation calendar to be more user friendly and easily accessible Develop and implement a workplan for the use of the Residents' Panel Deliver a training programme for staff, to include; questionnaire design, focus group moderation, 'accessing hidden communities' and using the consultation toolkit 	<ul style="list-style-type: none"> Review completed and presented to EPS CPAG by July 2006 Case study of consultation best practice published by September 2006 Key partner consultations published on the calendar by June 2006 'Hits' to the site show a significant increase by March 2007 Workplan agreed and underway from May 2006 Panel members consulted on key policies across the borough no less than 3 times per year Increased participation in training via the Council's Corporate Learning and Development process

Improved equality of opportunity

Objective and Lead Officer	Key Activity	Progress Milestone
<p>1. To ensure that the Council operates to the highest standards of equalities practice.</p> <p>Contact officer: Michael Keating, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> Publish new Equality Action Plan including specific targets and actions on race, faith, gender, sexual orientation, age and disability. Monitor implementation of Race Equality Scheme (2005-2008) to ensure that targets are on track or being met Publish new guidance on Equality Impact Assessments to improve rigour and efficiency Maintain level 5 of the Local Government Equality Standard. Publish a Gender Equality Scheme – as required by legislation – to address inequality between men and women in service provision and in the workplace. Provide training to ensure that all Council staff are aware of and fully comply with equalities legislation relating to age, faith and sexual orientation, and that it is reflected in service delivery and provision Work with key partners to promote community engagement and participation from targeted communities, supporting the priority outcomes identified in the Stronger Communities strand of the LAA 	<ul style="list-style-type: none"> Equality Action plan published June 2006 Six-monthly monitoring in October 2006 confirms targets are on track. 95% of targets set in Race Equality Scheme are achieved by March 2007 New guidance on Equality Impact assessments published by May 2006 Audit Commission confirm Level 5 by January 2007 Gender equality scheme published by December 2006 All staff receive training and information on new equalities legislation by March 2007
<p>2. To support the Tower Hamlets Partnership in ensuring that it engages effectively with all communities in the borough</p> <p>Contact officer: Margaret Libreri, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> Implement Workforce to Reflect the Community Strategy Action Plan 	<ul style="list-style-type: none"> Quarterly monitoring reports show increased participation from targeted communities Self assessment review by February 2007 confirms that LAP Steering Groups are more reflective of their local communities
<p>3. To improve the extent to which the workforce reflects the</p>	<ul style="list-style-type: none"> Implement Workforce to Reflect the Community Strategy Action Plan 	<ul style="list-style-type: none"> Progress report against targets to CMT in May and November 2006; to Cabinet in July 2006 and January

<p>community</p> <p>Contact officer: Head of Human Resources, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> Measure gender pay gap in accordance with the Council's Equal Pay Policy following implementation of Single Status Agreement and job evaluation process 	<p>2007</p> <ul style="list-style-type: none"> Report on 3rd equal pay audit to CMT by December 2006 supported by an appropriate action plan
<p>4. To establish a school workforce to reflect the community</p> <p>Contact Officer: Helen Jenner, Children's Services</p>	<ul style="list-style-type: none"> Develop and implement a package of initiatives targeting under-represented groups in the school workforce Implement initiatives to support the progression of BME staff into management roles 	<ul style="list-style-type: none"> Package of incentives publicised (July 2006) and taken up by 5 Somali young people wishing to train as teachers by (September 2006) Consult with schools on development opportunities for BME staff (July 2006) and publicise these (September 2006) 10 BME staff access programmes (March 2007)
<p>5. To develop services that better meet the needs of disabled people in Tower Hamlets</p> <p>Contact officer: Michael Keating Chief Executive's Directorate</p>	<ul style="list-style-type: none"> Publish a Disability Equality Scheme covering all aspects of the Councils services to disabled residents. Re-launch Disabled Go, an on-line guide to access information on 1,000 buildings in Tower Hamlets Review and update all policy and provision in light of the 2005 Disability Discrimination Act Invest in improvements to the physical accessibility of Council buildings concentrating on those buildings that generate the most public activity 	<ul style="list-style-type: none"> Disability Equality Scheme published by December 2006 Disabled Go re-launched by September 2006 (this re-launch is one year on from the initial launch in 2005/6) Disability Scheme in place by December 2006 All policies and procedures reviewed by March 2007 A minimum of 5 disabled parking bays in the vicinity of each major retained council office building by March 2007 Percentage of DDA compliant council buildings from 45% to a minimum of 55% by March 2007
<p>6. To ensure that older people are valued as active citizens, with the same opportunities for engagement in the community and in service planning and delivery as all other citizens of Tower Hamlets.</p>	<ul style="list-style-type: none"> Implement recommendations from Older People Review and implement performance management arrangements to measure progress against agreed outcomes 	<ul style="list-style-type: none"> As defined in the Best Value Improvement Plan

Contact Officer: John Goldup, Adult Services		
---	--	--

9. The Council's Planning Framework

Planning is a major thread running through any organisation. In local government it has always been important, but never more so in enabling councils to set objectives and priorities, turn policy decisions into action, decide how best to allocate resources, and review results so that learning feeds back into the decision-making process. It is through an effective planning framework, with explicit processes for monitoring and evaluating progress, that all stakeholders – both within and outside the Council – can understand exactly what goals we are working towards and assess our progress. An effective planning framework also reflects the role of each organisation and its services and teams – and also of each individual within those services and teams – in achieving those goals, and sets out how our performance will be judged.

This Strategic Plan, which is the Council's core planning document, sits within a broad and inclusive base for the increasingly complex planning framework facing local authorities. It is one of a series of plans, interconnected at different levels, each of which informs the other and each of which has identified mechanisms for monitoring and evaluating progress. The diagram below illustrates the links between each of these plans. It is followed by a brief explanation of the purpose of each plan.

Community plan

The Council is only one of many providers of services in Tower Hamlets. The need for better co-ordination and integration has become all the more important because so many of the key issues affecting local communities cross organisational boundaries. Both the work of the Council – and that of other agencies – is guided by an overarching Community Plan, which sets out the vision for the borough as envisaged by key stakeholders.

The Council takes the lead in the development and co-ordination of the Community Plan and works with local residents and partners in its preparation, implementation and review. The Plan is agreed through the Tower Hamlets Partnership, and incorporates both the Neighbourhood Renewal Strategy and the priorities set out in the borough's Local Area Agreement.



Strategic plan

The Council's Strategic Plan enables us to be clearer about our purposes, our sense of direction and our discipline in managing change and development. The Strategic Plan should enhance the Council's capacity to anticipate need and develop its services to meet new and emerging challenges so we are more able to improve the quality of life for everyone living and working in Tower Hamlets. The objectives set out in this Strategic Plan are related to each of the key elements of the Council's vision and the Community Plan.

The Strategic Plan is Member-led, reflects community needs, involves and informs staff, and incorporates the Council's contribution to partnerships and other joint initiatives. Many other statutory and local plans both inform and are informed by the Strategic Plan. These include, for example, the Medium Term Financial Strategy, Capital Strategy and Asset Management Plan, the Crime and Drugs Reduction Strategy, the Housing Investment

Programme Strategy, the Improving Health and Wellbeing Strategy, the Children and Young People's Plan, the emerging Local Development Framework and the Regeneration Strategy, and many others.

Performance against our strategic objectives and targets is evaluated annually and the Strategic Plan updated accordingly. This Annual Report incorporates the Council's Best Value Performance Plan, a statutory document detailing the Council's performance and future targets for a wide range of services.

Resource plans

Financial Plans cover the annual budget and medium and longer-term financial strategies for both revenue and capital expenditure. Financial Plans provide a framework for allocating resources to support corporate objectives and service priorities. Last year, service and financial plans were brought together for the first time in a single policy and resource allocation cycle. This was an important step in ensuring that the allocation of resources flows from changing community needs and service priorities.

The Asset Management Plan represents the Council's strategic approach to the management of its property assets. It provides a statement of the current property portfolio and the aims, objectives and strategic management plans for land and building assets over a five-year period. The Capital Strategy provides a framework to ensure that capital resources are administered efficiently and effectively and are allocated to projects which correspond to the Council's corporate objectives, including priorities identified in the Asset Management Plan.

Service plans

Each of the larger services provided by the Council has its own Service Plan, through which it seeks to implement the overarching objectives of the Strategic Plan. Service Plans have different formats but all show how the service contributes to the achievement of the Council's strategic objectives. They include targets against which the performance of the service can be judged, and information which will feed into the Best Value Performance Plan and the Strategic Plan.

Team plans

Council services are supported by organisational structures made up of different teams or sections focusing on specific areas of service delivery. Each team has its own Team Plan, which demonstrates how it is working towards the strategic goals of the service through a clear work programme. As with Service plans, team performance can be judged against the degree to which objectives are met and best value provided.

Personal development plans

Each member of the Council's staff should have a Personal Development Plan, through which s/he sets out how they intend to contribute to the achievement of service and team objectives. Personal Development plans also identify specific training or professional development required to support the staff member in further improving their skills and knowledge to do their job more effectively. Personal Development plans, which are reviewed regularly with team or service managers, are a requirement for organisations committed to the Investors in People Standard (IIP).

10. Use of Resources

Introduction and Background

During the financial year 2006/07, the Council will spend nearly £1.2 billion providing a wide range of local services. Of this, £1,085 million is revenue spending, and £82 million capital.

Integrated Service and Financial Planning

The Council operates an integrated service and financial planning process which ensures that:-

- Service planning is informed by medium term projections of financial resources
- The financial implications of service improvement and development are clearly identified
- Resources are directed to meeting the Council's strategic objectives

Medium Term Plan

Medium term financial planning is an important component of the Council's strategic planning framework. While many key decisions, such as setting the Council Tax, can only be taken annually, those decisions need to be set in the context of a longer term planning horizon.

We prepare a rolling three-year financial plan with indicative forecasts of spending, Government grant and Council Tax levels. This plan takes account of the issues set out in the Financial Context described below as well as demographic changes, changes in responsibilities, unavoidable growth, inflation, ongoing costs associated with our capital programme, efficiency targets and the impact of development in the Strategic and Service Plans. The Medium Term Plan helps ensure that the Council's financial plans are sustainable and to identify opportunities for moving resources into strategic priority areas.

The table below summarises the Council's Medium Term Financial Projection for the period 2006/07-2008/09. Figures for 2007/08 and 2008/09 are projections and decisions on these will be taken as part of future budget rounds.

MEDIUM TERM FINANCIAL PROJECTION			
	2006/07	2007/08	2008/09
	£'000	£'000	£'000
Opening Budget Requirement	438,848	267,894	279,186
Transfer of Schools funding to Dedicated Schools Grant	-183,315		
Inflation	6,152	6,300	6,700
Other unavoidable budget growth	12,526	9,514	9,827
Efficiency savings	-6,317	-4,522	-5,411
	<u>18,678</u>	<u>15,814</u>	<u>16,527</u>
Budget Requirement	267,894	279,186	290,302
Formula Grant	-205,777	-213,822	-222,161
Collection Fund Surplus	-1,905	-1,598	-1,151
	<u>60,212</u>	<u>63,766</u>	<u>66,990</u>
Indicative Band D Council Tax	£797.28	£816.99	£837.38
Change in Council Tax	0.0%	2.5%	2.5%

	Budget Requirement	Council Tax
	£'000	£
Sensitivity Analysis 2006/07		
Effect of:		
1% reduction in Formula Grant	2,058	27.25
0.5% increase in pay and price inflation	1,148	15.20
5% increase in committed growth	543	7.19

Financial Management

The Council's financial management systems aim to:

- Maximise the resources available to deliver the objectives of the Council and its partners, by securing external and third party funding
- Optimise the use of existing resources through effective procurement, delivering Best Value, and partnership working
- Reconcile the need for service development with the demands placed on Council Tax payers
- Align our spending plans with the priorities set out in the Community and Strategic Plans
- Maintain and enhance confidence in the Council's stewardship of public money
- Contribute to the overall arrangements for corporate governance
- Deliver efficiency improvements in excess of 2.5% per annum

Resources for the Year Ahead

The table below sets out our estimated revenue spending for the year 2006/07. Revenue expenditure is the day-to-day costs of running services.

Revenue Budget for 2006/076

Service	Gross Expenditure (£,000)	Income (£,000)	Net Expenditure
Education	278,006	245,741	32,265
General Fund Housing	368,653	360,859	7,794
Housing Revenue Account	106,016	106,016	0
Social Services	132,765	19,449	113,316
Environment and Culture	84,106	21,346	62,760
Chief Executive's & Other Corporate	98,968	58,669	40,299
Development and Renewal	17,389	10,875	6,514
Total	1,085,903	822,955	262,948

The authority's new Children's Directorate will be created in September 2006. Budgets will be reorganised during the year to reflect this.

Capital Investment

Our Capital Strategy provides the basis for evaluating capital intensive proposals and prioritising capital investment. Capital resources are allocated to investment programmes and projects that offer the most cost-effective contribution to achieving corporate priorities. Closely aligned to the Capital Strategy is our Asset Management Plan, which sets out our approach to the management of our property portfolio and its role in supporting corporate and service objectives.

The table below shows how capital investment programmed for the next three years is allocated to each of the Community Plan themes.

CAPITAL PROGRAMME 2006/07- 2008/09					
Community Plan Theme	2006/07 £000s	2007/08 £000s	2008/09 £000s	Future years	Total
Living safely	14,700	14,100	10,640	11,770	51,210
Living well	33,851	22,811	17,516		74,178
Creating & sharing prosperity	1,632	2,603			4,235
Learning, achievement & leisure	17,921	34,300	15,282	1,101	68,604
Excellent public services	13,690	9,712	7,263		30,665
TOTAL	81,794	83,526	50,701	12,871	228,892

Financial Context

The Council faces a number of major strategic and service issues over the lifetime of its strategic planning cycle, all of which have financial implications. In addition, our planning processes are taking place against the background of significant changes to the external financial environment. Together these mean a challenging agenda for the Council, and must be considered as part of the context for our strategic planning. Some of the key issues are set out below.

Changes to the Local Government Finance System

The Government introduced two-year settlements for many local authority grants, including the Formula Grant, with effect from 2006/07, and announced the intention to extend this to three-year settlements with effect from 2008/09. This should have a major positive impact on the authority's ability to plan ahead. At the same time, however, changes to the Formula Grant distribution mechanism also introduced in 2006/07 were largely detrimental to the authority. The changes are being phased in, but will lead to a reduction in grant share to the Borough over a period.

In addition, the Lyons Inquiry into Local Government Funding is examining a range of alternatives to the current system of local government funding, including reform of the Council Tax system and the introduction of other forms of local taxation. These potential reforms have a potentially major impact on the Council's finances and for local taxpayers.

Spending Review

The Government undertakes periodic reviews of public spending for all services. The last was in summer 2004 and covers the period to March 2008. The review provided for increases of total local government spending of 5.4% in 2005/6, 5.5% in 2006/7 and 5.1% in 2007/8. These rates of increase are lower than in recent years and also incorporate an efficiency target of 2.5% per annum. For Tower Hamlets this target equates to £6.5m per year.

The next spending review is expected in the summer of 2007. The Chancellor of the Exchequer has already indicated that this will be a more in depth review, which will focus among other things on further opportunities for securing more efficient, more responsive public services.

Capital Funding

Funding for the Council's capital programme comes from a variety of sources: one of the most significant of these has been capital receipts from the sale of Council assets. Funding from this source is set to reduce significantly, principally due to changes in legislation governing the right to buy

Council houses. The authority will need to review its strategy for funding affordable capital investment in the light of this, revisiting its spending priorities and identifying alternative sources of funding as necessary.

Local Area Agreement

The Council and its partners in the Tower Hamlets Partnership have negotiated a Local Area Agreement, to run from April 2006/5– 2009. This comprises a number of key stretch targets, the achievement of all of which would bring additional reward grant funding of approximately [£10m] to the authority after 2009.

Housing Choice

The number of dwellings directly managed by the Council is likely to continue to reduce significantly over the next two/ three years. This has significant implications for the Council as a whole, as it will need to reshape both direct services and support services to reflect lower levels of activity.

E-government Strategy

The Council used innovative 'invest to save' techniques in order to fund the first tranche of its e-government strategy. Further significant investment in IT infrastructure and systems development may be required in order to deliver step changes in public service delivery. All significant investment is subject to the production of a business case identifying tangible and measurable improvements in service quality and/or efficiency. Improvements in customer access and further efficiency and productivity gains will be key drivers for further ICT investment.

Office Accommodation Strategy

The Council has developed and is currently implementing a long-term strategy for the rationalisation of its office accommodation. The strategy will require corporate funding in line with the priorities of the Capital Strategy, and the introduction of new working practices, with the aim of delivering significant ongoing financial savings and other efficiency improvements, and improved access to Council services, and a more productive working environment for Council staff.

Efficiency and Value for Money

The Council's approach to efficiency is embedded in the strategic planning framework summarised in this document. That framework is designed to ensure that all resources available to the Council are directed towards maximising impact in terms of improved service outcomes and the achievement of strategic objectives.

The delivery of efficiency improvements has also been a consistent objective of the Council's financial management systems. Financial planning and budgetary processes are designed to identify and realise annual efficiency gains, and this contributes to an increase in Tower Hamlets' Council Tax, being one of the lowest of all 33 London councils. The combined effect of the Council's medium term service and financial planning and focus on value for money resulted in a 0% increase in Tower Hamlets element of the Council Tax for 2006/07 ..

The Council will seek further opportunities for efficiencies in all of its main areas of resource consumption and incorporate these into its strategies for human resources, information & communications technology, asset management, and procurement. We will also consider new opportunities for efficiency improvement, including those presented by national and regional initiatives e.g. shared services, business process reengineering, Priority Outcomes, and the national transformational e-government programme.

Procurement Strategy

The term 'procurement' describes the process of organising and arranging the acquisition of goods or services. All Council services involve some form of procurement, be it contracting out a whole function or purchasing small items of office equipment. Services can be acquired in-house or externally.

The Council's procurement strategy provides a common framework for the acquisition of goods or services, to further the Council's vision, help achieve its corporate objectives, and to deliver Best Value. It is based on the fundamental principle that the provision of a service should be carried out by the supplier best suited, whether that be in-house, other public providers, private or voluntary sectors. The Strategy requires that each service be evaluated on the basis of a number of criteria. These are:

- Strategic Challenge
- Quality and Competitiveness
- Future Service Requirements
- Market Conditions
- Risk Analysis
- The Local Environment

We will continue to develop mechanisms to measure the contribution of effective procurement to enhancing value for money and improving service outcomes.

Risk Management

Risk management is defined as the effective management of both potential opportunities and threats to the Council achieving its objectives.

The Council firmly believes that effective risk management is an essential element of Corporate Governance and has a strategy to manage risks arising from its operations, initiatives and partnerships. The aim is to enable the achievement of strategic and service objectives in the most optimum way, recognising opportunities and controlling negative factors or risks that could impact success.

The Council seeks to minimise unnecessary risk and manage residual risk commensurate with its status as a public body. However, the Council will positively decide to take risks in pursuit of its ambitions for local people where it has sufficient assurance that risks:-

- Have been properly identified and assessed
- Will be appropriately managed, including taking mitigating actions, and regular review of likelihood and impact
- Are justified in relation to the potential benefits accruing to the community

The Council has formally adopted a Risk Management Policy and Strategy to support its approach to risk management. Risks are generally identified at project level and managed by the project manager. Key legal and financial risks associated with particular projects are specifically highlighted in reports seeking decisions or approval for action. The risks associated with working in partnership are captured in a partnership risk register and are monitored through the risk-reporting framework. The risks to the achievement of corporate and service objectives are actively considered as part of service planning and the identification of risks is a key part of the planning framework at all levels.

The Authority maintains a Corporate Risk Register that identifies the most significant corporate and strategic risks. The register contains details of the principal risks to the achievement of the objectives and targets in this plan. These are:

- those that are inherent in the business of a local authority - for example, business continuity planning, the Council's responsibilities to vulnerable people, and maintenance of effective financial and information management systems;
- those that arise from strategic initiatives of the Council - for example Housing Choice and the Idea Stores programme; and
- those that arise from initiatives to improve the business infrastructure of the Council - for example the accommodation strategy, the ICT/eGovernment programme, and management of change.

Each of these risks is assessed for likelihood and impact and has a responsible owner and programme of mitigating actions/controls. The register is updated throughout out the year and reported quarterly to the Corporate Management Team. Each service maintains its own register of risks that feeds into the corporate monitoring and evaluation process. In this way senior managers assess risks, develop mitigating actions, and monitor progress in a systematic manner. This approach is intended to strengthen the overall corporate governance environment.

11. Monitoring and Evaluation

Monitoring and evaluation of the annual plan takes place at a number of levels. At Directorate level, it is subsumed within the broader service planning framework and management and performance culture. At Council level, this plan is agreed by members and is subject to monitoring and evaluation by the Corporate Management Team (CMT), Cabinet and the Overview and Scrutiny Committee. Progress against the Tower Hamlets Index performance indicators is reported to Cabinet Members at two-monthly intervals, while two monitoring reports will be produced over the life of the Plan, at 6 months and at 12 months to go to the Overview and Scrutiny Committee. A more evaluative Annual Review will be produced by the end of June each year, incorporating the Council's Best Value Performance Plan.

How will monitoring and evaluation be carried out?	Who will be responsible for ensuring that it is carried out?	Who should consider the report?	Dates for reporting
Monitoring reports based on progress against performance indicators for Tower Hamlets Index	Chief Executive and Directors	Cabinet	Two month rolling programme
Monitoring report, based on: <ul style="list-style-type: none"> Activity analysis Data analysis 	Directors and Service Reports	CMT / Overview and Scrutiny Committee	November / December and June / July
Annual Report and Best Value Performance Plan	Chief Executive and Directors	Cabinet / Overview and Scrutiny Committee / Full Council	Annually by 30 June
Scrutiny Report focusing on issues within themes	Chief Executive and Directors	Overview and Scrutiny Committee	As requested and agreed

Monitoring against Performance Indicators: The Tower Hamlets Index

The Overview and Scrutiny Committee will monitor progress against the performance indicators linked to our priorities, as set out in Section 7, on a rolling basis. Some of these performance indicators can usefully be monitored on a two or three monthly basis, but others, such as GCSE results, can only be considered annually. Where this is the case, contributory or underlying indicators - such as the number of schools causing concern - will be monitored as interim proxy indicators.

Performance indicators to be monitored through Cabinet's 2-monthly rolling programme:

A Better Place For Living Safely

Communities that are safer

1.	Number of violent crimes (common assault plus ABH/GBH)	LPSA/LAA
2.	Increased number of young people under 18 accessing treatment	LPSA/LAA
3.	Overall crime rate	LPSA/LAA

A cleaner and greener Tower Hamlets

4.	The standard of cleanliness in the borough's streets	BV 199a/LPSA/LAA
5.	Percentage of household waste recycled	BV 82a

A Better Place for Living Well

Decent homes in decent neighbourhoods

6.	Percentage of specified urgent repairs completed in government time limits	National
7.	Average re-let time for local authority dwellings	BV212
8.	Percentage of residents satisfied with the Council's repairs service	Local

Improved Outcomes for Vulnerable Children and Adults

9.	Average length of stay in bed and breakfast accommodation	BV 183a
10.	Number of supported admissions of older people to permanent residential and nursing care	PAF C27
11.	Adults and older people receiving a review	PAF D40
12.	Percentage of child protection cases reviewed	BV 162
13.	Stability of placements for children looked after	BV 49

14.	Average time to process new Housing and Council Tax benefit claims	BV 78a
-----	--	--------

A Better Place for Creating a Sharing Prosperity

Securing sustainable communities

15.	Number of businesses/social enterprises assisted to improve their performance	LAA
16.	Percentage of major planning applications determined within 13 weeks	BV109a
17.	Percentage of minor planning applications determined within 8 weeks	BV109b
18.	Percentage of other planning applications determined within 8 weeks	BV109c

Increasing local employment

19.	Young people not in education, employment or training (NEET)	LAA/LPSA
20.	Percentage of local residents claiming unemployment-related benefits	Local
21.	Young people aged 24 and under helped into paid employment	LAA/LPSA
22.	Percentage of people in Tower Hamlets aged 18-25 claiming unemployment-related benefits	Local
23.	Increased supply of employment opportunities in key growth sectors promoted directly through Employment Consortium	LAA

A Better Place for Learning, Achievement and Leisure

Improved Education Attainment

24.	School attendance a) Primary b) Secondary	LAA
25.	Unauthorised school absence	LAA

Increased Participation in Sporting, Leisure and Cultural Activities

26.	Number of under 16s who are active users of the Council's Idea Stores and libraries	LAA/LPSA
27.	Total number of library items issues to under 16s	LAA/LPSA
28.	Number of under 16s regularly attending study support sessions	LAA/LPSA
29.	Number of under 19s completing a course in Idea Stores, libraries and learning centres	LAA/LPSA
30.	Number of library visits/1000 population	CPA

A Better Place for Excellent Public Services

Efficient and effective services

31.	Budget performance	Local
32.	Proportion of working days / shifts lost due to sickness absence	BV 12
33.	Proportion of invoices paid within 30 days	BV 8

Locally focussed services empowering local people

34.	Number of residents attending LAP events	LAA
35.	Percentage of telephones answered within the Customer Promise standard	Local
36.	Percentage of letters responded to within the Customer Promise standard	Local
37.	Percentage of calls handled by Council Call Centres	Local
38.	Percentage of Stage 1 complaints completed within target	Local

Stronger and more cohesive communities

39.	LAP attendees from target communities	Local
-----	---------------------------------------	-------

Improved equality of opportunity

40.	Workforce to reflect this community: percentage of top earners who are women	BV 11a
-----	--	--------

41.	Workforce to reflect this community: percentage of top earners that are from minority ethnic communities	BV 11b
-----	--	--------

LIST OF CONTACT OFFICERS

Name		Contact
Alan	Finch	020 7364 4915
Alastair	King	020 7364 4981
Claire	Symonds	020 7364 0839
Devora	Wolfson	020 7364 4634
Emma	Peters	020 7364 4247
Heather	White	020 7364 4244
Helen	Jenner	020 7364 3114
Ian	Brown	020 7364 4240
Jackie	Oduoye	020 7364 7522
Jim	Roberts	020 7364 4901
John	Goldup	020 7364 2204
John	Palmer	020 7364 6769
Kevan	Collins	020 7364 4953
Louise	Russell	020 7364 3186
Margaret	Libreri	020 7364 4470
Mary	Durkin	020 7364 4373
Maureen	McEleney	020 7364 7134
Michael	Keating	020 7364 3183
Olivia	McLeod	020 7364 0764
Ray	Gerlach	020 7364 4982
Richard	Ellis	020 7364 0738
Sara	Williams	020 7364 4771
Sue	Hinds	020 7364 4936
Terry	Parkin	020 7364 4824
Terry	Damiano	020 7364 2869
Tim	Revell	020 7364 4204
Vernon	Simpson	020 7364 7107

ABBREVIATIONS

ABH-GBH	Actual Bodily Harm – Grievous Bodily Harm	liP	Investors in People
ACPC	Area Child Protection Committee	ISO	International Organization for Standardization
ASB	Anti Social Behaviour	JSA	Jobseekers Allowance
ASD	Autistic Spectrum Disorders	LAA	Local Area Agreement
BACs	Bank Account Credit	LAP	Local Area Partnership
BLT	Barts and the London Trust	LDA	London Development Agency
BME	Black and Minority Ethnic	LDD	Learning difficulties and disabilities
BV	Best Value	LEGI	Local Enterprise Growth Initiative
BVPI	Best Value Performance Indicators	LETF	Local Employment and Training Framework
CAMHS	Child and Adolescent Mental Health Services	LGPS	Local Government Pension Scheme
CAPAG	Crimes Against Poverty Action Group	LPSA	Local Public Service Agreement
CCT	Corporate Change Team	LS CPAG	Local Strategic Services CPAG
CCTV	Close Circuit Television	LSCLE	Learning & Skills Council London East
CMS	Content Management System	LSP	Local Strategic Partnership
CMT	Corporate Management Team	MBA	Masters in Business Administration
CPAG	Community Plan Action Group	NCH	National Children’s Home
CYPP	Children and Young People Plan	NEET	Not in education, employment or training
DDA	Disability Discrimination Act	NHS	National Health Service
DfES	Department for Education and Skills	NRF	Neighbourhood Renewal Fund
DV	Domestic Violence	PAF	Performance Assessment Framework
EAL	English additional language	PAT	Pupil Achievement Tracker
EBD	Emotional and Behavioural Difficulties	PCT	Primary Care Trust
EBP	Education Business Partnership	PIs	Performance Indicators
EEL	East End Life	PMG	Partnership Management Group
EIP	Education Improvement Partnership	PPO	Prolific and priority offenders
EMEP	Ethnic Minority Enterprise Project	PSP	Personal Support Programme
EPS	Excellent Public Services	RHIAF	Race and Hate Crime Interagency Forum
EPS CPAG	Excellent Public Services CPAG	RSL	Registered Social Landlord
GIS	Geographical Information System	SAP	Single Assessment Process

GLA	Greater London Authority	SEAL	Social and Emotional Aspects of Learning
HE	Higher Education	THPCT	Tower Hamlets Primary Care Trust
HLTT	Hospitality, Leisure, Travel & Tourism	TUPE	Transfer for undertakings Protection of Employment
HR	Human Resources	VFM	Value for Money
ICT	Information Communication Technology	YOT	Youth Offending Team

Appendix 2

TOWER HAMLETS STRATEGIC PLAN ANNUAL REPORT

YEAR 4 2005-2006

CONTENTS

Introduction

Part A Annual Report for Year 4 (2005-2006)

Appendices

1 Best Value Performance Indicators, outcomes and targets

2 Significant Variances between targets and outcomes

a) Improvement on target

b) Below target

3 Workforce Matters in Service Contracts

Part B Strategic Plan 2006-11: Year 1 (2006-07)

Introduction

This document brings together in one place a clear statement of the priorities of Tower Hamlets Council, how well we are meeting those priorities and how we plan to improve services in the future. We are required by law to prepare a publication like this one which incorporates our Best Value Performance Plan but in order to produce something of value we have brought together a variety of documents which were published separately: the Best Value Performance Plan, the Annual Report and our Strategic Plan. The present document therefore comprises a report on our achievements against the priorities and objectives for the Year 4 (2005/6) Strategic Plan and our Year 1 (2006/07) implementation plan for the new Strategic Plan, together with a number of Appendices which contain the detailed performance indicators and other information required.

