

Meeting of the

# OVERVIEW & SCRUTINY COMMITTEE

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Tuesday, 3 April 2007 at 7.00 p.m.

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## A G E N D A

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### VENUE

M71, 7th Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London,  
E14 2BG

Members:	Deputies (if any):
Chair: Councillor Motin Uz-Zaman Vice-Chair: Councillor A A Sardar	
Councillor Simon Rouse Councillor Shahed Ali Councillor Clair Hawkins Councillor Shiria Khatun Councillor Mohammed Abdus Salique Councillor Stephanie Eaton Councillor Oliur Rahman	Councillor Louise Alexander, (Designated Deputy representing Councillor Stephanie Eaton) Councillor Shamim A. Chowdhury, (Designated Deputy representing Councillors Shahed Ali and Oliur Rahman) Councillor Peter Golds, (Designated Deputy representing Councillor Simon Rouse) Councillor Ahmed Hussain, (Designated Deputy representing Councillors Shahed Ali and Oliur Rahman) Councillor Abjol Miah, (Designated Deputy representing Councillors Shahed Ali and Oliur Rahman) Councillor Fozol Miah, (Designated Deputy representing Councillors Shahed Ali and Oliur Rahman) Councillor Ahmed Adam Omer, (Designated Deputy representing Councillors Motin Uz-Zaman, A A Sardar, Clair Hawkins, Shiria Khatun and

Mohammed Abdus Salique)  
Councillor M. Shahid Ali, (Designated  
Deputy representing Councillors Motin Uz-  
Zaman, A A Sardar, Clair Hawkins, Shiria  
Khatun and Mohammed Abdus Salique)  
Councillor Alexander Heslop, (Designated  
Deputy representing Councillors Motin Uz-  
Zaman, A A Sardar, Clair Hawkins, Shiria  
Khatun and Mohammed Abdus Salique)

**[Note: The quorum for this body is 4 voting Members].**

**Co-opted Members:**

Mr H Mueenuddin	– Muslim Community Representative
Mr D McLaughlin	– Roman Catholic Diocese of Westminster Representative

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: Angus Dixon, Democratic Services, Tel: 020 7364 4850, E-mail: [angus.dixon@towerhamlets.gov.uk](mailto:angus.dixon@towerhamlets.gov.uk)

# LONDON BOROUGH OF TOWER HAMLETS

## OVERVIEW & SCRUTINY COMMITTEE

Tuesday, 3 April 2007

7.00 p.m.

### SECTION ONE

#### 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 181 to 184 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. UNRESTRICTED MINUTES 1 - 10**

To confirm as a correct record of the proceedings the unrestricted minutes of the meeting of the Overview and Scrutiny Committee held on 6<sup>th</sup> March, 2007.

**4. REQUESTS TO SUBMIT PETITIONS**

To be notified at the meeting.

**5. REQUESTS FOR DEPUTATIONS**

One deputation request has been received:

- (a) Derek England – Ocean New Deal For Communities

**6. SECTION ONE REPORTS 'CALLED IN'**

The following Section One reports have been 'called in' from the meeting of Cabinet held on 6<sup>th</sup> March, 2007.

(Time allocated – 30 minutes)

**6 .1 REPORT CALLED IN - Disposal of Railway Arms, Shadwell 11 - 20**

**6 .2 REPORT CALLED IN - Sale of The British Prince Public House 21 - 30**

**6 .3 REPORT CALLED IN - Disposal of 34 Linford Drive, Basildon Essex 31 - 40**

**7. REPORTS FOR CONSIDERATION**

**7 .1 Ocean New Deal for Communities 41 - 142**

This report has been referred by Cabinet to Overview and Scrutiny Committee for consideration and advice.

(Time allocated – 1 hour)

**8. PERFORMANCE MONITORING**

**8 .1 Tower Hamlets Index - Monitoring Report BV Summary 2006/07 143 - 204**

(Time allocated – 20 minutes)

**8 .2 Contract for Provision of Strategic Communications Support 205 - 216**

(Time allocated – 20 minutes)

**9. PRE-DECISION SCRUTINY OF SECTION ONE (UNRESTRICTED) CABINET PAPERS**

(Time allocated – 30 minutes).

**10. VERBAL UPDATES FROM SCRUTINY LEADS**

(Time allocated – 20 minutes)

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

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

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

**EXEMPT/CONFIDENTIAL SECTION (Pink Papers)**

The exempt committee papers in the agenda will contain information, which is commercially, legally or personally sensitive and should not be divulged to third parties. If you do not wish to retain these papers after the meeting, please hand them to the Committee Officer present.

**12. PRE-DECISION SCRUTINY OF SECTION TWO (RESTRICTED) CABINET PAPERS**

(Time allocated 15 minutes).

**13. ANY OTHER SECTION TWO (RESTRICTED) BUSINESS THAT THE CHAIR CONSIDERS URGENT**

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**LONDON BOROUGH OF TOWER HAMLETS**

**MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE**

**HELD AT 7.00 P.M. ON TUESDAY, 6 MARCH 2007**

**M71, 7TH FLOOR, TOWN HALL, MULBERRY PLACE, 5 CLOVE CRESCENT,  
LONDON, E14 2BG**

**Members Present:**

Councillor Motin Uz-Zaman (Chair)  
Councillor A A Sardar (Vice-Chair)  
Councillor Simon Rouse  
Councillor Shahed Ali  
Councillor Clair Hawkins  
Councillor Mohammed Abdus Salique  
Councillor Stephanie Eaton  
Councillor Fozol Miah  
Councillor Alexander Heslop

**Other Councillors Present:**

Councillor Peter Golds  
Councillor Rupert Bawden  
Councillor Joshua Peck  
Councillor Lutfur Rahman  
Councillor Timothy Archer

**Co-opted Members Present:**

Mr H Mueenuddin – Muslim Community Representative

**Officers Present:**

Suki Binjal – (Interim Head of Non-Contentious Team, Legal Services)  
Michael Keating – (Service Head, Research & Scrutiny)  
Alan Steward – (Policy Scrutiny Manager)  
Sara Williams – (Assistant Chief Executive)  
Alex Cosgrave – (Corporate Director, Environment & Culture)  
Paul Martindill – Head of Recreation  
Maureen McEleney – (Director of Housing Management)  
Emma Peters – (Corporate Director, Development & Renewal)  
Natalie Errington – (Scrutiny Policy Officer)  
  
Angus Dixon – (Democratic Services)

**1. APOLOGIES FOR ABSENCE**

Apologies for absence were submitted on behalf of Councillors Shiria Khatun for whom Councillor Alexander Heslop was deputising, and Councillor Oliur Rahman for whom Councillor Fozol Miah was deputising.

**2. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**3. UNRESTRICTED MINUTES**

The Chair **Moved** and it was

**RESOLVED**

That the Section 1 Minutes of the meeting of the Overview and Scrutiny Committee held on Tuesday 6<sup>th</sup> February, 2007 be confirmed as a correct record and the Chair be authorised to sign them accordingly.

Subject to:

The addition to the attendance of Councillors Tim O'Flaherty, Ahmed Hussain, Alex Heslop and Peter Golds.

**4. REQUESTS TO SUBMIT PETITIONS**

No requests to submit petitions had been received.

**5. REQUESTS FOR DEPUTATIONS**

One deputation request had been received on the subject of Housing Investment and Arms Length Management Strategies.

The Chair welcomed the deputation and asked them to address the meeting. Ms Gail Burton, on behalf of the deputation, presented to the Committee that Council estate residents do not want an ALMO to be set-up, as they effectively see it as a move towards privatisation. Ms Burton further appealed that it was essential that a ballot of residents be held on this issue.

Ms Burton responded to a series of questions put by members covering issues including the benefits and limitations of Council managed estates, democratic accountability and why the deputation was so certain that residents would be worse off under an ALMO.

The Chair thanked the deputation for their attendance.



## 6. SECTION ONE REPORTS 'CALLED IN'

### 6.1 REPORT CALLED IN - Housing Investment Strategy

At the request of the Chair, Sara Williams, Assistant Chief Executive, presented the call-in procedure to the Committee.

Councillor Tim Archer for the Call-In Members outlined the main issues that they held with the provisionally agreed Housing Investment Strategy including the insufficient detailing in the Cabinet report of alternatives to an ALMO, a lack of contingency planning to provide for the ALMO not achieving two star status and inadequate specification on the degree of consultation that will be performed.

Councillor Ahmed Hussain for the second group of Call-In Members referred to the reasons in their requisition and highlighted the main issues that they held with the provisionally agreed Housing Investment Strategy, namely that ALMOs are simply a stepping stone to privatisation and the omission from the strategy of a requirement for a ballot of residents to be held.

Committee Members put detailed questions to the Lead Member for Housing & Development, Councillor Rupert Bawden, Ms Emma Peters, Corporate Director Development and Renewal, and Ms McEleney, Director of Housing Management, on a number of issues including the lack of contingency planning in the report, whether or not ballots were going to be held, and the lack of supporting information that had been provided to Members on the Housing Investment Strategy.

Councillor Bawden, Ms Peters, and Ms McEleney responded on behalf of the Cabinet in detail on the points raised stating that whilst there were no plans to hold a ballot the widest possible consultation would be undertaken and that more detail would be provided to Members as the issue progresses.

The Committee felt that there were concerns about the report and decisions by Cabinet. In particular, Members felt that in agreeing a Housing Investment Strategy, there needed to be:

- Substantial detailing of the alternative management strategies for the Council's retained estates.
- Information provided on how the ALMOs could achieve two star status and contingencies if this did not occur.
- Further consideration of the need for a ballot of residents on whether they wish to see an ALMO established.

The Chair **MOVED** and it was

**RESOLVED**

That Cabinet be requested to agree that the implementation of the Housing Investment Strategy be delayed in order to give further consideration to their concerns and alternative options including that Cabinet:

- 1) Consider the case for and against holding a ballot in order to consult residents on whether they wish to see an ALMO established.
- 2) Request more details of the 3 potential options for the future management of the Council's retained estates so that members can make a much more informed decision than is currently the case.
- 3) Require detailed plans to be produced showing how the ALMO could achieve its two star status.
- 4) Seek more detailed and financed plans to show how the Council will meet the funding gap that is expected even with the ALMO funds, and also what the Council's contingency will be should the ALMO not be successful in gaining two-star status.
- 5) Agree to lobby central government for further assistance, given the fact that Tower Hamlets as the report suggests is a unique borough with unique problems and opportunities, central government should be asked to provide further support. This further support could be relaxing the rules for the borough around borrowing for direct investment and a relaxation of the strict rules around eligibility for other Central Government grants.
- 6) Request detailed evidence provided showing:
  - a) housing investment needs with updated figures
  - b) available funding from all sources which could be utilized to meet this top priority (including all HRA receipts and maximum use of other available receipts)
  - c) an assessment of all publicly owned land and other assets available for building up to 100% genuinely affordable homes for rent
  - d) reassessing use of s106, planning and other processes to achieve the maximum possible affordable, environmentally-neutralised quality homes as quickly as possible

## **6.2 REPORT CALLED IN - Disposal of Poplar Baths**

Councillor Peter Golds for the call-in members outlined their main concerns, particularly that given how longstanding and important to the Community the Poplar Bath issue is, that the cabinet report in referencing a 6 month grace will not allow sufficient consideration of all options to enable the preservation of the baths.

Committee members put detailed questions to the Lead Member, Councillor Joshua Peck, on a number of related issues including other organisations that

have expressed interest in the sight and any alternate plans they have, and options that will be available at the end of the six-month period.

Councillor Peck responded in detail on the points raised, stating that there were no other organisations that he was aware of whose plans included the rejuvenation of a swimming pool at the sight. Councillor Peck further discussed that Swan Housing believed that 6 months was sufficient time for them to compile the necessary information.

The Committee felt that the information they had gained through the discussion allowed them to understand the process that was going to take place and therefore that the report did not need to be referred back to Cabinet.

However the Committee believed that clear guidance needed to be issued to officers, the steering group and the community as to what needs to, and what will, be done and the various timeframes associated with this. It was also agreed that greater information along these lines should be provided in the future report.

## **7. SCRUTINY SPOTLIGHT - CULTURE**

Councillor Lutfur Rahman, Lead Member for Culture, accompanied by Mr Paul Martindill, Head Recreation, were present for this item.

The Lead Member drew attention to the tabled summary of his presentation together with a summary of the achievements of the directorate over the last year, including the improvement from a two star 'Culture Block' score in 2005 to a three star score in 2006 - a period when seventeen other Boroughs received worse scores.

Mr Martindill then spoke of some of the challenges facing the Borough including increasing the number of residents achieving recommended levels of physical activity, attracting more older people to leisure facilities, achieving access to Olympic Legacy facilities, and submissions to Lotteries for funding for further facilities and services.

Members went on to pose a series of questions to the Lead Member and Mr Martindill on a number of related issues including library use and facilities, performance of the Culture indicators in the Tower Hamlets Index, and improving access to health centres to families to tackle childhood obesity.

Mr Martindill and Councillor Rahman responded in detail on the points raised. Councillor Rahman stated that he would look into the provision of adequate study space in libraries. Mr Martindill informed the Committee that the reason for the red traffic light in the THI was because an ambitious 'stretch target' had been set, however that Tower Hamlets was still performing better than most other London Boroughs. In addressing concerns about childhood obesity Mr Martindill discussed that officers were performing a number of presentations

at schools, and developing school links with sporting clubs in order to get children involved in sports earlier, along with the running of a separate obesity programme.

The Lead Member and Mr Martindill were thanked for their presentation.

## **8. PERFORMANCE MONITORING**

### **8.1 Tower Hamlets Index - Monitoring Report**

Councillor Joshua Peck, Lead Member for Performance and Resources was present for this item.

Members raised a number of questions and concerns with the Lead Member including desiring more information on how issues raised by the Overview and Scrutiny Committee have been actioned, and in general what actions have taken place since the Index was last before the Committee. The lack of clarity as to what constitutes an AMBER traffic light and a desire to see more detail provided in some categories was also commented on by the Committee.

Councillor Peck responded on the points raised and reminded the Committee that it was not the role of the THI to go into detail on service improvements and limitations, it was more designed to be able to measure the performance of Council against benchmarked levels at a given point in time.

In thanking Councillor Peck for his presentation the Committee agreed that the ongoing review of the report had led to improvements.

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

#### **RESOLVED**

That the report be noted.

### **8.2 Equalities Action Plan**

The Committee discussed the updated report which had been requested at the January meeting of the Committee.

A number of points were raised by the Committee including that they felt that given the number of concerns raised when the report was presented initially, that the Lead Member should have attended to present this updated report and answer the Committee's questions. However it was agreed that the report was much improved with better layout and content.

In response to questions on the abundance of AMBER indicated actions in the report Michael Keating, Service Head, Research and Scrutiny, explained that this updated report was only dealing with AMBER and RED rated actions as this is what had been requested at the meeting earlier in the year. Mr Keating

stated that the final report and the new Equalities Action Plan would come before the Committee shortly.

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

**RESOLVED**

That the report be noted.

**8.3 Strategic Communications Report**

Michael Keating, Service Head, Research and Scrutiny, introduced the report and provided the Committee with an overview of its contents and recommendations. These included that the Communications report requested by Councillor Simon Rouse, Scrutiny Lead Excellent Public Services, was not within the current workplan of the Committee, however that it could be brought into a planned review of the Council's use of consultants and temporary staff as a case study.

Suki Binjal, Legal Services, clarified from a legal perspective the process for Overview and Scrutiny to review a decision.

The Chair commented that this report should have come to the Committee at its previous meeting so that the scrutiny review process, if the Committee had decided to agree to the requested report, could have been put in train earlier.

The Scrutiny Lead disputed officers' interpretation of the Constitution and explained his view that officers should have presented a full report addressing his questions regardless of the work programme. He disagreed with the proposal for a special review of this item and instead requested a report to the next meeting of the Committee.

The Committee acceded to this request and agreed to receive the report at its next meeting.

Councillor Heslop **MOVED** and it was: -

**RESOLVED**

That the requested report be presented at the next meeting of the Overview and Scrutiny Committee.

**8.4 Members' Enquires**

Sara Williams, Assistant Chief Executive, introduced the report on Members' Enquires and provided an overview of the aims of the Business Process Improvement project.

The Committee discussed a number of issues arising from the report including the benefits of written responses, confidentiality and training issues arising

from Members being required to input into the Siebel IT system, and the advantages that Members felt they had in liaising directly with officers on their issues.

The Committee raised concerns that the Leaders of the respective Political Groups had not been consulted as referenced, and that the balance of emphasis in the report was on getting members to improve their queries and play a larger role in the process. It was discussed that due to the complexities of some queries and the busy schedules that Members faced that more resources may be required to support them with a quality Members' Enquires service.

Ms Williams responded to the Committee on the points raised and stated that if Members wanted more resources for this area then this was a budgetary decision.

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

**RESOLVED**

That the report be noted.

**9. SCRUTINY MANAGEMENT**

**9.1 Scrutiny Recommendation Tracking**

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

**RESOLVED**

That the report be noted.

**10. PRE-DECISION SCRUTINY OF SECTION ONE (UNRESTRICTED) CABINET PAPERS**

Councillor Eaton **MOVED** and it was: -

**RESOLVED**

That the pre-decision questions be submitted to Cabinet as tabled for consideration.

That the questions as tabled be submitted to Cabinet for consideration and the views of the Committee in respect of Cabinet agenda item 8.2 be forwarded to Cabinet for consideration.

11. **ANY OTHER SECTION ONE (UNRESTRICTED) BUSINESS WHICH THE CHAIR CONSIDERS TO BE URGENT**
  
12. **EXCLUSION OF THE PRESS AND PUBLIC**
  
13. **ANY OTHER SECTION TWO (RESTRICTED) BUSINESS THAT THE CHAIR CONSIDERS URGENT**

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# Agenda Item 6.1

Committee <b>OVERVIEW AND SCRUTINY</b>	Date <b>3<sup>rd</sup> April, 2007</b>	Classification <b>Unrestricted</b>	Report No.	Agenda Item No. <b>6.1</b>
Report of: <b>ASSISTANT CHIEF EXECUTIVE</b>		Title: <b>REPORT "CALLED IN" – Disposal of Railway Arms, Shadwell (CAB151/067)</b>		
Originating Officer(s): <b>Angus Dixon</b>		Ward(s) affected: <b>All</b>		

## 1. SUMMARY

- 1.1 The attached report of the Corporate Director of Environment and Culture, Alex Cosgrave, and Interim Service Head Property & Facilities Management, Ian Brown, was considered by the Cabinet on 7<sup>th</sup> March, 2007 but has been "Called In" for further consideration by Councillors S A Chowdhury, Ahmed Hussain, Lufta Begum, Dulal Uddin and Fozol Miah in accordance with the provisions of Part 4 of the Council's Constitution.

## 2. RECOMMENDATION

- 2.1 That the Committee consider the contents of the attached report, review the Cabinet's provisional decisions arising and decide whether to accept them or refer the matter back to Cabinet with proposals, together with reasons.

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### LOCAL GOVERNMENT ACT, 2000 (SECTION 97)

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

Brief description of "background paper"

**Cabinet report (CAB151/067)  
dated 7<sup>th</sup> March, 2007**

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

**Angus Dixon  
020 7364 4850**

### **3. BACKGROUND**

3.1 The attached report of the Corporate Director of Environment and Culture, Alex Cosgrave, and Interim Service Head Property & Facilities Management, Ian Brown, was considered by the Cabinet on 7<sup>th</sup> March, 2007 but has been "Called In" for further consideration by Councillors S A Chowdhury, Ahmed Hussain, Lufta Begum, Dulal Uddin and Fozol Miah in accordance with the provisions of Part 4 of the Council's Constitution.

3.2 The Cabinet after considering the attached report provisionally agreed:-

1. That the Railway Arms Public House, Shadwell, E1 0AU be declared surplus to the Authority's requirements;
2. That the Interim Service Head, Property and Facilities Management be authorised to take any steps necessary to facilitate the sale of the property for the best price reasonably obtainable; and
3. That officers of the Authority endeavour to assist voluntary sector organisations which are seeking to identify suitable premises such as these.