There are two main parts to the document:

A. The Annual Report 2005 – 2006 (Year 4) provides a report on the progress made in 2005 – 2006 (Year 4) towards the goals set out in the Council's four year Strategic Plan 2002 – 2006. The Strategic Plan was monitored throughout 2005/06 against key activities, progress milestones and targets .

Appendices (1 – 4)

- **Appendix 1** contains the achievements of the Council against all Best Value Performance Indicators for 2005 – 2006, along with targets for those indicators for the next three years.
- **Appendix 2** explains significant variances (i.e. greater than +/-10%) between targets and outcomes.
- **Appendix 3** provides a table showing our overall performance against a composite of Tower Hamlets Index performance indicators compared with other local authorities.
- **Appendix 4** provides the statutorily required information about workforce matters.

B. The Strategic Plan Year 1 (2006 – 2007) sets out our corporate strategy and an action plan for Year 1 of our new Strategic Plan (2006 - 2011). This describes how the Council intends to achieve its vision, key priorities and targets and explains how progress towards them will be monitored and evaluated.

PART A

ANNUAL REPORT FOR YEAR 4 (2005 – 2006)

Contents

Part A Annual Report for Year 4 (2005 – 2006)	Page No
1. Our Vision and Objectives	To be completed for final version
2. Overall Performance: Comprehensive Performance Assessment	
3. Other achievements	
4. Performance against the Tower Hamlets Index	
5. Performance against Best Value Performance Indicators (BVPs)	
6. Performance against Community Plan Themes and Key Priorities	
• A Better Place for Living Safely <i>Building Safer and Stronger Communities</i>	
• A Better Place for Living Safely <i>Improving the Environment</i>	
• A Better Place For Living Well <i>More Homes of a Decent Standard</i>	
• A Better Place For Living Well <i>Improving Outcomes for Vulnerable Children and Adults</i>	
• A Better Place for Creating and Sharing Prosperity <i>Developing the Local Economy</i>	
• A Better Place for Creating and Sharing Prosperity <i>Reducing Poverty</i>	
• A Better Place for Learning, Achievement and Leisure <i>Improved Educational Attainment</i>	
• A Better Place for Learning, Achievement and Leisure <i>Increased participation in Leisure and Cultural Activities</i>	
• A Better Place for Excellent Public Services	

Annual Report For Year 4 (2005 – 2006)

1. Our Vision and Objectives

The Council's vision is to improve the quality of life for everyone living and working in Tower Hamlets. This involves helping to create a thriving, achieving community in which people feel at ease with one another, learn and perform well and have positive employment prospects, experience a higher standard of living and good health, and enjoy a safe and an attractive environment together with a wide range of cultural and leisure opportunities.

The strategy for delivering this vision was set out in the Council's Strategic Plan 2002 – 2006, which takes as its framework for development the priorities identified in the borough's Community Plan. This has now been succeeded by the Strategic Plan 2006-2011. The priorities remain which is **to make Tower Hamlets by 2011:**

A Better Place for Living Safely – reducing crime, making people feel safer and creating a more secure and cleaner environment.

A Better Place for Living Well – improving housing, health and social care and promoting healthy living.

A Better Place for Creating and Sharing Prosperity – bringing investment into the borough and ensuring that all our residents and businesses are in a position to benefit from, and contribute to, growing economic prosperity.

A Better Place for Learning, Achievement and Leisure – raising educational aspirations, expectations and achievement, providing the widest range of arts and leisure opportunities for all and celebrating the rich diversity of our communities.

A Better Place for Excellent Public Services – improving public services for local people to make sure that they are of high quality, represent good value for money and are provided in ways that meet local needs.

Within each of these areas we have set challenging but realistic targets for change, which focus on the critical areas that will make a lasting difference to people's life chances. The Council identified **12 key priorities** for the period to 2011:

Community Plan Theme	Priority Outcomes for 2006-2011
Living Safely	1. A cleaner, greener, safer Tower Hamlets
Living Well	2. Decent homes in decent neighbourhoods 3. Healthier communities 4. Improved outcomes for vulnerable children and adults
Creating and Sharing Prosperity	5. Securing sustainable communities 6. Increased local employment
Learning, Achievement and Leisure	7. Increased educational attainment 8. Increased participation in sporting, leisure and cultural activities
Excellent Public Services	9. Efficient and effective services 10. Locally focused services empowering local people 11. Stronger and more cohesive communities 12. Improved equality of opportunity

2. Overall Performance: Comprehensive Performance Assessment

Comprehensive Performance Assessment (CPA) was introduced by the government in 2002 as a way of supporting councils to deliver improvements in services to local people. CPA brought together existing information on service performance in each council with an assessment of its ability to improve. This was used by the Audit Commission to reach an annual overall judgement of whether a council was excellent, good, fair, weak, or poor. In December 2005 a new system of judgement was introduced. Tower Hamlets was rated as a **3-star authority** (the star rating runs from 0-stars being the worst to 4-star being the best) and was given a direction of travel judgement as **improving well**. The annual qualitative assessment of the Audit Commission of our performance for 2005 stated that:

The Council has had another successful year. Significant progress has been made in improving how services are delivered. This is reflected in recently published inspection scores where both children's services and adult social care provision received the top score. The 2005 Comprehensive Performance Assessment concluded that the Council is improving well and demonstrating a three-star overall performance.

Overall, we found that the Council was improving well with its community priorities having successfully reduced crime and health inequalities and improved educational attainment. The Local Strategic Partnership has received the highest rating, green, from the Government and 11 out of 13 Local Public Service Agreement targets have been delivered. The annual survey of residents showed that public satisfaction with the Council was rising, with improved satisfaction ratings for recycling, street cleaning and refuse collection.

Improvements in services have also been acknowledged in recent annual assessments from regulators. The Council has also been awarded Beacon status in two areas, Getting Closer to the Community and Promoting Racial Equality.

The Council has taken major steps to improve value for money and recognises the need to do more. This will be helped by the Council's strong performance management framework which is also driving forward the delivery of both the Community Plan and the Council's Strategic Plan. Arrangements for securing continuous improvement in corporate governance have also continued to be strengthened to support service delivery.

Each major service area is scored on a scale of 1 to 4, where 1 is the lowest and 4 the highest. Education and social care are given more weight in reaching the overall service score than other areas because of their importance to local people. Overall, our services were scored 3 out of 4.

Individual Service scores

Service	Rating 2002	Rating 2003	Rating 2004	Rating 2005
Education	3 out of 4	3 out of 4	3 out of 4	4 out of 4
Social Care – children*	3 out of 4	3 out of 4	3 out of 4	See above
Social Care – adults	2 out of 4	3 out of 4	3 out of 4	4 out of 4
Environment	2 out of 4	1 out of 4	2 out of 4	2 out of 4
Housing	3 out of 4	3 out of 4	3 out of 4	3 out of 4
Libraries and Leisure **	2 out of 4	2 out of 4	2 out of 4	2 out of 4
Benefits	4 out of 4	4 out of 4	4 out of 4	3 out of 4
Use of resources	3 out of 4	3 out of 4	4 out of 4	3 out of 4

**For 2005 Education and Social Care –Children were amalgamated into a new service block entitled Children's Services*

*** Now renamed Culture*

Corporate Assessment

The Corporate Assessment looks at how the Council is performing and its capacity to improve. For Tower Hamlets this was last carried out in 2002. Independent inspectors spent two weeks inside the Council looking at all areas of its management and operation. Their report assessed Tower Hamlets as having a clear sense of direction, good political leadership, strong management and staff with a sense of clarity and purpose, and gave the Council a score of 3 out of 4. The report said:

"...The Council's objectives are clearly expressed and are widely owned ... new methods of communication are helping to ensure that staff at all levels have a sense of clarity and purpose."

"Despite significant challenges, the Council is confident that its determination to work more closely with local people to accelerate improvement will enable it to become one of the best authorities in the country."

Tower Hamlets is scheduled to receive another corporate assessment in 2007/08.

3. Key Achievements in 2005/06

Local Area Agreement (LAA)

In March 2006 the council learnt that the Tower Hamlets Partnership had been successful in its bid to enter into a Local Area Agreement (LAA) with the Government. The agreement reflects a new contract between the Tower Hamlets Partnership, represented through the Council, and central government for improving the delivery of key local priorities through stronger local leadership, enhanced levels of partnership working, and improved mechanisms for service planning and delivery. The LAA will offer freedoms from bureaucracy to allow accelerated achievement across the borough.

The agreement sets out the outcomes for local people that the local community and central government want to see achieved over the period April 2006 to March 2009. These outcomes have been identified and agreed through the Tower Hamlets Partnership, involving all key local partners and stakeholders. Our proposed outcomes strike a balance between local and national priorities, and also reflect the impact of the major regional developments of the Thames Gateway and the Olympics.

Our outcomes have been developed around the four blocks set out in the government guidance:

- Safer, Stronger Communities
- Healthier Communities & Older People
- Economic Development & Enterprise
- Children & Young People

These blocks match well with the priorities set out in the Community Plan and actions that Council will undertake will meet objectives in both the Community Plan and the LAA.

Social Services

The Social Services Directorate has been awarded the highest star rating for the service by the Commission for Social Care Inspection and is the most successful service in the whole of England. The Inspecting body concluded that the council has 'excellent' prospects for the future in both adult and child categories. The inspection of our Children's service confirmed that we were serving all children well and demonstrated excellent prospects for improvement.

Beacon Council

Following the award of Beacon status in 2003 for community cohesion, in 2004 for supporting social care workers and the double Beacon award for Getting Closer to Communities and Promoting Racial Equality in 2005, the Council was pleased to announce that the Office of the Deputy Prime Minister had granted the Council Beacon status for 2006 in the category of Early Intervention (Children at Risk)

During the next 15 months the Council will produce a range of case study materials and undertake a number of activities designed to share our good practice with other local authorities. These will include workshops, open days, visits and exhibitions at national conferences.

Annual Residents Survey

The Council's progress in continuing to improve services has led to increased satisfaction amongst our residents again this year. The results of the Annual Residents' Survey – undertaken during January/February this year – show that customer

satisfaction has increased across the board. Last year 64% of our residents thought the Council was doing a good job – this year this has increased to 67% - an increase of 10% over two years. In addition, 60% think the Council is efficient and well run (up from 55%) and 59% think we listen to the concerns of local residents (up from 48% last year). In all these areas, our results are above the London average.

Residents have noticed improvements in individual services too – 69% are satisfied with the recycling service compared to 58% last year; and 65% are satisfied with street lighting – up from 58% last year. Some areas where we did less well last year have seen improvements – satisfaction with parks and open spaces is up from 39% to 46% and with libraries from 47% to 54%. For parks and libraries, however, satisfaction is still below the London average and we need to continue our work to improve these services for local people.

There is good news about community cohesion – those thinking that the borough is a place where people from different backgrounds get on well has gone up from 68% to 73%, and 82% now think ethnic differences are respected in their area (up from 71%).

Individual services ordered by satisfaction rating

Brackets equal % change since last year

<i>% rating service good to excellent</i>	Tower Hamlets	London
Refuse collection	73% (-5)	73% (+7)
Recycling facilities	69% (+11)	63% (+10)
Public transport	66% (+13)	66% (+14)
Street lighting	65% (+7)	68% (+9)
Street cleaning	59% (n/s)	52% (+9)
Collection of Council Tax	59% (n/s)	58% (+5)
Local health services	58% (+5)	56% (+9)
Libraries	54% (+7)	61% (+5)
Road and pavement repairs	47% (+9)	36% (+9)
Parks playgrounds and open spaces	46% (+7)	58% (+10)
Policing	42% (+8)	48% (+15)
Primary education	39% (n/s)	39% (+7)
Leisure and sports facilities	39% (n/s)	42% (+5)
Adult education / evening classes	38% (n/s)	41% (+4)
Secondary education	35% (+7)	33% (+9)
Housing Benefit service	35% (+7)	20% (n/s)
Nursery education	33% (n/s)	32% (+7)
Council housing	31% (+8)	19% (+3)
Social services	30% (n/s)	26% (+5)
Services for young people	27% (+5)	not asked

4. Performance against the Tower Hamlets Index

Our success in achieving our 12 priorities is measured by a single indicator. This is a composite index – the **Tower Hamlets Index** – derived from a basket of nationally comparable indicators that cover our key priorities. The Index is used to show how our overall performance and rate of improvement compares with other local authorities at three levels:

- Inner London – against the 12 boroughs making up the Inner London area
- Greater London – against all 32 councils making up the Greater London area
- National – against all other metropolitan authorities

By 2006, Tower Hamlets Council intends to be performing at the following levels against the Tower Hamlets Performance Index

- Inner London – Top 3 (out of 12)
- Greater London – Top 25% (out of 32)
- National – Top 33% of metropolitan authorities

For 2004/05, the Council has now improved on its target of being in the top three performing authorities in inner London. Unfortunately the Council has dropped back to 16th in Greater London and to the 41st percentile across all English authorities. The ranking for 2005/06 will be available once the comparative data becomes available.

Tower Hamlets Ranking:

Against:	2001 – 2002	2002 – 2003	2003 – 2004	2004 - 2005	Target Position (April 2006)
Inner London (the lower the better)	6 th	5 th	3 rd	2nd	3 rd or better
Greater London (the lower the better)	18 th	14 th	14 th	16th	8 th or better
National (the lower the better)	56 th percentile	45 th percentile	32 nd percentile	41st percentile	33 rd or better

5. Performance against Best Value Performance Indicators (BVPs)

The full list of BVPs is set out in the Appendix to this report, along with:

- the targets set for each indicator for 2005/06 upto 2008/09
- the outcomes achieved for each year from 2002/03 to 2005/06 (where possible)

We showed an improvement in **63%** of Performance Indicators, which is comparable last year's figure of improvement in **64%** of indicators. There was decline in performance in only **23%** of indicators with **22%** of indicators remaining the same as last year.

The proportion of indicators reaching target levels rose to **57%**; this compares with **56%** last year.

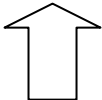
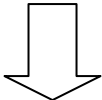
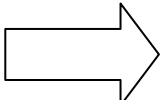
The level of significance for the difference between the target set and the outcome achieved has been set at 10%. A further appendix provides an analysis of the reasons for any variance beyond this level.

6. Performance against Community Plan Themes and Key Priorities

Performance in each of the 12 key priorities is closely monitored throughout the year. A selection of indicators are used for each priority to allow us to accurately measure our performance. The Council sets robust and challenging targets each year. The tables below indicate the targets for each indicator for this year, our actual achievement for this year and, for comparison, our achievement in the previous two years (where available).

Our achievement is also compared against the London top quartile level of performance and the top quartile level for all English metropolitan authorities. The Council believes comparisons with these authorities give a fair picture as to whether we are accelerating improvement or merely beneficiaries of a general rise in performance. The top quartile level is important as the government has set guidance that all authorities should aim to achieve at this level wherever possible.

The table also contains an overall performance colour code and a direction of travel indicator. This gives a quick overview for how we are doing for each indicator:

Symbol	Meaning
GREEN	A green background indicates that the target for 2005/06 has been achieved
RED	A red background indicates that the target for 2005/06 has not been achieved
	This means performance has improved for the indicator compared to 2004/05
	This means performance has declined for the indicator compared to 2004/05
	This means performance has stayed the same for the indicator compared to 2004/05

N/A in any cell means either the information was not collected at that time or a comparison cannot be made. This often occurs as the method of calculation for an indicator can change between years. Also, quartile information is not available for local indicators.


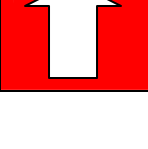
Further information relating to performance against each key priority is contained in the text.

A Better Place for Living Safely
Building Safer and Stronger Communities

Our strategic aim is to work with partners to build safe and harmonious communities in which crime is reduced and the fear of crime alleviated.

How successful were we in increasing community safety?

Our performance against the key priorities we set was as follows:

Performance Indicators	Outcome 2003/04	Outcome 2004/05	Outcome 2005/06	Target 2005/06		London Top Quartile 2004/05	England (Metropolitan) Top Quartile 2004/05
Number of young people accessing drug treatment interventions (THI 1)	627	739	508	313		N/A	N/A
Number of domestic burglaries per 1,000 households (BV 126/THI 2)	19.52	18.50	23.02	18.50		N/A	N/A
Violent offences per 1,000 population (THI 3)	N/A	N/A	46.65	46.07		N/A	N/A
Number of racial incidents recorded per 100,000 population (BV 174/THI 4)	243.20	237.18	286.55	275.24	There is no preferred direction for this indicator	N/A	N/A
Number of street robberies (THI 6)	11.00	9.40	8.14	6.99		N/A	N/A
Number of vehicle crimes per 1,000 population (BV 128/THI 7)	31.74	25.56	25.24	22.44		N/A	N/A

- ❑ Burglary has increased 24% compared to last year and we have not met our end of year target of no increase in residential burglary. There were specific difficulties during July and August 2005 when the majority of police officers were on counter terrorism operations. Improvements planned to ensure reductions take place include investing a large amount of money to target hardened areas, which are identified as long term crime hotspots. These areas will then be transformed physically to make it more difficult to commit crimes in those areas. The new action plan will also continue to provide vulnerable properties with necessary security to prevent them from being burgled and we will also continue to do intensive patrolling of hotspot areas.
- ❑ Operation Bull and Operation Trent continue to yield excellent results with regards to a reduction in violent offending. Violent crime has declined throughout the year with an average reduction of 3.89 offences per 1,000 population.
- ❑ Anti social behaviour remains a high priority for the Council, Police and public. The Cabinet approved the Anti-Social Behaviour Strategy and an internal improvement exercise has made an impact in the time taken to investigate and resolve reports of

anti-social behaviour. Support is now offered to all victims of anti-social behaviour who have to attend court. The pilot drinking Control Zone was implemented in July and is currently being evaluated. Firework ASB programme developed with the Crime Reduction Unit and the resulting Partnership work has contributed to a 50% reduction in the number of fires around November the 5th. There has also been a 62% reduction in malicious fires.


- Commercial crime has been a focus for the Council. A RAID Control Initiative was established in June 2005. 30 potential premises were visited by crime prevention officers. The Brick Lane Steering Group (a partnership action group) has set up a Small Business Crime Initiative which aims to reduce overall crime in Brick Lane by 30% over 18 months.
- 504 council homes have benefited from the installation or upgrade of door entry systems or CCTV. General lighting improvements to improve estate security have also been carried out.

**A Better Place for Living Safely
Improving the Environment**

Our strategic aim is to ensure that, in partnership with others, we develop a cleaner, more secure, greener and more attractive borough in which to live and work.

How successful were we in making our streets cleaner and safer?

Our performance against the key targets we set was as follows:

Performance Indicators	Outcome 2003/04	Outcome 2004/05	Outcome 2005/06	Target 2005/06		London Top Quartile 2003/04	England (Metropolitan) Top Quartile 2003/04
Percentage of street lights not working as planned (THI 5)	N/A	N/A	3.96%	5%		N/A	N/A
Standard of cleanliness of the borough's streets (ENCAMS Index) (THI 8)	34.08	22.00	20.00	20.00		N/A	N/A
Percentage of new reports of abandoned vehicles investigated within 24hrs of notification (THI 9a)	N/A	N/A	91.80	80.00		N/A	N/A
Percentage of abandoned vehicles removed within 24 hours from the point at which the Authority is legally entitled to remove the vehicle (THI 9b)	N/A	N/A	92.60	80.00		N/A	N/A
Percentage of household waste recycled (BV 82A/THI35)	5.09	7.34	8.81	14.00		14.30	8.83

- ❑ October 2005 saw the successful implementation of the final phase of the doorstep recycling service, extending to a further 7,000 high-rise residential properties. Nearly all residents now have doorstep collections or communal collection systems. The range of materials collected was expanded to include plastic bottles and aerosols. An action plan for partnership working with Registered Social Landlords (RSLs) and Parks to co-ordinate waste collection and recycling was implemented from May 2005.
- ❑ The additional publicity from the 'It's so easy' recycling campaign and the Cleaner Safer Tower Hamlets Campaign, (including a faith based outreach scheme and the introduction of an incentive scheme with 25 winners each month) has seen the amount of household waste recycled increase. While the Council has failed to meet its statutory recycling target of 18% for 2005/06, the expanded service, the raised profile through campaigning and proactive programmes planned for the coming year are projected to vastly improve recycling. The month-on-month recycling rate

increased steadily since October and exceeded 10% for January, February and March 2006

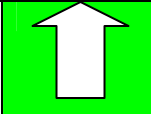


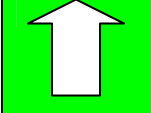
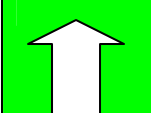
- The Environmental Education Plan was agreed by May 2005 and implemented from June 2005. This formed a key part of the Council's Cleaner Safer Tower Hamlets campaign. A waste awareness programme was run for children and young people during the year. The outcome from the Cleaner, Safer Tower Hamlets campaign has been a noticeable reduction in the amount of litter and detritus on the highway as recorded in the ENCAMS survey – an independent assessment that takes place three times a year.
- The Council has agreed an approach to private land consisting of implementation of the new Cleaner Neighbourhoods and Environment Act 2005 and specifically the development of a partnership "eyesore register" of difficult-to-solve cleanliness issues on private land. This is also part of a new anti-litter campaign. Our approach to graffiti and flyposting on private property is covered by the Anti-graffiti and Flyposting Action Plan. Full operations for enforcement teams began in autumn 2005, which meant less enforcement action was undertaken than anticipated. We have had support in removing flyposting since January 2006 from positive action by Offenders supervised under the "Payback" scheme.
- The Abandoned Vehicles Service has consistently outperformed its target of 80% of all abandoned vehicle reports being investigated within 24 hours. 91% of all cars are investigated and 92% of all cars are removed within 24 hours of the expiry of the notice period. All front line street enforcement staff are now equipped with hand held PCs to enable mobile reporting and information access.

A Better Place for Living Well
More Homes of a Decent Standard

Our strategic aim is to ensure that all residents have a safe, decent and affordable home suitable to their needs.

How successful were we in ensuring more homes of a decent standard?

Our performance against the key targets we set was as follows:

Performance Indicators	Outcome 2003/04	Outcome 2004/05	Outcome 2005/06	Target 2005/06		London Top Quartile 2004/05	England (Metropolitan) Top Quartile 2004/05
Decent Homes Standard (The proportion of homes non-decent (BV184a/ Local PSA)	74.55	77.50	67.2	74.08		30	43
Number of empty private sector dwellings returned to occupation (BV 64)	811	446	291	320		301.25	140.75
Percentage of specified urgent repairs completed in government time limits (THI 10)	93.90	94.42	94.55	95.00		N/A	N/A
Average re-let time for local authority dwellings (days) (THI 11)	36.37	37.00	27.00	33.00		N/A	N/A
Overcrowding in council stock (Reduction in no. of overcrowded households) (THI 12)	130	226	252	242		N/A	N/A

- ❑ The Housing Choice Programme has developed throughout 2005/06 with further estates voting to transfer to Registered Social Landlords. 1057 affordable new homes were completed in the borough during 2005/06. 291 empty private sector homes have been brought back into use while a further 19 non-decent homes have been made habitable and reused. Over £28 million was invested in housing improvements during 2005/06.
- ❑ 95.9% of urgent repairs have been completed on time. Performance measures and monitoring are now in place to monitor housing contractors. This will examine quality and performance. Re-let times of vacant properties have significantly improved during the year with performance improved by 28% and properties now re-let on average in under one month.
- ❑ Over 25 estate improvement projects have been undertaken including renovation works to Robin Hood Gardens and upgrading Cleveland Estate 'kickabout' area.
- ❑ The council approved 129 Disabled Facilities Grants during 2005/06. The Supporting People service was inspected by the Audit Commission in July 2005 who rated the service as Good with Excellent prospects for improvement.