### **4. THE "CALL IN" REQUISITION**

4.1 The reasons advanced in the "Call In" requisition are set out below:-

The Council is disposing of valuable land and assets without details of how community gain is to be maximised.

There are four key areas in which further detail is required:

1. what is the optimum tenure mix on the site, and how will this be arrived at
2. if a Section 106 agreement arises from future development of this site, how will this maximise the contribution to improved and new secure and affordable housing for rent, and where
3. if this land was originally acquired using former-LCC/ GLC or other tenants' rents from HRA funds, and whether the receipt from this sale will be ringfenced for reinvestment to improve existing and build new council homes
4. In light of current use of capital receipts (with two thirds of the projected £36 million receipts being clawed off to fund the Office Accommodation Strategy) whether the receipts arising from this sale can be ringfenced OUT of the Office Accommodation Strategy.

### **5. ALTERNATIVE COURSE OF ACTION**

5.1 In accordance with the Committee's procedures, the "Call In" Members have provided an alternative course of action for consideration:-

**"Councillors make the following recommendations:**

Sale of this site should not be approved until undertakings are given on

1. how the site will be utilised to best meet local housing needs

2. how any s106 agreement would contribute to improving existing and building new decent affordable secure and accountable homes
3. ringfencing of any receipt to council and other affordable housing

## **6. CONSIDERATION OF THE “CALL IN”**

6.1 The following procedure is to be followed for consideration of the “Call In”.

- (a) Presentation of the “Call In” by one of the “Call In” Members followed by questions.
- (b) Response from the Lead Member/officers followed by questions.
- (c) General debate followed by decision.

**N.B. – In accordance with the Overview and Scrutiny Committee Protocols and Guidance adopted by the Committee at its meeting on 6 June, 2006, the “Call In” Members are not allowed to participate in the general debate.**

6.2 It is open to the Committee to either resolve to take no action which would have the effect of endorsing the original Cabinet decisions, or the Committee could refer the matter back to the Cabinet for further consideration setting out the nature of its concerns and possibly recommending an alternative course of action.

## **7. RECOMMENDATION**

7.1 That the Committee consider the contents of the attached report, review the Cabinet’s provisional decisions arising and decide whether to accept them or refer the matter back to Cabinet with proposals, together with reasons.

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Committee <b>Cabinet</b>	Date <b>7<sup>th</sup> March 2007</b>	Classification <b>Unrestricted</b>	Report No.	Agenda Item
Report of : <b>Corporate Director Environment and Culture</b> Originating Officer – Interim Service Head Property and Facilities Management		Title : <b>Disposal of Railway Arms, Shadwell</b> Wards Affected: <b>Shadwell</b>		

1. **SUMMARY**

- 1.1 The property was a public house that has been derelict for several years and is giving rise to increasing concerns for public safety.
- 1.2 The site could be used to provide additional housing in the area.
- 1.3 The best way to deal with these issues is to offer the site for sale.

2. **RECOMMENDATIONS**

Cabinet is recommended to:-

- 2.1 Declare The Railway Arms Public House, Shadwell, E1 0AU surplus to the Authority's requirements.
- 2.2 Authorise the Interim Service Head, Property and Facilities Management to take any steps necessary to facilitate the sale of the property for the best price reasonably obtainable.

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**Local Government Act 1972 Section 100 D (as amended)**  
**List of "Background Papers" used in the preparation of this report**

Brief description of "back ground papers"  
holder

File in CPS  
Opinion from Planning Section

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

Interim Head of Corporate Property  
Services Ext 4085

### **3. BACKGROUND**

- 3.1 The Railway Arms was a public house, but has been derelict since the late 1990s. It is in very poor condition and its sale would allow the removal of the derelict building and the creation of a small number of housing units.

### **4. FURTHER INFORMATION**

- 4.1 The Council has owned the Railway Arms since its transfer from GLC in 1985; its history prior to that time is unknown. It is now derelict and the building is now giving rise to concerns about its safety.
- 4.2 It is unlikely that there would any interest in reopening the building as a Public House.
- 4.3 The Railway Arms is two storeys high and is located at the junction of pedestrian/cyclist only Shadwell Gardens and Sutton Street. The site is in close proximity to Shadwell DLR. The site area is approximately 200sqm (0.02 hectares).
- 4.4 Surrounding development is predominantly residential and is comprised of 4 – 6 storey blocks of flats interspersed by housing amenity space. To the east of the site on Watney Street is a small parade of shops.
- 4.5 Vehicle and pedestrian access is from Sutton Street and there is also pedestrian access from Shadwell Place. The site is easily accessible by public transport; it is a 2 minute walk from Shadwell DLR Station and Shadwell underground station is also in close proximity.

### **5. COMMENTS OF THE DIRECTOR OF DEVELOPMENT AND RENEWAL (PLANNING).**

- 5.1 Redevelopment for residential uses would be acceptable at this site in principle at a density in the range of 13 - 22 habitable rooms. Small scale retail uses may also be acceptable at this site.
- 5.2 The Council is taking forward the LDF. Revisions to the LDF policies ahead of submission of a draft document to the Secretary of State, especially on matters of Housing Mix, Density and Affordable Housing are likely. However, the size of the site and likely scale of redevelopment means these revisions are unlikely to have a significant impact on the information set out above.

### **6. COMMENTSOFTHE CHIEF FINANCIAL OFFICER**

- 6.1 This report details proposals for the disposal of the Council's interest in the Railway Arms at Shadwell Gardens for the reasons as set out in section 4. In accordance with the Council's Financial Procedures CR10.Cabinet are requested to declare the site surplus to requirements and agree to its disposal.
- 6.2 If Cabinet agree to the proposal this will result in disposal at market rate which will result in a Capital Receipt accruing which will be 100% useable and will be incorporated into the Capital Programme and utilised to finance further investment to the Council's Asset Base.

## **7. CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL)**

- 7.1 The report provides evidence on which the Cabinet can reasonably conclude that this property is surplus to requirements. Pursuant to section 123 of the Local Government Act 1972 (as amended) the property can be sold at the best price reasonably obtainable.

## **8. EQUAL OPPORTUNITIES IMPLICATIONS**

- 8.1 There are no equal opportunities implications in this proposal.

## **9. ANTI-POVERTY IMPLICATIONS**

- 9.1 There are no anti-poverty implications in this proposal.

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

- 10.1 This site will allow the provision of housing in close proximity to transport and shops.

## **11. RISK MANAGEMENT IMPLICATIONS**

- 11.1 The major risk is the site not being sold, but this risk is assessed as low, due to its location and size.

## **12. EFFICIENCY STATEMENT**

- 12.1 This proposal will allow the Council to obtain capital to fund its priorities and also remove its liabilities in respect of this building.

## **APPENDICES**

Appendix 1 – map of site location.

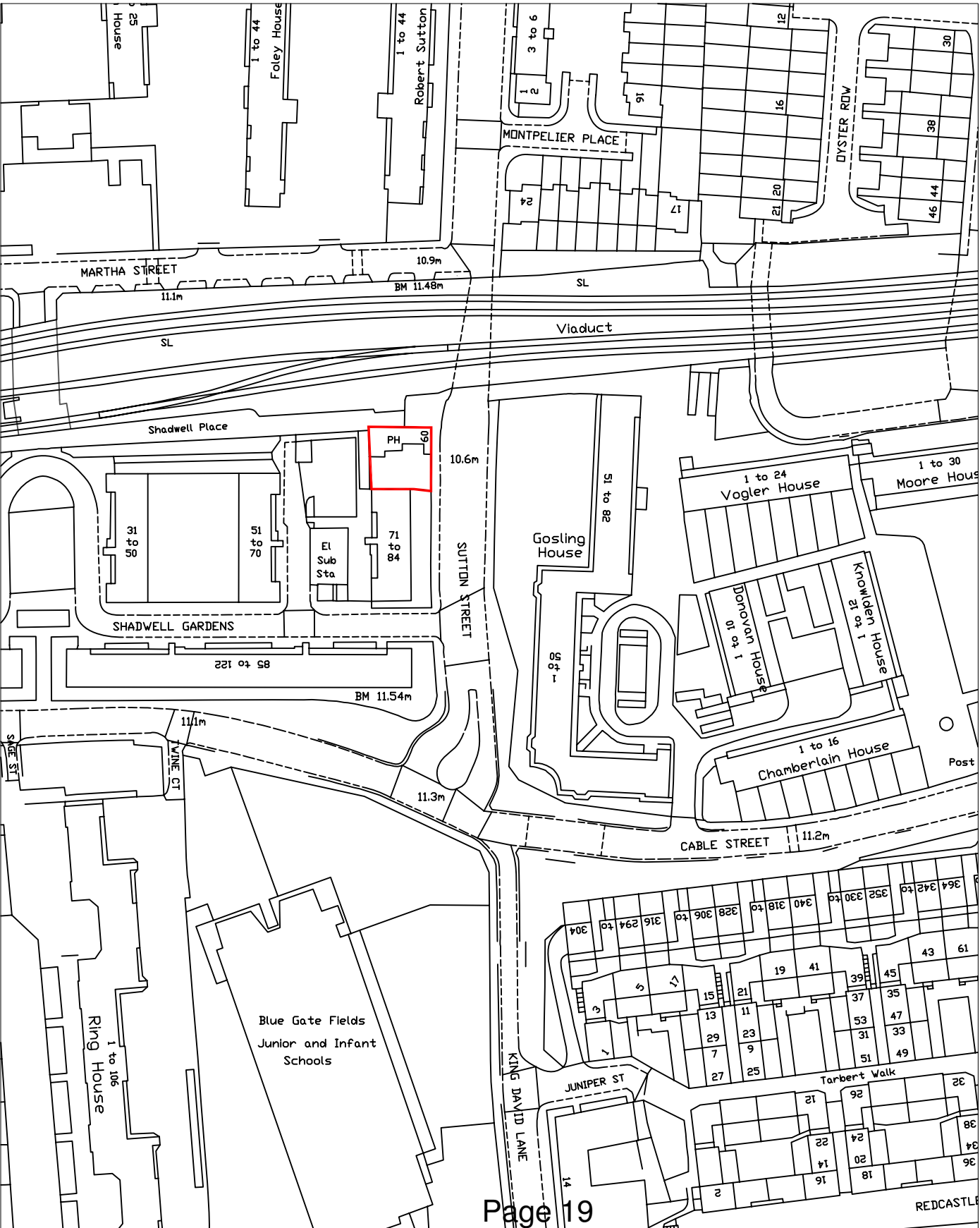
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# Creative and Technical Resources Technical Information & Surveys

Title	RAILWAY P.H., 60 SUTTON STREET LONDON E.1.	Scale	1:1250	Date	11: 12 : 06	Dwg. No.	
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# Agenda Item 6.2

Committee <b>OVERVIEW AND SCRUTINY</b>	Date <b>3<sup>rd</sup> April, 2007</b>	Classification <b>Unrestricted</b>	Report No.	Agenda Item No. <b>6.2</b>
Report of: <b>ASSISTANT CHIEF EXECUTIVE</b>		Title: <b>REPORT "CALLED IN" – Sale of The British Prince Public House (CAB 152/067)</b>		
Originating Officer(s): <b>Angus Dixon</b>		Ward(s) affected: <b>All</b>		

## 1. SUMMARY

- 1.1 The attached report of the Corporate Director of Environment and Culture, Alex Cosgrave, and Interim Service Head Property & Facilities Management, Ian Brown, was considered by the Cabinet on 7<sup>th</sup> March, 2007 but has been "Called In" for further consideration by Councillors S A Chowdhury, Ahmed Hussain, Lufta Begum, Dulal Uddin and Fozol Miah in accordance with the provisions of Part 4 of the Council's Constitution.

## 2. RECOMMENDATION

- 2.1 That the Committee consider the contents of the attached report, review the Cabinet's provisional decisions arising and decide whether to accept them or refer the matter back to Cabinet with proposals, together with reasons.

---

### LOCAL GOVERNMENT ACT, 2000 (SECTION 97)

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

Brief description of "background paper"

**Cabinet report (CAB 152/067)  
dated 7<sup>th</sup> March, 2007**

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

**Angus Dixon  
020 7364 4850**

### **3. BACKGROUND**

3.1 The attached report of the Corporate Director of Environment and Culture, Alex Cosgrave, and Interim Service Head Property & Facilities Management, Ian Brown, was considered by the Cabinet on 7<sup>th</sup> March, 2007 but has been “Called In” for further consideration by Councillors S A Chowdhury, Ahmed Hussain, Lufta Begum, Dulal Uddin and Fozol Miah in accordance with the provisions of Part 4 of the Council’s Constitution.

3.2 The Cabinet after considering the attached report provisionally agreed:-

1. That the British Prince Public House, 49 Bromley Street E1 0NB be declared surplus to the Authority’s requirements;
2. That the sale of the British Prince Public House, 49 Bromley Street, E1 0NB be approved and the interim Service Head, Property and Facilities Management be authorised to determine the method of sale that will obtain the best price, reasonably obtainable for the property; and
3. That officers of the Authority endeavour to assist voluntary sector organisations which are seeking to identify suitable premises such as these.

### **4. THE “CALL IN” REQUISITION**

4.1 The reasons advanced in the “Call In” requisition are set out below:-

The Council is disposing of valuable land and assets without details of how community gain is to be maximised.

There are four key areas in which further detail is required:

1. what is the optimum use of the site, and how will this be arrived at
2. if a Section 106 agreement arises from redevelopment of this site, how and where will this be used to maximise community benefit
3. if the site was originally acquired using former-LCC/ GLC or other tenants’ rents from HRA funds, and whether the receipt from this sale will be ringfenced for reinvestment to improve existing and build new council homes
4. In light of current use of capital receipts (with two thirds of the projected £36 million receipts being clawed off to fund the Office Accommodation Strategy) whether the receipts arising from this sale can be ringfenced OUT of the Office Accommodation Strategy.

### **5. ALTERNATIVE COURSE OF ACTION**

5.1 In accordance with the Committee’s procedures, the “Call In” Members have provided an alternative course of action for consideration:-

**“Councillors make the following recommendations:**

Sale of this site should not be approved until undertakings are given on

1. how the site will be utilised to best meet local housing needs
2. how any s106 agreement would contribute to improving existing and building new decent affordable secure and accountable homes
3. ringfencing of any receipt to council and other affordable housing

## **6. CONSIDERATION OF THE “CALL IN”**

- 6.1 The following procedure is to be followed for consideration of the “Call In”.
- (a) Presentation of the “Call In” by one of the “Call In” Members followed by questions.
  - (b) Response from the Lead Member/officers followed by questions.
  - (c) General debate followed by decision.

**N.B. – In accordance with the Overview and Scrutiny Committee Protocols and Guidance adopted by the Committee at its meeting on 6 June, 2006, the “Call In” Members are not allowed to participate in the general debate.**

- 6.2 It is open to the Committee to either resolve to take no action which would have the effect of endorsing the original Cabinet decisions, or the Committee could refer the matter back to the Cabinet for further consideration setting out the nature of its concerns and possibly recommending an alternative course of action.

## **7. RECOMMENDATION**

- 7.1 That the Committee consider the contents of the attached report, review the Cabinet’s provisional decisions arising and decide whether to accept them or refer the matter back to Cabinet with proposals, together with reasons.

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Committee <b>Cabinet</b>	Date <b>7<sup>th</sup> March 2007</b>	Classification <b>Unrestricted</b>	Report No.	Agenda Item
Report of : <b>Director of Environment &amp; Culture</b>  Originating officer Interim Service Head, Property and Facilities Management		Title :  Sale of The British Prince Public House. Wards Affected: <b>Ward: St Dunstan's and Stepney Green</b>		

1. **SUMMARY**

- 1.1 This report seeks Cabinet approval to sell the currently vacant public house located at 49 Bromley Street, London E1 0NB known as 'The British Prince'.

2. **RECOMMENDATIONS**

**Cabinet is recommended to:-**

- 2.1 Declare the British Prince Public House, 49 Bromley Street E1 0NB surplus to the Authority's requirements
- 2.2 Approve the sale of the British Prince Public House, 49 Bromley Street, E1 0NB and authorise the interim Service Head, Property and Facilities Management to determine the method of sale that will obtain the best price, reasonably obtainable for the property.

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**Local Government Act, 1972, Section 100 D (as amended)**  
**List of "Background Papers" used in the preparation of this report**

Brief description of "back ground papers"  
holder

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

**To be completed by author**

File on British Prince

**To be completed by author:** Mohamed  
Islam ext. 2546

Planning Appraisal Document June 2006

### **3. BACKGROUND**

- 3.1 The British Prince was a public house and forms the end of a terrace of early 19<sup>th</sup> century housing. The Site area is approximately 200sqm (0.02 hectares)
- 3.2 The site had been used as a public house for a many years; it was transferred to the Council by GLC in 1985 and its history prior to that time is unknown. However, due to demographic changes within the area, it is our view that this kind of business is no longer a viable option.
- 3.3 The building was let to a major brewery when transferred to this Council, but they paid a premium to the Council to leave the property in 1994. The property was then leased to a local landlord, but this went into liquidation shortly afterwards. The lease was then transferred to another local firm in 1997, but the property ceased trading in 1998. Legal action was necessary to obtain possession, which occurred in 2005, when unpaid rent totalled over £70,000. It is currently occupied by squatters and officers are working to remove them shortly. This has given rise to complaints to the Council about anti-social behaviour in the property.

### **4. FURTHER INFORMATION**

- 4.1 The site is located on the junction of Chudleigh Street and Bromley Street, it is bounded to the north by Chudleigh Street and the east by Bromley Street with terraced residential development forming the south and west boundary.
- 4.2 Surrounding development is predominantly residential and is relatively low density. Building heights are two-three storeys residential development, the exception is the high rise residential development, known as Latham House on Chudleigh Street.
- 4.3 Further to the north of the site is Sir John Cass Secondary School and Stepping Stones Farm. St Dunstan's Church and Yard is to the north east of the site.
- 4.4 Access is from Bromley Street which runs north off Commercial Road. The site is easily accessible by public transport. It is approximately 0.5km from Limehouse Dockland Light Railway Station.
- 4.5 As demonstrated above, the site is in excellent location which can be disposed of quite easily.

### **5.0 COMMENTS OF DIRECTOR OF DEVELOPMENT AND RENEWAL (PLANNING)**

- 5.1 The building lies with the York Square Conservation Area, which means any development, should seek to preserve and enhance the character and appearance of the area (Adopted UDP 1998 policies DEV25 – 31 and emerging Core Strategy and Development Control DPD policy C1). The building is Grade II listed (Reference TQ 3581 16/916) and is part of a group listing with Nos. 6 to 90 (even) and nos. 9 to 47 (odd) Bromley Street. The listing description states:



*“Early C19, but façade partly rebuilt, probably as a result of war damage. Brick with coped parapet. 2 storeys, 3 unbarred sash windows. Ground floor has paneled wooden public house front under entablature with modillion cornice. Grade II as building adjoins no. 47 and has a corner position at the junction of Bromley Street and Chudleigh Street. It is thus of focal importance in the group.”*

- 5.2 The British Prince is a Grade II listed building and is within a York Square Conservation Area, so any proposals should seek to retain features of historic/ architectural interest and should respect the character of the area. It is recommended that advice is sought from the Council’s Conservation and Design Section at an early stage of any development.

In principle, residential uses at a density of 4 – 9 habitable rooms would be acceptable at the site. Inclusion of an A use, such as retail (A1) at ground level may be appropriate if it can be demonstrated this would not be detrimental to existing retail centres or residential amenity.

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

- 6.1 The proposed disposal on the open market would necessitate Cabinet declaring the site surplus to requirements and agreeing to its disposal in accordance with financial procedures CR10.
- 6.2 Disposal of this site at market rate will result in a Capital Receipt accruing which will be 100% useable and will be incorporated into the Capital Programme and utilised to finance further investment to the Council’s Asset Base.