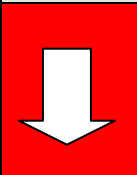
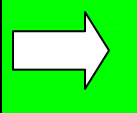

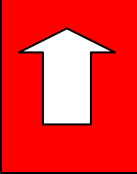
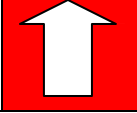
- There was a reduction of 31% in homelessness acceptances during 2005/06. 212 households received a rent deposit and were successfully housed in the private sector. 86% of all homeless applications were processed within the target time of 33 days. The number of homeless applications fell from 1709 in 2004/05 to 1456 in 2005/06: the number of homeless acceptances fell from 1140 to 785: a reduction of 355.

A Better Place for Living Well
Improved Outcomes for Vulnerable Children and Adults

Our strategic aim is to promote independence through providing effective support in the community, and to protect children and promote their welfare, working in partnership with families and respecting the diversity of our community.

How successful were we in improving outcomes for vulnerable children and adults?

Our performance against the key targets we set was as follows:

Performance Indicators	Outcome 2003/04	Outcome 2004/05	Outcome 2005/06	Target 2005/06		London Top Quartile 2004/05	England (Metropolitan) Top Quartile 2004/05
Stability of children looked after (% of looked after children with 3 or more placements) (BV 49/THI 13)	10.71	10.18	12.2	8.50		N/A	N/A
Reviews of child protection cases (%) (BV 162 / THI 14)	100	100	100	100		100	100
Adoptions of children looked after (percentage of total) (BV 163 / THI 15)	8.10	5.48	8.72	8.00		6.7	9.4
Number of admissions of supported residents aged 65 + to residential care (THI 16 PAF C26)	117.00	117.20	105.3	100.00		N/A	N/A
Percentage of clients receiving a review (THI 17)	77.48	65.20	67.97	75.00		N/A	N/A

- ❑ Social Services has been awarded the highest star rating for the service by the Commission for Social Care Inspection and is the most successful service in the whole of England. The Inspecting body concluded that the council has 'excellent' prospects for the future in both adult and child categories. The inspection of our Children's service confirmed that we were serving all children well and demonstrated excellent prospects for improvement.

Vulnerable Adults

- ❑ Social Care – Adults was graded at the highest level – Level 4 – in the Comprehensive Performance Assessment.
- ❑ The Council is supporting more older people intensively at home but our resources face extra pressures from increasing levels of frailty and dependency within the ageing population. Performance is in band 4 out of 5 in the Social Services Performance Assessment Framework (PAF) and the target is to improve performance to the top band next year. The Best Value Review of Older People's Services has been ongoing throughout the year and will result in many key improvements being identified and addressed.

- ❑ A full integration of health and social care planning for people with learning disabilities has been completed. 215 people with complex conditions have received intensive case management
- ❑ Performance in occupational therapy has improved with most referrals responded to within timescales and 95% of equipment items delivered within seven days.
- ❑ Training and standards for homecare staff have been undertaken with 33% of home care staff and 50% of daycare staff qualified to NVQ Level 2 by April 2006.

Vulnerable Children


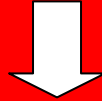
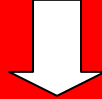
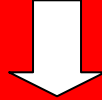
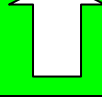
- ❑ Children's Services were scored at the highest level – Level 4 – in all aspects of the Annual Performance Assessment of Children's Services, including in the Staying Safe and Being Healthy outcomes.
- ❑ The Council appointed a Director of Children's Services who began work in September 2005. A Children and Young People's Plan was published in draft and a major consultation took place. Planning for ensuring the children's pathfinder is integrated into planning for Children's Services has been completed and the ISA protocol has been implemented.
- ❑ The implementation of the Common Assessment Framework is taking place. Pilot schemes have been successful and further integration is now underway. A training strategy is also being developed to underpin the strategy. A cross agency Safeguarding Board has been established in March 2006 to further co-ordinate the new requirements on child protection work.
- ❑ The Disabled Children's workstream has expanded residential respite care beds from 3 to 7. New staff have been recruited to work with hearing impaired children.

A Better Place for Creating and Sharing Prosperity

Our strategic aim is to ensure that all Tower Hamlets residents and businesses are in a position to benefit from, and contribute to, the economic prosperity that surrounds them.

How successful were we in developing the local economy?

Our performance against the key targets we set was as follows:

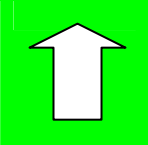
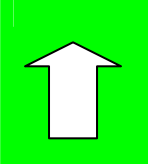
Performance Indicators	Outcome 2003/04	Outcome 2004/05	Outcome 2005/06	Target 2005/06		London Top Quartile 2004/05	England (Metropolitan) Top Quartile 2004/05
% of people claiming employment-related benefits (THI 18)	9.10	8.40	8.40	8.50		N/A	N/A
People under 25 coming off benefits and gaining sustainable employment (THI 19)	N/A	17.80	20.60	17.29		N/A	N/A
% of major planning applications determined within 13 weeks (BV109a/THI 20a)	60.00	63.41	35.00	60.00		67.00	67.00
% of minor planning applications determined within 8 weeks (BV109b/THI 20b)	70.31	79.57	78.56	80.00		78.95	75.12
% of other planning applications determined within 8 weeks (BV109c/THI 20c)	72.61	83.95	85.35	84.00		88.23	87.20

- Unemployment levels among young people remains higher than the London average. However the figures are complicated by the continued increase in the Borough's working-age population which has resulted in an increase in potential claimants. The Council's Skillsmatch programme assisted 569 local residents into employment 05/06. The Skillsladder transitional employment programme commenced in 2005 and three programmes have been completed helping 60 under-25's into employment. 120 under-25s on Jobseekers Allowance have been helped into work during 2005/06.
- The council is undertaking the formal transition from its Unitary Development Plan (UDP) to a Local Development Framework (LDF) as part of the revised planning legislation. Draft Area Action Plans for the Lower Lea, Isle of Dogs and City Fringe form part of the first phase of introducing formal "Local Development Documents". Formal consultation was undertaken for 12 weeks. As a result over 5,000 comments were received which are now being used to shape the revised LDF
- In October 2005 the Council launched its Regeneration Strategy. This was followed by the launch of Canary Wharf Recruitment and Training Centre in February 2006. The Economic Development and Enterprise block of the new Local Area Agreement builds on the principles of increasing employment opportunities for young people outlined in the Regeneration Strategy. All new regeneration projects are subject to a rigorous appraisal using the Treasury's "green book" methodology.

- ❑ Tower Hamlets was successful in securing £3million of funding through the European Objective 2 Priority 1CED programme. The required levels of co-financing have been secured and a strategic approach put in place to deliver initiatives over the next two years.
- ❑ Crossrail has been a major concern to residents and businesses in the borough. The submission of the Council's parliamentary petition was delivered on time. Negotiations on the petition have resulted in positive changes to the Crossrail proposals, including the tunneling arrangements.
- ❑ London was successful in its bid to secure the Olympic Games in 2012. This represents a tremendous opportunity for the borough. The Council is awaiting the main development strategy from the Olympic Delivery Authority and will seek to ensure the realisation of benefits for local people.
- ❑ The Council successfully negotiated over concerns relating to the 3-car upgrade to the Docklands Light Railway. Enabling works commenced in February 2006 at Poplar with the main works commencing in April 2007 and programmed for completion by the end of 2009. Preparatory work has commenced on the East London Line Extension with the main works to commence in summer 2006.
- ❑ There has been continued improvement in our performance for determination of 'other' planning applications, and we exceeded our target of 84% (Government target 80%). 79% of minor applications were determined within 8 weeks, just short of the target of 80% (Government target 65%). However, our performance in the determination of major applications (35% within 13 weeks) was significantly below our target for the year (60%.) This was due to a very high proportion of determinations related to old cases, some of which have required detailed legal agreements, which have taken a long time to conclude. The Council also deals with an increasing number of very large applications. Tower Hamlets makes up almost 40% of London's strategic applications according to figures provided by the Greater London Authority. It is extremely difficult to determine these large applications within the target of 13 weeks due to the nature of consultation, referral and environmental impact assessment requirements. The improvement of performance in processing major applications is a key aspect of our improvement programme for 2006/7.

How successful were we at reducing poverty?

Our performance against the key targets we set was as follows:

Performance Indicators	Outcome 2003/04	Outcome 2004/05	Outcome 2005/06	Target 2005/06		London Top Quartile 2004/05	England (Metropolitan) Top Quartile 2004/05
Average time to process benefits claims (days) (BV78a/ THI 21)	41.72	52.30	33.79	35.00		38.50	30.09
Amount of additional benefit and tax credit take-up (THI 22)	£2.928 million	£4.604 million	£5.688 million	£5.500 million		N/A	N/A

- ❑ The value of benefit and tax credit take up increased by £5, 689, 000 by March 2006. 2 welfare benefits awareness courses were delivered and welfare benefits advice is now provided in 8 GP surgeries across the borough.
- ❑ The Credit Union office has been established in Chrisp Street and 500 accounts have been opened. A Debt Advice Forum established and a debt self-help pack and flyer was produced; 28 debt advisers were trained during the year.
- ❑ The Council is making increased efforts to tackle benefit fraud through introducing the Verification Framework in 2005/06 and increasing the number of anti-fraud investigators. Prosecutions have risen some 300% since 2004/05.

A Better Place for Learning, Achievement and Leisure
Improved Educational Attainment

Our strategic aim is to raise aspirations, expectations and achievement so that Tower Hamlets is a thriving learning community with rapidly improving schools and with education at the centre of community regeneration and social inclusion, and lifelong learning a reality to those living and working locally.

How successful were we in improving educational attainment?

Our performance against the key targets we set was as follows:

Performance Indicators	Outcome 2003/04	Outcome 2004/05	Outcome 2005/06	Target 2005/06		London Top Quartile 2004/05	England (Metropolitan) Top Quartile 2004/05
School absence level – Primary Schools (BV46)	6.62	5.94	6.08	5.30		N/A	N/A
School absence level – Secondary Schools (BV45)	8.24	7.62	7.42	7.30		N/A	N/A
Number of schools causing concern (THI 24)	4	3	3	3		N/A	N/A
Percentage of pupils achieving 5 or more GCSEs at grade A-C (BV 38)	42.67	47.95	50.8	49.0		56.2	51.5
Percentage of children in public care leaving Year 11 with 1 or more GCSE at grade A-G (BV50)	54.00	60.00	54.76	68.00		56.0	56.0
Percentage of pupils achieving Level 4 or better at Key Stage 2 in English (BV 41)	73.99	77.07	77.4	83.0		80.0	78.3
Percentage of pupils achieving Level 4 or better at Key Stage 2 in Maths (BV 40)	71.38	74.81	75.9	83.0		77.0	76.8

- ❑ Children’s Services were scored at the highest level – Level 4 – in all aspects of the Annual Performance Assessment of Children’s Services, including in the Enjoying and Achieving Outcome.
- ❑ A target of 68% of all pupils at Key Stage 3 achieving a Level 5 or above was not met. English attainment was the most with an increase of 10% points to 67%. The Key Stage 3 strategy is now being expanded to give a clearer focus on improving teaching and learning across the 11-16 age-range. Key Stage 4 attainment measured in % achieving 5+ A*-C GCSEs in 2004 has shown sustained strong improvement over the past five years with 51% now achieving this standard – a 3% increase on 2004.

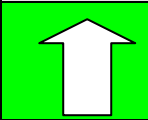
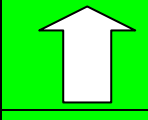
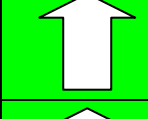
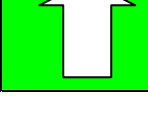
- Children's attainment in English and Maths at Key Stage 2 continued to improve although we did not meet our challenging targets. Improvement was particularly strong in Maths where Tower Hamlets results exceeded the national average
- Two schools are currently placed in special measures. One school has recovered from serious weaknesses reducing the number to one.
- The annual primary attendance rate for 2005 was 93.9%, a slight decrease of 0.1% on the previous year. This followed 5 years of improving attendance and closing the gap on the national average. In 2005 primary attendance was 0.6% less than the national average. Secondary attendance improved 0.2% in 2005 to reach 92.58%, which was 0.39% better than the national average. Attendance in the autumn term 2005 indicated overall decreased attendance; register inspections and action plans in place for targeted schools.
- The borough-wide Tower Hamlets Youth Partnership and four Local Youth Partnerships all now meet monthly. Over 100 young people are involved in decision-making activities. Over 180 people completed courses in 2005/6 related to working with young people, ranging from the introduction to youth work through to VRQ level 3. A new mobile vehicle was launched in March 2006 and has begun delivering 6-week personal and social development programmes using music. A new facility opened in Whitechapel in November 2005. The building is being well used by local young people and their programme includes a successful young women's group.

A Better Place for Learning, Achievement and Leisure
Increased participation in Leisure and Cultural Activities

To ensure, with other partners, that the widest range of arts and leisure opportunities and facilities are provided for the residents, workers and visitors of the borough, and that these are affordable and accessible.

How successful were we in increasing participation in leisure and cultural activities?

Our performance against the key targets we set was as follows:

Performance Indicators	Outcome 2003/04	Outcome 2004/05	Outcome 2005/06	Target 2005/06		London Top Quartile 2004/05	England (Metropolitan) Top Quartile 2004/05
Number of visits to leisure centres (THI 25)	945,966	983,833	1,175,000	992,500		N/A	N/A
Number of visits to council arts facilities (THI 26a)	36,309	30,522	43,817	35,000		N/A	N/A
Number of festivals and events attracting a diverse audience (THI 26b)	47	56	78	57		N/A	N/A
Number of visits to Public Libraries per 1,000 population (BV 117/THI 27)	5,310.42	6,504.44	7,709.22	7,440.13		8360	5875

- ❑ The Whitechapel Idea Store opened on 22 September. This has resulted in an approximately 400% increase in attendance compared to the previous levels at the Stepney and Whitechapel Libraries. 1,604 course enrolments were recorded at Idea Store Whitechapel for the council's learning service. This success was followed by the opening of the Idea Store Canary Wharf on 16th March 2006. Initial data indicates another significant improvement in attendance and items borrowed compared to the libraries which were replaced.
- ❑ The new Mile End Stadium and Leisure Centre was opened in January 2006. Leisure centre usage has increased to 1.2million visits for 2005/06 – an increase of some 20%. The Subsidy per user reduced from £1.68 to £1.39 - a unit cost reduction of 17%. This was primarily achieved by increasing usage beyond target levels. Online bookings for leisure centres went live in January 2006.
- ❑ Mile End Park has been awarded Green Flag status. The Adventure Park phase 1 opened in May 2005, with phase 2 by June 2005. 20% more mini family events were undertaken by March 2006. Football in Mile End has proved successful with some 22,000 participants during the course of the scheme.
- ❑ The number of trees planted exceeded targets for 2005/06. 567 trees were planted. Schemes have included Victoria Park, Mile End Park, Archibald Place, Poplar Tree Project and Street Tree planting and replacement.
- ❑ The number of people attending arts events across the borough has increased by 30% in 2005/06. The Council developed the Urban Cultural Programme and arts related activities in conjunction with other neighbouring local authorities. The

Raindance Festival in April expanded to include Newham and a new youth strand across three boroughs. The Black History Month programme of events covered three boroughs and included three Tower Hamlets-commissioned projects.

A Better Place for Excellent Public Services

To ensure, with other partners, that the widest range of arts and leisure opportunities and facilities are provided for the residents, workers and visitors of the borough, and that these are affordable and accessible.

How successful were we in developing more effective staff and council services, improving equality of opportunity and increasing democratic participation and engagement?

Our performance against the key targets we set was as follows:

Performance Indicators	Outcome 2003/04	Outcome 2004/05	Outcome 2005/06	Target 2005/06		London Top Quartile 2004/05	England (Metropolitan) Top Quartile 2004/05
Proportion of working days /shifts lost due to sickness absence (BV 12/THI 28)	11.74	10.80	9.79	9.00	↑	7.92	8.78
Percentage of top 5% earners that are from minority ethnic communities (BV 11b/THI 29)	14.62	16.43	14.29	17	↓	16.30	3.84
Percentage of top 5% earners that are women (BV11a/THI 30)	41.42	44.41	48.66	45	↑	46.75	47.10
Percentage of local authority employees from minority ethnic communities compared with the percentage of the economically active minority ethnic community population (BV 17a)	36.60	37.21	41.17	38	↑	35.3	5.7
Speed of processing changes in circumstances (days) (BV 78b/THI 31)	8.04	10.80	15.98	8.00	↓	11.10	9.7
Budget Performance (variance from planned) (THI 32)	£35,000	£1.18 million	£360,000 (Under spend)	0	↑	N/A	N/A
Percentage of undisputed invoices paid within 30 days (BV 8/THI 33)	71.13	74.45	94.16	83	↑	90.20	93.30
Increased attendance at Local Area Partnership events (THI 34)	3,500	4,088	4,489	4,250	↑	N/A	N/A

More effective staff

- ❑ The Human Resources Strategy action plan has been implemented and a revised strategy agreed in January. The Council has also been taking steps to implement the Workforce Strategy and Development Plan. A particular focus has been the full implementation of the Homeworking Procedure. Hot-desking has been piloted from October 2005 and fully implemented in those services which have moved to Anchorage House in March 2006.
- ❑ Work has progressed on the Corporate Induction Evaluation. All new starters are asked to complete an induction review form which is considered on a six-monthly basis to identify improvements required to the Council's Induction Procedure. The Council is shortly to undertake work on improving the effectiveness of its recruitment and induction processes.
- ❑ Progress against our targets for a Workforce to Reflect the Community continue to exceed expectation. 41% of all staff employed by the Council are from an ethnic minority; an increase of 4% since last year. There has also been a narrowing of the gender pay gap from 6.46% to 5.24%. The Council is in the final stages of implementing a Single Status Agreement.

More effective council services

- ❑ The Customer Promise was launched in September 2005. A linked initiative of dedicated Council Hotlines was introduced which supports a callcentre approach for the Council's high volume services. In addition a General Enquiry service was introduced to simplify and improve call handling. The Siebel Customer Relationship Management system is now used to record all service requests. Siebel has also been integrated to cover Members enquiries and corporate complaints. All Contact Centre staff have been trained and have passed Institute of Customer Service exams. The Council's website has been assessed as complying with accessibility standards at Level A. Out of the other London council sites, only two others achieved A standard.
- ❑ Efficiencies of £23.6m have been identified which exceeds the Government's target for the Council. An Efficiency Board meets quarterly and has a programme of work to accelerate our progress in maximising value for money. A Continuous Improvement Programme and Service Improvement work is underway as a result of a Council-wide self-assessment undertaken in Autumn 2005.
- ❑ Electronic invoicing was introduced in February 06. Progress is being made in signing up additional suppliers to use the facility. The percentage of payments paid by BACS increased to 75% in Mar 06 compared to less than 30% at the start of the year. Approximately 90% of all invoices are now paid within the 30 day limit which represents a significant increase on previous performance.
- ❑ The council has now achieved an effective maximum performance level for collection of business rates of 99.41%. Council tax collection levels have continued to improve and during the past year rose to 94.5%. Performance has improved from bottom quartile to median level for this indicator.
- ❑ Improvements to our IT infrastructure have been made to support effective working and over 2,500 desktop computers have been upgraded. Home-working is being extended following a successful pilot. The first wave of moves to Anchorage House

has been successfully accomplished and hot-desking arrangements established and supported.

- The Annual Accounts were approved by the auditors without qualification. In the CPA Use of Resources assessment, the Council was judged as performing well with scores of 3 out of 4 for financial management, financial standing and internal control and performing adequately with scores of 2 out of 4 for value for money and financial reporting.

Improving equality of opportunity

- The Council has achieved National Equality Standard Level 5. The Council is only one of two authorities to reach this standard. Further work on validating this through external review will take place in 2006. The Tower Hamlets Access Group was relaunched on in November 2005 and a three-year work programme has been developed. The Council plans to produce a wide range of information both internally and externally relating to equalities including items on Disabled Go, International Day of the Disabled, the Disability Discrimination Act and Civil Partnership.

Improving democratic participation and engagement

- The Tower Hamlets Partnership has retained its highest-level 'Green' rating from the Government Office for London. Challenging targets were set for attendance at Tower Hamlets Local Area Partnership events. The overall attendance rate and attendance by ethnic minorities residents and under 25s exceeded targets. 92% of attendees expressed satisfaction with events. Awareness of the partnership amongst residents increased from 38% in March 2005 to 40% by March 2006
- The action plan from the Consultation & involvement Best Value Review has produced significant improvements in the way the Council contacts and engages its residents. A web-accessible consultation calendar is now in place and its format and content are being enhanced across the Council and its partners.
- The Council has developed its scrutiny role throughout the year. The Health Scrutiny Panel held two sessions with Hackney and Newham to consider the Annual Healthcheck declarations of East London and the City Mental Health Trust. The Health Scrutiny Panel was awarded £17,000 from the Centre for Public Scrutiny (one of nine authorities nationally) to develop work on the Choosing Health agenda. Scrutiny topics have also been driven by members. An analysis of Members' enquiries has been undertaken and a questionnaire sent to all councillors to inform the work programme, e.g. domestic violence was the subject of a Scrutiny review on the basis of member concern.

Tower Hamlets Performance												Tower Hamlets Targets			
BVPI	Description	2002/03	2003/04	2004/05	Outturn 2005/06	Target 2005/06	2006/07	2007/08	2008/09	London Top Quartile 2004/05	Traffic Light	Preferred Direction	Direction of Performance		
Chief Executives															
BV002a	Level of the Equality Standard for Local Government to which the authority conforms.	3	4	5	5	5	5	5	5	2	GREEN	Higher	▲		
BV002b	The quality of an Authority's Race Equality Scheme (RES) and the improvements resulting from its application.		100 %	100 %	100 %	100 %	100 %	100 %	100 %	84 %	GREEN	Higher	▲		
BV003	The % of citizens satisfied with the overall service provided		35 %		N/A	N/A	60 %			57 %		Higher			
BV004	Percentage of complainants satisfied with the handling of their complaint		22 %		N/A	N/A	32 %			32 %		Higher			
BV008 CE038 THI033 SP506	Percentage of Undisputed Invoices Paid on Time	70.64 %	71.13 %	74.45 %	94.16 %	83 %	95 %	96 %	97 %	90.20 %	GREEN	Higher	▲		
BV009 CE034	Percentage of council tax collected.	91.81 %	92.5 %	92.58 %	94.50 %	94 %	96 %	96.25 %	96.50 %	95.85 %	GREEN	Higher	▲		
BV010 CE035	Percentage of Non-domestic Rates Collected	98.3 %	99.2 %	99.23 %	99.41 %	99.4 %	99.5 %	99.5 %	99.5 %	98.83 %	GREEN	Higher	▲		
BV011a THI030	Percentage of top 5% of earners that are women.	36.57 %	41.42 %	44.41 %	48.66 %	45 %	49 %	50 %	50 %	46.75 %	GREEN	Higher	▲		
BV011b THI029 SP516 CE044a	The percentage of the top 5% of Local Authority staff who are from an ethnic minority.	13.42 %	14.62 %	16.43 %	14.29 %	17 %	16 %	18 %	21 %	16.30 %	RED	Higher	▼		
BV011c	Percentage of the top paid 5% of staff who have a disability (excluding those in maintained schools.) [New PI]			3.58 %	2.45 %	N/A	3.5 %	4.5 %	5.5 %	N/A		Higher	▼		
BV012 THI028 CE046a SP505	Number of working days/shifts lost to sickness absence per employee.	10.63	11.74	10.80	9.79	9.0	8.5	7.75	7.5	7.92	RED	Lower	▲		
BV014	Percentage of early retirements (excluding ill-health retirements) as a percentage of the total workforce.	1.27 %	0.59 %	0.33 %	0.41 %	0.3 %	0.2 %	0.18 %	0.16 %	0.17 %	RED	Lower	▼		
BV015	Percentage of employees retiring on grounds of ill health as a percentage of the total workforce.	0.08 %	0.29 %	0.20 %	0.30 %	0.10 %	0.10 %	0.10 %	0.1 %	0.20 %	RED	Lower	▼		

Appendix 1

Performance Indicators for 2005/06

BVPI	Description	2002/03	2003/04	2004/05	Outturn 2005/06	Target 2005/06	2006/07	2007/08	2008/09	London Top Quartile 2004/05	Traffic Light	Preferred Direction	Direction of Performance
BV016a	Percentage of staff declaring that they meet the Disability Discrimination Act disability definition.	3.89 %	3.92 %	3.91 %	4.66 %	4.65 %	4.80 %	5.00 %	5.20 %	3.96 %	GREEN	Higher	▲
BV016b	Percentage of economically active disabled people in the authority area.	16.19 %	16.19 %	16.20 %	16.20 %					13.79 %		Higher	▲
BV017a	Percentage of authority employees from minority ethnic communities as a percentage of the total workforce.	35.77 %	36.6 %	37.21 %	41.17 %	38 %	41.5 %	42 %	42.5 %	35.3 %	GREEN	Higher	▲
BV017b	Percentage of economically active minority ethnic community population in the authority area.	42.19 %	42.19 %	42.20 %	42.20 %					34.49 %		Higher	▲
BV126 TH1002	Number of domestic burglaries per 1,000 households.	24.29	19.52	18.50	22.95	18.50	18.50	18.50	18.50	15.90	RED	Lower	▼
BV127a CE012 TH1003	Violent crime per year, 1,000 population in the Local Authority area.				46.65	46.07	44.24	43.32	41.61	N/A	RED	Lower	
BV127b CE016 TH1006	Robberies per year, per 1,000 population in the Local Authority area.				8.11	6.99	6.99	6.99	6.99	N/A	RED	Lower	
BV128 TH1007	Number of vehicle crimes per 1,000 population.	42.25	31.74	25.56	25.23	22.44	21.50	18.31	18.31	15.73	RED	Lower	▲
BV157 PSA001	Number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery. (Deleted from 2006/07)	51.88 %	60.08 %	100 %	100 %	100 %				92.24 %	GREEN	Higher	▲
BV174 TH1004 CE013	Number of racial incidents recorded by the authority per 100,000 population.	160.63	243.20	237.18	286.55	275.24	289	285	280	41.00	GREEN	Higher	▲
BV175 CE014	Percentage of racial incidents that resulted in further action.	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	GREEN	Higher	▲
BV225	Actions Against Domestic Violence. [New PI]			N/A	100 %	N/A	100 %	100 %	100 %	N/A		Higher	
BV226a	Total amount spent by the Local Authority on Advice and Guidance services provided by external organisations. [New PI]			N/A	£ 1,007,463	N/A	£ 1,027,612	£ 1,048,164	£ 1,069,127	N/A		Higher	
BV226b	Percentage of monies spent on advice and guidance services provision which was given to organisations holding the CLS Quality Mark at 'General Help' level and above. [New PI]			N/A	91 %	N/A	92 %	93 %	95 %	N/A		Higher	