## **7. CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL)**

- 7.1 The Council has a general duty to obtain the best price reasonably obtainable when selling property
- 7.2 The Grade II Listed status of this building is protected by its designation under the Planning (Listed Buildings and Conservation Areas) Act 1990 so that no special conditions to protect that status need to be imposed on the sale
- 7.3 Possession will be regained from squatters to enable sale with vacant possession

## **8. EQUAL OPPORTUNITIES IMPLICATIONS**

- 8.1 The method of disposal of the site will be such that all potential purchasers will have the opportunity to bid for the property.

## **9. ANTI-POVERTY IMPLICATIONS**

9.1 No direct implication

**10. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

10.1 The disposal of this listed building will allow its reuse.

**11. RISK MANAGEMENT IMPLICATIONS**

11.1 There is possible risk that it may not be sold, which will be minimised by careful marketing

**12 EFFICIENCY STATEMENT**

12.1 This proposal will allow the Council to obtain capital to fund its priorities and also remove its liabilities in respect of this building.

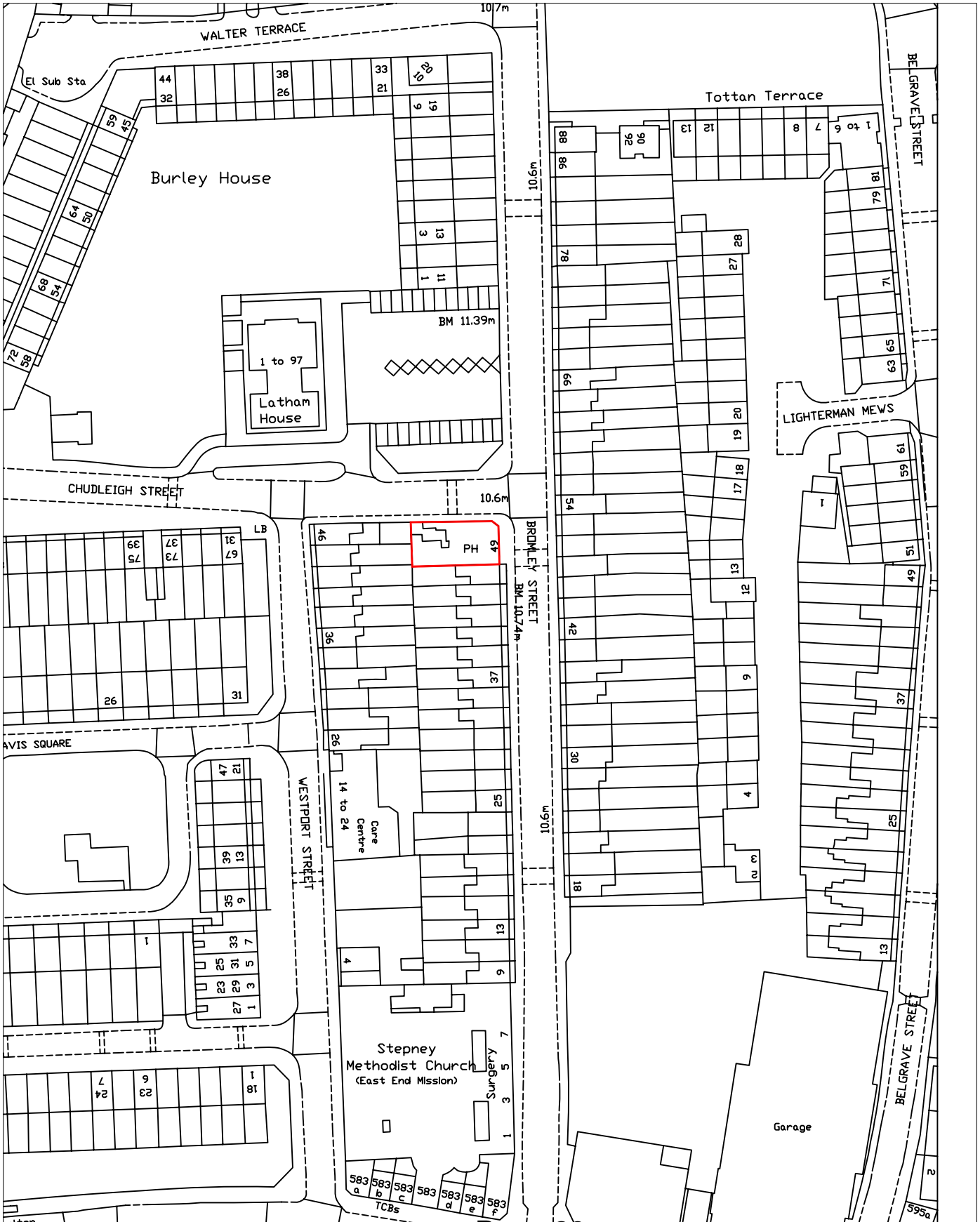
**APPENDICES**

Appendix 1 – map showing location of site.



# Creative and Technical Resources Technical Information & Surveys

Title 49 BROMLEY STREET LONDON E.1.	Scale 1:1250	Date 30: 05 : 06	Dwg. No.
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# Agenda Item 6.3

Committee <b>OVERVIEW AND SCRUTINY</b>	Date <b>3<sup>rd</sup> April, 2007</b>	Classification <b>Unrestricted</b>	Report No.	Agenda Item No. <b>6.3</b>
Report of: <b>ASSISTANT CHIEF EXECUTIVE</b>		Title: <b>REPORT "CALLED IN" – Disposal of 34 Linford Drive, Basildon Essex (CAB 153/067)</b>		
Originating Officer(s): <b>Angus Dixon</b>		Ward(s) affected: <b>All</b>		

## 1. SUMMARY

- 1.1 The attached report of the Corporate Director of Environment and Culture, Alex Cosgrave, and Interim Service Head Property & Facilities Management, Ian Brown, was considered by the Cabinet on 7<sup>th</sup> March, 2007 but has been "Called In" for further consideration by Councillors S A Chowdhury, Ahmed Hussain, Lufta Begum, Dulal Uddin and Fozol Miah in accordance with the provisions of Part 4 of the Council's Constitution.

## 2. RECOMMENDATION

- 2.1 That the Committee consider the contents of the attached report, review the Cabinet's provisional decisions arising and decide whether to accept them or refer the matter back to Cabinet with proposals, together with reasons.

---

### LOCAL GOVERNMENT ACT, 2000 (SECTION 97)

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

Brief description of "background paper"

**Cabinet report (CAB 153/067)  
dated 7<sup>th</sup> March, 2007**

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

**Angus Dixon  
020 7364 4850**

### **3. BACKGROUND**

3.1 The attached report of the Corporate Director of Environment and Culture, Alex Cosgrave, and Interim Service Head Property & Facilities Management, Ian Brown, was considered by the Cabinet on 7<sup>th</sup> March, 2007 but has been “Called In” for further consideration by Councillors S A Chowdhury, Ahmed Hussain, Lufta Begum, Dulal Uddin and Fozol Miah in accordance with the provisions of Part 4 of the Council’s Constitution.

3.2 The Cabinet after considering the attached report provisionally agreed:-

1. That 34 Linford Drive, Basildon, Essex SS14 1RZ be declared surplus to the Authority’s requirements; and
2. That the Interim Service Head, Property and Facilities Management be instructed to dispose of the Authority’s freehold interest in 34 Linford Drive, Basildon, Essex SS14 1RZ for the best price reasonably obtainable.

### **4. THE “CALL IN” REQUISITION**

4.1 The reasons advanced in the “Call In” requisition are set out below:-

The Council is disposing of valuable land and assets without details of how community gain is to be maximised.

There is no evidence of serious consideration given to alternative uses for eg temporary and hostel accommodation, families escaping domestic violence.

There are four key areas in which further detail is required:

1. evidence of alternative uses considered and their cost/benefit assessment
2. if a Section 106 agreement arises from redevelopment of this site, how and where will this be used to maximise community benefit
3. In light of current use of capital receipts (with two thirds of the projected £36 million receipts being clawed off to fund the Office Accommodation Strategy) whether the receipts arising from this sale can be ringfenced OUT of the Office Accommodation Strategy.
4. to reduce the Carbon Footprint of council buildings it is important that no further funding is invested in Mulberry Place or Anchorage House, which are environmentally unsustainable buildings

### **5. ALTERNATIVE COURSE OF ACTION**

5.1 In accordance with the Committee’s procedures, the “Call In” Members have provided an alternative course of action for consideration:-

**“Councillors make the following recommendations:**

Sale of this site should not be approved until further information and undertakings are given on

1. Possible alternative uses
2. how any s106 agreement would contribute to maximising community benefit
3. ringfencing of any receipt out of the Office Accommodation Strategy

## **6. CONSIDERATION OF THE “CALL IN”**

6.1 The following procedure is to be followed for consideration of the “Call In”.

- (a) Presentation of the “Call In” by one of the “Call In” Members followed by questions.
- (b) Response from the Lead Member/officers followed by questions.
- (c) General debate followed by decision.

**N.B. – In accordance with the Overview and Scrutiny Committee Protocols and Guidance adopted by the Committee at its meeting on 6 June, 2006, the “Call In” Members are not allowed to participate in the general debate.**

6.2 It is open to the Committee to either resolve to take no action which would have the effect of endorsing the original Cabinet decisions, or the Committee could refer the matter back to the Cabinet for further consideration setting out the nature of its concerns and possibly recommending an alternative course of action.

## **7. RECOMMENDATION**

7.1 That the Committee consider the contents of the attached report, review the Cabinet’s provisional decisions arising and decide whether to accept them or refer the matter back to Cabinet with proposals, together with reasons.

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<b>COMMITTEE</b> Cabinet	<b>DATE</b> 7 <sup>th</sup> March 2007	<b>CLASSIFICATION</b> Unrestricted	<b>REPORT NO</b>	<b>AGENDA ITEM NO.</b>
<b>REPORT OF</b>  Corporate Director of Environment & Culture		<b>TITLE:</b>  Disposal of 34 Linford Drive, Basildon, Essex SS14 1RZ.		
<b>ORIGINATING OFFICER(S)</b> Interim Service Head, Property and Facilities Management		<b>WARDS AFFECTED:</b> N/A		

1. **SUMMARY**

- 1.1 This report seeks Cabinet approval to dispose of this former Children's Home owned by the Authority in the Basildon New Town area.

2. **RECOMMENDATIONS**

Cabinet is recommended to:

- 2.1 Declare 34 Linford Drive, Basildon, Essex SS14 1RZ surplus to the Authority's requirements.
- 2.2 Instruct the Interim Service Head, Property and Facilities Management to dispose of the Authority's freehold interest in 34 Linford Drive, Basildon, Essex SS14 1RZ for the best price reasonably obtainable.

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**LOCAL GOVERNMENT ACT, 1972 Section 100 D (as amended)**  
**LIST OF BACKGROUND PAPERS USED IN PREPARATION OF THIS REPORT**

**Brief description of background paper**

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

File on 34 Linford Drive, Basildon, Essex  
Property Services

Corporate

### **3. BACKGROUND**

- 3.1 34 Linford Drive is a detached residential property in the Barstable area of Basildon New Town.
- 3.2 It was one of a number of houses purchased by the Borough in the 1960's to be used as out of Borough children's accommodation.
- 3.3 The other properties have been sold over a number of years and this is the last one still owned by the Borough
- 3.4 Latterly the property was used as a safe residential unit for at risk teenagers by Social Services and for a while it was run by an external agency on behalf of the Council.
- 3.5 Such services are no longer provided by the Borough and the property has been vacant for some time. The Director of Children's Services has confirmed that the property is no longer needed by the Council.
- 3.6 There is no other viable use for this property to provide core services and security costs are a drain on resources. The property extends to 6 bedrooms, lounge, kitchen, utility room, 3 bathrooms and 2 offices.

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

- 4.1 This report details proposals for the disposal of the Council's interest in a former children's home situated in Linford Drive, Basildon for the reasons as set out in section 3. In accordance with the Council's Financial Procedures CR10, Cabinet are requested to declare the site surplus to requirements and agree to its disposal.
- 4.2 If Cabinet agree to the proposal this will result in disposal at market rate which will result in a Capital Receipt accruing which will be 100% useable and will be incorporated into the Capital Programme and utilised to finance further investment to the Council's Asset Base.

### **5. CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL)**

- 5.1 There is evidence on which Cabinet can reasonably conclude that this property is surplus to requirements
- 5.2 The property can be sold at the best price reasonably obtainable

### **6. EQUAL OPPORTUNITIES IMPLICATIONS**

- 6.1 There are no direct Equal Opportunity implications arising from this report.

7. **ANTI POVERTY IMPLICATIONS**

7.1 There are no direct Anti-Poverty implications arising from this report.

8. **RISK MANAGEMENT IMPLICATIONS**

8.1 If the property is not disposed of, there is a heightened risk of vandalism and increased security costs which would be a burden on resources.

9. **SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

9.1 The property is unused and no core services can be provided; a disposal and refurbishment by the purchaser to upgrade the property will bring it more in line with Government guidelines on “Carbon Footprints” etc for property.

10 **EFFICIENCY STATEMENT**

10.1 The disposal of this property will provide capital to fund the Council’s priorities and remove a liability for the property.

**APPENDICES**

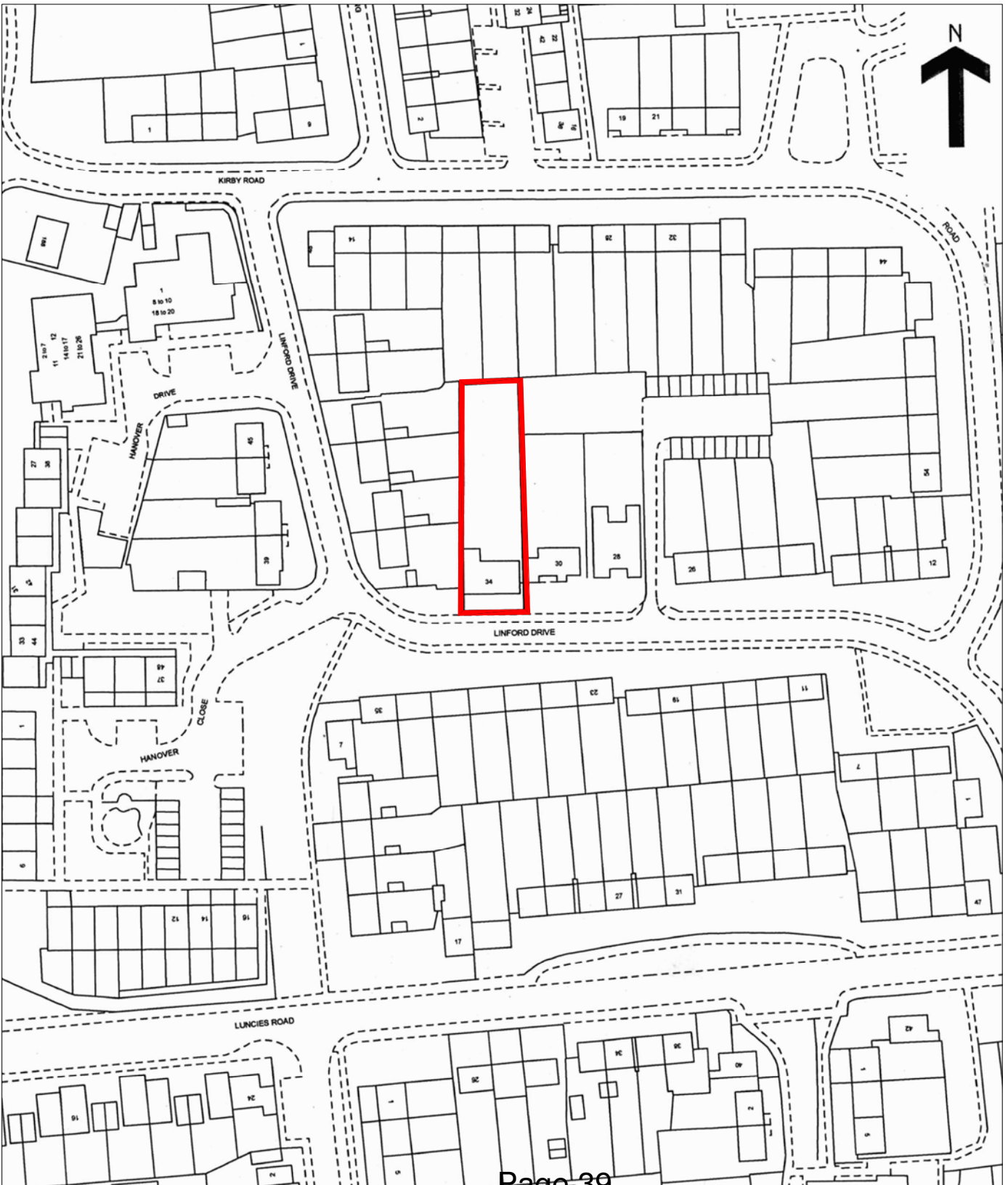
Appendix 1 – map of site.

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# Creative and Technical Resources Technical Information & Surveys

Title 34 LINFORD DRIVE, BASIDON ESSEX	Scale 1:1250	Date 19: 02 : 07	Area
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# Agenda Item 7.1

<b>Committee:</b> Overview and Scrutiny	<b>Date:</b> 3 April 2007	<b>Classification:</b> Unrestricted	<b>Report No:</b>	<b>Agenda Item:</b> 7.1
<b>Report of:</b> Corporate Director, Development and Renewal  <b>Originating officer(s)</b> Emma Peters		<b>Title:</b> Proposed Ocean Regeneration Trust - Community Facilities  <b>Wards Affected:</b> St Dunstan's & Stepney Green; Mile End & Globe Town		

## 1. SUMMARY

- 1.1 This report is supplementary to the Cabinet Report on the future of Ocean (7 March 2007 & 4 April 2007) and sets out the way in which community facilities and services will be affected by the proposed building programme to achieve transformational change on the Ocean Estate by the proposed new Ocean Regeneration Trust; and the proposals for the reprovision of new facilities in the longer term and improved accommodation for affected services in the short term.

## 2. RECOMMENDATIONS

Overview and Scrutiny is recommended to:

- 2.1 Note the contents of the report, and provide comments and suggestions on the proposals for replacing community facilities affected by redevelopment of the estate,
- 2.2 Refer suggestions back to Cabinet on 4 April 2007 for consideration.

---

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

Brief description of "back ground papers"

Ocean New Deal for Communities  
Cabinet Report 7 March 2007.

Emma Peters, Ext 4247

### **3. BACKGROUND**

- 3.1 The no vote in September 2006 on the proposed transfer of housing stock at Ocean Estate resulted in the loss of a redevelopment programme by Sanctuary Housing incorporating £190 million of investment. Moreover the ballot result left the Ocean NDC programme with no spending programme for housing (£17.4 million) and community facilities (£1.8 million). The Government's Department for Communities and Local Government (CLG) therefore undertook a rapid review of the Ocean NDC programme.
- 3.2 Following that review, the monies for both housing and community facilities are being held in abeyance by CLG and the Council has been tasked with identifying a new programme of transformational change on the estate, to deliver comprehensive physical regeneration and not just Decent Homes. If the Council can identify such a programme then CLG will consider releasing the funding allocated through NDC, ringfenced for this transformational change.
- 3.3 The proposals for achieving transformation change are set out in the Cabinet report of 7 March 2007 (Ocean New Deal for Communities), which is appended to this report. At the Cabinet meeting on 7 March, concern was expressed about the future of existing community facilities on sites affected by the proposed programme of transformational change, and the matter was referred to Overview and Scrutiny, with a request for more information to be available for discussion by members of Overview and Scrutiny.

### **4. EXISTING COMMUNITY FACILITIES/SERVICES**

- 4.1 Currently, community facilities in and around Ocean Estate are as follows:
- Haileybury Youth Centre
  - Dame Colet House (currently closed)
  - Lifra Hall (Limehouse Project)
  - Arbour Youth Centre
  - Ocean Tenants & Leaseholders Association
  - Shahjalal Community Centre
  - One O'clock Club
  - Whitehorse Adventure Play Ground
  - Ocean Children's Centre
  - Ragged School Museum
  - Emmot Lodge
  - Latimer Church (hall)
  - Stepping Stones Farm
- 4.2 In July 2004 CSC Consultants undertook a comprehensive review of the community facilities in the Ocean NDC area. Fourteen organisations were included in this review, which concluded that:



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

4.3 Based on the recommendations of the review, Ocean NDC and Sanctuary Housing Association developed a community facilities strategy as part of the housing stock transfer offer to residents. This strategy envisaged development of a network of five new and improved community facilities, as set out below:

Sanctuary's contribution:

- A replacement facility for the Ocean Tenants and Leaseholders' Association
- A new purpose built community centre

NDC's contribution:

- Refurbishment of the Arbour Youth Centre
- Development of the Shahjalal Community Centre

Others:

- New community facility within the Harford Street Gasworks site development by Bellway Homes and East Thames Housing

4.4 The delivery of this strategy was to be funded through the Sanctuary contribution of £3 million and Ocean NDC contribution of £1.8 million. The Harford Street development is being funded separately by Bellway Homes and East Thames Housing, and is still on schedule for completion in March 2008.

4.5 Other than the provision at Harford Street, the overall strategy for community facilities is no longer viable. The Sanctuary contribution has been lost as a result of the No vote, and, further to the instruction from CLG, the NDC contribution needs rethinking in the context of the remaining viable regeneration plans for the estate.

4.6 Proposals for future community facilities to secure sustainable use and to ensure long term benefits to the local community need to be assessed against a set of robust criteria, including assessment of:

- current and future needs in the area
  - availability of capital funding for community facilities
  - planning and development constraints on sites/buildings
  - additionality to existing/planned developments (to avoid duplication)
  - long-term sustainability and revenue funding
  - aspirations for community based ownership
- 4.7 A key consideration is that viable plans for transformation of the Estate require that a number of development sites be identified, placed at nil consideration into the Ocean NDC Trust, where new mixed tenure homes can be built and where the homes for sale can be used to generate sufficient capital receipts to provide most of the necessary cross subsidy to refurbish the majority of homes on the estate to a high standard. This self generated cross subsidy via the receipts from the sale of homes on a limited number of sites is the only source of funding available that does not involve transfer of the homes on Ocean to an RSL.
- 4.8 Work on a viable housing regeneration programme has identified five feeder sites in the vicinity of Ocean. Several of them directly affect community facilities, as follows:
- Haileybury Youth Centre
  - LIFRA Hall (currently housing Limehouse Project, with facilities including creche, community hall and local ward councillors' surgery accommodation)
  - Dame Colet House (closed since Sep 2003)
- 4.9 In addition, Urban Block E is proposed for redevelopment via the community trust model. The proposed redevelopment of Urban Block E will affect the Ocean Women's Centre, which operates from a small converted council flat. If redevelopment via the Community trust model can be further extended to incorporate Urban Block F, then Stepney Medical Centre (currently leased by PCT, who will vacate it in March 2008) will also be required. However, the Ocean Tenants and Leaseholders Association's accommodation is no longer affected.
- 4.10 The priorities for relocation/reprovision are therefore the Youth Facility, the Limehouse Project, the Ocean Women's project and the vacant, but locally valued, space at Dame Colet House. Other facilities, including refurbishment of Arbour Youth Centre, the Shahjalal Community Centre and the Ocean Tenants and Leaseholders Association's building may be affordable in the long term, subject to the detailed development of regeneration proposals by the proposed Ocean Regeneration Trust.

## **5. MEETING FUTURE NEEDS**

5.1 Community facilities will form an integral part of the transformational change being proposed on Ocean. The Council and the Ocean NDC are committed to providing new and improved community facilities as part of the regeneration programme.

5.2 Although further consultation will need to be carried out to fully assess the needs of residents in future, a clear picture is beginning to emerge of local needs from the consultation carried out in the past 18 months. Critical needs identified include services for:

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

5.3 In particular, urgent discussions are taking place with the organisations that will be directly affected if the comprehensive regeneration scheme is to take place - the Youth Service, the Limehouse Project and the Ocean Women's Centre.

5.4 Discussions with residents and ward members have also highlighted a strong desire to safeguard the legacy of the Dame Colet House facility. Despite being closed since September 2003 and its current dilapidation, the building continues to represent a strong historic significance for many residents. It is evident that redevelopment of this facility should include new community provision to meet the needs of local people.

## **6. SHORT TERM AND PERMANENT PROVISION – PROPOSALS**

6.1 In the light of issues set out in sections 4 and 5 above, the following proposals have been developed for service relocation and development of new community facilities (subject to more detailed consultation with users and residents):

Existing/planned facility	Proposals for re-provision
<p>Haileybury Centre</p> <p>1,744 m2</p>	<p>The Council's Youth Service considers that existing facilities are not adequate to provide the standard of youth service for the 11 to 25 age group, and that the poor quality of the building at Haileybury is a contributory factor so the facility should be replaced. Moreover, the Council's Children's Service would like to strengthen the links between the youth service provision and Stepney Green school in order to improve the youth offer for young people.</p> <p>In the short term, it is proposed to relocate the youth provision the vacant caretaker's building at Stepney Green School. In the longer term, there are two alternative options for developing better youth facilities, which would need further detailed consideration and consultation.</p> <p>The first is that a stand alone Youth Facility could be built into the BSF programme for this school, which would then benefit from the continued links with the school and especially the new sports facilities planned as part of the BSF programme.</p> <p>An alternative is to redevelop a youth facility on the current site, alongside a reprovided Dame Colet House (see below). This option is much more costly because of the opportunity cost (the site is needed if a significant number of new affordable homes are to be built to tackle need on the estate) and because the build costs of developing a fully sound proofed youth facility will be greater.</p> <p>The advantages and disadvantages of these longer term options – and others which may present themselves during consultation – will need to be more fully explored.</p>
<p>Dame Colet House (currently not in use)</p> <p>1,128 m2</p>	<p>Either as part of the proposals above, or separately, redevelopment of the Dame Colet House as a high quality new flagship community facility (in its existing location) could be achieved, incorporated into redevelopment along with mixed tenure housing development. Any new community facility on the site will be called Dame Colet House thereby continuing the legacy of the current building. A range of community services can be provided from a new facility on the existing site to meet outstanding needs as set out in paragraph 5.2 above, including the elderly, but full community consultation will be undertaken before making the final decision.</p>
<p>LIFRA Hall</p> <p>1,364 m2</p>	<p>Redevelopment of LIFRA Hall for housing is important because, as with the Haileybury/Dame Colet site above, the site generates a significant amount of the new affordable homes proposed for the estate, plus the cross subsidy for Council housing refurbishment, but a pre-requisite would be the relocation elsewhere of all services (e.g. Limehouse Project's advice &amp; guidance) and other facilities within the building such as the hall, crèche and premises</p>

	for councillor surgery. The Council has agreed a short-term lease with Limehouse Project for the management of LIFRA Hall, who have expressed a strong interest in relocating to the redeveloped Dame Colet House facility along with other services that may be required following community consultation (see above). This will allow for the LIFRA site, once vacated, to be redeveloped for social housing.
Enterprise & Employment Hub (planned to be located in the new Harford Street community facility, currently under construction)  2,648 m2	The employment, enterprise and training project of the Ocean NDC (or its successor body), City Gateway and Job Centre Plus will jointly provide comprehensive enterprise and employment support services including managed workspace and job brokerage within the new Harford Street community facility, which is currently under construction. The whole Hub will be managed by City Gateway, who are the primary tenant for the community space, alongside the PCT (see below). By having a comprehensively managed facility, the projects operating within it will have access/usage of all facilities at Harford Street including training spaces, meeting rooms, kitchen and the community hall.
Ocean Women's Centre (Aden House – Urban Block E)  Two bed flat	Relocate services from the Ocean Women's Centre to the newly built Harford Street facility. This will involve provision of office premises and use of the hall and meeting facilities within the centre to deliver services for women (as above).
Stepney Medical Centre - 89 Ben Jonson Road (Urban Block F)  692 m2	The PCT has entered into an agreement to re-locate the GP practice from the existing premises on Ben Jonson Road to the newly built health centre in the Harford Street community facility, including dentistry, pharmacy and community nurses
Ocean NDC offices	The DCLG review recommended that the options to relocate the management of Ocean NDC (and/or its successor body) back within the Estate is explored. It will be possible to achieve this by relocating the team to the existing Stepney Medical Centre once vacated by the PCT next year, which will also help to reduce the management costs of the Ocean NDC (also a DCLG requirement)

## 6.2 Governance & Ownership

- 6.2.1 The new built community facilities will be owned by the Ocean Regeneration Trust, which will put in place appropriate management arrangements and which will be in a position, through the Community Land Trust mechanism and rental income from assets, to provide revenue support to ensure sustainability of services. ORT will ensure that each centre has a robust business plan and the assets remain in community ownership. Further detailed consultation on the structure of ORT will be required over the next 1-18 months

### 6.3 Outline Programme/Timetable

Date	New build	Demolition	Service Relocation
Spring 2008	Harford Street site community facility completed		Stepney Medical Centre , Ocean Women's Centre & Enterprise & Employment Project move into the Harford Street site
Spring 2008	Stepney Medical Centre (Urban Block F) vacated by the PCT		ONDC offices relocate to the Stepney Medical Centre building
Spring 2008	Youth Centre on Stepney Green School site completed	Haileybury Centre & Existing Dame Colet House	Services from the Haileybury Centre relocate to the new youth centre on the Stepney Green site
Winter 2011	New Dame Colet House completed	LIFRA Hall	Limehouse Project and other facilities at from LIFRA (hall, crèche and councillor surgery) relocate to the new Dame Colet House Community Facility
Spring 2012		Urban Block F	Relocate ORT offices to the newly built permanent offices (location to be agreed)

6.4 All community provision directly affected by these proposals will be fully involved in their detailed development, and all groups will have guaranteed continuity of accommodation within the immediate environment of Ocean, in generally much higher quality buildings.

## 7. Summary - Future Community Facilities & Services in Ocean

7.1 The combination of the proposed new facilities along with the existing facilities can provide a full range of services to meet the needs of the area. Under these proposals, the guaranteed new provisions in the area will be part of the very earliest phases of redevelopment

- Harford Street Community Hub (GP, dentistry, community nurse, pharmacy, managed workspace, training facilities, job brokerage, community hall, café, and office accommodation for small community organisations – March 2008

- New interim Youth Centre (Stepney Green School) (March 2008) – plus a longer term solution to be developed in consultation with the Youth Service, service users and local residents
- New Dame Colet House Community Centre (December 2011)

7.2 It should be stressed that this is the basic guaranteed provision, which represents continuity of provision in better physical accommodation, and the advantages of co-location and integrated management. There may be scope for additional provision, depending on the financial modelling and the results of competitive selection of development partners.

7.3 Moreover, other existing facilities in the area that will be unaffected by housing development and will continue to deliver services locally are:

- Arbour Youth Centre
- Ocean Tenants & Leaseholders Association
- Shahjalal Community Centre
- One O'clock Club
- Whitehorse Adventure Play Ground
- Ocean Children's Centre
- Ragged School Museum
- Emmot Lodge
- Latimer Church (hall)
- Stepping Stones Farm

## **8. EQUAL OPPORTUNITIES IMPLICATIONS**

8.1 The proposals for the reprovision of community facilities seek to ensure that there is proper provision on the Ocean estate to address the needs of BME communities, women, young people and older people.

## **9. ANTI-POVERTY IMPLICATIONS**

9.1 The Ocean NDC area, home to approximately 6,500 people was identified in the 2000 Indices of Deprivation as being one of the most deprived areas of the country. All projects and activities funded as part of the Ocean NDC Programme are designed to tackle the causes and effects deprivation including poverty.

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

10.1 All new facilities will need to be designed and built to a very high standard of environmental sustainability (including energy efficiency) to meet rigorous new planning and building requirements.

**11. RISK ASSESSMENT**

11.1 To be completed.



<b>Committee:</b> Cabinet	<b>Date:</b> 7 <sup>th</sup> March 2007	<b>Classification:</b> Unrestricted	<b>Report No:</b>	<b>Agenda Item No:</b>
<b>Report of:</b> Corporate Director of Development and Renewal		<b>Title:</b> Ocean New Deal for Communities (NDC)		
<b>Originating Officer(s):</b> Chris Holme - Service Head Resources		<b>Wards Affected:</b> Limehouse, St. Dunstons & Stepney Green		

## 1. SUMMARY

- 1.1 This report advises members of the outcome of the Communities and Local Government rapid review of the Ocean New Deal for Communities programme, and seeks Cabinet approval for a revised outline housing regeneration scheme, proposed new management arrangements for the Ocean, and the draft outline Delivery Plan for 2007/08.

## 2. RECOMMENDATIONS

The Cabinet is recommended to:

### 2.1 *The Rapid Review Context (Section 4)*

- 2.1.1 Note the outcome of the Communities and Local Government rapid review and its implications for the Ocean New Deal for Communities programme.
- 2.1.2 Note the indicative funding gap with regard to delivery of the regeneration of the Ocean Estate, as identified in paragraphs 4.3 and 5.4 of the report.
- 2.1.3 Note that New Deal for Communities (NDC) grant cannot be utilised to fund a decent homes package (paragraph 4.8).
- 2.1.4 Note that the NDC funding allocated for housing regeneration (£17.4million and for community facilities (£1.8million) is predicated on an alternative regeneration package being identified that will ensure transformational change on the estate.
- 2.1.5 Note that the NDC funding allocated for housing regeneration and community facilities is further dependent on the Council's housing capital programme allocation (£14.25million) remaining ring-fenced for the Ocean Estate.

### 2.2 *The Revised Approach to Housing Regeneration (Section 5)*

- 2.2.1 Agree that the Regeneration Partnership Approach, as set out in paragraphs 5.4 to 5.10 of the report, provides the optimum approach to

- delivering transformational change, in that it enables retained stock to remain within the Council's control, and tenancies of retained stock to remain secure Council tenancies, while attracting partnership investment funding for both refurbishment and new build of mixed tenure homes on the estate.
- 2.2.2 Note that the Regeneration Approach is dependent upon a number of "feeder" sites, listed in paragraph 5.15, being placed, when vacated, into a special purpose vehicle on a long leasehold basis, for nil consideration.
- 2.2.3 Agree that the feeder sites/ buildings listed in paragraph 5.15 be declared surplus to requirements, upon satisfactory relocation of existing service providers where appropriate.
- 2.2.4 Agree that the Corporate Director of Development and Renewal can transfer the feeder sites, as listed in paragraph 5.15, when vacated, to a special purpose vehicle on a long leasehold basis, at nil consideration.
- 2.2.5 Note that the Regeneration Partnership Approach is further dependent on Urban Block E (Option 1) comprising the blocks listed in paragraph 5.9.1, or Urban Block E and Urban Block F (Option 2) comprising the blocks listed in paragraphs 5.9.1 and 5.10.1, also being placed, when vacant, into the special purpose vehicle on a long leasehold basis, for nil consideration.
- 2.2.6 Agree that the Corporate Director of Development and Renewal can transfer Urban Block E, or Urban Block E and Urban Block F, when vacant, to the special purpose vehicle on a long leasehold basis, for nil consideration.
- 2.2.7 Note that Option 2, as set out in paragraph 5.10 is likely to provide the most comprehensive regeneration for the estate, but agree that both options 1 and 2 will be worked up further.
- 2.2.8 Authorise the Corporate Director of Development and Renewal, after consultation with the Assistant Chief Executive (Legal Services) and Director of Resources to determine the form of procurement for an investment partner, as set out in paragraph 5.6, in accordance with European Union procurement rules and financial regulations.
- 2.3 *The Vacation of Council Blocks***
- 2.3.1 Note that the blocks grouped in Urban Block E, and listed in paragraph 5.9.1 already have decant status.
- 2.3.2 Agree that decant status be granted, with effect from September 2007, for the blocks grouped in Urban Block F and listed in paragraph 5.10.1.

- 2.3.3 Authorise the Corporate Director of Development and Renewal to negotiate voluntary buyback of leaseholder interests in Urban Block F, as set out in paragraph 5.17.
- 2.3.4 Agree that a Compulsory Purchase Order (CPO) shall be made as set out in paragraph 5.18 of the report, in respect of all interests in the properties listed in paragraph 5.18.3 (Urban Block E), and to include in the CPO any further properties bought under right to buy, prior to the expected date of taking possession under the CPO, and authorise the Corporate Director of Development and Renewal, after consultation with the Assistant Chief Executive (Legal Services) and Director of Resources to make the CPO and carry out all necessary steps to acquire the properties.

## **2.4 Capital Estimates**

- 2.4.1 To adopt a capital estimate, to the value of £33.45million, comprising £19.2million NDC grant and £14.25 from the Housing capital programme, for the capital costs arising from the development and delivery of a housing regeneration programme for the Ocean Estate, and associated decants.
- 2.4.2 Subject to recommendation 2.5.1 above, approve the use of retained development and legal consultants, as set out in paragraphs 5.6.4 and 5.6.5 of the report to further develop the scheme to enable delivery within NDC grant timescales.

## **2.5 Community Facilities (Section 6)**

- 2.5.1 Note that as part of the regeneration programme, new and improved community facilities will be provided on the estate.
- 2.5.2 Note that three of the feeder sites set out in paragraph 5.15 (LIFRA Community Hall, Haileybury Centre and 79 Ben Jonson Road) are currently occupied by organisations providing vital community services, and that continuity of provision of accommodation will be protected and built into the timetable for the regeneration programme.

## **2.6 Delivery Plan 2007/08 (Section 7)**

- 2.6.1 Agree the draft outline Delivery Plan for 2007/8, for submission to Government Office for London, and delegate authority to the Corporate Director, Development and Renewal to effect minor amendments to the text.
- 2.6.2 Agree interim funding for the first quarter 2007/8 for a number of projects originally scheduled for continuation (paragraph 7.7).

2.6.3 Note that detailed Delivery Plan will be submitted for members' consideration in June 2007.

## **2.7 Delivery Arrangements (Section 8)**

2.7.1 Agree in principle the revised delivery arrangements for the Ocean NDC programme, as set out in section 8 of the report, and note that final arrangements will be set out in the report accompanying the detailed delivery plan in June 2007.

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**Local Government Act, 1972 Section 100D (as amended)**  
**List of "Background Papers" used in the preparation of this report**

Brief description of "Background paper"	Name and telephone number of holder and address where open
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Ocean NDC files

Chris Holme (ext 4987  
and Niall McGowan (ext 2538)

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### 3. BACKGROUND

- 3.1 The Ocean New Deal for Communities (NDC) programme commenced in 2000 and was intended to be a 10 year initiative, completing in 2010 with a total Neighbourhood Renewal Unit funding allocation of £56.6million. However this sum was also to be matched by significant external funding.
- 3.2 In 2000 the first Ocean NDC Delivery Plan set out a vision for the estate the by the year 2010, *“the Ocean will be a beautiful place to live at the heart of London rich in its culture, education and employment.”*
- 3.3 During the first 7 years the programme has spent £31.8million leaving £24.8million available for the remaining 3 years. Of this, £21.4million is ring-fenced for the housing, community facilities and management arrangements. That leaves £3.3million available for delivering the remaining outcomes and priorities of the NDC, over the three year period to 2010.
- 3.4 The NDC programme has been predicated on the transformation of the built environment. Much of the estate was built between 1949 and the 1960s and is in need of significant investment. The Council’s stock on the Ocean comprises some 1,100 rented and 450 leasehold homes. Only 4% of stock meets the decent homes standard. The planned improvements were dependent on residents agreeing to a transfer of landlord enabling a package of funding to be released.
- 3.5 In 2005 a development brief was prepared by the Council to provide a framework to guide the physical development of the estate, in association with the Ocean NDC, and the preferred delivery partner. This was agreed by Cabinet in March 2005. The partner would have delivered a £190million housing investment package.
- 3.6 That £190million was made up as follows:

	£(m)
NDC Grant	17.4
LBTH Capital Programme	15.0
CLG Gap Funding	30.8
Sanctuary Housing (incl cross subsidy through development of housing for sale, borrowing and use of reserves)	126.8
Total	190.0

- 3.7 Each financial year, in its role as Accountable Body, the Council is required to approve the Annual Delivery Plan for the Ocean NDC Programme. The Delivery Plan provides a detailed breakdown of the proposed expenditure for the financial year and describes the project activities to be undertaken together with project milestones and key indicators of performance. It provides the basis for a funding agreement with Government Office for London to deliver the outputs and outcomes set out in the plan.