Appendix 1

Performance Indicators for 2005/06

BVPI	Description	2002/03	2003/04	2004/05	Outturn 2005/06	Target 2005/06	2006/07	2007/08	2008/09	London Top Quartile 2004/05	Traffic Light	Preferred Direction	Direction of Performance
BV226c	Total amount spent on Advice and Guidance in the areas of housing, welfare benefits and consumer matters which is provided directly by the authority to the public. [New PI]			N/A	£ 702,500	N/A	£ 680,900	£ 702,900	£ 716,958	N/A		Higher	
THI001 CE017	The number of young people under 18 accessing substance misuse treatments. (Revised PI for 05/06)				415	313	448	481	495	N/A	GREEN	Higher	
THI022 CE051	Take up of welfare benefits	1,245,000	2,928,287	4,604,480	5,688,830	5,500,000	6,000,000			N/A	GREEN	Higher	▲
THI032 SP501	Budget Performance	£ 2,100,000	£ 35,000	£ -1,180,000	£ -360,000	£ 0	£ 0	£ 0	£ 0		GREEN	Lower	▼
THI034 CE021 SP509 LAAS201a	Increased attendance at Local Area Partnership events	1,664	3,500	4,088	4,489	4,250	5,000	5,250	5,500	N/A	GREEN	Higher	▲
Development and Renewal													
BV106	Percentage of new homes built on previously developed land.	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	GREEN	Higher	▲
BV109a THI020a CPA026a SP301	Percentage of major planning applications determined within 13 weeks.	46.48 %	60.00 %	58.54 %	35.00 %	60 %	60 %	60 %	60 %	67.00 %	RED	Higher	▼
BV109b THI020b CPA026b SP302	Percentage of minor planning applications determined in 8 weeks.	54.99 %	70.31 %	79.57 %	78.56 %	80 %	80.25 %	80.5 %	81 %	78.95 %	RED	Higher	▼
BV109c THI020c CPA026c SP303	Percentage of other planning applications determined in 8 weeks.	56.70 %	72.61 %	83.95 %	85.35 %	84.00 %	88.25 %	88.3 %	88.5 %	88.23 %	GREEN	Higher	▲
BV111	The % of applicants satisfied with the service received		51.30 %		N/A	N/A	62.00 %			71.00 %		Higher	
BV179	Percentage of standard searches carried out in 10 working days.	69.83 %	100 %	100 %	94.42 %	100 %	100 %	100 %	100 %	100 %	RED	Higher	▼
BV200a	Did the local planning authority submit the Local Development Scheme (LDS) by 28th March 2005 and thereafter maintain a 3-year rolling programme?			No	Yes	Yes	Yes	Yes	Yes	N/A	GREEN	None	
BV200b	Has the local planning authority met the milestones which the current Local Development Scheme (LDS) sets out?			Yes	Yes	Yes	Yes	Yes	Yes	N/A	GREEN	None	

Appendix 1

Performance Indicators for 2005/06

BVPI	Description	2002/03	2003/04	2004/05	Outturn 2005/06	Target 2005/06	2006/07	2007/08	2008/09	London Top Quartile 2004/05	Traffic Light	Preferred Direction	Direction of Performance
BV200c	Did the Local Planning Authority publish an annual monitoring report by December of the last year?				Yes	Yes	Yes	Yes	Yes	N/A	GREEN	None	
BV204	Percentage of appeals allowed against the authority's decision to refuse planning applications.			18.8 %	23.5 %	28.0 %	27.0 %	20.0 %	19.0 %	28 %	GREEN	Lower	▼
BV205	Score against a planning service quality checklist.			94.4 %	100 %	94.44 %	100 %	100 %	100 %	94.0 %	GREEN	Higher	▲
BV219a	Total number of conservation areas in the local authority area - [New PI]			N/A	50	51	51	51	51	N/A	RED	None	
BV219b	Percentage of conservation areas in the local authority area with an up-to-date character appraisal - [New PI]			N/A	0.00 %	60.00 %	60.00 %	80.00 %	100.00 %	N/A	RED	Higher	
BV219c	Percentage of conservation areas with published management proposals - [New PI]			N/A	0.00 %	60.00 %	60.00 %	80.00 %	100.00 %	N/A	RED	Higher	
Local108	The number of advertised departures from the statutory plan approved by the authority as a percentage of total permissions granted	0.16 %	0.69 %	0.00 %	0.40 %	2.00 %	2.00 %	2.00 %	Tbc %	N/A	GREEN	Lower	▼
Local110	Average time taken to determine all planning applications (weeks)	12.40	11.93	11.38	12.95	8.0	8.0	8.0	Tbc	N/A	RED	Lower	▼
TH1018	Percentage of local residents claiming employment-related benefits	11.8 %	9.1 %	8.4 %	8.5 %	8.5 %	8.3 %	8.2 %	8.0 %	N/A	GREEN	Lower	▼
TH1019	Proportion of people under 25 claiming unemployment related benefits			17.8 %	20.6 %	17.29 %	16.5 %	16.0 %	15.0 %	N/A	RED	Lower	▼
Education													
BV038 PSA004	Percentage of 15 year old pupils in schools maintained by the LEA achieving 5 or more GCSEs at grades A* - C or equivalent.	43.63 %	42.67 %	47.95 %	50.8 %	49.0 %	56.0 %	59.0 %	61.0 %	56.2 %	GREEN	Higher	▲
BV039	Percentage of 15 year old pupils in schools maintained by the local education authority achieving 5 GCSEs or equivalent at grades A* - to G including English and Maths.	87.76 %	86.27 %	86.80 %	86.6 %	91.6 %	92.7 %	93.5 %	93.7 %	89.3 %	RED	Higher	▼
BV040	Percentage of pupils in schools maintained by the LEA achieving Level 4 or above in the Key Stage 2 Mathematics test.	68.20 %	71.38 %	74.81 %	75.9 %	83.0 %	84.0 %	85.0 %	85.3 %	77.0 %	RED	Higher	▲

Appendix 1

Performance Indicators for 2005/06

BVPI	Description	2002/03	2003/04	2004/05	Outturn 2005/06	Target 2005/06	2006/07	2007/08	2008/09	London Top Quartile 2004/05	Traffic Light	Preferred Direction	Direction of Performance
BV041 SP406	Percentage of pupils in schools maintained by the LEA achieving Level 4 or above in the Key Stage 2 English test.	70.90 %	73.99 %	77.07 %	77.4 %	83.0 %	84.0 %	85.0 %	85.7 %	80.0 %	RED	Higher	▲
BV043a	Percentage of statements of special educational need prepared within 18 weeks excluding those affected by" exceptions to the rule" under the SEN Code of Practice.	89.1 %	73.1 %	99.2 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	GREEN	Higher	▲
BV043b	Percentage of statements of special educational need prepared within 18 weeks including those affected by" exceptions to the rule" under the SEN Code of Practice.	3.8 %	9.1 %	80.3 %	94.8 %	85.0 %	97.0 %	100.0 %	100.0 %	92.2 %	GREEN	Higher	▲
BV045 THI023b	Percentage of half days missed due to total absence in secondary schools maintained by the local education authority.	8.87 %	8.24 %	7.62 %	7.42 %	7.30 %	7.10 %	7.00 %	6.50 %	7.46 %	RED	Lower	▲
BV046 THI023a	Percentage of half days missed due to total absence in primary schools maintained by the local education authority.	7.25 %	6.62 %	5.94 %	6.08 %	5.30 %	5.20 %	5.00 %	4.50 %	5.71 %	RED	Lower	▼
BV181a LPSA1a	Percentage of 14-year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 test in English.	51.00 %	53.53 %	57.30 %	66.78 %	71.00 %	72.00 %	73.00 %	76.25 %	76.25 %	RED	Higher	▲
BV181b LPSA1b	Percentage of 14-year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 test in Mathematics.	49.00 %	54.90 %	58.50 %	61.40 %	71.00 %	72.00 %	73.00 %	76.25 %	76.25 %	RED	Higher	▲
BV181c LPSA1c	Percentage of 14-year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 test in Science.	43.00 %	45.71 %	49.24 %	52.03 %	68.00 %	69.00 %	71.00 %	71.25 %	68.25 %	RED	Higher	▲
BV181d LPSA1d	Percentage of 14-year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 test in ICT assessment.		46.73 %	48.27 %	52.51 %	69.00 %	70.00 %	71.00 %	71.25 %	68.30 %	RED	Higher	▲

Appendix 1

Performance Indicators for 2005/06

BVPI	Description	2002/03	2003/04	2004/05	Outturn 2005/06	Target 2005/06	2006/07	2007/08	2008/09	London Top Quartile 2004/05	Traffic Light	Preferred Direction	Direction of Performance
BV194a	Percentage of pupils in schools maintained by the local education authority achieving level 5 or above in Key Stage 2 in English.	20.52 %	20.52 %	25 %	20 %	31 %	32 %	33 %	33.5 %	28 %	RED	Higher	▲
BV194b	Percentage of pupils in schools maintained by the local education authority achieving level 5 or above in Key Stage 2 in Mathematics.	24.17 %	24.17 %	26 %	28 %	31 %	32 %	33 %	33.5 %	33 %	RED	Higher	▲
BV221a	Percentage of young people aged 13-19 gaining a recorded outcome compared to the percentage of young people in the local authority area. [New PI]			N/A	55 %	N/A	57 %	60 %	62 %	N/A		Higher	
BV221b	Percentage of young people aged 13-19 gaining an accredited outcome compared to the percentage of young people in the local authority area. [New PI]			N/A	18 %	N/A	22 %	26 %	30 %	N/A		Higher	
BV222a	Percentage of integrated early education and childcare settings funded or part-funded by the local authority with a qualification at Level 4 or above. [New PI]			N/A	20 %	N/A	22 %	25 %	30 %	N/A		Higher	
BV222b	Percentage of integrated early education and childcare settings funded or part-funded by the local authority which have input from staff with graduate or post graduate training in teaching or child development. [New PI]			N/A	29 %	N/A	32 %	40 %	45 %	N/A		Higher	
Local002	Number of total places in childrens day care and after school clubs	3760	3760	4732	5770	4841	4941	5041	N/A	N/A	GREEN	Higher	▲
Local003	The % of pupils in Tower Hamlets earning 5 or more GCSEs at grades A*-C, including English and Mathematics. (New local PI)				30.2 %	N/A	34.0 %	39.0 %	42.0 %	N/A		Higher	
Local037	Average GCSE/GNVQ points score of 15 year old pupils in schools maintained by the local education authority.	37.84	38.12	41.03	43.24	43.00	45.00	47.00	N/A	N/A	GREEN	Higher	▲
Local042	Enrolments on adult education courses per 1,000 adult population	45.48	56.19	73.47	77.65	76.00	78.00	79.00	79.40	N/A	GREEN	Higher	▲
Local158	The percentage of adult education hours for which students attended	46.35 %	65.71 %	75.96 %	76.63 %	78.00 %	78.10 %	78.20 %	78.30 %	N/A	RED	Higher	▲

Appendix 1

Performance Indicators for 2005/06

BVPI	Description	2002/03	2003/04	2004/05	Outturn 2005/06	Target 2005/06	2006/07	2007/08	2008/09	London Top Quartile 2004/05	Traffic Light	Preferred Direction	Direction of Performance
LocalK7a	Percentage of key stage test and teacher assessments in local authority schools where the following levels were achieved: level two or above at key stage one	80.47 %	82.70 %	82.30 %	82.33 %	83.00 %	84.00 %	85.00 %	N/A	N/A	RED	Higher	▲
TH1024	Number of schools causing concern	10.00	4.00	3	3	3	0	0	0	N/A	GREEN	Lower	▲
Environment and Culture													
BV082a(i) TH1035 CPA019a SP111 LAA106	Percentage of household waste which has been sent by the authority for recycling.			7.35 %	8.82 %	14.00 %	18.00 %	22.00 %	24.00 %	16.97 %	RED	Higher	▲
BV082a(ii)	Total tonnage of household waste arisings which have been sent by the Authority for recycling. [New PI]			N/A	6,978.56	11,490.00	12,099.80	16,455.73	20,141.82	N/A	RED	Higher	
BV082b(i)	The percentage of household waste sent by the Authority for composting or treatment by anaerobic digestion.			0.00 %	0.00 %	0.00 %	1.00 %	2.00 %	3.00 %	5.45 %	GREEN	Higher	▲
BV082b(ii)	The tonnage of household waste sent by the authority for composting or treatment by anaerobic digestion. [New PI]			N/A	0.00	0.00	806.65	1,645.57	2,517.73	N/A	GREEN	Higher	
BV082c(i)	Percentage of the total tonnage of household waste arisings which have been used to recover heat, power and other energy sources.		0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	5.00 %	49.00 %	37.31 %	GREEN	Higher	▲
BV082c(ii)	Tonnage of household waste arisings which have been used to recover heat, power and other energy sources. [New PI]			0.00	0.00	0.00	0.00	4,144.00	41,129.00	N/A	GREEN	Higher	▲
BV082d(i)	Percentage of household waste arisings which have been landfilled.			92.66 %	91.18 %	85.00 %	84.00 %	73.00 %	24.00 %	0 %	RED	Lower	▲
BV082d(ii)	The tonnage of household waste arisings which have been landfilled. [New PI]			N/A	72,105.13	73,343.00	67,758.90	60,063.43	20,143.47	N/A	GREEN	Lower	
BV084a	Number of kilograms of household waste collected per head of the population			379.4	377.9	370.3	385.4	393.1	400.9	396.2	RED	Lower	▲
BV084b	Percentage change from the previous financial year in the number of kilograms of household waste collected per head of the population. [New PI]			N/A	-0.28	2.00	2.00	2.00	2.00	N/A	GREEN	Lower	

Appendix 1

Performance Indicators for 2005/06

BVPI	Description	2002/03	2003/04	2004/05	Outturn 2005/06	Target 2005/06	2006/07	2007/08	2008/09	London Top Quartile 2004/05	Traffic Light	Preferred Direction	Direction of Performance
BV086	Cost of waste collection per household.	£ 30.78	£ 49.10	£ 66.31	£ 100.41	£ 58.82	£ 75.10	£ 75.48	£ 75.87	£ 38.6	RED	Lower	▼
BV087	Cost of waste disposal per tonne for municipal waste	£ 56.94	£ 44.74	£ 53.84	£ 59.84	£ 47.07	£ 50.98	£ 51.77	£ 53.63	£ 43.09	RED	Lower	▼
BV089	The percentage of people satisfied with the cleanliness standard in their area		51.00		N/A	N/A	60.00			57.00		Higher	
BV090a	The % of people satisfied with household waste collection overall		62.00 %		N/A	N/A	69.00 %			76.00 %		Higher	
BV090b	The % of people satisfied with recycling facilities		22.00 %		N/A	N/A	34.00 %			60.00 %		Higher	
BV090c	The % of people satisfied with the local tip		45.00 %		N/A	N/A	57.00 %			70.00 %		Higher	
BV091a	Percentage of households resident in the authority's area served by kerbside collection of recyclables			100 %	100 %	100 %	100 %	100 %	100 %	100 %	GREEN	Higher	▲
BV091b	Percentage of households resident in the authority's area served by kerbside collection of at least two recyclables. [New PI]			N/A	85.0 %	100 %	100 %	100 %	100 %	N/A	RED	Higher	
BV099ai LPSA004 SP103 LAA107	Number of people killed or seriously injured (KSI) in road traffic collisions.		139	139	133	135	121	114	111	123	GREEN	Lower	◀
BV099aii	Percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions since the previous year.			-7.95 %	-4.32 %	-2.88 %	-1.50 %	-3.05 %	-3.15 %	-14.17 %	GREEN	Lower	▼
BV099aiii	Percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions since the 1994-98 average.			-25.51 %	-28.72 %	-27.65 %	-29.80 %	-31.94 %	-34.08 %	-30.39 %	GREEN	Lower	◀
BV099bi	Number of children (aged under 16 years) killed or seriously injured (KSI) in road traffic collision			11	17	11	11	10	10		RED	Lower	▼
BV099bii	Percentage change in the number of children (aged under 16 years) killed or seriously injured (KSI) in road traffic collisions since the previous year.			-8.33 %	54.55 %	0.00 %	-35.29 %	-9.09 %	0.00 %	-24.88 %	RED	Lower	▼
BV099biii	Percentage change in the number of children killed or seriously injured (KSI) in road traffic collisions since the 1994-98 average.			-59.85 %	-37.96 %	-59.85 %	-59.85 %	-63.50 %	-63.50 %	-55.63 %	RED	Lower	▼

Appendix 1

Performance Indicators for 2005/06

BVPI	Description	2002/03	2003/04	2004/05	Outturn 2005/06	Target 2005/06	2006/07	2007/08	2008/09	London Top Quartile 2004/05	Traffic Light	Preferred Direction	Direction of Performance
BV099cii	Percentage change in the number of people slightly injured in road traffic collisions since the previous year.			-2.65 %	-6.54 %	-0.54 %	-2.10 %	-1.19 %	-1.47 %	-9.05 %	GREEN	Lower	▲
BV099ciii	Percentage change in the number of people slightly injured in road traffic collisions since the 1994-98 average.			-10.23 %	-16.10 %	-10.72 %	-17.86 %	-18.83 %	-20.01 %	-19.55 %	GREEN	Lower	▲
BV100	Number of days of temporary traffic controls or road closure on traffic sensitive streets per km of traffic sensitive streets.	5.77	8.63	2.5	1.2	7.50	6.00	5.50	5.00	0.2	GREEN	Lower	▲
BV118a	Percentage of library users who found the book they wanted or reserved it and were satisfied with that outcome		60.60 %		N/A	N/A	67.0 %			67.00 %		Higher	
BV118b	Percentage of library users who found the information they wanted or reserved it and were satisfied with the outcome		67.00 %		N/A	N/A	67.0 %			67.00 %		Higher	
BV118c	Percentage of library users satisfied with the library overall		83.60 %		N/A	N/A	89.0 %			89.00 %		Higher	
BV119a	Percentage satisfied with sports/leisure facilities		44.00 %		N/A	N/A	50.00 %			49.00 %		Higher	
BV119b	Percentage satisfied with libraries		43.00 %		N/A	N/A	67.00 %			67.00 %		Higher	
BV119c	Percentage satisfied with museums/galleries		29.00 %		N/A	N/A	40.00 %			40.00 %		Higher	
BV119d	Percentage satisfied with theatres/concert halls		28.00 %		N/A	N/A	42.00 %			41.50 %		Higher	
BV119e	Percentage satisfaction with parks/open spaces		57.00 %		N/A	N/A	65.00 %			73.00 %		Higher	
BV156	Percentage of Authority buildings in which all public areas are suitable for and accessible to disabled people	22.03 %	28.81 %	38.98 %	54.39 %	36 %	60 %	70 %	80 %	46.06 %	GREEN	Higher	▲
BV165	Percentage of pedestrian crossings with facilities for disabled people.	87.23 %	88.89 %	96.3 %	100 %	100 %	100 %	100 %	100 %	100 %	GREEN	Higher	▲
BV166a	Score against a checklist of enforcement best practice for environmental health.	80.00 %	100.00 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	GREEN	Higher	▲
BV166b	Score against a checklist of enforcement best practice for trading standards.	80.00 %	93.33 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	GREEN	Higher	▲
BV187	Percentage length of category 1, 1a and 2 footway network needing treatment.	22.62 %	30.80 %	27 %	10.22 %	20.00 %	10.00 %			15 %	GREEN	Lower	▲

Performance Indicators for 2005/06

Appendix 1

BVPI	Description	2002/03	2003/04	2004/05	Outturn 2005/06	Target 2005/06	2006/07	2007/08	2008/09	London Top Quartile 2004/05	Traffic Light	Preferred Direction	Direction of Performance
BV199a TH1008 LPSA003 SP108 LAA105	The proportion of relevant land and highways (expressed as a percentage) that is assessed as having combined deposits of litter and detritus that fall below an acceptable level. [amended]	34.08 %	22.0 %	23.0 %	20.0 %	16.0 %	12.0 %	11.0 %	20.0 %	20.0 %	RED	Lower	▼
BV199b	The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of graffiti are visible. [New PI]	N/A	11 %	17 %	10 %	8 %	9 %	8 %	N/A	N/A	GREEN	Lower	
BV199c	The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of fly-posting are visible. [New PI]	N/A	7 %	18 %	6 %	5 %	4 %	4 %	N/A	N/A	GREEN	Lower	
BV199d	The year-on-year reduction in total number of incidents and increase in total number of enforcement actions taken to deal with 'fly-tipping'. [New PI]	N/A	3	1	2	1	1	1	N/A	N/A	RED	Lower	
BV215a TH1005	The average number of days taken to repair a street lighting fault, which is under the control of the local authority - non DNO - [New PI]	N/A	3.96	5	3.75	3.50	3.25	3.25	N/A	N/A	GREEN	Lower	
BV215b	The average time taken to repair a street lighting fault, where response time is under the control of a DNO - [New PI]	N/A	13	13	12	11	10	10	N/A	N/A	GREEN	Lower	
BV216a	Number of 'sites of potential concern' (within the local authority area), with respect to land contamination. [New PI]	N/A	1,998	20	1,828	1,648	1,458	1,458	N/A	N/A	GREEN	None	
BV216b	Number of sites for which sufficient detailed information is available to decide whether remediation of the land is necessary, as a percentage of all 'sites of potential concern'. [New PI]	N/A	0 %	100 %	9 %	10 %	13 %	13 %	N/A	N/A	RED	None	
BV217	Percentage of pollution control improvements to existing installations completed on time - [New PI]	N/A	100 %	90 %	80 %	90 %	90 %	90 %	N/A	N/A	GREEN	Higher	
BV218a TH1009a	Percentage of new reports of abandoned vehicles investigated within 24hrs of notification - [New PI]	N/A	91.80 %	80.00 %	92.00 %	93.00 %	93.50 %	93.50 %	N/A	N/A	GREEN	Higher	

Appendix 1

Performance Indicators for 2005/06

BVPI	Description	2002/03	2003/04	2004/05	Outturn 2005/06	Target 2005/06	2006/07	2007/08	2008/09	London Top Quartile 2004/05	Traffic Light	Preferred Direction	Direction of Performance
BV218b TH1009b	Percentage of abandoned vehicles removed within 24 hours from the point at which the Authority is legally entitled to remove the vehicle - [New PI]			N/A	92.60 %	80.00 %	93.00 %	93.50 %	94.00 %	N/A	GREEN	Higher	
BV220	Compliance against the Public Library Service Standards - [New PI]			N/A	13	16	19	18.5	18.5	N/A	RED	Higher	
BV223	Percentage of the local authority principal road network where structural maintenance should be considered. [New PI]			71.84 %	20.80 %	N/A	19 %	17 %	14 %	N/A		Lower	▲
BV224a	Percentage of the non-principal classified road network where maintenance should be considered. [New PI]			N/A	33.04 %	7.5 %	28 %	24 %	21 %	N/A	RED	Lower	
BV224b	Percentage of the unclassified road network where structural maintenance should be considered. [New PI]			0.41 %	15.39 %	0.38 %	13 %	11 %	10 %	N/A	RED	Lower	▼
TH1025	Number of visits to Leisure Centres	944,608	956,339	983,833	1,236,155	992,500	1,336,000	1,349,360	1,362,850	N/A	GREEN	Higher	▲
TH1026a	Number of visits to council arts facilities		36,309	30,522	49,450	35,000	36,000	36,720	37,454	N/A	GREEN	Higher	▲
TH1026b	Number of festivals or cultural events organised or otherwise facilitated by the Council which have attracted a diverse audience of 100 or more		47	56	78	57	65	66	67	N/A	GREEN	Higher	▲
TH1027 CPA010c SP412	Number of physical visits to public library premises per 1000 population	5453.00	5310.42	6,504	7,709.22	7,440.13	9,775	9,881	9,884	8,360	GREEN	Higher	▲
Housing													
BV062	Percentage of unfit private sector dwellings made fit or demolished as a direct result of action by the local authority. (Deleted from 2006/07)	2.17 %	5.44 %	5.38 %	4.99 %	5.92 %				4.63 %	RED	Higher	▼
BV063	Energy Efficiency the average SAP rating of local authority owned dwellings.	47.61	49	62	64	63	65	65	67	67	GREEN	Higher	▲
BV064	Number of private sector vacant dwellings that are returned into occupation or demolished as a direct result of action by the local authority	363.00	811.00	435.00	293.00	320.00	300.00	301.00	302.00	301.00	GREEN	Lower	▲
BV066a	Local authority rent collection and arrears: proportion of rent collected.	96.34 %	96.07 %	95.52 %	96.85 %	96.60 %	97.40 %	97.9 %	98.0 %	97.30 %	GREEN	Higher	▲

Appendix 1

Performance Indicators for 2005/06

BVPI	Description	2002/03	2003/04	2004/05	Outturn 2005/06	Target 2005/06	2006/07	2007/08	2008/09	London Top Quartile 2004/05	Traffic Light	Preferred Direction	Direction of Performance
BV066b CPA003	The number of local authority tenants with more than seven weeks of (gross) rent arrears as a percentage of the total number of council tenants.			N/A	7.07 %	N/A	6.60 %	6.50 %	6.40 %	N/A		Lower	
BV066c	Percentage of local authority tenants in arrears who have had Notices Seeking Possession served.			N/A	23.88 %	N/A	28.00 %	27.00 %	26.00 %	N/A		Lower	
BV066d	Percentage of local authority tenants evicted as a result of rent arrears.			N/A	0 %	N/A	0 %	0 %	0 %	N/A		Lower	
BV074a	Satisfaction of tenants of council housing with the overall service provided by their landlord a: all tenants	53.41 %	52.01 %	52.01 %	57.52 %	70.00 %	63.00 %	63.00 %	63.00 %	71.50 %	RED	Higher	▲
BV074b	Satisfaction of tenants of council housing with the overall service provided by their landlord: with results further broken down by b) black and minority ethnic tenants.	47.61 %	49.49 %	49.49 %	54.75 %	70.00 %	63.00 %	63.00 %	63.00 %	67.00 %	RED	Higher	▲
BV074c	Satisfaction of tenants of council housing with the overall service provided by their landlord: with results further broken down by b) non-black and minority ethnic tenants.	57.43 %	53.17 %	53.17 %	60.44 %	70.00 %	63.00 %	63.00 %	63.00 %	74.00 %	RED	Higher	▲
BV075a	Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord: a: All tenants	49.18 %	49.18 %	49.18 %	44.60 %	66.00 %	51.00 %	51.00 %	51.00 %	60.25 %	RED	Higher	▼
BV075b	Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord: b: black and minority ethnic tenants	50.60 %	50.60 %	50.60 %	39.81 %	66.00 %	51.00 %	51.00 %	51.00 %	59.75 %	RED	Higher	▼
BV075c	Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord: b) non-black and minority ethnic tenants.	48.66 %	48.66 %	48.66 %	49.00 %	66.00 %	51.00 %	51.00 %	51.00 %	61.75 %	RED	Higher	▲
BV076a	Number of benefit claimants visited, per 1,000 caseload.	3.11	6.78	6.78	4.86	37.00	189.53	193.78	195.19	264.82	RED	Higher	▼