#### **4. CURRENT POSITION – HOUSING PROGRAMME**

- 4.1 In September 2006 residents of the estate voted against transfer of the stock to a Registered Social Landlord (RSL). Consequently the planned means to support the major housing regeneration improvements could not be progressed.
- 4.2 The financial implications of not transferring the estate to an RSL are severe. The £190million Sanctuary Housing scheme would have led to the refurbishment of over 40 blocks of flats to a high standard, well above the requirements of the decent homes standard, as well as delivering substantial environmental improvements. The scheme would also have redeveloped a further 15 blocks to provide new affordable rented and shared ownership homes, primarily for existing residents.
- 4.3 In addition to some £24million resources that the RSL partner was uniquely able to invest, the transfer scheme would have accessed special “gap” funding of £31million from central government. That funding was dependent on stock transfer, and is now no longer available. The *minimum* loss of capital resources for housing redevelopment and refurbishment, arising from the no vote, is therefore £55million.
- 4.4 Furthermore, Sanctuary would have provided £3million additional funding towards community facilities in the area, supplementing NDC grant of £1.8million set aside for this purpose. This means any community facilities programme would have to be acutely curtailed, from £4.8million to a maximum of £1.8million.
- 4.5 Due to the very severe impact of the no vote on the delivery of the programme, officials from Communities and Local Government (CLG) commissioned two Neighbourhood Renewal Advisors to undertake a rapid review of the NDC. The aims and objectives of that review were to:
- a) clarify in detail how the planned £17.43m NDC grant would have been spent, as part of the transfer, on housing improvements;
  - b) assess the implications of the negative ballot for the NDC’s ability to deliver the plans at a) above;

- c) if appropriate, identify and assess any alternative plans the NDC has to spend the £17.43m on housing work, in terms of their feasibility and deliverability; and
  - d) assess the wider implications on the NDC's capacity to deliver remainder of the programme.
- 4.6 The findings of that review were presented to the Ocean NDC board on the 14<sup>th</sup> December 2006. With regard to the housing programme, they are as follows:
- The Council, as accountable authority and the lead housing agency for the NDC area should be asked to take a clear leadership role on developing a housing regeneration strategy for the estate, including future local management arrangements and meeting Decent Homes. The report made it clear that it is not the responsibility of Ocean NDC to lead on these issues, though the report stated that LBTH will need to work closely with the NDC.
  - That the Council develop a robust and plausible physical redevelopment and financial model for the estate (or significant parts of it) with a detailed delivery/action plan in place and agreed by Cabinet by the end of March 2007.
  - That until there is absolute confidence that a robust financial housing regeneration model, delivery plan and strong project delivery team is in place, there should be no commitment on the future availability of any or part of the NDC funding for housing regeneration or of the capital funding for community facilities
  - The community facilities capital funding should be held back pending any future housing regeneration programme with funding priorities being reviewed to reflect changes in the housing programme and a comprehensive re-assessment of the local need for community facilities
- 4.7 The review also made a number of recommendations relating to governance arrangements and the residual non-housing programme. These are set out later in the report.
- 4.8 Because of the absence of an alternative plan for investing the £19million for housing and community facilities, this part of the funding package is now held in abeyance pending the development of an alternative proposal, by the Council, which will effect transformational change to the estate. Transformational change goes beyond the requirement to meet the decent homes standard. CLG have made it clear that NDC grant cannot be used to fund a decent homes package in isolation. Furthermore availability of this part of the NDC grant is predicated on the Council re-affirming its funding commitment of £14.25million.
- 4.9 A viable housing strategy is therefore required in order to:

- address as far as possible the regeneration needs of the homes on Ocean and the aspirations of its residents, whilst recognising that a whole estate stock transfer has been rejected;
- meet CLG's stipulation for transformational change, in order to secure NDC grant;
- compensate for the loss of private finance which would have been levered in through transfer to an RSL, and for the loss of CLG gap funding;
- tackle the continuing deterioration of the housing stock on Ocean;
- minimise further delay, which gradually impacts on the project via inflation on building costs, and reduces the value of fixed public funding over time.

## 5. HOUSING OPTIONS

5.1 Officers have been assessing the options open to the Council in the light of the residents' decision to reject stock transfer. It must be emphasized that all costings are at this stage indicative. The options are as follows:-

### 5.2 *ALMO*

5.2.1 The Council is proposing to set up an Arms Length Management Organisation to manage retained stock, in order to help it to deliver decent homes standard. The Ocean Estate was not included in the costings for the ALMO because it was in the stock transfer programme at the time of the application, and estates cannot be entered for two different government investment programmes at the same time. It could now be included, but there are serious drawbacks to this.

5.2.2 The "Decent Homes" standard includes basic *repair* work to blocks (roofs, windows, brick and concrete) and tenanted homes (electrical installations, water services, heating systems, kitchens, bathrooms and wc's).

5.2.3 Structural surveys and resident consultation over several years have shown that Ocean's needs cannot be successfully tackled without the kind of transformational change which CLG has made a precondition of NDC funding: basic repairs alone will not address the scale of housing or other forms of deprivation across the area, which led to its designation as an NDC.

5.2.4 The cost of these basic repairs is estimated to be **£35.1million**. However, the Council cannot access the ring-fenced NDC grant for achieving the decent homes standard because it does not deliver transformational change. The only funding available is the Council's capital contribution of **£14.25million**, leaving a shortfall of some **£20.85million**.



5.2.5 If the ALMO reaches two star status, and the maximum amount of £190 million of decent homes investment funding is received, it can be seen that the Ocean Estate would require over 10% of the total ( maximum ) amount of funding available to the council, which would jeopardise the delivery of decent homes standard investment to the rest of the stock.

### **5.3 *Private Finance Initiative***

5.3.1 This programme might have delivered a higher level of investment, suitable to the needs of the Ocean Estate. However, new applications for PFI are no longer being accepted.

### **5.4 *Housing Regeneration Options***

5.4.1 The regeneration of the Ocean Estate has always assumed a higher level of investment than basic decent homes would achieve. A more comprehensive approach would include substantial modernisation and improvements, including improvements to the local environment. It would be a wide-reaching regeneration package which would seek to deliver as many of the aims of the original masterplan as possible, and which could therefore be deemed to be transformational change, as required if the NDC grant is to be retained for the estate.

5.4.2 The estimated cost of this option is **£69.4million**, which includes £21million for environmental improvements. Resources available from NDC grant and the Council's capital contribution equate to some **£33.4million**, leaving a shortfall of some **£36million**.

5.4.3 The shortfall, in any regeneration scheme, has to be accessed through funding from a partner Registered Social Landlord, or private investor. The Council itself cannot realistically raise the level of investment required. As on some of the stock transfer programmes, RSLs can deliver cross subsidy on estates by redeveloping key sites in and around an estate. Though land for potential development is limited, that option still exists on Ocean, as there are a number of blocks on the estate, and some sites around the estate, that are suitable for mixed tenure regeneration to deliver both a net increase in affordable homes for rent and for shared ownership, and homes for outright sale.

5.4.4 Therefore, options for regeneration based schemes are considered to be the most viable for Ocean, and two alternatives are set out in paragraphs 5.9 and 5.10 below.

### **5.5 *A Special Purpose Vehicle/Community Trust Model.***

- 5.5.1 One of the key factors that must be incorporated into any regeneration scheme for Ocean is the continuing presence of the Council as the key stakeholder and freeholder of the land and residential properties. Residents have rejected outright transfer to a third party. Retention by the Council has to be reconciled with the need to secure third party investment.
- 5.5.2 A model that has been used to good effect elsewhere in the country is the setting up of a joint venture or special purpose vehicle that takes the form of a community based trust. This is of additional interest because it would help to deliver some of the key original aims of the New Deal for Communities concept. Recent workshops with NDC resident board members indicate that this is an approach that would be likely to find favour on the estate, compared with outright stock transfer.
- 5.5.3 Much more detailed work on the nature of the special purpose vehicle is required, but the model suggests that the freehold of land/sites is retained by the Council, and that a long lease is granted to the special purpose vehicle, which itself would grant a lease to one or more RSL/developer partners. The partnership would then be able to bring in the investment to deliver new homes. The Council and the partner organisations would form a trust, with resident involvement/representation, to deliver and manage the resulting units.
- 5.5.4 It should be noted that retained stock, to be refurbished, would remain in Council ownership and that no tenancies would be transferred.
- 5.5.5 Section 8 below sets out the basic format for a delivery mechanism, which could also serve as a new delivery vehicle for the remaining NDC programme.

## 5.6 ***Partnership Procurement***

- 5.6.1 The detail of the options - in terms of numbers, specific tenures on each site, cross-subsidy from private sales and specific planning requirements – can only be worked up fully once the partner(s) is on board. Indeed the procurement process will be geared to seek ideas on the most effective way to increase income to the project, to enhance the refurbishment of the residual Council stock and/or provide more new affordable homes.
- 5.6.2 Selection of development partner(s) would be undertaken via a full competitive tendering process, advertised in the Official Journal of the European Union (OJEU). The approximate timetable for selection of partners is as follows:-
- Place an advertisement in the Official Journal of the European Union (OJEU) describing the project and the envisaged implementation requirements and inviting expression of interests March 2007. Expressions of interest would be received mid-April, 2007.
  - Evaluate the completed responses and establish a preliminary shortlist of bidders by end of April '07.

- Interview the preliminary short-listed bidders and establish a final short-list of bidders by mid-May '07.
- Subject to timescales for condition surveys, business planning and sensitivity analyses, risk assessment, revised masterplanning and capacity testing to develop the scheme – all of which feeds into the preparation of bid documentation – the tender process could commence by late July '07. The tender period will be 3 months to reflect the time of year and the level of detail required from bidders.
- Receive final bids by November 2007.
- Carry out evaluation and further interviews with bidders until January 2008.
- Selection of preferred bidder and report to Cabinet by February/March 2008.
- Negotiate details and contractual terms of the final overall scheme with the preferred bidder and sign the contract - Principal Development Agreement (PDA) by June 2008.

5.6.3 The overall process typically can take at least a year and with the many strands involved in the current proposal could take longer. It may be necessary to obtain outline planning approval and detailed approval for the first phase, before the PDA can be signed. Due to these time pressures, and the fact that the procurement exercise itself is likely to be complex and lengthy, it is proposed that determination of the form of procurement and the scoping of the partnership is delegated to the Director of Development and Renewal, in consultation with the Assistant Chief Executive (Legal Services) and Director of Resources.

5.6.4 To enable the above procurement process to be progressed and the scheme to be developed, addressing issues of viability and risk, it is essential that we develop a fully costed model, which also takes the masterplan to the next stage, including outline and initial detailed planning approvals. This will ensure that independent analysis provides a viable and deliverable assessment framework for partner bids, and should expedite partner selection and sign-up. It will also incorporate the refurbishment works which remain the Council's responsibility, and enable the scheme to be progressed within the tight timescales required through the NDC grant process. Some of the costs incurred in this preparatory work should be reflected in the tender process.

5.6.5 The works outlined in paragraph 5.6.4 above were originally procured through formal competitive OJEU processes. Approval is therefore sought to continue development of the scheme, with our retained development and legal consultants. A significant part of the costs will be recharged to the procurement partner(s) once appointed. This would be funded from the identified resources for the development.

- 5.7 There will be a need for ongoing consultation with key stakeholders across the estate. The indicative options have been presented to Ocean NDC (primarily resident representative) board members for information, following an initial development workshop. The options have also been presented to all affected ward Members.
- 5.8 A strategy for consultation with stakeholders will be devised to include:-
- an update to all residents, explaining the process to look at options for Ocean, following the failed stock transfer ballot;
  - a specific approach to residents affected by the decants (i.e. tenants, leaseholders, Ocean Traders' Association and non secure tenants), explaining the likely timescales for decant, and the way that this will be managed, including the precautionary CPO process which will run alongside ongoing negotiations;
  - liaison with key services, including local schools, specific community service providers, including those operating from the community facilities, health authority, other (RSL) local landlords etc.
  - involvement of resident representatives in qualitative elements of the partner procurement process.
  - Holding exhibitions to illustrate and explain the development of proposals and for planning consultation purposes.

## **5.9 Regeneration Scheme Option 1**

- 5.9.1 Option 1 would require the redevelopment of the area identified in the Council approved masterplan for the estate as urban block E (comprising Aden, Bengal, Caspian, Darien, Flores, Riga and Taranto Houses – see attached plan as **Appendix 1a**). These blocks have had long-standing decant status since their identification as the most appropriate to kick-start a major redevelopment and regeneration of Ocean. The remainder of the estate would be refurbished to decent homes plus standard.
- 5.9.2 In addition to redeveloping the urban blocks it is necessary to develop a number of smaller Council-owned “feeder” sites in the area. These were identified during the masterplanning process to help ensure that there is no overall loss of affordable housing across the whole scheme, and to help make the scheme financially viable by releasing more land to build homes for sale elsewhere, and thus generate vital cross-subsidy. Some of these sites, or the leasehold interests in them, were acquired for this purpose. Details of the feeder sites are set out in section 5.13 below
- 5.9.3 Key aspects of this outline proposal are as follows:-
- Urban Block E and feeder sites would be placed (on a long lease) within a special purpose vehicle/ trust to a partner for redevelopment of 215 homes for rent, with no net loss of affordable housing;

- The development partner would build 339 homes for sale to provide cross subsidy for the refurbishment of the remaining 896 rented homes on the estate to Decent Homes Plus standards, with environmental improvements.
- Decant of around 15 remaining Council tenants, with provision for a new RSL home in the area, or to remain a secure Council tenant.
- Buy-back of 20 remaining leasehold properties, with an opportunity for those resident leaseholders who wish to remain in the area to do so, by recycling their equity back into some form of flexible home ownership, to be provided by the RSL/Developer partner.

Demolish urban block E		New homes			Refurbish up to 50 Council blocks	
Rent	Leasehold	Rent and shared ownership on site E	Rent and shared ownership on feeder sites	For sale on site E	Rent	Leasehold
215	20	115	100	339	896	439

Costing (indicative) around £136 million this option could be achieved if:-

- projected Council and NDC contributions remain at present levels;
- the disposal of land to the Ocean Regeneration Trust at nil value is agreed;
- the homes built for sale generate projected receipts of £69 million;
- additional Housing Corporation Social Housing Grant (SHG) funding of £8.5 million is available for the feeder sites
- at least 20% of the affordable replacement homes are for shared ownership, thus generating additional receipts;

### **5.10 Regeneration Scheme (Option 2)**

5.10.1 Option 2 would require the redevelopment of Urban Block E (as above) and Urban Block F as identified in the Council approved masterplan (comprising Andaman, Atlantic and Marmora Houses, and 29-45 Ben Jonson Road), plus the feeder sites. The sites are set out in **Appendix 1b**. This would be a rolling programme, with homes on the feeder sites and/or the redeveloped Urban Block E site providing new RSL homes for tenants decanting from urban blocks

E and F. The remainder of the estate would be refurbished to decent homes plus standard.

5.10.2 Key aspects of this option are:

- Urban Block E & F and feeder sites would be placed (on a long lease) within a special purpose vehicle/ trust to a partner for redevelopment of 303 homes for rent, with no net loss of affordable housing;
- The development partner would build 533 homes for sale to provide cross subsidy to refurbish the remaining 808 rented homes on the estate to Decent Homes Plus standards, with environmental improvements.
- decant of around 100 tenants from Council homes in urban blocks E and F with provision for a new RSL home within the scheme, or to opt to remain a secure Council tenant.
- buy-back of 39 leasehold properties, with an opportunity for those resident leaseholders who wish to remain in the area to do so, by recycling their equity back into some form of flexible home ownership to be provided by the RSL/Developer partner.

Demolish urban block E/F		New homes			Refurbish more than 40 Council blocks	
Rent	Leasehold	Rent and shared ownership on site E/F	Rent and shared ownership on feeder sites	For sale on site E/F	Rent	Leasehold
303	39	215	88	533	808	420

5.10.3 Costing (indicative) around £180 million, this could be achieved if:-

- projected Council and NDC contributions remain at present levels;
- the disposal of land to the Ocean Regeneration Trust at nil value is agreed;
- the homes built for sale achieve projected receipts of £105 million;
- additional SHG funding of £7.5 million is made available for the feeder sites, (assuming none is required for the urban block E and F sites);

- at least 20% of the affordable replacement homes are for shared ownership, thus generating additional receipts, and fulfilling Council planning policy.
- 5.11 Delivery of either options 1 and 2 would both provide a measure of transformational regeneration. Current indicative projections suggest the approaches could enable like-for-like demolition and new-build of between 215 and 303 affordable rented homes by a development partner and the regeneration of sufficient cross subsidy through the construction and sale of new private homes to help fund a programme of “decent homes plus” improvements across the residual stock on the estate. Each option would provide new affordable rented homes, diversify tenure and meet the masterplan principles for the area.
- 5.12 Initial assessments indicate Option 2 offers a greater regeneration opportunity, in terms of:-
- numbers of new affordable homes, potentially addressing both decant and overcrowding needs in the area;
  - enhancement in the quality of refurbishment work affordable elsewhere on Ocean, by potentially increasing cross-subsidy whilst redeveloping those blocks estimated to cost the most for basic decent homes repairs
  - meeting residents’ aspirations within the masterplan, for new homes, comprehensive refurbishment and a generally enhanced area.
- 5.13 As set out in paragraph 5.9.2 above, both regeneration options 1 and 2 are predicated on the use of Council owned “feeder” sites in the area.
- 5.14 The redevelopment of the “feeder sites” has been included in the viability calculations for the indicative options above. At this stage it is estimated that collectively these sites could yield around 100 homes for affordable rent, or a combination of rent/shared ownership, to help replace those demolished in the urban blocks. More detailed capacity studies are currently being carried out, as well as preliminary discussions with the planners and the Housing Corporation to determine whether these sites can attract Social Housing Grant on the grounds that affordable homes built on them will satisfy “additionality” funding requirements.

### **5.15 The Feeder Sites**

- 5.15.1 The development “feeder” sites that are required for either regeneration option are all owned by the Council and include:-
- **35 Essian Street E1:** former glass factory fronting regents canal – site acquired under the SRB1 programme by LBTH Housing for development – it is included in the Ocean masterplan for a mixed use scheme and is currently licensed to Bellways/East Thames as a site compound for the

Harford Street development;

- **79 Ben Jonson Road:** site acquired by LBTH Housing for SRB1 programme - it was redeveloped as an office for the former Stepney Housing and Development Agency (SHADA) and is currently licensed to the Primary Care Trust, which plans to move to new premises at the Harford Street development;
- **LIFRA Community Hall on Halley Street, E1,** Built on land transferred under the Education (ILEA) (Property Transfer) Order, 1990. This is currently under the control of Housing. Use by a residents' association ended in 2006, but the building remains in use by the Limehouse Project.
- **Dame Colet House,** Ben Jonson Road E1: 2 storey former community facilities, currently squatted with legal action pending; it was leased to Bethnal Green and Victoria Park Housing Association, who surrendered it to LBTH in November 2004.
- **Haileybury Centre,** Ben Jonson Road E1 – community building with amenity land – currently providing services for young people. A leasehold interest held by the Haileybury Trust was bought out with Housing capital monies in 2004/05 to facilitate its inclusion as a feeder site.

5.15.2 In order to deliver a workable regeneration housing package members' approval is sought to declare the above sites surplus to requirements. It is proposed that they would be included in the special purpose vehicle/trust as set out above, to enable their redevelopment. The timing of any redevelopment would depend upon satisfactory re-provision of facilities to maintain key services.

5.15.3 It is recognised that continuity of provision must be made for services currently being provided in the community premises on the feeder sites, with an emphasis on providing improved and more appropriate facilities within the context of the reduced capital funding available (refer to paragraph 6 below.)

### **5.16 Decant Strategy**

5.16.1 Officers will need to develop a clear decant strategy for Urban blocks E and F, in the context of the Council's borough-wide commitments, the emerging ALMO and Homeless Services, which has placed nearly 300 non-secure tenants in the Ocean area, (mostly within urban block E).

5.16.2 Urban block E has long-standing decant status funded from the housing capital programme, and work will continue to secure the overall clearance of these first



seven housing blocks by summer 2008. During the decant process to date, officers have liaised closely to assess its impact on local schools and other services, including shops. Decants will continue to be managed with the aim of minimising disruption to schools and other services as far as possible.

- 5.16.3 It may be necessary to temporarily re-house some of the few remaining tenants from urban block E if they wish to take up the option of a new RSL home within the scheme, because these will not be ready until 2009.
- 5.16.4 Urban block F does not yet have decant status, and this is sought, effective from September 2007 for the following blocks: Andaman, Atlantic and Marmora Houses, and 29-45 Ben Jonson Road. This will allow time to plan a coherent decant strategy and determine the required clearance date. Prospective partners' may be asked to demonstrate programming of works and decant management within the competitive procurement exercise.
- 5.16.5 It is envisaged that around 88 tenants, to be re-housed from the urban block F site, will have the opportunity to move straight to new RSL homes on the feeder sites, or urban block E sites. A specific strategy will need to be devised for those opting to remain in Council tenure.
- 5.16.6 Significant capital resources will be required to cover the costs of decants, including statutory home loss payments and reasonable costs for removals and replacement of carpets and curtains etc. Depending on the timing of decants, further monies may be required for minor repairs and redecorating of homes used as temporary accommodation for tenants, pending their final re-housing.

### **5.17 Leaseholder Buy-backs**

- 5.17.1 The Council has been buying back leaseholder properties on Ocean since 2000. Some 35 leaseholders have been bought out so far, each making their own arrangements for replacement housing: 20 leasehold properties remain in urban block E and 19 in urban block F.
- 5.17.2 The buy-back process comprises direct negotiations between the Council and the leaseholder, or their legal representative. These negotiations may also involve a regeneration partner, in due course, to help expedite the buy-back. The procurement process will seek ideas from prospective partners to help address the tenant and leaseholder buy-back requirements of the scheme.
- 5.17.3 The timing of the programme means that temporary accommodation may have to be considered in appropriate circumstances.
- 5.17.4 When the Council buys back leaseholder properties, leaseholders receive the full current market value of their property. If they are unhappy with the valuation

- figure, they can challenge the price. In addition leaseholders who occupy their properties as their “principal” homes receive an additional 10% of the final negotiated market value as a statutory “Home Loss” payment.
- 5.17.5 To help displaced Ocean leaseholders move to their new homes, their reasonable moving costs are paid, for example, solicitors’ and valuers’ professional fees, the hire of private removal companies, disconnection and reconnection of cookers, washing machines, and all associated domestic costs of moving from one property to another, including an allowance for carpets and curtains etc.
- 5.17.6 Where a resident leaseholder makes their own arrangements, the Council meets the reasonable cost of stamp duty.
- 5.17.7 Buy-backs within urban block E will be prioritised but provision also needs to be made for voluntary buy-backs from urban block F, since its inclusion in this scheme may make it harder for leaseholders to sell privately and they need to have the option of selling back to the Council (at full market value) if they wish to do so voluntarily. It is therefore requested that officers are authorised now to negotiate with leaseholders in urban block F, if they wish to come forward independently and sell back their leasehold interests to the Council.
- 5.17.8 The costs of these leaseholder buy-backs will be contained within the Council’s overall provisional housing capital contribution as set out in paragraph 5.4.2 above.
- 5.17.9 Members should also be aware that much of this capital outlay may be reinvested in the scheme if leaseholders take up an option to invest the equity they retain after buy-back in a new home in the area – for example through a flexible home ownership option with the appointed partner. If the approach set out in this report is agreed, officers will contact all leaseholders in urban blocks E and F to explain the present position.

## **5.18 Compulsory Purchase Order (CPO)**

- 5.18.1 Pursuant to Circular 6/2004 the Council will continue to pursue voluntary negotiations with the affected leaseholders and to respond sensitively to their specific issues and concerns. However given the scale of the proposed project, the overall regeneration benefits to the community as a whole and the urgency to start redevelopment as soon as possible – given the lengthy delays which have already arisen and the risk of losing resources if they continue - it will be necessary to commence a precautionary CPO process on urban block E, to run in tandem with negotiations by the Council and its appointed partner(s).
- 5.18.2 It is therefore requested that delegated authority be given to the corporate Director of Development and Renewal to make a CPO in the most appropriate

manner, in consultation with Assistant Chief Executive (Legal Services) and Director of Resources, to enable the buy-back of leaseholder properties in the blocks identified in paragraph 5.18.3 below, and to include in the CPO any further properties bought under the right-to-buy in the named blocks between this report and the expected date of taking possession under the CPO.

5.18.3 Included in the CPO for urban block E will be all interests in the following properties:

- Bengal House: nos.24, 33, 38, 40, 82.
- Caspian House: nos.4, 6, 8, 23.
- Darien House: no. 20.
- Flores House: nos. 6, 9, 22.
- Riga House: nos. 2, 6,10,15,19.
- Taranto House: nos.2, 18.

5.18.4 This measure is necessary, since a failure to ultimately secure full vacant possession of the blocks could delay the wider regeneration scheme for the whole area, creating huge over-runs of time and money. The making of a CPO will not diminish the Council's efforts to secure vacant possession by negotiation with individual leaseholders.

5.18.5 The capital costs associated with the CPO process will be contained within the Council's overall provisional housing capital contribution as set out in paragraph 5.4.2 above.

## **6. COMMUNITY FACILITIES**

6.1 As set out in paragraph 4.6, above, capital expenditure programmed for community facilities must be held back pending agreement by CLG to a workable housing regeneration solution.

6.2 The housing regeneration options set out in paragraph 5 above require the redevelopment of some existing facilities for use as feeder sites. It is recognised that continuity of provision must be made for services currently being provided in these facilities.

6.3 In 2004 an Ocean NDC community facilities strategy was developed as part of the housing stock transfer offer to residents, which comprised the development of four new or improved community facilities, funded through NDC grant (£1.8m) and Sanctuary Housing (£3m). In addition a new facility would be provided as part of the redevelopment of the Harford Street gasworks site by Bellway Homes and East Thames Housing, which is due to complete in spring 2008. Details of the strategy are set out in annexe 5 to the draft outline delivery plan. As a result of the no vote in the stock transfer ballot, the £3million is no longer available, and a new realisable approach is required.

- 6.4 That approach must focus on local needs, across the whole estate, taking account of the need for housing transformational change, and the significant reduction in capital funding. This is most likely to be delivered through focusing limited capital resources on rationalization of facilities and re-provision for priority services affected by any redevelopment. Council and Ocean NDC officers are currently reviewing the use of community facilities and the services operating from them. Consideration will be given to the options for best use of the community buildings across Ocean, including those proposed for demolition and the sites they currently occupy.
- 6.5 As set out in paragraph 6.2 above, it is recognised that continuity of provision of those services operating from the facilities designated for redevelopment is essential. Within the context of the resources available for development of community facilities, the intention will be to provide improved and more appropriate facilities. Lease of these sites for redevelopment will only be disposed to the special purpose vehicle following satisfactory relocation of the service providers.

## **7. NON-HOUSING PROGRAMME AND DELIVERY PLAN 2007/8**

- 7.1 The CLG review recommended that the residual non-housing programme should also be reviewed to ensure that remaining funding is available for strategic activities, and that administrative costs are reassessed so that size and composition reflects future needs.
- 7.2 In light of the review, CLG have agreed that an agreed outline Delivery Plan be prepared, by the Council, by the end of March 2007, and a full plan by the end of June. This will facilitate an interim funding agreement from Government Office for London, to release funding for the first three months of the financial year. This is set out as **Appendix 2**.
- 7.3 There are limited resources available for the remainder of the non-housing programme. Much of the investment in services is now complete, and organisations are implementing their forward strategies. All organisations where projects are scheduled to complete at the end of this financial year have been notified of finalisation deadlines.
- 7.4 As part of the annual NDC performance management review, officers have assessed those priority outcomes where the programme has performed well, and those where there is still much to do to achieve programme targets. In addition, work has been done to strengthen the alignment with wider LAP 3 priorities.

- 7.5 The proposed key focus areas are set out in the outline delivery plan, and summarised below:
- Literacy and numeracy
  - Employment support
  - Access to primary care services
  - Reducing drug offending
  - Promotion of healthy lifestyles
  - Support for local businesses
- 7.6 Within these priority areas particular attention will be focused on specific groups, including NEET (young people not in education employment or training) and the elderly.
- 7.7 There will be a need to provide some residual funding for a number of organisations that were originally scheduled for continuation, and it is recommended that this be for the first three months pending a review of strategic fit. That review will be undertaken before the end of the current financial year. Details of those organisations affected are set out in annexe 4 the draft delivery plan.
- 7.8 The proposed 3 month continuation will require the earmarking of some £268,000 of non-housing NDC revenue resources.
- 7.9 A review of the management and administrative requirements of the new structure will take place following approval of the revised plans by CLG. It is anticipated that decisions on this will be made by September 2007 and that implementation will take place over the following six months.

## **8. REVISED NDC DELIVERY ARRANGEMENTS**

- 8.1 The CLG independent review concluded that, as constituted, the current NDC board is unlikely to be able to take the strategic decisions that are now needed to develop and manage the NDC's future programme. The review considered it necessary to address the need for a governance arrangement capable of delivering it.
- 8.2 It recommended consideration of a small strategic management group that could take over responsibility of the remaining non-housing NDC programme and provide the NDC input into a housing regeneration programme if this goes ahead.
- 8.3 A review of governance models has been undertaken and it is now recommended that a new Special Purpose Vehicle (SPV) be set up to oversee the programme.

- 8.4 It is proposed that the SPV will be a charitable trust and will take on ownership and management of both the housing regeneration and the community facilities developed and funded by the NDC as part of the housing redevelopment programme thus enabling the programme to develop an asset base upon which a succession and legacy strategy can be built. It will be able to bid for other resources to continue the impact of the programme and to support on going work on neighbourhood management and inward investment. Board members would be appointed through a transparent process, and individual membership will be dependent on the skills required. It will include Council, community and key partner representation. Further details are set out in annexe 6 of the appended delivery plan.
- 8.5 It is proposed that the SPV will have three sub -groups who will be represented on the main board:
- **Neighbourhood regeneration** whose initial role will be to work with residents through a number of advisory groups and to ensure that delivery reflects local need, to liaise with the housing management board (see below), to bid for external funding and to be responsible for the non housing project appraisals.
  - **Housing management** whose role will be to be involved in developing proposals for the revised Masterplan for the estate, to build local capacity to take responsibility for management of the local housing stock and influence local policies on housing management on Ocean, and to make recommendations for priorities regarding environmental improvements.
  - **Development** whose role will be to make recommendations on the approval of works and appointment of contractors, to ensure that effective change control and risk management processes are in place, and to ensure that effective resident consultation arrangements are in place.
- 8.6 It is anticipated that subject to CLG approval the new arrangements will agreed by summer and in place by December 2007. Cabinet approval is now sought for the proposed revised delivery arrangements.

## 9. OVERALL PROJECT TIMETABLE

- 9.1 The proposed regeneration programme is a rolling scheme, going beyond the lifespan of the current New Deals for Communities programme, with new affordable homes generated in the early stages enabling the decants required for the later stages. Any delay in obtaining vacant possession of the grouping of blocks in urban block E, and/or the feeder sites, will impact on the rest of the new-build development programme.
- 9.2 An indicative timetable is set out below:

<b>Projected Dates</b>	<b>Key Programme Events</b>
March 2007	Commencement of procurement
May 2008	Completion of new community facility in Harford Street
June 2008	Appointment of partner(s)
September 2008	Start of redevelopment on urban block E, subject to full decant and leaseholder buy-backs
August 2008	Start of new-build on 1 or more feeder sites.
August 2008	Start of refurbishment programme – phase 1.
January 2009	Start on site of at least 1 new replacement community facility,
August 2009	Start on site for further feeder sites, subject to relocation/re-provision of existing services.
December 2009	Completion of a new community facility.
February 2010	Completion of initial feeder sites, providing new homes for rent and shared ownership.
August 2011	Completion of new mixed tenure homes for sale and rent on site E.
August 2011	Completion of further feeder sites, providing new homes for rent and shared ownership.
January 2012	Start of redevelopment on urban block F, subject to full decant and leaseholder buy-backs
December 2014	Completion of new, mixed tenure homes for sale and rent on site F.
December 2014	Completion of estate-wide refurbishment and environmental works.

## **10. CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL)**

- 10.1 The Council can transfer ownership of community facilities, communal open spaces, common parts shops and other areas not occupied by a secure tenant to a partner with the consent of the Secretary of State. This consent may be sought expressly but, depending on the terms, might also be made under pre-approved General Consents under section 25 Local Government Act 1988. No ballot is needed for such transfers.

- 10.2 Transfer of management responsibilities to a partner for a period of more than 12 months creates a long term agreement which under section 20 Landlord and Tenant Act 1985 which must be taken to consultation with leaseholders. This could be done at the same time as the tender proposed in paragraph 5.6. This need to consult will also apply to the partner SPV proposed in paragraph 8 unless the total charge per leaseholder for that service is estimated to be always below £100 per leasehold flat.
- 10.3 A compulsory purchase order can be made for housing purposes under Part II Housing Act 1985. A qualitative or quantitative change in the housing stock is required to be proved. It is thought that the transformational change being sought in this report provides a compelling case for making a CPO.
- 10.4 A compulsory purchase order of a dwelling interferes with the Article 6 Human Right to the home of the occupier and breaches the right to property held by the owner of the dwelling under Article 1 of the First Protocol. However the Human Rights Act and case law makes clear that such breaches can be justified if the proportionate gain in the overall quality or quantity of housing is in the public interest and overreaches the individuals rights provided the individual is treated fairly. It is well established that the compensation regime in England is fair and lawful. If there is a compelling case to make the CPO in the public interest then it should normally be that the balancing exercise needed will also come out in favour of approving the CPO. This is a matter which the Secretary of State must consider when deciding if to confirm the CPO and consequently there is no need for councillors at this stage to strike this balance. However it is likely from the information in this report that the housing gains to be made will provide the compelling case to justify a CPO and justify the unavoidable interference with the human rights of the individuals concerned.

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

- 11.1 The report sets out strategic options for the regeneration of the Ocean Estate. The report underlines that, following the 'no' vote on stock transfer, access to NDC grant from the Government is only available if a proposal is put forward which delivers transformational change to the estate. Funding is not available for a project which would deliver no more than the decent homes standard. Neither is the use of funding potentially levered in through the creation of an ALMO an option, because of the very high cost of the repairs needed on this estate.
- 11.2 The report therefore sets out two versions of an alternative model, which involves setting up a Special Purpose Vehicle to work in partnership with an RSL or a private developer to regenerate parts of the estate and the surrounding area. The partner organisation would be selected by open tender. The financial benefit in using this model is that it would be likely to satisfy the requirement of the Government in allocating NDC Grant, and should enable



significant additional funding to be levered in to the arrangement by the partner.

- 11.3 The financial details of the scheme would be subject to the tendering process and negotiation with the selected partner, but the report sets out illustrative figures. Any transfer of risk between the authority and the partners would also need to be considered at the tendering stage. The project would also need to be set up so as to be financially efficient, which includes minimising the cost of ongoing debt and any tax implications, and again this would depend upon discussions with the potential partners. Any significant financial implications arising from this would need to be reported to Members at that stage.
- 11.4 The authority's financial contribution would be in the form of a direct capital investment of £14.3m, which was the contribution intended under the stock transfer scheme, and in the provision of long leases on the feeder sites, which are currently owned by the Council. None of the feeder sites are currently earmarked for disposal for other purposes. The Council's contribution would include the cost of completing the decant of key blocks, including leaseholder buyouts. It is suggested that, in order to show its commitment to the project, the authority should adopt a capital estimate for its full contribution at this stage.
- 11.5 The development and procurement process will be complex and is likely to cost in the region of £1million. These costs would need to be met from the capital estimate.
- 11.6 The proposed scheme includes the potential for a bid for resources to the Housing Corporation for Social Housing Grant. In the event that this bid by the partner organisation was not successful, the scheme would need to be scaled back to accommodate it.
- 11.7 Tower Hamlets would be the accountable body for the grant funding allocated to the project and would be required to account fully for this funding and demonstrate the necessary outcomes. In the event that the outcomes are not delivered, the authority would be liable to repay the grants allocated.
- 11.8 The Special Purpose Vehicle appears to represent a significant opportunity to retain the NDC grant and attracting additional investment to the Ocean Estate to enable the decent homes standard to be delivered and significant redevelopment of parts of the estate. It is anticipated that Option 2 would lever in a larger investment than Option 1.

## **12. EQUAL OPPORTUNITIES IMPLICATIONS**

- 12.1 The proposed housing regeneration programme and draft Delivery Plan are specifically aimed at addressing the causes and consequences of social exclusion.

### **13. ANTI-POVERTY IMPLICATIONS**

- 13.1 The Ocean NDC area, home to approximately 6,500 people was identified in the 2000 Indices of Deprivation as being one of the most deprived areas of the country. All projects and activities funded as part of the Ocean NDC Programme are designed to tackle the causes and effects deprivation including poverty.

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

- 14.1 No specific implications.

### **15. RISK MANAGEMENT IMPLICATIONS**

- 15.1 The amount of capital funding originally available for the redevelopment and refurbishment of homes on the Ocean Estate is at least £50m less than would have been available under the Sanctuary Scheme. The ability to build new affordable housing and refurbish the remaining stock to an acceptable standard is dependant upon the ability to use proceeds from the sale of homes to cross subsidise the cost; to attract Social Housing Grant; to develop five “feeder” sites for affordable housing; and for the RSL to capitalise rental income to fund future refurbishment works. Therefore:

- Costs must be rigorously assessed and controlled to enable the preferred option to deliver best value.
- The works need to be undertaken in such a way to minimise tax liability including VAT and procured competitively to achieve value for money.
- The development and refurbishment programme will be spread over a number of years and during this period priorities may change giving rise to opportunities as well as threats which cannot be foreseen now.

- 15.2 The delivery of a workable regeneration housing package is predicated by leaseholder buy-in, required to mitigate challenges to the leaseholder CPO. The provisions within this report have been geared to the Council's desire to treat leaseholders with consideration and flexibilities as far as possible.

- 15.3 An effective strategy to deal with leaseholders who may be left in hardship and require assistance in re-housing following displacements, will need to be devised by the regeneration partner in consultation with the Council.