Appendix 1

Performance Indicators for 2005/06

BVPI	Description	2002/03	2003/04	2004/05	Outturn 2005/06	Target 2005/06	2006/07	2007/08	2008/09	London Top Quartile 2004/05	Traffic Light	Preferred Direction	Direction of Performance
BV076b	Number of benefit fraud investigators employed, per 1,000 caseload.		0.17	0.21	0.25	0.25	0.37	0.38	0.39	0.34	GREEN	Higher	▲
BV076c	Number of benefit fraud investigations, per 1,000 caseload		13.79	9.59	16.52	15.00	24.00	29.00	34.00	33.02	GREEN	Higher	▲
BV076d	Number of prosecutions and sanctions, per 1,000 caseload.		0.51	0.74	2.40	1.30	3.25	4.00	4.50	3.25	GREEN	Higher	▲
BV078a THI021 SP218	Average time for processing new housing benefit and council tax benefit claims (days).	47.03	41.7	52.3	33.8	35.0	31.0	30.0	29.0	38.5	GREEN	Lower	▲
BV078b THI031	Average time for processing notifications of changes of circumstance, relating to housing benefit and council tax benefit claims (days).	6.71	8.0	10.8	15.9	8.0	7.7	7.5	7.2	11.1	RED	Lower	▼
BV079a	Percentage of housing benefit and council tax benefit cases for which the calculation of the amount of benefit due was correct.	98.41 %	99.24 %	99.80 %	97.60 %	99.80 %	98.00 %	98.25 %	98.50 %	98.00 %	RED	Higher	▼
BV079b(i)	The amount of Housing Benefit overpayments (HB) recovered during the period being reported on as a percentage of HB deemed recoverable overpayments during that period. [amended]			N/A	62.57 %	N/A	64.00 %	64.20 %	64.40 %	N/A		Higher	
BV079b(ii)	HB overpayments recovered during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period. [New PJ]			N/A	39.16 %	N/A	39.30 %	39.60 %	39.90 %	N/A		Higher	
BV079b(iii)	Benefit (HB) overpayments written off during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period, plus amount of HB overpayments identified during the period [New PJ]			N/A	6.37 %	N/A	15.00 %	15.50 %	16.00 %	N/A		None	
BV164	Does the authority follow the Commission for Racial Equality's code of practice in rented housing and follow the Good Practice Standards for social landlords on tackling harassment included in Tackling Racial Harassment: Code of Practice for Social Landlords?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	N/A	GREEN		

Performance Indicators for 2005/06

Appendix 1

BVPI	Description	2002/03	2003/04	2004/05	Outturn 2005/06	Target 2005/06	2006/07	2007/08	2008/09	London Top Quartile 2004/05	Traffic Light	Preferred Direction	Direction of Performance
BV183a SP210	Average length of stay in bed and breakfast accommodation of children or a pregnant woman and which are unintentionally homeless and in priority need.	11.75	13	13	5	11	4.5	4.0	3.5	5	GREEN	Lower	▲
BV183b	Average length of stay in hostel accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need.	0.00	0.00	0	0	0	0	0	0	0	GREEN	Lower	▲
BV184a	The proportion of LA homes which were non-decent at 1 April 2004.	80.01 %	75 %	78 %	67 %	74 %	62 %	64 %	63 %	30 %	GREEN	Lower	▲
BV184b SP202	The percentage change in proportion of non-decent LA homes between 1 April 2004 and 1 April 2005.	11.57 %	0.3 %	17.8 %	27.3 %	20.5 %	7.9 %	39.0 %	1.5 %	14.9 %	GREEN	Higher	▲
BV202	Number of people sleeping rough on a single night within the area of the authority.			5	3	<5	<5	<5	<5	1	GREEN	Lower	▲
BV203	Percentage change in the average number of families which include dependent children or a pregnant woman, placed in temporary accommodation under the homelessness legislation in the current financial year compared with the average from the previous year.			5.53 %	-3.98 %	-2.50 %	-2.50 %	-2.50 %	-2.50 %	5.01 %	GREEN	Lower	▲
BV212 SP204	Average time taken to re-let local authority housing. - [New PI]			N/A	36	37	35	35	34	N/A	GREEN	Lower	
BV213	Number of households who considered themselves as homeless, who approached the local housing authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation. - [New PI]			N/A	714	N/A	605	610	615	N/A		Higher	
BV214	Proportion of households accepted as statutorily homeless who were accepted as statutorily homeless by the same Authority within the last two years. - [New PI]			N/A	0.25 %	N/A	0.99 %	0.98 %	0.97 %	N/A		Lower	
TH1010 SP203	Percentage of urgent repairs completed in government time limits	94.50 %	93.90 %	94.42 %	94.55 %	95.00 %	96.0 %	96.5 %	97.0 %	N/A	RED	Higher	▲

Appendix 1

Performance Indicators for 2005/06

BVPI	Description	2002/03	2003/04	2004/05	Outturn 2005/06	Target 2005/06	2006/07	2007/08	2008/09	London Top Quartile 2004/05	Traffic Light	Preferred Direction	Direction of Performance
TH1011	Average re-let times in local authority dwellings (days)	34.33	36.37	37.00	27.00	33.00	N/R	N/R	N/R	N/A	GREEN	Lower	▲
TH1012a	Number of lettings to overcrowded Common Housing Register tenants			N/A	252	240	255	N/R	N/R	N/A	GREEN	Higher	
TH1012b	Number of lettings to underoccupying Common Housing Register tenants			N/A	117	100	105	N/R	N/R	N/A	GREEN	Higher	
Social Services													
BV049 TH1013 PAFA1 PSA007 SP215	Percentage of children looked after at 31 March with three or more placements during the year	9.97 %	10.71 %	10.94 %	11.38 %	8.50 %	10 %	10 %	9.5 %	11.19 %	RED	Lower	▼
BV050 PAFA2 PSA006 SP216	Percentage of children looked after leaving care aged 16 or over with at least 1 GCSE at grade A-G or a GNVQ.	47.06 %	54 %	58 %	54 %	68 %	70 %	72 %	73 %	56 %	RED	Higher	▼
BV053 PAFC28 SP213	Number of households receiving intensive home care per 1000 population aged 65 or over.	29.90	28.86	30.99	38.58	34.00	38.00	38.00	38.00	23.43	GREEN	Higher	▲
BV054 PAFC32	Number of older people aged 65 or over helped to live at home per 1000 population aged 65 or over.	184.49	183.03	173.51	180.18	175.00	180.00	180.00	180.00	116.25	GREEN	Higher	▲
BV056 PAFD54	Percentage of items of equipment and adaptations delivered within 7 working days.		85 %	78 %	95.55 %	95 %	95 %	95 %	95 %	91 %	GREEN	Higher	▲
BV161 LPSA3a PAFA04	Ratio of the percentage of those young people who were looked after on 1 April in their 17th year (aged 16) who were engaged in education, training or employment at the age of 19, to the percentage of all 19 year olds who were engaged in education, training or employment.	45.00 %	61.29 %	0.81 %	0.94 %	0.87 %	0.94 %	0.94 %	0.94 %	0.83 %	GREEN	Higher	▲
BV162 PAFC20 TH1014 SP214	Percentage of child protection cases which should have been reviewed during the year that were reviewed.	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	GREEN	Higher	▲
BV163 PAFC23 TH1015	Percentage of children looked after that where adopted during the year.	5.8 %	8.1 %	5.5 %	8.7 %	8.0 %	9.0 %	9.0 %	9.0 %	6.7 %	GREEN	Higher	▲
BV195 PAFD55	Acceptable waiting times for assessment		75.9 %	80.2 %	86.0 %	90.0 %	92.0 %	94.0 %	96.0 %	77.1 %	RED	Higher	▲

Performance Indicators for 2005/06

Appendix 1

BVPI	Description	2002/03	2003/04	2004/05	Outturn 2005/06	Target 2005/06	2006/07	2007/08	2008/09	London Top Quartile 2004/05	Traffic Light	Preferred Direction	Direction of Performance
BV196 PAFD56	Percentage of new clients aged over 65, where the time from completion of assessment to provision of all services in a care package is less than or equal to four weeks (that is, 28 calendar days)		91.9 %	85.9 %	87.8 %	90.0 %	92.0 %	94.0 %	96.0 %	90.5 %	RED	Higher	▲
BV197	Percentage change in the number of conceptions to females aged under 18, resident in an area, per thousand females aged 15-17 resident in the area, compared with the baseline year of 1998.		-19.6 %	-25.3 %	-25.3 %	-30.0 %	-34.1 %	-38.3 %	-42.5 %	-11.4 %	RED	Lower	▼
BV201 PAFC51	Number of adults and older people receiving direct payments per 100,000 population aged 18 years or over.	7	22	49	96	70	130	160	190	81	GREEN	Higher	▲
TH1016 PAFC26 SP211	Number of supported admissions of older people to permanent residential and nursing care per 10,000 population aged 65 or over.	96.38	117.00	117.2	108.1	100	85	80	75	74.2	RED	Lower	▲
TH1017	Percentage of clients receiving a review	54.84 %	78.00 %	65.20 %	71 %	75 %	90 %	90 %	90 %	N/A	RED	Higher	▲

BVPIs where performance is 10% or more above target				
BVPI	Description	Preferred Outcome	Variance	Comments
BV008 CE038 THI033 SP506	Percentage of Undisputed Invoices Paid on Time	Higher	13.45	Significant effort went into improving performance on payment of invoices during 05/06. Some of the measures introduced include: employment of temporary staff and a creation of a special team to clear the backlog of invoices. Electronic invoicing and BACS were also introduced. The team's performance was continuously monitored by senior management and a presentation to the performance review team on performance improvement measures. A payments summit team which consists of two corporate directors was also set up to help monitor progress. Monthly management information is also provided to Corporate Directors on their Directorates performance showing areas where the 30 day performance target have not been met. All these measures have resulted in a significant improvement in performance.
BV043b	Percentage of statements of special educational need prepared within 18 weeks including those affected by "exceptions to the rule" under the SEN Code of Practice.	Higher	11.53	The change in working practices implemented in the SEN section two years ago, have continues to produce results in excess of those projected. In light of this, future year targets have been changed to reflect the increased performance.
BV053 PAFC28 SP213	Number of households receiving intensive home care per 1000 population aged 65 or over.	Higher	13.47	The number of households provided with intensive home care during the survey week increased from 558 in 2004 to 685 in 2005. This figure has been audited in detail and is correct. There was also a reduction in the population estimates for older people living in Tower Hamlets produced by the ONS. We have performed over our target due to a management focus on increasing the number of older people helped to live at home and reducing the number of admissions to residential care. There has been an increase in 2005-6 in the number of older people helped to live at home (BVPI54) and a decrease in the number of admissions of older people to residential care (THI 16).
BV076c	Number of benefit fraud investigations, per 1,000 caseload	Higher	10.13	A range of management measures including the recruitment of more investigative staff improved performance. Assistance and advice was sought from the Benefit Fraud Inspectorate who undertook a review of the service.
BV076d	Number of prosecutions and sanctions, per 1,000 caseload.	Higher	84.62	A range of management measures including the recruitment of more investigative staff improved performance. Assistance and advice was sought from the Benefit Fraud Inspectorate who undertook a review of the service.
BV084b	Percentage change from the previous financial year in the number of kilograms of household waste collected per head of the population. [New PI]	Lower	-114	Household waste growth for the borough was projected in the Municipal Waste Strategy as 3.5% per year due to affluence-related factors. However, given the Council's continued improved performance in waste reduction and re-use, and enhanced waste education initiatives and resources, a 2% growth was set for BV84b. 2005/06 has seen a continued decrease in the household waste collected per head as a result of these activities.
BV099biii	Percentage change in the number of children killed or seriously injured (KSI) in road traffic collisions since the 1994-98 average.	Lower	-36.57	The Council continues with the implementation of its road safety programmes, including: the development of school travel plans in 30 schools and associated traffic management measures on safer routes to school, junior road safety officer scheme extended to 20 primary schools, kerbcraft projects teaching children road safety skills benefiting 300 children, an expanded Junior Citizen Scheme Safety training undertaken in October that attracted 1,500 children, and six new School Crossing Patrol officers (lollipop people) were taken on during the year. In addition, we introduced two additional 20mph zones bringing the total to 20 and one additional Home Zone bringing the total to eight. Despite these actions, the Borough has seen a significant increase in the number of children killed/seriously injured from 11 to 17 this year. While the Council is proactive in its road safety programmes, a small number of serious road incidents can adversely affect this BVPI given its small base figure. Such low child KSI numbers are more prone to random fluctuation.

BVPI	Description	Preferred Outcome	Variance	Comments
BV100	Number of days of temporary traffic controls or road closure on traffic sensitive streets per km of traffic sensitive streets.	Lower	-84	A planned programme of major road improvement works for the next few years funded from the Borough Spending Plan and by Transport for London saw this target set high in anticipation of road closures. However, through efficient programming and improvement measures, the Council was not required to close as many major roads as originally projected.
BV156	Percentage of Authority buildings in which all public areas are suitable for and accessible to disabled people	Higher	51.08	In 2005/06, four buildings from the 2004/05 submission were deleted from the list due to service reviews and property disposals and two compliant new builds (Whitechapel and Canary Wharf Idea Stores) added. Targeted DDA works were carried out as originally foreseen in 2004/05, and in addition to the two new builds were completed in the year there was funding for additional buildings to reach compliancy in 2005/06. This means that 31 of 57 applicable buildings (54.39%) were compliant to the meaning of the indicator.
BV183a SP210	Average length of stay in bed and breakfast accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need.	Lower	-54.55	The definition of this indicator was amended following the targets being set. The new definition excludes any time spent in bed and breakfast prior to 1st April 2004, the date from which the Homelessness (Suitability of Accommodation - England) Order 2003 took effect.
BV184b SP202	The percentage change in proportion of non-decent LA homes between 1 April 2004 and 1 April 2005.	Higher	33.17	The nature of this indicator means that every property which is lost in the year in effect pushes the figure in BV184b higher, since the denominator for the calculation stays the same both at the beginning and the end of the year, whereas the tendency for the numerator to reduce is affected not only by stock having been made decent but also by having been disposed, transferred or demolished. The jump in the 2005/06 figure compared to last year therefore chiefly reflects the effect of the housing choice policy on this indicator - 332 council owned and managed properties were transferred in 2004/05 compared to 4,081 in 2005/06 (plus a further 170 demolitions or other disposals).
BV187	Percentage length of category 1, 1a and 2 footway network needing treatment.	Lower	-48.9	Due to an extensive footway improvement programme undertaken in 2005/06, the final outturn figure was significantly lower than the previous year. Targets were set prior to the confirmation of the works programme, and has resulted in a 2005/06 outturn that was better than anticipated.
BV197	Percentage change in the number of conceptions to females aged under 18, resident in an area, per thousand females aged 15-17 resident in the area, compared with the baseline year of 1998.	Lower	-15.67	Variance between outturn and target: The Tower Hamlets teenage pregnancy strategy, lead by the PCT in partnership with the council, continues to perform well above the national average. Our teenage conception rate is significantly below the average for London. We fell short of our target in for the 2004 conception rate (which is the data this PI is based on), but initiatives have been put in place to further reduce the rate and meet the target of a 55% reduction in the conception rate by 2010.
BV199b	The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of graffiti are visible. [New PI]	Lower	-35.29	The Council continues to tackle enviro-crimes such as graffiti and flyposting and has seen a significant decline to 11% in 2005/06 against the estimated baselines established by EnCams for the previous year (16%). It is among the top half of the Capital Standards group for graffiti, and will look to improve this further with the Council's anti-graffiti & flyposting action plan in 2006/07.
BV199c	The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of fly-posting are visible. [New PI]	Lower	-61.11	The Council continues to tackle enviro-crimes such as graffiti and flyposting and has seen a significant decline to 7% in 2005/06 against the estimated baselines established by EnCams for the previous year (12%). The Council's anti-graffiti & flyposting action plan in 2006/07 will be targeting specific hotspots to improve this score.
BV201 PAFC51	Number of adults and older people receiving direct payments per 100,000 population aged 18 years or over.	Higher	37.14	Under investigation
BV204	Percentage of appeals allowed against the authority's decision to refuse planning applications.	Lower	-16.07	Thorough working practices and adherence to adopted planning policies has meant that in 2004/2005 the Development Control Service has achieved a low percentage of appeals allowed against the Authority's decision to refuse planning permission.

BVPI	Description	Preferred Outcome	Variance	Comments
BV215a THI005	The average number of days taken to repair a street lighting fault, which is under the control of the local authority - non DNO - [New PI]	Lower	-20.8	This is a joint new BVPI shared between Housing and E&C introduced for 2005/06. We are already performing at a very high level, therefore the margins for improvement are smaller.
BV217	Percentage of pollution control improvements to existing installations completed on time - [New PI]	Higher	11.11	This is a new BVPI introduced for 2005/06. In addition to changes in regulation and guidance which has excluded certain sites (that were originally included in the Environmental Health team's work programme), the Council has proactively managed the pollution control improvements (PPC) compliancy work - combining inspection and enforcement by officers with the use of consultants to ensure all sites have had PPC installations carried out on time.
BV218a THI009a	Percentage of new reports of abandoned vehicles investigated within 24hrs of notification - [New PI]	Higher	14.75	This is a joint new BVPI shared between Housing and E&C introduced for 2005/06. We are already performing at a very high level, therefore the margins for improvement are smaller.
BV218b THI009b	Percentage of abandoned vehicles removed within 24 hours from the point at which the Authority is legally entitled to remove the vehicle - [New PI]	Higher	15.75	See comments in above BV218a.
Local002	Number of total places in childrens day care and after school clubs	Higher	19.19	Schools offering childcare through extended schools programme accounts for targeted expansion in this area.
Local108	The number of advertised departures from the statutory plan approved by the authority as a percentage of total permissions granted	Lower	-80	No planning applications for 'departure' proposals reached a point at which a decision was made.
THI001 CE017	The number of young people under 18 accessing substance misuse treatments (Revised PI for 05/06)	Higher	32.59	The target for 2005/06 has been met and exceeded, and subsequent years' targets have been revised to make them more stretching. This success is largely due to the successful implementation of the new LifeLine service. The sustained focus on this area is reflected in the Local Area Agreement, where this is a primary indicator.
THI011	Average re-let times in local authority dwellings (days)	Lower	-18.18	Results for 2005/06 show the best performance recorded within the last three years. This improvement can be attributed to regular and close monitoring of the void and lettings processes.
THI012b	Number of lettings to underoccupying Common Housing Register tenants	Higher	17	Our targets on lettings to overcrowded households and under-occupying households were both exceeded in 2005/06. Close monitoring ensured that suitable homes were made available to overcrowded households in partnership with RSL's.
THI025	Number of visits to Leisure Centres	Higher	24.55	The Council has seen an over 20% increase in visitors to leisure centres over the previous year. This can be attributed to the opening of the new Mile End Park Leisure Complex, as well as dedicated programmes aimed at encouraging participation in sports and leisure activities.
THI026a	Number of visits to council arts facilities	Higher	41.29	Visits to arts centres has continued to surpass its annual target. This can be attributed to the strong arts programmes as well as the wide range of festivals and other events delivered by the Council during the year.
THI026b	Number of festivals or cultural events organised or otherwise facilitated by the Council which have attracted a diverse audience of 100 or more	Higher	36.84	The Council continues to deliver and support a wide range of festivals and events in the Borough. Additional one-off funding has meant that the 2005/06 target was exceeded by a wide margin.

This page is intentionally left blank

BVPIs where performance is 10% or more below target				
BVPI	Description	Preferred Outcome	Variance	Comments
BV011b THI029 SP516 CE044a	The percentage of the top 5% of Local Authority staff who are from an ethnic minority.	Higher	-15.94	There has been a slight drop in the 05/06 outturn in this PI when compared to the last reporting year. This is due overall to the volatile nature of this PI as the numbers involved are relatively small. There were also a number of resignations of senior officers including the Head of Equalities which has caused the drop in performance. The council recruited trainee graduates from the National Graduate Scheme, a number of whom are BMEs, and it is likely that these graduates attain senior positions in the council in the future.
BV014	Percentage of early retirements (excluding ill-health retirements) as a percentage of the total workforce.	Lower	36.67	There were a number of early retirements that occurred at senior levels during 05/06 due to council wide reorganisation. These have resulted in an increase in the number of employees who meet the criteria for this PI.
BV015	Percentage of employees retiring on grounds of ill health as a percentage of the total workforce.	Lower	200	The increased management intervention / actions taken to reduce sickness absence has led to increase in referral to Occupational Health and subsequent ill-health retirements.
BV046 THI023	Percentage of half days missed due to total absence in primary schools maintained by the local education authority.	Lower	14.72	After two years of improvement within the top five in the country, a small fall in attendance was experienced (0.14%). This was particularly affected by a late change in the Eid-ul-Adha date, so that schools were closed on the wrong day.
BV049 THI013 PAFA1 PSA007 SP215	Percentage of children looked after at 31 March with three or more placements during the year	Lower	33.88	We have not been able to perform to target due to a number of looked after children having to be moved during the year. Analysis of our looked after children indicates that we have a high proportion of children in the cohort for this indicator who have entered care as adolescents, and are therefore difficult to place in stable placements. Over the coming year, strategies are being put in place to address the issue of placement stability, through a multi-agency foster care programme. This includes the recruitment of specialist foster placements who are able to deal with 'difficult to place' children, 24 hour access to Child and Adolescent Mental Health Services and the introduction of a new outreach team to prevent children coming into care.
BV050 PAFA2 PSA006 SP216	Percentage of children looked after, leaving care aged 16 or over with at least 1 GCSE at grade A-G or a GNVQ.	Higher	-20.59	Target variance: This PI measures the percentage of children leaving care during the year who had achieved at least one GCSE or equivalent. Due to the small number in the denominator (35), even small changes in the number achieving these qualifications can have a significant effect on the PI value. The variance between our outturn and target represents 5 children who did not achieve the relevant qualifications. Unfortunately there were a disproportionately large number of children in the cohort for 2005-6 who were unable to sit exams.
BV062	Percentage of unfit private sector dwellings made fit or demolished as a direct result of action by the local authority. (Deleted from 2006/07)	Higher	-15.71	The Housing Act 2004 replaces the definition of 'unfitness' with the housing safety rating system (HHSRS), a more risk and hazard based approach. Introduction of these new arrangements impacted on officers ability to meet the original target. However, the result remains above the CPA upper threshold. This indicator has been deleted for 2006/07.
BV074a	Satisfaction of tenants of council housing with the overall service provided by their landlord a: all tenants	Higher	-17.83	This three year survey was repeated last year in advance of BVPI requirements. Whilst an improvement in satisfaction was achieved improvement was not as much as originally expected. This indicator is adjusted within the CPA for deprivation factors. A survey will be repeated later this year.
BV074b	Satisfaction of tenants of council housing with the overall service provided by their landlord: with results further broken down by b) black and minority ethnic tenants.	Higher	-21.79	This three year survey was repeated last year in advance of BVPI requirements. Whilst an improvement in satisfaction was achieved improvement was not as much as originally expected. This indicator is adjusted within the CPA for deprivation factors. A survey will be repeated later this year.
BV074c	Satisfaction of tenants of council housing with the overall service provided by their landlord: with results further broken down by b) non-black and minority ethnic tenants.	Higher	-13.66	This three year survey was repeated last year in advance of BVPI requirements. Whilst an improvement in satisfaction was achieved improvement was not as much as originally expected. This indicator is adjusted within the CPA for deprivation factors. A survey will be repeated later this year.

BVPI	Description	Preferred Outcome	Variance	Comments
BV075a	Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord: a: All tenants	Higher	-32.42	This three year survey was repeated last year in advance of BVPI requirements. The results did not demonstrate an improvement as expected particularly as considerable efforts are made with Tenant Compact and tenant involvement with Major Works. This indicator is adjusted within the CPA for deprivation factors. A survey will be repeated later this year.
BV075b	Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord: b: black and minority ethnic tenants	Higher	-39.68	This three year survey was repeated last year in advance of BVPI requirements. The results did not demonstrate an improvement as expected particularly as considerable efforts are made with Tenant Compact and tenant involvement with Major Works. This indicator is adjusted within the CPA for deprivation factors. A survey will be repeated later this year.
BV075c	Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord: b) non-black and minority ethnic tenants.	Higher	-25.76	This three year survey was repeated last year in advance of BVPI requirements. Whilst an improvement was achieved improvement was not as much as originally expected. This indicator is adjusted within the CPA for deprivation factors. A survey will be repeated later this year.
BV076a	Number of benefit claimants visited, per 1,000 caseload.	Higher	-86.86	Targets were set in anticipation of the introduction of the Verification Framework during 2005/06. VF introduces targets for individual local authorities based on caseload visits, investigations and other benefits activity. Full VF has been introduced from 1st April 2006 and targets have been set to reflect this.
BV078b THI031	Average time for processing notifications of changes of circumstance relating to housing benefit and council tax benefit claims (days).	Lower	98.75	This indicator has an amended definition. Previously the calculation counted the average speed of processing all changes. This has now been changed to look at changes calculated in writing. Also in 2004/05 Benefits migrated data to a new IT system and this led to a backlog which carried through to the beginning of 2005/06.
BV082a THI035 CPA019 SP111 LAA106	Percentage of household waste which has been sent by the authority for recycling.	Higher	-37	October 2005 saw the successful implementation of the final phase of the doorstep recycling service, extending to a further 7,000 high-rise residential properties. Nearly all residents now have doorstep collections or communal collection systems, while those not covered under this service have recycling centres close by. Officers are working with landlords and residents associations to extend doorstep or communal collections to these remaining properties. The range of materials collected was expanded to include plastic bottles and aerosols. The additional publicity from the 'It's so easy' recycling campaign and the Cleaner Safer Tower Hamlets Campaign, (including a faith based outreach scheme, the introduction of an incentive scheme with 25 winners each month and direct contact with residents through a team of 'doorsteppers') has seen the amount of household waste recycled increase significantly (from 7.35% in 2004/05 to 8.82% for 2005/06). While the Council has failed to meet its statutory recycling target of 18% for 2005/06, the expanded service, the raised profile through campaigning and proactive programmes planned for the coming year are projected to vastly improve recycling. The month-on-month recycling rate increased steadily since October and exceeded 10% for January, February and March.
BV082a	Total tonnage of household waste arisings which have been sent by the Authority for recycling. [New PI]	Higher	-39.26	See comment above in BV 82a(i)

BVPI	Description	Preferred Outcome	Variance	Comments
BV086	Cost of waste collection per household.	Lower	70.71	Costs have increased during 2005/06 due to significant increased investment via strategic plan growth allocations for cleansing and waste collection enhancements. The 2005/06 budget included one-off costs for specific enhancements. In future, these enhancements will be contained in the new contracts in operation, which will mean significant qualitative improvements at a reduced costs.
BV087	Cost of waste disposal per tonne for municipal waste	Lower	27.13	Costs have increased in 2005/06 due to significant increased investment via strategic plan growth allocations for waste disposal, and one-off step change investments have been undertaken to increase recycling %s which will level off in future years. In future, new contracts that are now in operation reflect significant qualitative improvements but at reduced cost.
BV091b	Percentage of households resident in the authority's area served by kerbside collection of at least two recyclables. [New PI]	Higher	-15	In 2005/06, the Council continued to expand its service coverage to its residence, through doorstep and near-entry collection of all least two recyclable materials. However, negotiation for access to some private estates has taken longer than expected to achieve full 100% coverage.
BV099a	Percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions since the previous year.	Lower	50	See comments as above BV99ai.
BV099b	Number of children (aged under 16 years) killed or seriously injured (KSI) in road traffic collision	Lower	54.55	See comments in above BV99ai. However, despite these actions, the Borough has seen an increase in the number of children killed/seriously injured from 11 to 17 this year. While the Council is proactive in its road safety programme, a small number of serious road incidents can adversely affect this BVPI given the small base figure. Such low child KSI numbers are more prone to random fluctuations.
BV099c	Percentage change in the number of people slightly injured in road traffic collisions since the previous year.	Lower	1111.11	See comments in above BV99ci.
BV099c	Percentage change in the number of people slightly injured in road traffic collisions since the 1994-98 average.	Lower	50.19	See comments in above BV99ci.
BV109a THI020 CPA026 SP301	Percentage of major planning applications determined within 13 weeks.	Higher	-41.67	There has unfortunately been a marked reduction in the proportion of major applications determined within 13 weeks, which will mean that our target of 60% will not be met. The reasons for this are as follows: <ul style="list-style-type: none"> · Since the last report there has been a very high proportion of major determinations that relate to extremely old cases, some of which have required detailed car-free and S106 agreements, which have taken a long time to conclude. We have been working in partnership with both internal and external legal services to ensure more effective negotiation of S106 agreements. However this process has impacted on performance. · We are now dealing with an increasing number of very large applications. Tower Hamlets makes up almost 40% of London's strategic applications according to figures provided by the Greater London Authority. It is extremely difficult to determine these large applications within the target of 13 weeks due to the nature of consultation, referral and environmental impact assessment requirements. We are one of a small number of local authorities working with English Partnerships to assess how very large applications can be managed so that they do not have a detrimental impact on efficiency of determinations · There has been an unusually high level of staff turnover during the period November to January, as private sector companies have been more aggressive and competitive in the market. Although we have undertaken a rigorous recruitment process there have been inevitable performance issues arising from hand-over and capacity building.