## **APPENDICES**

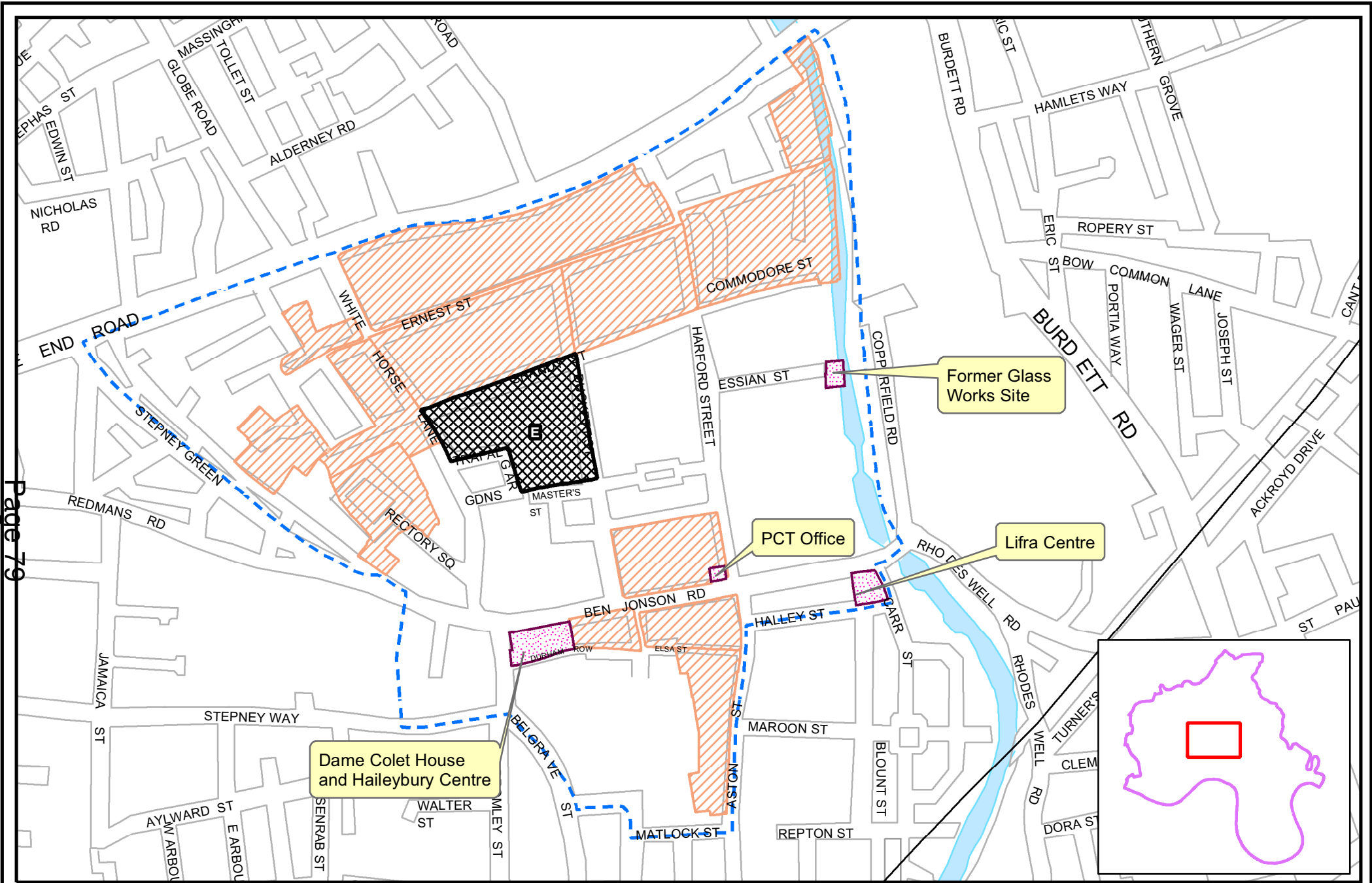
This report has the following appendices:

**Appendix 1a** – Map showing indicative option 1 with Urban Block E and feeder sites

**Appendix 1b** – Map showing indicative option 2 with Urban Blocks E and F and feeder sites

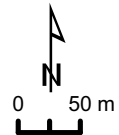
**Appendix 2** – Outline Delivery Plan 2007/8 (annexe 3 separate)

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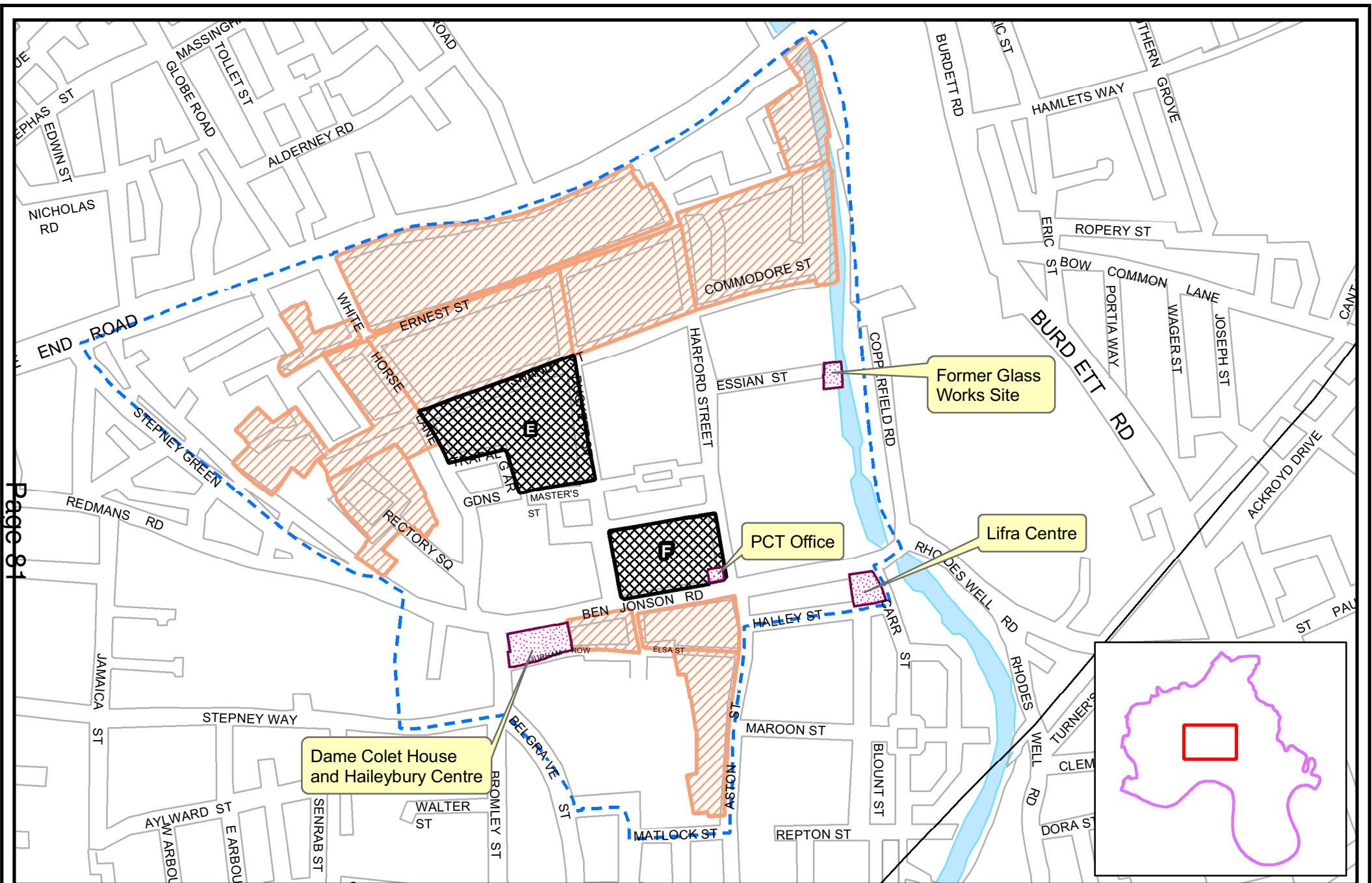


Appendix 1A Indicative Option 1 - Urban Block E and Feeder Sites

-  Urban Block
-  NDC Ocean Area Boundary
-  Feeder Sites
-  Other Urban Blocks

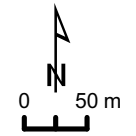


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Appendix 1B Indicative Option 2 - Urban Block E and F and Feeder Sites

-  Urban Block
-  NDC Ocean Area Boundary
-  Feeder Sites
-  Other Urban Blocks



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# **Ocean NDC**

# **Delivery Plan**

2007/8

DRAFT

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## 1. Introduction

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

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

Our vision was to be achieved across seven strategic Theme Areas

### 1.1. Progress to Date

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

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

### 1.2 Crosscutting Theme Areas

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

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

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

### **1.3 Housing Masterplan**

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

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

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

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

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

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

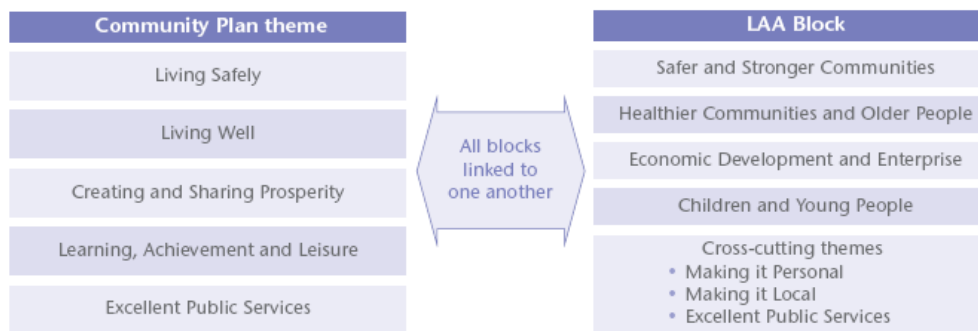
environment and community facilities' ambitions. It has also been informed by the wider context in which we operate and will aim to align more closely in the next three years to the priority outcomes in related strategy documents such as the LBTH Community Plan, the Local Area Agreement (LAA), the LAP3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

## 2.1 The Strategic Context

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

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

*Links between Community Plan themes and LAA Blocks*



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

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

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

## **2.2 Resources**

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

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

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

## 2.3 Strategic Programme Priorities

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

### Priority Groups

- Young People
- Women and Girls
- Elderly
- Families

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

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

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

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1 Census 2001

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

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

4 Census 2001

5 MORI 2006

6 MORI 2006

7 MORI 2006

8 Census 2001

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

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

### **Priority Activities**

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

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

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

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

<sup>10</sup> MORI 2006



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

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

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

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

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

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

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

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

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

## 2.4 Assessing priorities

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

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

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

## 2.5 Project Assessment Process

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

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

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

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

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

##### **Outcomes**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

#### **Programme Outcomes**

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

## **Year 7 progress**

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

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

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

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

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

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

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

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

## **Year 8-10 priorities**

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

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

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

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

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

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

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

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

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

#### **Year 7 progress**

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

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

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

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

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



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

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

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

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

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

## **4. Succession & Legacy**

### **4.1 Governance**

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

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

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

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

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

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

#### **Transition Timetable**

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

## **4.2 Management arrangements**

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

## Annexe 1 - Outcomes and Performance Indicators

### Education Theme

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

		Source	Baseline 2002 (%)	Current 2006 (%)	Target Programme End (%)	Gap to be achieved (%)
P1a	KS2 English	Admin data	75.0	75.5	Nat. Ave. 2006 = 78.7	3.2
P1b	KS3 English	Admin data	49.0	66	Nat. Ave 2006 = 74.1	8.1
P1c	KS4 GCSE A*-C	Admin data	41.4	54.3	Nat. Ave 2006 = 54.4	1.1
P1.1	KS1 <i>Local Baseline</i>	Source	Baseline 1999 (%)	Current 2006 (%)	Target Programme End (%)	Gap to be achieved (%)

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

Page 1.2 102	<i>KS2 +L4</i>						
	<i>Local Baseline</i>	Source	Baseline 1999 (%)	Current 2006 (%)	Target Programme End (%)	Gap to be achieved (%)	
	a	KS2 L4 English (Ocean Ave.)	DFES	48	76	Within 6% Nat. Ave 2006 = 79	achieved
	b	KS2 L4 Maths (Ocean Ave.)	DFES	63	73	Within 6% Nat. Ave 2006 = 76	achieved
c	KS2 L4 Science (Ocean Ave.)	DFES	67	78	Within 9% Nat. Ave 2006 = 87	achieved	

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

<b>Page 103</b>	<i>Local Baseline</i>	<i>Source</i>	<b>Baseline 1999</b> (%)	<i>Current 2006</i> (%)	<i>Target Programme End</i> (%)	<i>Gap to be achieved</i> (%)
P1.4	5 GCSE A*- C grades	<b>DFES</b>	34	61	Remain above Nat. 2006 = 55	achieved
P1.5	Post 16 Staying on rate	<b>DFES</b>	80, 79, 85 (2003)	<b>83, 82, 84 (2004)</b>	<b>Remain above LBTH</b> (2004 = 79.4)	achieved
P1.6	% residents with no qualifications	<b>MORI</b>	36 (2002)	<b>41 (2004)</b>	<b>30</b>	<b>11</b>

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

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

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

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

Employment Theme

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

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

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

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

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

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

### Health Theme

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

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



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

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

Community Safety Theme

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

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

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

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

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

### Neighbourhood Management Theme

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

Page 109	<i>Local Baseline (External)</i>	<b>Source</b>	<b>Baseline 2002 (%)</b>	<i>Current 2006 (%)</i>	<i>Target Programme End (%)</i>	<b>Gap to be achieved (%)</b>
10.1	% residents claiming 'Litter and rubbish in the street' a problem in the area	MORI	70	61	Within 10% Nat. Ave 2006 = 44	7
10.2	% residents claiming 'Abandoned or burnt out cars' a problem in the area	MORI	51	20	Within 5% NDC Agg. 2006 = 19	achieved
10.3	% residents claiming 'The speed and volume of road traffic' a problem in the area	MORI	57	42	5% national average 2006 = 55	achieved
10.4	% residents claiming 'Vandalism, graffiti and other deliberate damage' a problem in the area	MORI	60	47	within 5% NDC Agg 2006 = 48	achieved

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

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

## Community Engagement Theme

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

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

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

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

## Housing Theme

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

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

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

**Annexe 2 - Outcomes Mapping**

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

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



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

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

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

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

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

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

**Annexe 3 - Funding Summary**

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

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

1510 - Ocean TLA



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

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

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

2117 - Children & Families Learning

2125 - Widening Participation

2410 - Adult Education Programme

3113 - Jobs in Health

3114 - Recreation Assistant Academy

3515 - Sponsored Work Programme

4270 - Ocean Diabetes Project

4275 - Ocean Dental Project

4280 - Case Management for Older People

4290 - Cancer Screening on the Ocean

1150 - Strategic Partnership & Development Team

1250 - Capacity, Communication & Diversity Team

2310a - Ocean Youth Work Programme (internal)

3115 - Jobs & Training Partnership

3435 - Enterprise Start-up Programme

3530 - Community Apprenticeship

7310 - Housing Programme

8500 - Delivery & Evaluation

4260 - Residents Wardens

## **Annexe 5 – Community Facilities**

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

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

##### **Background**

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

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

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

Sanctuary's contribution:

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

NDC's contribution:

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

Others:

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

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

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

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

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

### **Existing and Planned Facilities**

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

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

## Meeting Needs

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

Critical needs identified have been the facilities and services for:

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

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

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

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

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

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

### Options

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

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

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

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

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

### **Governance & Ownership**

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



## Annexe 6 – Governance Structure

### CONTEXT FOR THE REVISED OCEAN NDC DELIVERY ARRANGEMENTS

#### DCLG Review

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

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

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

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

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

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

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

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

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

## Local Government White Paper

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

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

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

### Maximise funding available for meeting Decent Homes

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

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

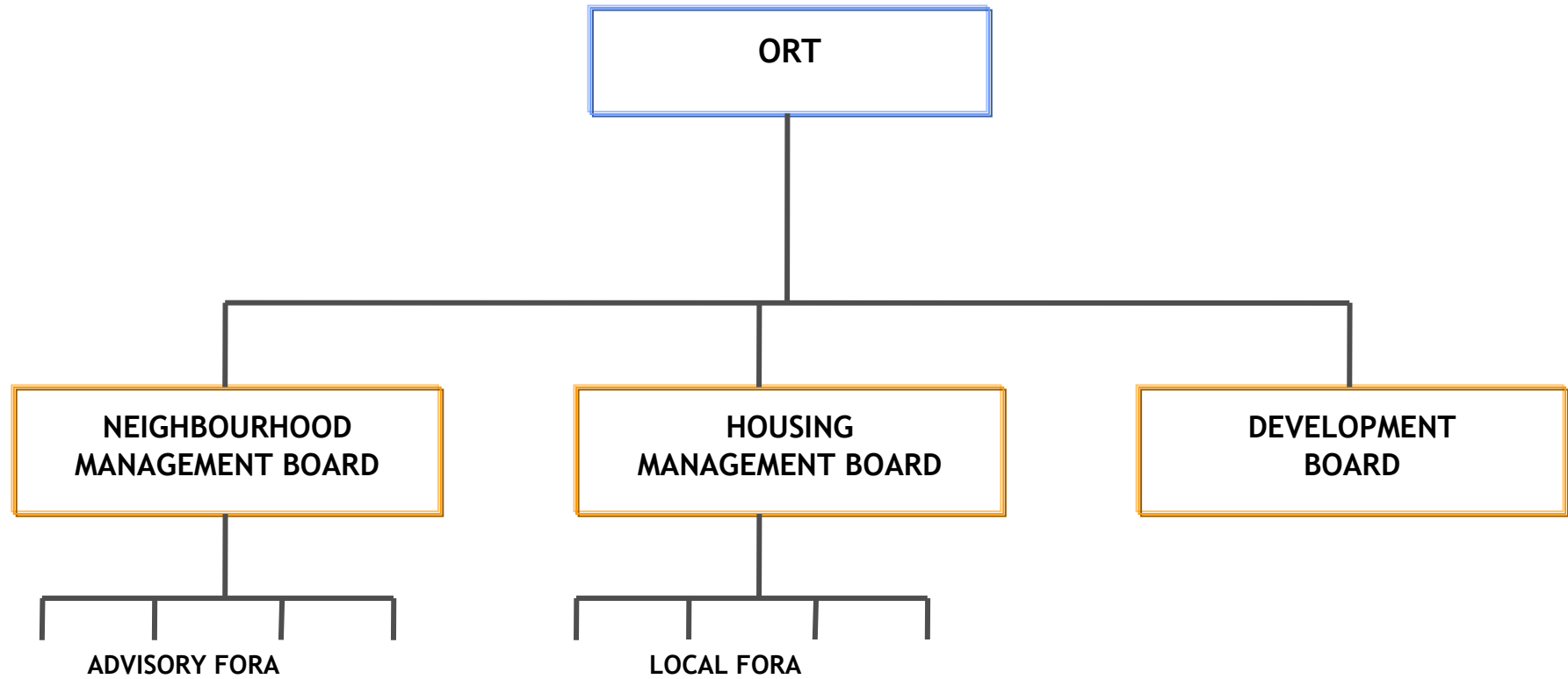
The Local Authority could use the ORT to work in areas outside Ocean as the existence of an effective regeneration agency would be a valuable resource for The Borough. With Local Authority Directors on The ORT Board there would be some level of accountability on an on-going basis in addition to any contractual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

### **Implications of the “No” vote**

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

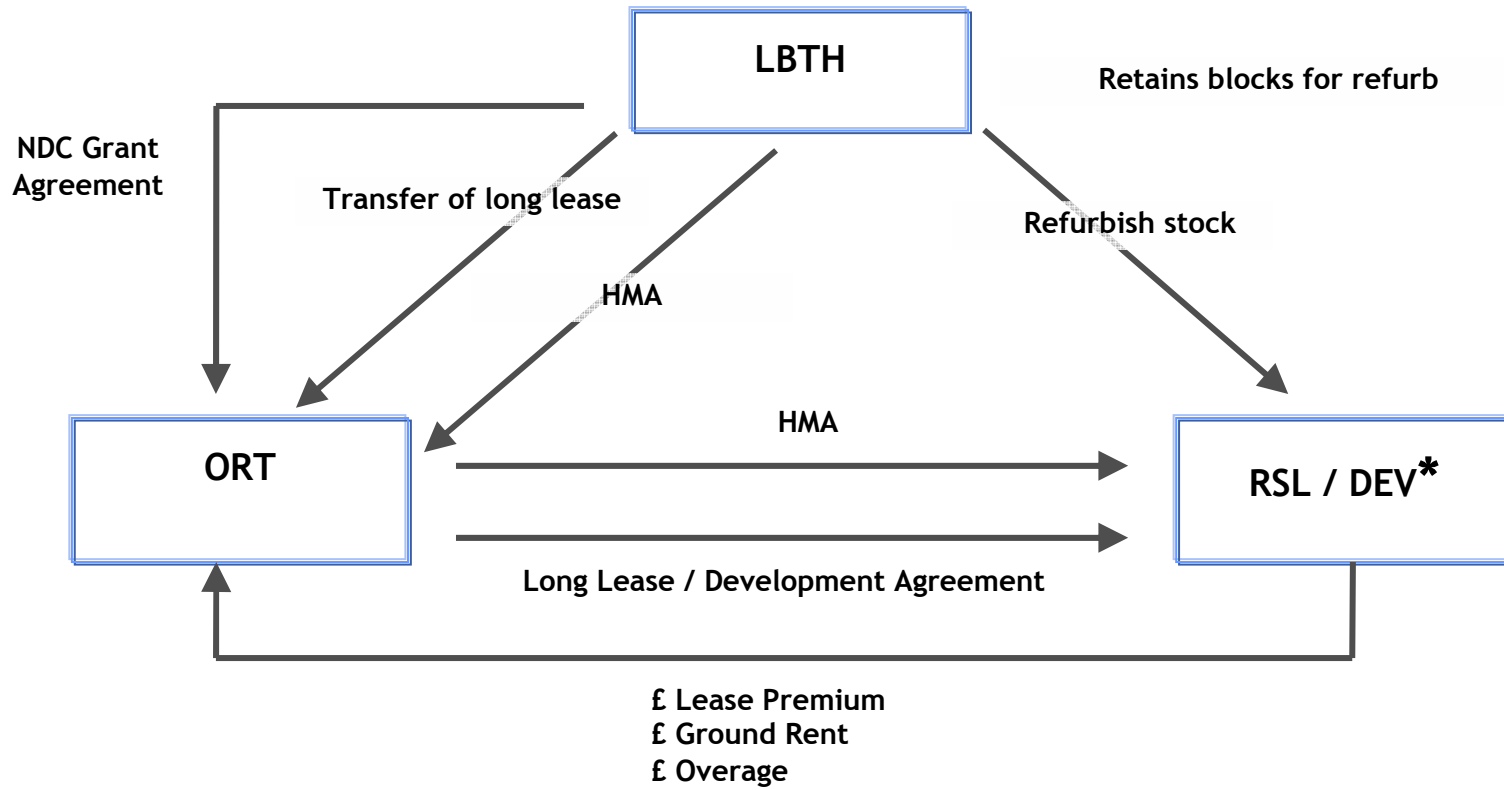


## OCEAN REGENERATION TRUST ORGANISATIONAL COMPONENTS



This Structure replaces the existing NDC Board and Committees

## DEVELOPMENT ARRANGEMENTS



HMA – Housing Management Agreement

\* May be more than one RSL

## **OCEAN NDC DELIVERY ARRANGEMENTS**

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

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

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

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

### **RSL (Developer)**

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

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

### **NEIGHBOURHOOD MANAGEMENT BOARD**

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

### **HOUSING MANAGEMENT BOARD**

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

### **DEVELOPMENT BOARD**

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



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

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

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

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

### **Ocean Regeneration Trust**

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

Independent Chair

London Borough of Tower Hamlets x2

Lead RSL (s) x 2

Neighbourhood Management Board x2

Housing Management Board x2

Development Board x2

Independent Director (Finance)

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

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

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

### **Boards and Advisory Forums**

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

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

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

## **Ocean New Deal for Communities Report: Concerns raised by Respect Group**

The Respect group have raised a number of concerns about the report and to aid discussion at Committee it was agreed to circulate these with the report.