BVPI	Description	Preferred Outcome	Variance	Comments
BV126 THI002	Number of domestic burglaries per 1,000 households.	Lower	24.05	Burglary has increased 24% from this time last year so we have not met our end of year target of no increase in residential burglary. Our performance is in the third quartile when compared with the rest of London. The Partnership experienced difficulties in recovering from the spate of burglaries which took place in July and August when majority of officers were directed on to counter terrorism operations. However, the Partnership have worked extremely hard to bring the level of burglary down to 24% , as, burglary was up 31.7% a few months ago, and performance is now on track to meet the 2006/07 target. For this year the Partnership are planning major changes in our approach to acquisitive crime. The action group are looking to invest a large amount of money to target harden areas, which are identified as long term crime hotspots, in particular burglary hotspots. These areas will then be transformed physically to make it more difficult to commit crimes in those areas. The new action plan will also continue to provide vulnerable properties with necessary security to prevent them from being burgled and we will also continue the intensive patrolling of hotspot areas.
BV127b CE016 THI006	Robberies per year, per 1,000 population in the Local Authority area.	Lower	16.02	The target in this area has been missed by 1.15 incidents per 1,000 residents. When considered London-wide our performance was in the third quartile, and was ranked 24th out of 32 authorities. However, robberies on business properties fell over 30% from 2004/05 following the introduction of anti-robbery security. Our performance is mainly due to a high number of incidents following July when a large number of officers were engaged in counter terrorism activities. Robbery is a hard crime to prevent as it requires a significant number of police on the streets in hotspots. Numbers of incidents fell after November following the introduction of Operation Raven 2. Robbery continues to be an area of key focus for 2006/07 with provision being made for anti-robbery patrols in the 2006/07 Crimes Against Property Action Group Action Plan. Also the extension of the Drugs Intervention Programme to target drug-using offenders will also impact on this crime which is often drug-fuelled.
BV128 THI007	Number of vehicle crimes per 1,000 population.	Lower	12.43	We have not met out 2005/06 target by 2.8 incidents per 1,000 residents. Both theft of and theft from motor vehicles fell in the bottom quartile for London this year. Despite this there has been a visible trend of reduction in vehicle crime across the borough during the past 3 years, with the last quarter of 05/06 showing a noticeable drop. Vehicle crime remains a key priority as a high volume crime. Actions in the Crimes Against Property Action Plan related to persistent and prolific offenders, and to target hardening are anticipated to have a significant impact in this area.
BV181b LPSA1b	Percentage of 14-year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 test in Mathematics.	Higher	-13.52	Targets were set 2 years ago taking account of national expectations. Our improvement has been significantly higher than national rates (3x), but the gap with national results remains, although narrowing. Agreed interventions are in place in each school, with additional support provided through Neighbourhood Renewal Fund (NRF).
BV181c LPSA1c	Percentage of 14-year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 test in Science.	Higher	-23.49	Agreed interventions are in place in each school, with additional support provided through Neighbourhood Renewal Fund (NRF). The ability to recruit and retain high quality science teachers remains a cause for concern. Resources from the Gatsby Foundation have been used to support teaching in this area.
BV181d LPSA1d	Percentage of 14-year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 test in ICT assessment.	Higher	-23.9	There is a lack of expertise in ICT teaching in many schools. Historically there have been vacancies in key positions but these have now been filled. In order to build capacity we have introduced a certified course for Heads of ICT that explores the necessary management skills. We are also focusing on making sure that all schools are ready for the on line tests and that they use the opportunity for using the practice tests this summer. Please note that the figure quoted for 2005/06 is the DfES provisional teacher assessment data for 2005. This quality of the data that the DfES has used to calculate this figure is not good. Revised dataset, cleaned by the LA put the 2005/06 outturn at 55.64%. The DfES have been contacted regarding these data quality/validation issues.
BV194a	Percentage of pupils in schools maintained by the local education authority achieving level 5 or above in Key Stage 2 in English.	Higher	-35.48	The target remains very challenging. Our Gifted and Talented programme is beginning to impact on this area.

BVPI	Description	Preferred Outcome	Variance	Comments
BV199a THI008 LPSA00 SP108 LAA105	The proportion of relevant land and highways (expressed as a percentage) that is assessed as having combined deposits of litter and detritus that fall below an acceptable level. [amended]	Lower	15	Comments under review
BV199d	The year-on-year reduction in total number of incidents and increase in total number of enforcement actions taken to deal with 'fly-tipping'. [New PI]	Lower	200	Reports of fly-tipping have significantly increased during the year due to the introduction of Council Hotlines and the "Use It Report It" campaign making it easier than in 2004/2005 for the public to report rubbish left in the wrong place at the wrong time. Now any and all dumped rubbish is counted as a report of fly-tipping, even down to a black sack left by a litter bin. At the same time the organisation of enforcement activities as part of the Street Management restructure took longer than anticipated during 2005. The balance will be restored for 2006/2007 by the successful enforcement activities of the LETS teams (which went fully operational in December 2005) and the new street cleaning contract which started at the end of Feb 2006. Both of these services are fully computerised and able to respond very fast by using the latest hand-held equipment connected in real time to the Customer Contact Centre.
BV203	Percentage change in the average number of families which include dependent children or a pregnant woman, placed in temporary accommodation under the homelessness legislation in the current financial year compared with the average from the previous year.	Lower	59.2	The council's alternative options scheme have proven to be more successful than expected.
BV220	Compliance against the Public Library Service Standards - [New PI]	Higher	-18.75	The Council achieved compliance against the 6 of the 8 (applicable) Public Library Service Standards that were included in assessment for 2005/06, but was unable to meet all the PLSSs targeted. Two points were awarded for each fully met standard, while PLSS 2 and PLSS 5 were within 5% of target and provided 0.5 points together, and a further 0.5 points to recognise progress from previous year awarded for an additional PLSS met this year.
BV224a	Percentage of the non-principal classified road network where maintenance should be considered. [New PI]	Lower	340.53	Due to a different method of surveying (SCANNER machine surveys) as a result of the new definition, by the LB of Hammersmith & Fulham, the results obtained in 2005/06 vary significantly from previous years (which were based on visual surveys). The historical results BV97 are therefore not comparable to BV224. Targets that were set in the 2004/05 returns were improvements based on previous data on road condition by visual surveys, and are therefore different to the new data produced by SCANNER machine surveys.
BV224b	Percentage of the unclassified road network where structural maintenance should be considered. [New PI]	Lower	3950	Due to a different method of surveying (SCANNER machine surveys) as a result of the new definition, by the LB of Hammersmith & Fulham, the results obtained in 2005/06 vary significantly from previous years (which were based on visual surveys). The historical results BV97 are therefore not comparable to BV224. Targets that were set in the 2004/05 returns were improvements based on previous data on road condition by visual surveys, and are therefore different to the new data produced by SCANNER machine surveys.
Local11	Average time taken to determine all planning applications (weeks)	Lower	61.87	The outturn for 2004/2005 sees a continuance of the steady improvement in average times taken to process all planning applications. However, there is still a small legacy of applications that have taken far beyond the statutory 8 weeks that continue to skew results for BV110.

BVPI	Description	Preferred Outcome	Variance	Comments
THI019	Proportion of people under 25 claiming unemployment related benefits	Lower	19.14	<p>This target has not been achieved for 2005/6. Nationally in the last year there has been slight increase in the claimant count unemployment rate overall and this has been reflected in labour market trends in Tower Hamlets. Tower Hamlets continues to have one of the highest claimant count unemployment rates in London amongst the 16-24 year olds. Almost 30% of JSA claimants are in this age group and since April 05 the claimant count unemployment rate has increased by 3 percentage points. Recently published labour force projections by the GLA confirm the continued growth in the borough's working age population. These projections also indicate that economic activity rates amongst the 16-24 year olds continue to be lower than the London average. Reducing unemployment amongst this age group continues to be a priority for this council. The adopted Regeneration Strategy Action Plan identifies the need to improve the transition from education to work, improve resident's competitiveness and to increase access to employment for target groups such as the 16-24 year olds. Research completed in 2005/6 has also increased our understanding of the characteristics of claimants and patterns of recurrent unemployment. Key aspects of our local area agreements focus on employment issues. The council will continue to strive to seek a reduction in this high level of unemployment and will continue to set ambitious targets.</p>

APPENDIX 3

Workforce Matters in Local Authority Service Contracts

On 13th March 2003, the ODPM issued a statement on Staff Transfers in the Public Sector along with a Code of Practice. Tower Hamlets has embraced this and reviewed its contract letting procedures to ensure full compliance with the requirements under the new code of practice. The Council's policy requires companies bidding for contracts to indicate whether TUPE applies in light of their tender and proposals for performance of the services.

Where TUPE applies to a Contract, then the Instructions to Firms Tendering obligate the successful contractor to comply with the ODPM Guidance. The contract conditions also obligate the contractor to supply information in order for the Council to monitor the Contract, which would include the Contractor providing documentation to showing that it is complying with the ODPM Guidance.

In addition, the Council requests (in the form of a Method Statement) how contractors will ensure that they will comply with the Guidance. The Method Statement forms part of the contractual terms and conditions so that if the Contractor fails to comply, then the Council could take legal action against the Contractor for breach.

This page is intentionally left blank

London Borough of Tower Hamlets

Council Meeting

Wednesday 21 June, 2006

Annual Report of Overview and Scrutiny

Report of the Head of Research and Scrutiny

1. Report

- 1.1 Under the Council's constitution, Overview and Scrutiny Committee must provide Council with an annual report that documents its activities over the past year.
- 1.2 Overview and Scrutiny Committee considered and approved its annual report at its meeting on 4 April 2006. The annual report is enclosed with the agenda papers.

2. Recommendation

- 2.1 Council is asked to note the annual report from Overview and Scrutiny.

3 Comments of the Chief Finance Officer

- 3.1 The annual report details the activities of the Overview and Scrutiny Committee over the past year. This report does not have any significant financial implications.

4 Concurrent Report of the Assistant Chief Executive (Legal)

- 4.1 By virtue of Section 21 Local Government Act 2000 the Council has a duty to deliver effective and robust overview and scrutiny of the discharge of executive functions through the medium of one or more Overview and Scrutiny Committees.
- 4.2 Article 6 of the Constitution provides that the Overview and Scrutiny Committee must report annually to the Council on its work and this report fulfils that obligation.

This page is intentionally left blank

**Overview and Scrutiny
Annual Report**

**London Borough of Tower Hamlets
May 2006**



Index

	Page
Overview and Scrutiny in Tower Hamlets	3
Overview and Scrutiny Cllr Alan Amos, Chair	5
Creating and Sharing Prosperity Cllr Julian Sharpe	9
Learning Achievement and Leisure Cllr Louise Alexander	10
Excellent Public Services Cllr Marian Williams	12
Health Cllr Julia Mainwaring	13
Living Safely Cllr Abdul Aziz Sardar	15
Living Well Cllr Salim Ullah	16

Overview and Scrutiny in Tower Hamlets

Overview and Scrutiny looks at how the Council and its partners deliver services so that they meet local needs and contribute to the overall vision in the borough's Community Plan. It also monitors the decisions made by the Council's Cabinet to make sure that they are robust and provide good value for money.

Overview and Scrutiny also has powers to review and scrutinise local health services and make recommendations to NHS bodies. It can also consider other issues of concern to local people, including services provided by other organisations. It then advises the Cabinet, Council and sometimes other partners, on how their policies and services can be improved.

Membership

The Overview and Scrutiny Committee coordinates all Overview and Scrutiny work. It has eight councillors reflecting the overall political balance of the Council during 2004/05. There are five Labour councillors, two Liberal Democrat councillors and one Conservative councillor.

As well as the councillors, there are five other people who sit on the Committee. They have specific responsibilities for education. There are two representatives appointed by the Anglican and Roman Catholic Dioceses. There are also two parent governors. Each of these representatives can contribute to any matters discussed by the Committee but they can only vote on education issues. The final member is a non-voting representative of the Muslim community for education issues. The decision to have this position was a local one in recognition of the large Muslim community in the borough.

Scrutiny Chair and Leads

The Chair of the Committee in 2005/06 was Councillor Alan Amos. The Chair oversees the work programme of the committee as well as taking a lead on monitoring the Council's budget.

There are six 'scrutiny leads': one for each of the themes in the Tower Hamlets Community Plan, with a further lead on health issues. The Scrutiny Leads were:

- Cllr Julian Sharpe (Labour) for "creating and sharing prosperity" focusing on bringing investment into the borough and ensuring residents and businesses benefit from growing economic prosperity
- Cllr Louise Alexander (Liberal Democrat) for "learning, achievement and leisure" focusing on raising educational aspirations, expectations and achievement, providing a wide range of arts and leisure, and celebrating the diversity of the community
- Cllr Marian Williams (Liberal Democrat) for "excellent public services" focusing on improving public services to make sure they represent good value for money and meet local needs
- Cllr Julia Mainwaring (Labour) for "health" focusing on improving local health services and the co-ordination of different health service providers within the borough
- Cllr Abdul Aziz Sardar (Labour) for "living safely" focusing on reducing crime, making people feel safer and creating a more secure and cleaner environment
- Cllr Salim Ullah (Labour) for "living well" focusing on improving housing and social care

The Scrutiny Leads actively promote the work of Overview and Scrutiny with residents, partners and other stakeholders. They also pick up any relevant issues on behalf of the Committee as a whole and led the working groups within their theme.

What does Overview and Scrutiny do?

The Committee:

- looks at how the Council is performing by monitoring key strategies and plans
- looks at the Council's budget and how it uses its resources
- sets up time-limited working groups to look at issues in depth and make proposals for change. Suggestions for topics may come from elected Members, full Council, the Cabinet or from local organisations and residents.
- considers decisions made by the Cabinet that are 'called in'. This happens if there is concern about the decision or what information was considered
- reviews briefly the reports that are going to Cabinet for decision and raises any concerns.

Because the Committee has such a broad responsibility, it focuses on a number of key priorities each year. These make up an annual work programme for each of the Scrutiny Leads. For each area there is usually one in-depth review, as well as a number of shorter pieces of work.

Health Scrutiny

The Government has given local councils specific responsibilities to scrutinise health services. The Health Scrutiny Panel was set up to do this and can look at any matter about health services within the borough including hospital and GP services, health promotion and prevention. This includes the way that health services are planned, how services are provided and how NHS organisations consult with local people.

Under the Healthcare Commission's new Annual Healthcheck for all NHS trusts, the Health Scrutiny Panel can comment on local Trust's declarations against 24 Core Standards. These cover seven areas: safety, clinical and cost effectiveness, governance, patient focus, accessible and responsive care, care environment and amenities and public health. There is also a duty on local health services to consult with the Health Scrutiny Panel if they are making substantial changes to services.

Annual Report

This report provides a brief summary of the work of Overview and Scrutiny in 2005/06. Each member of the Committee outlines the work that they have undertaken both in the reviews that they have led and also their work on the Committee.

Overview and Scrutiny Committee Chair Councillor Alan Amos

This is the second year since we changed our arrangements for Overview and Scrutiny in Tower Hamlets. Our arrangements include:

- a single co-ordinating Overview and Scrutiny Committee
- five Scrutiny Leads scrutinising the Community Plan themes and one for Health matters
- pre-decision scrutiny of Cabinet reports
- performance monitoring by considering the Tower Hamlets Index, Strategic Plan and Equalities Action Plan.
- a more robust call-in procedure

We agreed a challenging work programme in July 2005. Despite the Scrutiny year being slightly shorter because of the local elections, I believe we have delivered on the majority of it. Over the year, we monitored our progress to make sure we remained on track to complete our work.

Performance Monitoring

We monitor the Tower Hamlets Index (THI) every two months and twice a year the Council's Strategic Plan and Equalities Action Plan. As we are the only formal councillor forum that does this, we take this role seriously. We believe this worked effectively and helped Overview and Scrutiny understand and comment on the wider performance of services: a key part of improving the quality of life of local people. Next year we plan to strengthen our performance management by tracking the action taken to address Members' comments and concerns.

We also introduced a new session at Committee: the Scrutiny Spotlight. All directorates and lead Members attended to discuss the performance and main challenges facing their services. This included a discussion with the Leader and Chief Executive at the December meeting around the Strategic Plan and the challenges ahead for the Council and borough. This prompted considerable discussion, debate and questions from Committee Members. Although this worked reasonably well, I hope we can improve the discussion and debate among councillors, rather than with officers, next year.

We also considered the Council's annual Corporate Complaints report and noted the progress in the handling of complaints. We agreed to monitor this every six months as we felt it was a critical issue and could usefully inform the Scrutiny work programme.

We also received an update on the new Members' Enquiries system. All councillors were pleased to see the improved performance in responding to Members' enquiries. I feel that this is an important aspect of representing constituents and timely responses are essential to the work of councillors. We will receive an update every six months on the system and will be monitoring it closely.

Policy Framework

Within the Council's Policy and Budget Framework there are a number of key policy documents that set out how the Council will act. The Overview and Scrutiny Committee consider these before Council agrees them. We discussed the following Policy documents this year:

- **Tower Hamlets and City of London Youth Justice Plan 2005/06**
The Committee supported the Plan and noted the many improvements made and the more robust monitoring and evaluation. We acknowledged the work done with parents, but felt that this needed to be given greater emphasis, as it was an essential part of our strategies to reduce offending and anti-social behaviour by young people.
- **Lifelong Learning Service Three Year Development Plan 2005-2008**
We welcomed the Plan and particularly the Education Directorate's positive proposals to address the low take up of the service by Bangladeshi residents and by men. The Committee also welcomed the proposals to improve the low skills base of the majority of the adult population of the borough so that we can all contribute to and share in the improving local economy.
- **Food Law Enforcement Plan**
We noted the step improvements in the service and supported the action to recruit local people as one of the ways of tackling the difficulty of recruiting Environmental Health officers nationwide.

Scrutiny of the Budget

We considered the Council's budget at four of our meetings this year.

In August we noted the substantially different financial climate that the Council was now moving into, with much greater pressure on resources, despite the significant service challenges ahead. The Committee discussed and supported the Council's approach of planning on the basis of existing resources and seeking efficiency savings to manage budgetary pressures. The Committee noted that the Council's budget setting processes and management were felt to be robust and effective by the Audit Commission.

In October, we considered the interim budget report and were particularly concerned at the Government's proposals on Grant Distribution and the negative impact this would have on the borough's overall support from Government.

In January and February, we discussed the Revenue Budget for 2006/07. We welcomed the improved final settlement figures for the borough but noted the significant charge on local people by the Mayor of London to pay for the Olympic Games. In its budget, we sought assurance that the Council would use resources to increase recycling services for local people rather than pay Landfill Tax, wherever possible. Cabinet reassured us that they would do this.

Pre-decision scrutiny

We can submit issues of concern to Cabinet before it takes a decision. I feel we have strengthened this over the year and commented on 23 Cabinet reports. This included the reports on:

- Regeneration Strategy
- Rich Mix Cultural Centre (on 2 occasions)
- Waste Collection and Street Collection Contract (on 2 occasions)
- OFSTED Inspection Report of Youth and Community Services
- Revised Alternative Dispute Resolution Scheme
- Local Development Framework
- Open Space Strategy

Although our questions and concerns have not changed a Cabinet decision, they have provided further information and clarified the reasons for the decisions. More generally, pre-decision scrutiny has encouraged and prompted debate in Cabinet on the reports. This has been a really positive step in the role of Overview and Scrutiny and has made the Committee much more proactive in its work.

Call-in

The Committee has considered eight call-ins this year. This is an increase from the four in 2004/05. The Call-ins considered by the Committee were:

- Rich Mix Cultural Centre (two reports in Part Two business)
- Waste collection and street cleansing contract 2005-2017 - Selection of Preferred Bidder (Part Two business)
- Watney Market Underground Car Park Lease To Royal London Hospital
- Revised Alternative Dispute Resolution Scheme
- Development Brief on Furze Street
- Open Space Strategy
- Disposal of Bow Lock (Part Two business)

The debate and discussion on call-ins was robust and rigorous at Overview and Scrutiny Committee. We confirmed one decision (Watney Market Underground Car Park) with the Cabinet member agreeing to look at maintenance and consider further improvements. We asked Cabinet to reconsider the other seven. Although Cabinet reconfirmed its decision on all the call-ins, they took account of our comments. For example, on the Alternative Dispute Resolution Scheme, they agreed to provide a plain English version of the scheme and clarified a number of issues including withholding of service charges, to keep the scheme under review and that Members should agree any significant policy changes. In January, Cabinet accepted some of the comments of the Committee on the Open Spaces Strategy and incorporated them into the Action Plan. This included those around maintenance of horticultural standards and the importance of partnership working and involving local people in the care and maintenance of our open spaces.

Co-opted and Appointed Representatives

The Committee's co-opted and appointed representatives made valuable contributions throughout the year not only at Overview and Scrutiny Committee, particularly when considering education issues, but also through our working groups on the Tower Hamlets Standing Advisory Council on Religious Education (SACRE) and school exclusions. They all have good links with local communities and bring a different perspective to the meetings. Next year we will look to connect the representatives into some of the wider structures such as Parent Governor Forums and the Interfaith Forum. I believe this will strengthen further their role and contribution.

Improved communications

We have significantly improved how and when we communicate with Members, Officers and the public in the last year. Regular use has been made of the weekly Members Bulletin to keep members up to date with the Committee, Health Scrutiny Panel and scrutiny reviews. We raised the profile of scrutiny among officers by making regular use of the Manager's Briefing and the staff newsletter, Pulling Together. This has ensured that Council Officers are well informed about the scrutiny work programme, upcoming reviews, review findings, and how they can assist Scrutiny Members and Officers when necessary.

We have also made a concerted effort to communicate more with the public during 2005/6. We have used the Council's newspaper Eastend Life, and our Scrutiny web pages to ensure Tower Hamlets residents are informed of the work scrutiny Members are undertaking. We also encourage residents to participate in scrutiny reviews and suggest potential issues to scrutinise. We will continue to prioritise how and when we communicate with residents so that they are aware of the scrutiny role and how it can improve local services.

A Good Practice Example

We introduced Challenge Sessions this year to give Members more opportunity to discuss policy development or challenge services in an informal setting. These were particularly productive and were recognised by the Joseph Rowntree Foundation as a good practice example of scrutiny in their publication 'Frontline councillors and decision making'. They felt that Challenge Sessions allowed members to 'quickly check out the robustness of services and contribute to policy development to improve services'.

Officer Training course

In the last year, the Scrutiny Policy Team has run an internal training course "Overview and Scrutiny in Tower Hamlets" open to all officers. This provides a better understanding of how Overview and Scrutiny works locally and its impact on service delivery and improvement. We feel this course has raised the profile of the Scrutiny across the Council and made officers aware of their role in supporting the Scrutiny work programme. We will continue to offer this training course as part of the Corporate Training Programme.

Checking out our progress

Twice a year we monitor the recommendations we have made, not just those at committee but also those from our reviews and other investigations. Services are asked to provide an update so we can see whether progress is being made. The latest monitoring indicates that nearly all of our recommendations since July 2004 are being acted on or achieved. Next year I hope we will revisit one or two of our reviews and consider their impact in more detail.

We also held a session for all Scrutiny Leads that was valuable in identifying the common issues and challenges we face and suggestions to improve the way we work. We will look to hold these meetings more regularly through the year. We also held a Scrutiny Showcase in February where we heard about Overview and Scrutiny in Bracknell Forest. This demonstrated that Member-led scrutiny can take a ward issue (in this case about abandoned and untaxed cars) and, through the scrutiny process, have significant impact across a borough. We had a useful and interesting discussion around this and in particular how to involve frontline councillors in Overview and Scrutiny in future years.

Conclusion

Overall, I believe we have made further real progress in embedding scrutiny in Tower Hamlets. The proposed "community calls for action" that are being proposed by Government will give scrutiny a more direct connection to local communities and their concerns and is something that I welcome. I am sure this will provide a further catalyst to strengthening our Overview and Scrutiny process.

Creating and Sharing Prosperity **Cllr Julian Sharpe**

Tower Hamlets is facing unprecedented change and development and, as Scrutiny Lead for Creating and Sharing Prosperity, I wanted to focus on the way that local communities benefit from the development in the borough. I looked at two issues: Planning Obligations (or S.106 agreements) and the Barker Review (the Government's proposals for changing planning obligations in the future).

Planning Obligations

At our session on Planning Obligations, we were reassured that the Council has carried out extensive work to improve its policy and processes for these agreements and will continue to ensure transparency and accountability. We particularly welcomed that all the agreements are now available on the Council's website.

We wanted to see how local people could influence the type of projects that planning obligations supported in their areas and were pleased that there would be greater community involvement in the planning process, particularly through Local Area Partnerships. This would help determine the priorities for key development sites in the borough

We identified three areas for action: a member training and development session on what the changes would mean (held in November 2005), a further challenge session on the Barker Review and that the Council continues to strengthen community and member involvement in Area Action Plans and other planning documents that provide the context for achieving planning obligations.

Barker Review

Following the Barker Review into Affordable Housing, the Government announced proposals to scale back planning contributions to cover direct impacts and affordable housing only. They also suggested a Planning Gain Supplement that would be paid to Central Government with a share of the development gain given back to local councils.

The Working Group backed the Council's concerns about these proposals because the impacts of development are always wider than an immediate site and can indirectly affect many people: traffic management and open space are good examples. We felt that it was very important to capture the benefits locally, since it was local people that were likely to be most affected by any development.

We also expressed our concern at the quantity and quality of affordable housing being built in the borough and felt that this was something that should be considered for a scrutiny review next year.

I took a keen interest in monitoring the Creating and Sharing Prosperity performance indicators in the Tower Hamlets Index. A key issue raised last year was the late payment of invoices by the Council. I monitored this through the Tower Hamlets Index and am pleased to report that performance has improved significantly and will meet its target of 83% of undisputed invoices paid within 30 days. I hope performance will continue to improve.

Conclusion

As Scrutiny Lead for Creating and Sharing Prosperity, I think we have looked at two priorities that are critical if our communities are to share in the benefits of the significant development throughout the borough.

Learning Achievement and Leisure **Cllr Louise Alexander**

The Learning, Achievement and Leisure theme covers a wide range of issues including play services, schools, lifelong learning, sports opportunities and access to the arts.

Open Spaces

I initially sought to review the implementation of the Open Spaces Strategy, and met with the Director of Environment and Culture and the Director of Housing. From these meetings, it became apparent that such a review would be too early, as the Open Spaces Strategy was still in development and had not yet been submitted to Cabinet. The Overview and Scrutiny Committee did, however, consider a call-in of the Open Spaces Strategy when it was submitted to Cabinet. While this call-in was accepted unanimously by the Overview and Scrutiny Committee, Cabinet only went so far as to welcome the call-in, rather than accepting its suggestions. Following Cabinet's consideration, information was circulated addressing some of the issues raised by the call-in, but as this did not address all the points raised I also had a further meeting with officers to pursue these issues. I think the implementation of the Open Spaces Strategy should be part of the future work programme of the Overview and Scrutiny Committee.

In initial interviews to find topics to review, I met with the Head of Access and Inclusion and the Early Years Co-ordinator. They provided me with an overview of the Early Years service. I came to the conclusion that good progress was being made and that a scrutiny review would not add significant value. This was confirmed to me by a number of awards in this area including a National Quality Award for the Children's Information Service and a Surestart award for inclusive practice for the "birthday parties" that are run to enable many statutory and voluntary organisations to bring services to families in a fun environment.

I commissioned a study of the number of children living in overcrowded conditions in different areas of the borough. This showed that 63% live with a shortage of one room or more in their household, affecting their well-being, health and ability to study.

School Exclusions

The School Exclusions Scrutiny Panel examined recent trends in school exclusions and what action the Council and schools are taking to address this. We also considered the support available to schools, pupils and their families. As part of the review we considered a number of case studies of school exclusion and visited a local school.

Although relatively short, the review was useful in considering the Council's approach and it was clear that prevention was the most effective way of reducing school exclusions. We felt that the culture of the school was an important factor in encouraging good behaviour and were impressed with the impact that the Behaviour Improvement Programme (BIP) was having in our schools. We were concerned that some schools opted out of accepting pupils that had previously been excluded and this placed extra pressure on those who did. Exclusions represented a costly and difficult intervention and we saw that early action helped avoid this and reduced the disruption to both schools and classrooms.

From our review we identified a number of areas for action including:

- the importance of monitoring exclusions data and responding quickly to new trends
- the need for schools to involve parents in behaviour management
- rolling out the BIP to all schools, particularly the Transition Worker project and Lead Professional and making sure that the lessons and improvements were shared across schools.

Tower Hamlets Standing Advisory Council for Religious Education

I led a challenge session with the Tower Hamlets Standing Advisory Council for Religious Education (SACRE). The challenge session initially explained the brief of the SACRE, in advising the Council on religious education including teaching methods, materials and training for teachers. This was particularly pertinent as our review followed the publication of a national Ofsted report on good practice. The Panel:

- welcomed the increasing numbers of student taking RE
- stressed the need to promote the work of SACRE with parents, teachers and schools
- raised concerns about the future monitoring arrangements for Religious Education (RE)

We recognised the good work of the Tower Hamlets SACRE in securing the confidence of local faith communities and that it should be promoted more widely. The session also promoted SACRE's understanding of the Council's role, and accepted that the Council would be unable to pay for a post of RE Advisor since schools would not fund the post. The Council did agree to fund the schemes of work for the new syllabus drawn up by the SACRE. The Panel also felt that the potential for joint work with neighbouring boroughs should also be explored. The representatives from the SACRE felt it was a very good session and the Council accepted all of the recommendations of the Panel.

Our Co-opted and Appointed Representatives

Last year we highlighted the need to build on the skills and knowledge of the Committee's co-opted and appointed representatives. This year we undertook some specific work with the parent-governor representatives. I worked with the Education service to agree a package of measures including:

- involvement in the Director of Education's termly meeting with the Chairs of Governors
- additional information from Governors Services
- participating in the Member Development Programme
- organising short briefing sessions every 2-3 months with Education services before the meetings of Overview and Scrutiny Committee. These will start in 2006/07.

At Overview and Scrutiny Committee, I was particularly active in using the pre-decision process to raise concerns with Cabinet before it took decisions. Our concerns did not change any of the decisions, though they did elicit more information about the reasons for decisions and the implications of different courses of action

I also received further information about the progress on the Scrutiny Youth Services Review that was undertaken in 2004/05. This showed good progress in implementing the recommendations. I have also suggested that Overview and Scrutiny considers revisiting this review to look in detail at progress next year.

Conclusion

I was impressed with the dedication of the Education Department, who are turning around a difficult situation with regard to a population, the majority of whom are from deprived and overcrowded backgrounds.

Excellent Public Services Cllr Marian Williams

My role as Scrutiny Lead for Excellent Public Services is one of the most broad reaching, as it covers all Council services and those provided by our partners.

A Partnership for Success

This year's Excellent Public Services Scrutiny Review focused on the role of ward councillors in the Tower Hamlets Partnership. I think this was very timely given the recent Government proposals for "community calls for action" and measures to enhance the community leadership role of ward councillors.

The review considered the contribution of local councillors to the Tower Hamlets Partnership including the Local Area Partnerships (LAPs). As part of this, we undertook a survey of councillors, partners and officers supporting the Partnership. This showed that councillors bring real benefits to the Partnership including local knowledge and helping with community engagement. We identified a number of challenges however, including how to develop the capacity, skills, expertise and knowledge of ward councillors. We agreed a number of suggestions to improve their contribution including a "job description" for councillors, monitoring the Local Area Agreement through LAP performance indicators, clarifying the accountability arrangements of the Area Directors and more support to councillors to develop their community leadership role.

These issues are not unique to Tower Hamlets and apply to partnership working across the country. This should not deter us however, but encourage us to seek ambitious solutions that further make the Tower Hamlets Partnership a "partnership for success."

The job description has already been agreed and is being used as part of the framework for the induction process for all councillors next year. I hope it will provide greater focus on the part that councillors can play in representing their constituents and holding local services to account.

I had hoped to look at the impact that new Safer Neighbourhood Teams were having but it wasn't possible to achieve this. Given the importance of crime and anti-social behaviour to local people, I suggest that this should be given priority for an early review in the Overview and Scrutiny work programme for 2006.

Access for Disabled People to Council Services

I also monitored the progress in implementing previous Excellent Public Services reviews. This includes last year's review that looked at access for disabled people to public services. I am very pleased to say that most of the suggestions were not only agreed but have been implemented. This includes for example, considerable changes to the Council's website to make it more accessible to disabled people.

Conclusion

Excellent Public Services cuts across all Council Directorates and many partners. As the Scrutiny Lead, I raised and considered issues over a wide range of Council activity. I think that the review around the Tower Hamlets Partnership lays important foundations for developing the leadership role of ward councillors, not only within the Partnership but also within the Council and local communities.

Health

Cllr Julia Mainwaring

The Health Scrutiny Panel undertakes the Council's functions under the Health and Social Care Act, 2001. As well as the councillors, the Panel co-opted representatives from the local PPI Forums to help promote partnership working and I would like to thank Mrs Kathleen Banks from the Barts and The London Patient and Public Involvement (PPI) Forum and Mr Nuruz Jaman from the Tower Hamlets Primary Care Trust PPI Forum for their contributions. I would also like to thank Councillor Khaled Khan who chaired the Panel from May 2005 until February 2006.

Choosing Health

Our major work this year was to look at the Government's Choosing Health agenda - one that marks a significant shift in giving health services a more preventative focus. We chose to explore the implications for the Council, partners and local people through a case study of obesity services for young people. This is a significant national and local issue: a recent House of Commons Select Committee predicting that it would soon take over from smoking as the number one health priority.

We were successful in bidding for a national Health Scrutiny Action Learning project - one of only nine nationally. The Panel ran focus groups with local people in two LAPs, as well as groups with young people and held an innovative breakfast seminar at the world renowned St John's Bread and Wine with service providers. We also held a session that focused on an innovative project - BEST - that takes a whole family approach to changing diet and activity levels.

All the sessions were very positive and agreed on the importance of parents and schools in encouraging diet and exercise, the opportunities for promoting healthy lifestyles with the 2012 Olympics and a range of suggestions that the Council and local health services could consider from using local images in promotional campaigns to action on fast food.

Our headline findings are that:

- there needs to be a much more joined up approach to and the Local Area Agreement provides an excellent opportunity to consider how we do this.
- much greater monitoring information is required to evaluate the impact of services and initiatives.
- there are a wide range of agencies and organisations that can have an impact on health prevention: it is not just health services but the Council, major employers, voluntary and community organisations that have a significant role in creating the right conditions for tackling obesity.
- long term sustainable funding for initiatives is vital.

Our recommendations are being developed and will be submitted to Cabinet and NHS partners in the summer.

The Annual Healthcheck

The Panel now has an important new role in commenting on the local NHS trust declarations to the Healthcare Commission against 24 Core Standards. These cover seven areas: safety, clinical and cost effectiveness, governance, patient focus, accessible and responsive care, care environment and amenities and public health. The Panel met with all local trusts to consider their draft declarations in October 2005 and then again to look at their final declarations in March 2006. I am glad to report that between the draft and final declarations all the trusts undertook significant action so that they could all declare that they were compliant with all 24 Core Standards.

We raised issues around the use of interpreters and the ethnic monitoring of service users and again I am pleased that they all responded positively to our comments and are taking significant measures to address them.

A new Strategic Health Authority for London

The Panel was consulted about Government proposals to change the boundaries of the London Strategic Health Authorities and Primary Care Trusts. We felt that it was very important that the PCTs matched up to local councils to promote partnership working and accountability. We felt however, that one strategic health authority for London was a good way of rationalising the structure across London and connecting better into regional government such as the Mayor of London and Greater London Assembly. I am pleased to report that this is what the Government is considering implementing.

We also received updates on the reviews from previous years. Last year's review of sexual health services for young people showed good progress with the Council, PCT and others in adopting and implementing the recommendations. We were concerned however that long term sustainable funding was still to be secured for some of the projects.

Conclusion

It has been another positive year for the Health Scrutiny Panel. Not only have we conducted an ambitious review but responded flexibly to the major demands of the Annual Healthcheck process. Next year we need to think further about deepening our relationship with the local NHS trusts. Health inequalities is a significant issue within the borough and the Panel is considering adopting this as a 'golden thread' through its work over the coming years.

Living Safely covers two of the top priorities for local people - crime and the environment - and I have tried to reflect this in my work this year.

Domestic Violence

My main review this year was around domestic violence. We had two aims. The first was to raise awareness of domestic violence and the impact that it has on victims and our communities. The second was to make recommendations about how the Council and other organisations can improve the support to victims of domestic violence.

As part of this, we met with the Council's Domestic Violence Co-ordinator, a small group of service users and organisations that provide support to victims of domestic violence. I would like to thank the five victims of domestic violence who attended and contributed to the second session of the working group. Their courage and willingness to talk openly about their experiences was moving for the members of the working group and officers present.

As our report shows, we found that there had been significant progress in providing support to domestic violence victims by both the Council and its partners. We identified a number of areas that could be improved and recommended that the Council should:

- make sure our corporate policy and framework fits with the changing national good practice.
- make it easier for victims to report domestic violence and receive support
- improve information about services and the standards that can be expected.
- do more work with the perpetrators of domestic violence to change their behaviour for agencies and organisations

Cleaner Safer Places

The Council's Best value Review of Cleaner Safer Places was discussed in detail at Committee in December. We raised many issues particularly around recycling, waste collection and keeping the streets clean. Although there has been good progress in putting the many aspects of the review into practice, we felt that further improvements were needed around recycling and the facilities available to keep the streets clean.

I also used the pre-decision process to raise concerns about the waste collection contract and the selling of a plot of open land. I think it is important that we continue to raise these concerns, so that Cabinet is aware of the views of councillors and local communities about their decisions.

Conclusion

It has been another good year on the Overview and Scrutiny Committee scrutinising Living Safely issues. Tackling difficult issues such as domestic violence, as well as issues that make the borough a cleaner safer place for local people. Overall, I think we have made good progress and I particularly hope that the Council and its partners can improve further their domestic violence services.

Living Well covers Social Services and Housing, both of which impact on many people in Tower Hamlets including some of our most vulnerable residents.

Leaving Care

I visited the Council's Leaving Care Service in September. The Leaving Care team helps young people in the Council's care prepare for their independence, as well as support once they have left care. The service works closely with young people, their carers and social workers and helps young people pursue education or training, obtain employment and suitable housing. It is a multi-disciplinary service for care-leavers aged between 16 and 25. It includes pathway advisors, specialist posts and an education centre based in Bow. I met with staff and service users and included a short presentation by trainees on how the service involved young people in developing and managing the service. I was very impressed by the good work of the service. Later in the year, I also received a briefing about the educational attainment of young people in the Council's care that highlighted their achievements and shows sustained progress.

Older People's Commissioning Strategy

I chaired a challenge session on the Council's Older People's Commissioning Strategy. Although this may sound technical and dry, it does have a real impact on the care and support offered to older people. We heard about how services are increasing their focus on the needs and wishes of older people and their carers. The Strategy was based on a partnership approach that brings older people, service providers, the Council and others with an interest in older people together to improve the care and support.

We recognised the considerable progress made in recent years in commissioning services for older people. We felt however, that the service must continue to promote a holistic approach to support and services for older people, maintain and develop the robust monitoring of services and provide further information to service users.

Best Value of Sheltered Housing

I have recently joined the Steering Group of the Best Value review of Sheltered Housing. This is comparing information about the cost and quality of sheltered housing in the borough, as well as looking at what we can learn from other councils, Registered Social Landlord and private sector providers. The Review will report back in June 2006.

Conclusion

The Living Well theme is an important one as it includes many of the most vulnerable people in our communities. My work has shown that we have many excellent services, provided by the Council and its partners, that are working with local people to provide care and support that improves the quality of their life.

Research and Scrutiny in Tower Hamlets

The Research and Scrutiny team works with councillors, officers and other partners to:

- **I** dentify issues and good practice for exploration
- **M** onitor and measure performance and data
- **P** ublicise and disseminate information and research
- **R** eview and scrutinise services and policies
- **O** ffer practical and evidence based recommendations
- **V** alue and seek the opinions of residents and stakeholders
- **E** valuate and track progress of recommendations

If you want to find out more about Overview and Scrutiny in Tower Hamlets, please contact the Scrutiny Policy Team:

Telephone: 0207 364 4873
0207 364 4636
0207 364 4767

email: scrutiny@towerhamlets.gov.uk
web: towerhamlets.gov.uk/scrutiny

or write to:

Scrutiny Policy Team
4th Floor, Mulberry Place
5 Clove Crescent
London
E14 2BG

This page is intentionally left blank

Agenda Item 12.1

COUNCIL	Date 21 June 2006	Classification Unrestricted	Report No.	Agenda Item No.
Report of Director of Development & Renewal			Title CROSSRAIL: – Petition against the 2nd Additional Provisions of the Crossrail Bill, published May 2006	
Originating Officer(s) Bob Bennett – Crossrail Project Director Owen Whalley – Head of Major Project Development			Wards: Mile End East Bow East	

1. SUMMARY

- 1.1 This report briefly updates Members in respect of the current situation on the Crossrail project and seeks authority for the Council to submit a second petition as set out in Appendix A to this report against the 2nd Additional Provisions to the Crossrail Bill published on 9 May 2006.

2. RECOMMENDATIONS

Council is recommended:-

- 2.1 That in the judgement of the Council it is expedient for the Council to oppose the 9 May 2006 Amendment of Provisions to the Crossrail Bill now being promoted in the present Session of Parliament.
- 2.2 That by this resolution the Council consents to such opposition and thereby approves the submission and content of the petition against the second tranche of Additional Provisions to the Crossrail Bill as set out in Appendix A of this report.
- 2.3 That all necessary steps be taken for the purpose of such opposition and for complying with the provisions of section 239 of the Local Government Act 1972.
- 2.4 That the Corporate Director (Development and Renewal) be authorised to continue negotiations with the Crossrail team in relation to the issues in the second petition as set out in Appendix A to this report with a view to resolving the Authority's objections to the Crossrail project and withdrawing in full or in part the second petition in the event of a successful outcome to the negotiations.
- 2.5 That the Corporate director, (Development & Renewal), be authorised to negotiate and resolve matters arising consequential to the Authority's objections to the Crossrail project insofar as the specific authority of the Council is not required.

LOCAL GOVERNMENT ACT 2000 (SECTION 97)
LIST OF BACKGROUND PAPERS USED IN THE PREPARATION OF THIS REPORT

Brief Description of Background papers	Tick if copies supplied for register	If not supplied, name and telephone number of holder
Crossrail published reports and papers.		Owen Whalley Ext.5227

3. BACKGROUND

- 3.1 The Crossrail project comprises a proposed new cross London railway running west-east through Central London and Tower Hamlets connecting directly with existing rail routes to Reading, Maidenhead and Heathrow airport in the west, and to Shenfield and Abbey Wood in the east.
- 3.2 The central section of the proposed railway including Tower Hamlets will comprise new twin bore tunnels. The tunnels will enter the borough from the west under Spitalfields towards Whitechapel where a new integrated station is proposed. At a point under Stepney Green the route will fork. One set of tunnels will continue to the northeast under Mile End Park and Bow before emerging at the surface at Pudding Mill Lane in the London Borough of Newham. The other set of tunnels will head south-east-wards towards the Isle of Dogs where a new station is proposed. On average the tunnels will be some 30 – 35 metres below the surface.
- 3.3 Two stations are proposed for the borough. One at Whitechapel, linking with the existing London Underground station and one at the Isle of Dogs, just north of the Canary Wharf estate. In addition to these stations, the tunnels will be connected to the surface by vertical shafts, in order to provide access, emergency escape routes or ventilation. These shafts are located at approximately 1km intervals in order to meet current fire safety requirements. The promoters of Crossrail also originally proposed to use Hanbury Street in Spitalfields as one of the tunnel boring machine launch sites, but following a Ministerial announcement in March the tunnelling methodology has now been revised to eliminate the use of Hanbury Street for this purpose. It is now proposed that the launch sites for the tunnels through the borough will be from Pudding Mill Lane and at the Limmo peninsula (both in the London Borough of Newham).
- 3.4 Since the Crossrail proposals were first published for consultation early in 2004, the Council has supported the project in principle on the basis of the strategic benefits to be gained from the scheme both as an improvement to the existing public transport network and to stimulate the further regeneration of the borough and London as a whole. This support has always been dependent on the provision of stations at Whitechapel and the Isle of Dogs. The Council has consistently and strenuously sought to minimise and mitigate the environmental impacts that will arise from the construction of the railway.
- 3.5 The Crossrail project is being promoted by the company known as Cross London Rail Links Limited (CLRL), which is a joint venture company owned by Transport for London (TfL) and the Department for Transport (DfT). The project is being progressed through a Parliamentary Hybrid Bill procedure which means that any objections to the proposals are heard in the first instance by a Select Committee of the House of Commons. The Crossrail Bill was published in February 2005 and full Council at it's meeting on the 2nd March 2005 authorised the submission of a petition against the Bill, which confirmed the Council's support in principle for the project, but set out a number of objections relating to the construction of the project. The most significant objection to the Crossrail project was the proposed tunnelling methodology and its associated proposal to launch tunnel boring machines from a site from Hanbury Street in Spitalfields.

- 3.6 The petition was submitted in September 2005 and was one of 358 eventually submitted to the House of Commons. Petitions were submitted by local authorities affected by Crossrail together with a range of other public, private and voluntary organisations. In all there were 84 petitions submitted from Tower Hamlets based individuals, organisations or agencies. The House of Commons Select Committee started hearing the petitioners at the end of 2005 and is likely to have completed the main part of its work before the rise of Parliament for the summer recess. The Council's petition was heard on the 7th June 2006.

4. Current Situation

- 4.1 The Council's original petition contained 96 clauses which dealt with 35 individual objections to the Bill's proposals. Notwithstanding the submission of the petition, the Council continued to negotiate with Crossrail in an attempt to resolve the Council's objections prior to the petition being heard by the Select Committee. These negotiations have been extremely successful with the result that it was considered that only two of the Council's objections remained to be put before the Select Committee. The most significant success in negotiation was the adoption by Crossrail of the Council's preferred end to end tunnel strategy which removed the need for a tunnelling site in Spitalfields. It is proposed to prepare a full briefing to Members which will set out the outcome of negotiations on the original petition points.

- 4.2 Since the deposit of the Crossrail Bill in February 2005, a number of revisions so the original bill proposals have been identified by Crossrail as being necessary either in response to design changes or as a response to petition objections. Where these revisions involve the acquisition or use of land outside the current limits of the Bill it is necessary for the Bill's promoters (Crossrail) to make amendments through Additional Provisions to the Bill. These amendments are submitted to Parliament and are subject to a petition period in the same way as the original Bill. The first tranche of Additional Provisions, was published in January 2006 and, so far as the Borough was concerned, the most significant of these related to the proposals for Whitechapel Station. The changes made to the station met a number of the Council's objections as set out in the original petition in that they provided for a better integrated station design. Other matters had been raised in the Council's original petition, and there was therefore no need for the Council to petition against these first revised proposals.

5. Issues Raised by 2nd Additional Provisions

- 5.1 Crossrail has recently published a second set of Additional Provisions as proposed further revisions to the existing Bill. These include a number of new issues which will impact on the east of the Borough. Since the original petition does not cover all the matters raised in these 2nd Additional Provisions, the Council needs to submit a fresh petition to protect its position before the Select Committee. These Additional Provisions were published on the 9th May 2006 and the Parliamentary deadline in lodging petitions was the 13 June 2006. As this closing date was before the next meeting of the Council it was necessary to submit a second petition within the Parliamentary time-limit subject to approval of the Council. If the Council do not wish to go ahead with the recommendation as set out in this report (at paragraph 2) then the petition can be withdrawn.

5.2 This second set of Additional Provisions impact on two main areas of the borough:-

- 1) Payne Road / Grove Hall Park / The Bow Quarter (Bow East) - see Plan 1 attached to this report.
- 2) Eleanor Street / Bow Triangle (Mile End East); - see Plan 2 attached to this report.

5.3. Payne Road / Grove Hall Park / The Bow Quarter

Crossrail need to divert the existing Ham and Wick sewer to avoid a conflict with the proposed running tunnels in the Fairfield Road / Wrexham Road area of Bow. The original proposal aligned the diverted sewer through LB Newham using a pumped system.

5.4 The Additional Provisions now propose a shorter sewer diversion from the site currently occupied by the McDonalds restaurant in Payne Road (Bow Flyover) northward under Grove Hall Park to a site immediately south of the Manhattan Building which forms part of the Bow Quarter residential complex. This would be a shorter tunnel and would eliminate the use of a pumped system. The main impacts in the Borough are: -

- McDonalds Restaurant: Loss of restaurant, but other main impacts would arise from lorry movements and noise impacts which may affect adjoining uses on Payne and Fairfield Roads and pedestrian and cycle routes.
- Grove Hall Park: Proposed use of part of Park as a work site for 6 months and vehicular access to and from the site. This will result in a loss of amenity both within the Park itself and to the occupiers of surrounding properties.
- Manhattan Building, Bow Quarter; The use of a vacant piece of railway land immediately to the south of this Grade II listed residential block as a work site is likely to cause significant noise impacts to residents.
- Blackwall Tunnel: The use of part of the Blackwall tunnel northern approach for night-time working has the potential to cause significant disruption on the A12 and adjoining highways.

5.5 Eleanor Street

Crossrail propose to use part of this site which currently provides the borough's only gypsy and traveller's site for a ventilation shaft for the bored running tunnels. This requires the relocation of the 20 travellers' pitches.

5.6 The Additional Provisions propose the acquisition of a larger area within the Bow Triangle to allow a single decant of the travellers on to a permanent new site. This proposal is very welcome to the Council and the travellers. While details about design, noise mitigation etc. are still to be resolved, the Council supports the proposal subject to details of the acquisition procedures being resolved, and satisfactory noise mitigation being provided to the new travellers' site.

6. Petition Against 2nd Additional Provisions.

6.1 Following discussions with Council Officers, the Council's parliamentary agents drafted the Petition as set out in Appendix A to this report. As was the case with the original petition, the **Page 308** continue to negotiate on the points raised in

the petition in order to mitigate the adverse impact described in sections 5.2 to 5.5 of the report above. One of the difficulties the Council has faced in dealing with these new proposals is the lack of detailed justification for the changes made, the lack of information about the proposed construction programme and anticipated impacts.

7. Implications For Sustainable Action For A Greener Environment

7.1 The improvement of public transport capacity resulting from Crossrail is essential to ensuring future development on the Isle of Dogs and at Whitechapel can be effectively accessed primarily by public transport. However, the loss of any part of Grove Hall Park is in an area of open space shortage should be minimised and avoided if at all possible.

8. ANTI – POVERTY IMPLICATIONS

7.1 The increase in transport capacity arising from the construction of Crossrail will support future growth in the Isle of Dogs and Whitechapel particularly and the borough as a whole, stimulating levels of economic activity and employment, thereby raising the economic and social welfare of those living and working in the area of influence. The Council's original petition sought undertakings from Crossrail to ensure that local businesses and local people benefited from the Crossrail project. Crossrail have provided such undertakings. The revised proposals for the travellers' site at Eleanor Street will benefit a particular disadvantaged group within the Tower Hamlets community.

8. Equal Opportunities Implications

8.1 In negotiations with Crossrail since the original petition was submitted, the Council has and is continuing to negotiate with Crossrail to ensure that equality issues are being properly addressed in the planning and implementation of the Crossrail project. The decision by the Promoter to improve the Eleanor Street Travellers Site re-provision has positive equalities implications.

9. Risk Assessment

9.1 If negotiations with Crossrail and/or representations by the Council on these 2nd Additional Provisions to the Crossrail Bill during the Parliamentary process are not successful, then there may be significant short term local impacts, particularly in the eastern part of Bow as outlined above and detailed in petition which form Appendix A to this report.

10. Comments of the Chief Financial Officer

10.1 The report seeks full Council approval to agree petitioning of the second tranche of Additional Provisions to the Crossrail Bill. Members are advised that the petitioning will have financial implications for the Council.

10.2 In March 2005 Council agreed to petition the Crossrail bill. This has had a significant cost impact on the Authority through the need to fund consultation,

legal and specialist consultancy fees. These include Counsel representation and Parliamentary agents' fees. The bill is not expected to receive Royal Assent until late 2007, but it has already been determined by the Parliamentary Select Committee that costs that are incurred in petitioning the Bill must be financed from the Council's own resources.

- 10.3 The cost of petitioning was identified as a budget pressure in the 2005/06 and 2006/07 estimate reports, and only very limited budgetary provision currently exists to finance these costs. Between September 2004 and May 2006, the Development and Renewal Directorate has incurred in excess of £360,000 of Crossrail related expenditure on behalf of the Authority. To the end of March 2006, £250,000 of costs were funded from compensatory savings identified within existing Development and Renewal budgets. A further £110,000 so far remains to be funded in 2006-07.
- 10.4 At this stage it is not possible to provide an accurate assessment of the costs involved in this further representation, although they will be significantly lower than the £360,000 already incurred in preparing and presenting the original petition.
- 10.5 The Council will continue to meet additional costs resulting from the implementation of Crossrail, following Royal Assent. The Council will however be able to apply to the Parliamentary Select Committee for funding to recover the implementation costs incurred, although at this stage this funding is not guaranteed. The likely additional expenditure involved is not known at present, but as the scheme progresses future reports to Committee will identify these costs and address the resulting resourcing implications.

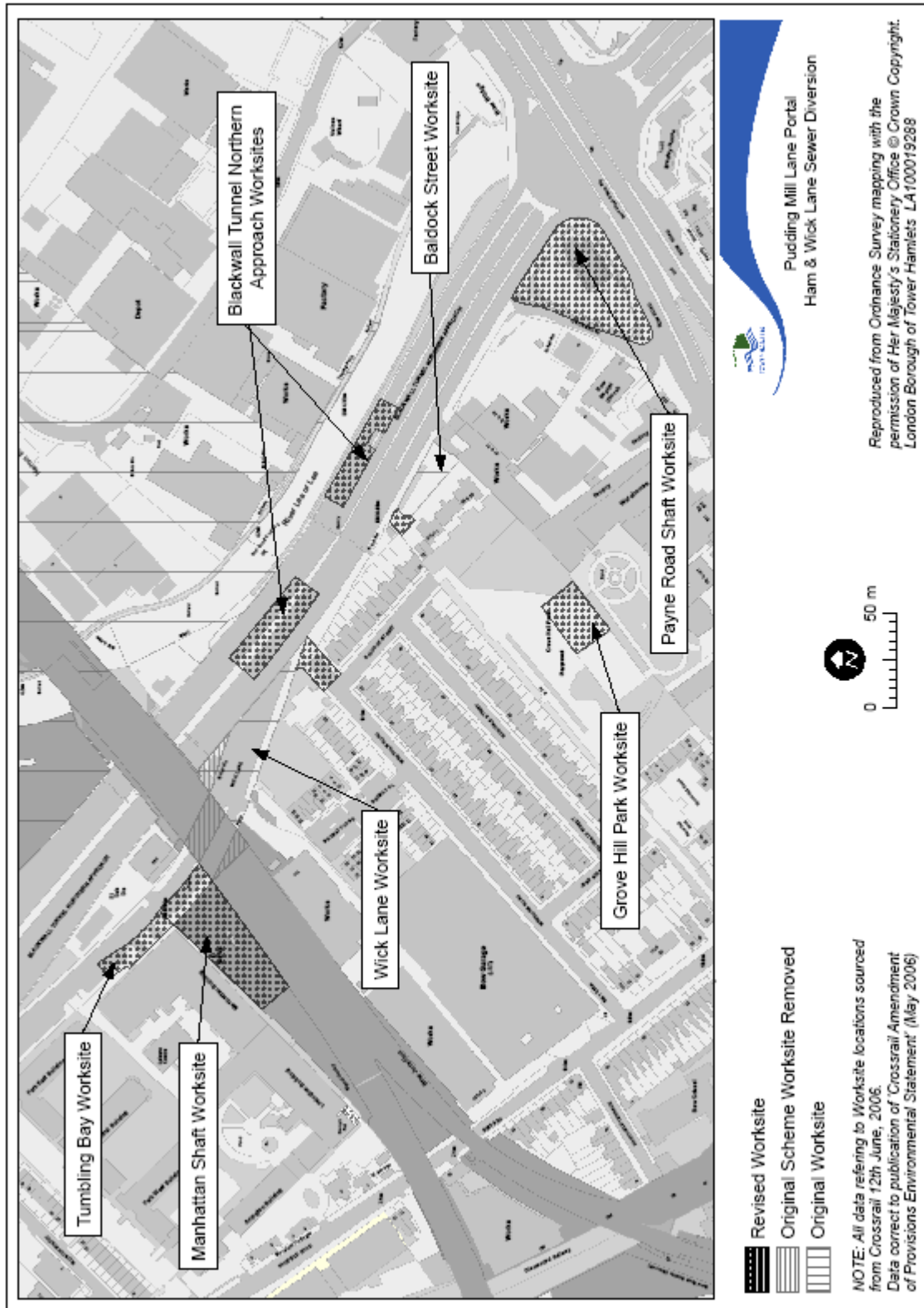
11. Concurrent Report of the Assistant Chief Executive (Legal Services)

- 11.1 The Council has the power to oppose (or promote) local or personal Bills pursuant to Section 239 of the Local Government Act 1972 (LGA 1972)
- 11.2 If the Council accept the recommendation to oppose the 9 May 2006 Amendment of Provisions to the Crossrail Bill by way of a second petition it will be necessary, in accordance with Section 239 LGA 1972, for a resolution of the Council to be passed by majority of the whole number of the members of the Council at a meeting held after a public notice of the meeting and its purpose has been advertised in a local newspaper.

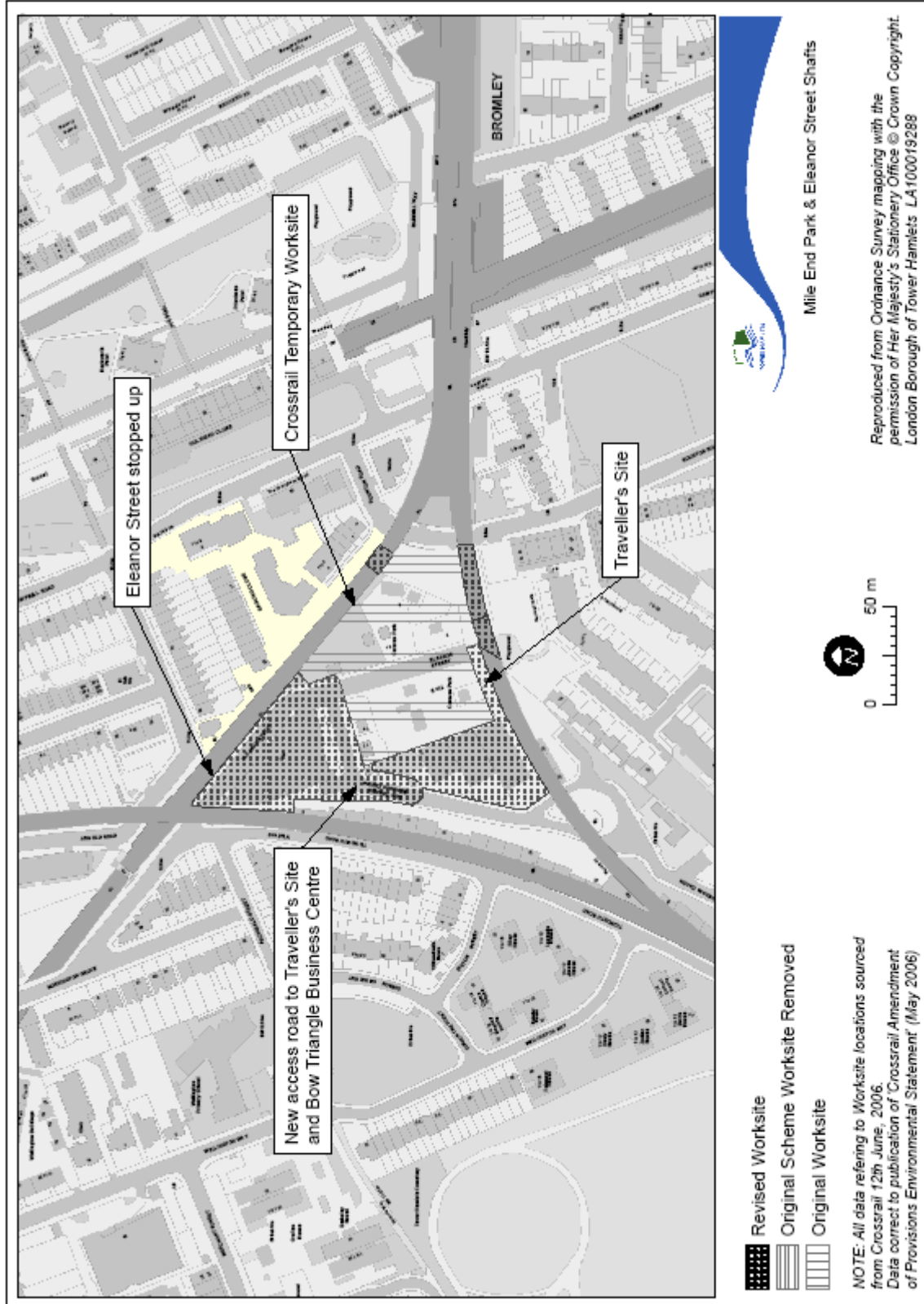
12. Conclusion

- 12.1 As indicated in this report, during the last 6 months, Crossrail have made a number of important changes to the Bill's proposals which have benefited the Borough considerably. The most significant of these changes has been the decision to adopt an end to end tunnelling strategy and the consequent elimination of the need for a tunnelling machine launch site in Spitalfields. There have also been changes to the proposals for Whitechapel Station, and the revised proposals for Eleanor Street have also resulted from successful negotiation by the Council. The Council also received satisfactory undertakings for Crossrail in respect to mitigation of impacts at construction sites in the Borough. It is hoped that negotiations on the additional provisions will be equally successful, but in the meantime, the Council's approval is sought to submit a second petition to protect the Council's formal position with regard to these proposals.

Payne Road, Grove Hall Park, Manhattan Building. Proposed Work Sites Plan 1



Eleanor Street. Proposed Work Site.



Petition Against the Additional Provisions

IN PARLIAMENT
HOUSE OF COMMONS
SESSION 2005-2006

CROSSRAIL BILL

P E T I T I O N

Against the Additional Provisions – On Merits – Praying to be heard by Counsel, &c.

TO THE HONOURABLE THE COMMONS OF THE UNITED KINGDOM OF GREAT
BRITAIN AND NORTHERN IRELAND IN PARLIAMENT ASSEMBLED

THE HUMBLE PETITION of:

THE MAYOR AND THE BURGESSES OF THE LONDON BOROUGH OF TOWER
HAMLETS

SHEWETH as follows:-

- 1 A Bill (hereinafter referred to as the “the Bill”) has been introduced into and is now pending in your Honourable House intituled “A Bill to make provision for a railway transport system running from Maidenhead, in the County of Berkshire, and Heathrow Airport, in the London Borough of Hillingdon, through central London to Shenfield, in the County of Essex and Abbey Wood, in the London Borough of Greenwich; and for connected purposes.”
- 2 The Bill is promoted by the Secretary of State for Transport (hereinafter called “the Promoter”).
- 3 On 9 May 2006 the Promoter deposited certain amendments to the Bill, together with an additional Environmental Statement, revised plans and sections and a supplementary Book of Reference, collectively entitled “Amendment of Provisions May 2006” (hereinafter referred to as “the Additional Provisions”).
- 4 Your Petitioners deposited a petition against the Bill in September 2005 (number 218). It is respectfully submitted that the rights, interests and property of your Petitioners, and those who live and work in the London Borough of Tower Hamlets (hereinafter referred to as “the

Borough”), are injuriously affected by the Additional Provisions, to which your Petitioners object for reasons, amongst others, hereinafter appearing.

- 5 Your Petitioners would however, respectfully reserve their right to raise further issues and objections in the light of any additional relevant information received from the Promoter after the date of deposit of this Petition.

Your Petitioners’ further concerns

- 6 Your Petitioners seek undertakings and assurances from the Promoter as regards the management of construction work sites so as to prevent loss of, and access to, amenity and facilities to those who live and work in the Borough, during the construction period. The physical area of each proposed work site should be kept to a minimum with the safety of the public, whether pedestrians or other road users, being of paramount importance and the period for which each site is required is also to be kept to a minimum.
- 7 Your Petitioners submit that the nominated undertaker should provide detailed plans, method statements, work programmes, and schedules of deliveries (particularly abnormal deliveries) in relation to each work site, well in advance of the commencement of operations. Your Petitioners should be notified well in advance of any alterations in methods of construction and construction operations, particularly in relation to site servicing and set up arrangements.
- 8 It is clear that the construction sites associated with the Promoter’s scheme (whether in the Borough or beyond) will be centres to and from which large quantities of construction materials and equipment will be transported, together with staff. There will also be the problem of removal of spoil from the working sites. The matters which your Petitioners submit should be subject to their control in these respects are the routeing of lorries and other vehicles, control of impacts associated with construction vehicle holding areas, access to worksites, hours of operation, number of vehicle movements, size of vehicles and miscellaneous related matters. Your Petitioners submit that the nominated undertaker should minimise the cumulative impact of lorry movements by properly managing, and keeping to a minimum, the number of such movements, using the strategic road network and confining movements to normal worksite hours.

- 9 Your Petitioners are concerned that it is not made clear how the Additional Provisions will interact with the Traffic Management Act 2004 (“TMA 2004”), and your Petitioners seek clarification and consultation on that issue. Furthermore, as Highway and Traffic Authority for the Borough, and in order to fulfil its Network Management duty under TMA 2004, your Petitioners require that they must be fully involved on all proposals and consents to make temporary or permanent road closures and traffic diversions and changes to traffic flow, and about any physical alterations to the highway. Overall, procedures and agreements should be put in place prior to undertaking of the works in order to take account of other highway and development activities within the Borough which would be concurrent with the Promoter’s works and to ensure proper highway management throughout the Borough. This is to be monitored jointly by your Petitioners and the nominated undertaker. Where necessary, the routeing of lorries, cranes, delivery vehicles and other associated plant on local roads, including to and from construction vehicle holding areas, should be agreed with your Petitioners in advance of works, taking into account road safety, sensitive frontages, existing levels of traffic (including pedestrians and cyclists), traffic management and potential consequent traffic bottlenecks. All such measures should take proper account of the Health and Safety legislation for access to, egress from, and passing by of, construction site related premises, by both the public and construction site staff.
- 10 Your Petitioners are also responsible for a number of important functions and under certain duties as regards listed buildings and conservation areas (e.g. in the vicinity of the Manhattan Building) pursuant to the Planning (Listed Buildings and Conservation Areas) Act 1990. Your Petitioners are concerned to minimise, as far as possible, the likely adverse impacts in this regard, of the proposals contained in the Additional Provisions, and to ensure that demolition is carried out only as a last resort. In particular, your Petitioners are concerned about the impact of construction works and permanent new buildings on the setting of existing listed buildings, and require that all such new buildings should be designed sympathetically with special regard to their impact on neighbouring listed buildings and the setting of affected Conservation Areas.
- 11 Your Petitioners are also concerned to ensure that, following the completion of any such works, any necessary reinstatement/redevelopment is carried out in sympathy with the surrounding area. Your Petitioners also need to be clear about the extent to which the Additional Provisions override existing legislation.

12 Accordingly, your Petitioners would respectfully suggest that the Bill should not be permitted to pass into law without the addition of a clause, or clauses, to ensure that (i) any reinstatement/redevelopment at Intervention Sites that is made necessary by the Promoter's scheme project is carried out in a manner and style appropriate to the area in which it takes place, and shall be approved by your Petitioners, and (ii) the appropriate person or body responsible for securing compliance with that obligation (including compliance with any relevant provisions of the Promoter's final codes of construction practice) is identified in the Bill.

13 Your Petitioners have previously participated in discussions with the Promoter as a result of which the Promoter agreed to carry out an Equalities Impact Assessment of the Bill's proposals. Your Petitioners are concerned that there is no evidence that such an assessment has been undertaken with respect to the Additional Provisions. Your Petitioners seek clarification that such an Equalities Impact Assessment has been performed and if it has not then it is respectfully submitted that the Promoter should complete the assessment at the earliest opportunity.

Ham and Wick Sewer

14 Your Petitioners would respectfully record their disappointment at the inadequacy of the Promoter's efforts to consult with your Petitioners, and the wider public, on the inclusion of the revised proposals for the diversion of the Ham and Wick Sewer (hereinafter referred to as "the Sewer"), which now appear in the additional provisions. The Promoter has provided only limited opportunity for prior discussion and your Petitioners respectfully submit that the Promoter has failed to justify the specific proposals put forward including the need for any form of sewer between Payne Road and the Manhattan Building. The resultant information deficit has made it difficult for your Petitioners to respond properly to the Proposals.

It is respectfully submitted that if the Promoters prove the requirement for the Sewer then they should enter in to consultation with your Petitioners in order to establish the best location for the Sewer taking in to account biodiversity residential amenity traffic access and the improvement programme that is already underway in Grove Hall Park.

15 The proposals for the Sewer will lead to an increase in construction traffic. Your Petitioners respectfully submit that the Promoters should conduct a review of the construction routes

that are set out in the Environmental Statement once a location for the Sewer has been settled upon. It is submitted that when conducting this review the Promoter should seek to minimise the impact of construction works on the use of Grove Hall Park both in terms of the size of the construction site and the routing and management of construction traffic. The Promoters should also take in to account existing traffic regulations in particular the banned right turn from Bow Road in to Fairfield Road that will need to be reclassified if it is to be used for construction traffic.

- 16 The works are at the very least likely to damage the aesthetics of the area and cause the loss of on street parking. Even now, however, the Promoter accepts that 40 properties in Manhattan Building will suffer significant adverse noise impacts, both during the day and at night. Your Petitioners humbly submit therefore that the Promoter should offer appropriate mitigation that may include noise insulation at those properties, and at any other properties (including those adjacent to the proposed Grove Hall Park worksite) which have been identified as being likely to suffer significant noise impacts.
- 17 The proposals for the Sewer will lead *inter alia* to the loss of a central part of Grove Hall Park, which has been identified for use as a worksite, and a further nearby area of land, required to facilitate the two-way flow of construction traffic that the Promoter's proposed works are expected to generate. Your Petitioners respectfully submit that, if these proposals are implemented, residents in the surrounding area will suffer significant adverse impacts, both in terms of noise and deleterious effects on visual amenity.
- 18 In the meantime, your Petitioners have been working with the local community, and Leaside Regeneration to upgrade facilities at, and generally improve, Grove Hall Park. In that connection, £25,000 has already been spent on a feasibility study for the desired improvements, the outcome of which was positive. Accordingly, a further £180,000 has been identified for expenditure in 2006/07 on the necessary improvements. However, the Promoter's revised proposals for the diversion of the Sewer necessarily jeopardise the improvements, and any failure to complete them would represent a very significant disappointment to the local community.

In particular, the Promoter's proposals would blight the park for many years, delaying considerably the commencement of any works to enhance it. The temporary land take required to bring those proposals to fruition, and the consequent disturbance, would be

significant. Meanwhile, the permanent land take would limit the design options available to the Borough when improvements to the Park finally came to be made, and would also reduce the scope for future use of the Park as a whole, both by the local community and others. It is submitted that the Promoter should recompense your Petitioners for any abortive fees incurred in connection with the proposed improvements to the park and for any future loss of grant that may arise as a result of programme delays caused while construction of the Sewer takes place. It is submitted that the Promoters should also compensate your Petitioners for the temporary loss of the parts of Grove Hall Park that are to be used during construction of the Sewer and for the permanent loss of the part of the park that is to be used for the Sewer shaft.

- 19 As for the proposed worksite at Payne Road, it is clear from the Additional Provisions that it will include part of the carriage way constituting Payne Road itself, and part of the adjacent footpath. Traffic and pedestrian access will be maintained, however, and lorry movements are projected to peak at 60 per day, with a norm of 40 per day. Accordingly, your Petitioners seek comprehensive details from the Promoter of the steps that it proposes to take to safeguard those who will continue to use either the cycle lane or the bus stop on Bow Road, as well as the pedestrians who will also continue to use that route.
- 20 Your Petitioners respectfully submit that as a result of the Payne Road worksite the increase in lorry movements along Payne Road will lead to an increase in congestion at the junction between Payne Road and Bow Road. Your Petitioners would therefore seek information from the Promoters as to what steps it intends to take to prevent traffic that is caught in the congestion from diverting through the nearby residential areas.
- 21 Your Petitioners are also concerned that a church and a youth club will suffer significant adverse impacts as a result of the projected activities at the Payne Road worksite. In particular the loss of parking in the area will result in reduced attendance at both organisations which will damage their viability. The noise from the construction will also interfere with the functioning of the church and the youth club. Accordingly, it is respectfully submitted that the Promoter should provide information on how the noise experienced at the properties will be mitigated. Your Petitioners would also seek assurances from the Promoter that it will enter in to discussions with your Petitioner and the occupiers of the buildings to find possible solutions to the loss of parking in the area.

- 22 Your Petitioners are concerned that the proposed activities in the Payne Road area will affect the proposed residential development which will front on to Payne Road. Your Petitioners seek clarification from the Promoters as to how it has taken this residential development in to account in design of the sewer at the site. It is respectfully submitted that the Promoter should also provide information on its proposals to mitigate the impact of its proposed construction on the residential development.
- 23 The proposed activities at Payne Road would take place in an area surrounding Bow Church that has been selected to be included in the Mayor of London's "100 Public Spaces" programme. Your Petitioners seek clarification as to how the Promoter has taken account of the proposed development under the Mayor's programme when planning its own activities in the Payne Road area.
- 24 Meanwhile, the Blackwall Tunnel worksite will occupy two separate sites located on the A12. The first, 300m north of the junction with Bow Road, will occupy the central reservation and three lanes of carriageway. The second, southern site will be located at the start of the southbound slip road at Bow junction. Although all working at these sites (other than during concrete pours) is due to take place only at night, there is obvious potential for significant disruption on the A12 and adjoining highways. Accordingly, your Petitioners seek assurances from the Promoter that work will not be permitted under any circumstances to run over into the morning as this would cause major delays for those using the A12, and add to the already high level of congestion on that route which occurs as a result of traffic backing up from the Blackwall Tunnel to the Bow Flyover during the rush hour. It is respectfully submitted that the Promoter should discuss the timing of closures with your Petitioners and the Highway Authority with particular regard to the regular maintenance closures of the Blackwall Tunnels. This consultation should seek to avoid the diversion of any through traffic on to Borough roads.
- 25 Your Petitioners seek information from the Promoter on its proposals to mitigate the impact of noise from the Blackwall Tunnel worksite on the residential properties that overlook the site from the west.
- 26 The Promoter claims that the measures contained in the Additional Provisions will not cause any significant impacts on Manhattan Building, which is a Grade II listed property. Your Petitioners are sceptical about that claim, however, and have requested further technical

information from the Promoter as a result. Accordingly, your Petitioners would respectfully reserve the right to develop this aspect of their case further once they have received the additional information sought from the Promoter, and have themselves had the opportunity to carry out a detailed investigation of the potential impacts (including those likely to be caused by vibration) on the buildings and their foundations.

27 Furthermore, if the Additional Provisions are implemented, access to Manhattan Building will be restricted on three nights of the week between 8pm and 6am. Accordingly, your Petitioners would respectfully ask that the Promoter be required to give appropriate notice of this restricted access.

28 With regard to the Tumbling Bay worksite your Petitioners seek confirmation from the Promoter that the highway areas of the site will be reinstated to a high level of design and quality to reflect their proximity to the Manhattan Building listed property.

Eleanor Street Travellers' Site

29 Turning next to the Promoter's revised proposals for the travellers' site at Eleanor Street, your Petitioners strongly support the amendments insofar as they provide for a single stage relocation of the Eleanor Street residents to an appropriate site within the Eleanor Street area.

30 However the Promoter has suggested that the revised scheme will not generate any additional significant temporary or permanent noise and vibration impacts in addition to those identified in the main Environmental Statement, published at the same time as the Bill. The Borough however strongly disagrees with that last conclusion because it believes that Eleanor Street residents will experience unmitigated significant residual construction noise impact as defined in the main Crossrail Environmental Statement. Consequently your Petitioners would respectfully submit that the Promoter should offer appropriate mitigation to the residents through measures available in the Promoter's noise and vibration policy. Your Petitioners are currently discussing the adequacy of the policy with the Promoter and may need to raise a number of concerns which affect Eleanor Street and other Crossrail sites with your Honourable House.

General matters

- 31 As a general matter, your Petitioners submit that provision should be made for the Promoter to repay to your Petitioners all proper costs, charges and expenses (including the proper fees of such professional advisers as they may instruct) reasonably incurred in consequence of the Bill or of any provision made as a result of this Petition.
- 32 There are other clauses and provisions in the Additional Provisions which, if passed into law as they are now proposed, will prejudicially affect the rights, interests and property of your Petitioners, and those who live and work in the Borough, and for which no adequate provision is made to protect your Petitioners.

Conclusion

- 33 Your Petitioners submit that, in the respects mentioned above and in other respects, the Bill fails adequately to safeguard and protect the rights, interests and property of your Petitioners, and those who live and work in the Borough.

34 Your Petitioners therefore respectfully submit that insofar as they relate to the matters mentioned above the Additional Provisions should not be inserted in the Bill and the Bill should not be allowed to pass into law in its proposed form.

YOUR PETITIONERS THEREFORE HUMBLY PRAY your Honourable House that the Bill may not be allowed to pass into law as it now stands and that they may be heard by themselves, their Counsel, Agents and witnesses in support of the allegations of this Petition against so much of the Additional Provisions as affect the rights, interests and property of your Petitioners, and those who live and work in the Borough, and in support of other such clauses and provisions as may be necessary or expedient for their protection, or that such other relief may be given to your Petitioners in the premises as your Honourable House shall deem meet.

AND YOUR PETITIONERS WILL EVER PRAY, &c.

BIRCHAM DYSON BELL

Parliamentary Agents for:

THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF TOWER
HAMLETS

IN PARLIAMENT
HOUSE OF COMMONS
SESSION 2005–06

CROSSRAIL BILL

P E T I T I O N

of

THE MAYOR AND THE BURGESSES OF
THE LONDON BOROUGH OF TOWER
HAMLETS

Against, the Additional Provisions – On Merits –
Praying to be heard by Counsel, &c.

BIRCHAM DYSON BELL
50 Broadway
Westminster
London SW1H 0BL
Parliamentary Agents

6 June 2006

This page is intentionally left blank