### **Lack of Consultation**

The report proposes far-reaching changes to the tenure, social, economic and ethnic mix of the Ocean estate without sufficient consultation with residents.

### **Governance Issues**

There should be more detail of the role, function and regulation of the Ocean Regeneration Trust (ORT) included in the report. The report offers no assessment of the different types of community land trust, their potential costs / benefits and an assessment of their relative merits. In addition, for a transfer of £millions of public assets Members should see the draft rules (Memorandum and Articles of Association) with legal comments before authorising a transfer.

### **RSL Involvement**

The involvement of (an) RSL(s) would mean extra costs in administration, bureaucracy and legal costs by creating two leasing and management agreements. For tenants and leaseholders, the involvement of (an) RSL(s) means potentially worse conditions in terms of tenure security and accountability.

### **Refurbishment**

It is not clear what level of refurbishment the proposals will result in, and whether the proposals will result in a 'transformational' programme of refurbishment and improvement, as desired by residents. Technical evidence should be produced before agreeing the demolition of seven blocks of structurally sound homes, when other blocks on the estate are in poorer condition.

### **Housing to meet real need**

The proposed tenure mix does not meet the needs of those living in the ONDC area, or in Tower Hamlets, as almost all the non-rented housing options are unaffordable. The report projects an average cost of homes for sale as £200,000 which may be an underestimate.

### **Community Centres and Facilities**

There is no evidence or cost benefit analysis as to why the demolition of Dame Colet, Haileybury, St Dunstan's Resource Centre and LIFRA hall are justified. The impact of losing this community space should be highlighted.

### **Leaseholders**

There is a track record of escalating costs for leaseholder buy outs in the ONDC area. In light of this firm evidence-based estimates of costs for buy-backs and Compulsory Purchase are required, with an assessment of the risk (including costs) of a successful legal challenge in the context of residents' opposition to the proposed options.

### **Homeless Families**

Further information is required on where the 300 homeless families to be moved from the estate will be rehoused. Further information is also sought on whether these families can be offered secure tenancies, reducing temporary accommodation costs and promoting community cohesion.

**Costs**

The costings in the report are not clear and further clarification is needed on the costs of the tendering process, detailed planning approval preparation, retained development and legal consultation and decant.

**Economic impact**

The economic impact of regeneration is not sufficiently addressed in the report and more information should be provided on how the proposals will affect the economic prospects of current residents and particularly the shops under Memora House on Ben Jonson Rd.

**Displacing the community**

More evidence is required to demonstrate that changing the tenure balance of the estate (and the social, economic and ethnic mix) will benefit the existing community and contribute to community cohesion.

Alan Steward  
Scrutiny Policy Manager  
23 March 2007

# Agenda Item 8.1

<b>COMMITTEE</b> Overview and Scrutiny	<b>DATE</b> 3 <sup>rd</sup> April 2007	<b>CLASSIFICATION</b> Unrestricted	<b>REPORT NO.</b>	<b>AGENDA ITEM</b>
<b>REPORT OF:</b> Assistant Chief Executive		<b>TITLE:</b> <b>TOWER HAMLETS INDEX - MONITORING REPORT BV SUMMARY 2006/07</b>		
<b>ORIGINATING OFFICER(S):</b> Sara Williams Louise Russell		<b>WARD(S) AFFECTED: N/A</b>		

## 1. Introduction

- 1.1 This report introduces the fifth in-year monitoring report for the Tower Hamlets Index 2006/07.
- Appendix 1** provides an overview of performance and comments on each indicator.
- Appendix 2** provides charts for a better overview of the performance trends over time.
- Appendix 3** further analyses the “Red Indicators” (those indicators that failed to meet the target for January 2007), and presents the variance from the monthly target, the change on the previous year, and the quartile those PIs sit in, based on January data.
- Appendix 4** contains the Best Value Summary for 2006/07 which has been published in the East End Life on the 24th March.
- Appendix 5** lists which lead member is responsible for which indicator.
- Appendix 6** presents the Best Value Performance Indicators quartile positions for 2005/06 and previous years.

## 2. Recommendation

- 2.1 That the Committee notes and comments on the performance as identified in paragraphs 4 of this report.

<b>LOCAL GOVERNMENT ACT, 2000 (SECTION 97)</b> <b>LIST OF “BACKGROUND PAPERS” USED IN THE DRAFTING OF THIS REPORT</b>	
<b>Brief description of background papers:</b> Tower Hamlets Index Monitoring Reports Strategic Plan 2006/07 Best Value Performance Plan 2005/06	<b>Name and telephone number of holder and address where open to inspection:</b>  Sara Williams, 020 7364 4771 Mulberry Place, 6 <sup>th</sup> Floor

## 3 BACKGROUND

- 3.1 The Tower Hamlets Index consists of key Strategic Plan indicators through which we measure progress towards the Council’s 12 strategic Objectives

- 3.2 The Tower Hamlets Index has been designed as a tool for Corporate Directors and their staff to accelerate improvement or sustain excellent performance in priority areas. It enables Members to monitor the overall rate of improvement across the council.
- 3.3 Each directorate has set annual targets to assist the Council in reaching its ambition of being one of the top 2 performers in Inner London, and in the top 6 in Greater London by 2006. These targets are integrated into the service planning, team planning and performance management arrangements within each directorate.
- 3.4 We undertake an annual assessment of our ranking on all Tower Hamlets Index indicators which are Best Value Performance Indicators and which enable comparisons with other authorities. We monitor our performance monthly on a wider suite of Index indicators which includes local PIs for which national comparisons are not available. The bi-monthly Index excludes all indicators for which data is available only annually. In some cases proxy indicators replace the annual indicators – for example, school attendance instead of annual test and examination result indicators.

#### 4. CURRENT PERFORMANCE

- 4.1 Performance against the bi-monthly Tower Hamlets Index indicators for the period December - January is set out in Appendix 1.
- 4.2.1 Currently **18** of the performance indicators are on track to achieve their end of year target (GREEN). Areas where performance is well above the estimated level for the end of September target are as follows:
- LAP attendance – Bangladeshi residents
  - LAP attendance – young people (16-25)
  - LAP attendance – BME residents
  - Increased number of under 18s accessing treatment
  - Number of people aged 24 and under in receipt of Jobseekers Allowance (and not on New Deal) helped into paid employment
  - Number of businesses/social enterprises assisted to improve their performance
  - Percentage of residents satisfied with the Councils repairs service
  - Average time for processing new housing benefit and council tax benefit claims.
  - Total number of under 19s completing a course in Idea Stores, libraries and learning centres
- 4.2.2 A total of **25** indicators are not meeting their end of January target (RED). Indicators that are significantly below their estimate are:
- The proportion of relevant land and highways that is assessed as having combined deposits of litter and detritus that fall below an acceptable level.
  - Major planning applications determined within 13 weeks.
  - Recycling rates.
  - Percentage of young people in Tower Hamlets aged 18-25 claiming unemployment-related benefits.

- Percentage of LAP attendees who are from targeted communities: Somali residents.
- Number of violent crimes.
- Number of under 16s who are active users of the Idea Stores and libraries.
- Total number of library items issued to under 16s.
- Number of physical visits to public library premises per 1,000 population.
- Percentage of complaints completed in time – Council as whole.
- The percentage of the top 5% of Local Authority staff who are from an ethnic minority.

4.2.3 The number of projected red indicators is clearly disappointing. In most areas, performance has improved since last year but we have not met our ambitious targets. The Performance Review Group is now as a matter of course reviewing all off-target indicators in the Tower Hamlets Index and challenging and working with officers to develop robust improvement plans for these. Targets which are part of our Local Area Agreement are also subject to regular challenge within the Partnership structures. This robust monitoring and challenge needs to be maintained and stepped up to ensure that we achieve 2007/08 targets.

4.2.4 Currently **4** of the 25 red indicators are predicted to achieve their target by year end. These are: overall crime rate; percentage of minor planning applications; unauthorised absence rates in secondary schools; and telephones answered within customer promise standards.

4.2.5 For this report we have undertaken further analysis of the red indicators in order to assess the extent of these performance failures (see Appendix 3). Of these 25 indicators, the targets were nearly met on **9** indicators. 5 missed the target by 2-5%, and 4 missed the target by less than 2%. These are: overall crime rate; children looked after with three or more placements; improved attendance rates at primary school; improved attendance rates at secondary school.

4.2.6 Appendix 3 shows that, of those indicators that are significantly below their target and performance is below the London average, three indicators have improved on the previous year: violent crime; recycling; and processing major planning applications; while three indicators have deteriorated since last year: adults receiving a review; and unemployment claimants (both all and 18-25 year olds).

4.2.7 There are **2 indicators** that will be reported on when the telephone system is phased in, current estimates suggest summer 2007.

## 5 ISSUES RAISED BY OVERVIEW AND SCRUTINY

5.1 When the Tower Hamlets Index was considered at Overview and Scrutiny Committee on 6 March 2007, a number of issues were raised. Brief responses are given to these issues below.

5.2 Concern was expressed over the use of an amber indicator. Amber is only used where the service lead indicates that they consider that the target can be achieved by the end of the year. SP105 – Reduction in overall crime rate (BCS Comparator Offences) – is a good example. The Service lead has advised that with the downward trend and adoption of further measures, achieving the year end target is still likely.

5.3 The Committee wanted to know how cross cutting issues were monitored. The Performance Team monitor the submissions on both the Tower Hamlets Index and wider performance indicators and seek to identify/pick up any cross-cutting issues. There are further opportunities through consideration of the Index at Corporate Management Team and in discussion with the Lead Member for Resources and Performance. The Corporate Performance Review Group also picks up key issues from the Index. For LAA targets, there is also a regular cross-block meeting to pick up cross-cutting issues such as the development of collaborative approach between schools and police on youth on youth violence.

## 6. BEST VALUE PERFORMANCE PLAN SUMMARY

6.1 We are statutorily required to publish by the end of March 2007 a Best Value Performance Plan summary with predicted performance for 2006/07 for our key indicators. Appendix 4 includes key indicators from the bi-monthly Tower Hamlets Index plus indicators on education attainment and decent homes which are reported annually. It sets out available information to date on predicted end year performance. The text for this summary is based on the text in the Council Tax leaflet. When this report goes to Scrutiny the BV Summary will already been published in the East End Life.

## 7. NATIONAL BEST VALUE PERFORMANCE INDICATORS: COMPARATIVE PERFORMANCE 2005/06

7.1 The number of BVPIs varies annually, but on average, we are required to submit around 100 items of data to the Audit Commission. After the data has been audited, the Audit Commission produces league tables and quartiles for most indicators to enable comparisons to be made. These tables are produced around six months after the data was submitted, and nearly a year after the period the data refers to, hence the most recent available comparative data is for the year 2005/06. Tower Hamlets performance compared to the national quartiles for the year 2005/06 is set out in Appendix 6.

## 8 How we are doing

8.1 Compared to all other local authorities in **England**, in 2005/06, **32** performance indicators (28.57%) were placed in the Top Quartile (the top 25% of authorities in All England), **24** performance indicators (22.32%) were placed in the 2nd Quartile (performance above average), **25** performance indicators (21.43%) were placed in the 3rd Quartile (performance below average), and **31** performance indicators (27.68%) were placed in the Bottom Quartile (the bottom 25% of authorities).

8.2 A slightly higher proportion of indicators were placed above average, compared to the **London** distributions, but a slightly lower proportion were placed in the Top Quartile, compared to the London distributions. The London breakdown is: 27.42% (Top Quartile), 25.81% (2<sup>nd</sup> Quartile), 22.58% (3<sup>rd</sup> Quartile), and 24.19% (Bottom Quartile).

8.3 Compared to 2004/05, our ranking for All England has improved by two or more quartiles on **6** indicators (for example, improved from 3<sup>rd</sup> Quartile to Top Quartile):

- Percentage of items of equipment delivered within 7 working days
- Adoptions of children looked after
- Speed of processing new claim to HB/CTB



- Tonnage household waste landfilled
- Number of temporary traffic control days caused by road works per km
- Condition of surface footway

8.4 Our ranking has improved by one quartile on **4** indicators (for example, improved from 3<sup>rd</sup> Quartile to 2<sup>nd</sup> Quartile), and deteriorated by one quartile on **12** indicators.

8.5 **7** indicators have deteriorated by two quartiles:

- Educational qualifications of Looked After Children
- Accuracy of HB/CTB claims
- Accuracy of recovering overpayments
- Change in casualties from 1994-98 average - Children KSI \*
- Percentage of pedestrian crossings for disabled people
- Percentage of major planning applications within 13 weeks
- Percentage of planning searches within 10 days.

\* The Casualties performance relates to 2004 data; we are currently exceeding national targets on this PI

## **9. Equalities Implications**

9.1 The Council's ambitious targets for service delivery are focused on meeting the needs of the diverse communities living in Tower Hamlets. The Tower Hamlets Index reflects the priority the Council gives to equality and diversity issues, and includes specific equality indicators.

## **10. Comments from the Chief Finance Officer**

10.1 There are no direct financial implications arising from the recommendations of this report. Any specific financial implications relating to the performance indicators have been incorporated in the officer comments attached to this report.

## **11. Concurrent Report of the Assistant Chief Executive (Legal)**

11.1 The Local Government Act 1999 places a duty on the Council to secure continuous improvement in the way its functions are exercised having regard to a combination of economy, efficiency and effectiveness. Performance monitoring using the Index combined with implementation of the Strategic Plan will assist in discharging that obligation.

## **12. Sustainable Action for A Greener Environment**

12.1 A number of the Indicators contribute directly towards a greener environment, including addressing abandoned cars, and improving the cleanliness of streets. The Council will ensure that in monitoring and reporting on the Tower Hamlets Index, the environmental impact locally will be kept to a minimum.

## **13. Anti Poverty Comments**

13.1 A number of the indicators in the Index specifically address unemployment and homelessness families, targeting some of the most vulnerable communities in Tower Hamlets. A number of the other indicators address service improvements that have a greater impact on those communities in most need of Council services.

## **14. Risk Management Implications**

- 14.1 In line with the Council's risk management strategy, the implementation of the Tower Hamlets Index will assist the Cabinet, Corporate Directors and relevant service managers in delivering the ambitious targets set out in the Strategic Plan. Where any difficulties or slippage arise, the process will create an opportunity for Members and Corporate Directors to discuss remedial action and keep progress under regular review.

### Monthly Performance Summary for end January 2007

PI Ref No	Description	Outturn 05/06	Jan Actual	Jan Target	Annual Target	Preferred Outcome	Traffic Light	Responsible Officer	Manager's Comments
SP101	Wounding: number of violent crimes (common assault plus ABH/GHB) per 1000 population	22.8	19.76	17.6	21.2	Lower	RED	Andy Bamber	<p>We are currently off target with this indicator and will not achieve our end of year target. However there are signs that performance is improving - in December we recorded 1.92 allegations per 1000 population, the 4th lowest recording this performance year. December is traditionally a vulnerable month given the celebrations over the festive period and the impact of alcohol on offending. In summary YTD allegations 05'06 = 3164. YTD allegations 06'07 = 3729. Our year end target = 4379. This means that in the remaining four months we can record 162.5 allegations per month. Violent crime continues to remain a priority for the partnership. The following actions have been introduced to combat this increase: - A Violence Reduction Carrier operating Friday and Saturday evenings targeting our violence hotspots and problematic licensed venues - Enhanced police response on our Operation Looba Estates; each estate has a comprehensive partnership action plan to tackle violence/ASB - Safer Neighbourhood Team patrol support for Safer Schools Officers outside secondary schools at dispersal times</p> <ul style="list-style-type: none"> <li>- Continued use of ASBOs against perpetrators who cause disorder outside our secondary schools - Continued use of s560 Stop/Search - Continued robust enforcement of alcohol licensing breaches. We have also for example opposed 24 hour licensing applications in Brick Lane - Enhanced linkages with Hackney Learning Trust and Hackney Safer Schools Project enabling intelligence led responses to disorder - Targeted patrolling of our transport hubs focusing on the period after school -</li> </ul>

## Appendix 1

PI Ref No	Description	Outturn 05/06	Jan Actual	Jan Target	Annual Target	Preferred Outcome	Traffic Light	Responsible Officer	Manager's Comments
									Continued resource support from the Territorial Support Group until the end of March meaning more visible policing resources on the borough to respond to and deter violence A positive note within the statistics is that youth on youth violent crime has decreased since September. Enhanced working relationships with the Childrens Trust will ensure this trend continues.
SP104	Increased number of under 18s accessing treatment - Enhancing young people	415	500	364	660	Higher	<b>GREEN</b>	Andy Bamber	There have been increases in young people entering tier 2 and tier 3 treatment due to an additional outreach worker at Lifeline and better partnership working with key local stakeholders. Treatment and outreach programmes are currently being developed so that performance can be sustained into the new financial year.
SP105	Reduction in overall crime rate (BCS Comparator Offences)	20281	15552	15490	18585	Lower	<b>AMBER</b>	Andy Bamber	This is a composite indicator which covers 10 key crime areas including robbery, burglary and motor vehicle crime as well as violence and criminal damage. It is the most important crime related indicator for the Borough. Our performance in this area has improved over the course of the year. Though we are currently only slightly off target we are fully committed to meeting our end of year target. We are aiming to achieve a 20% reduction in overall crime against 2003/04 performance by the end of 2007/08. If current performance is maintained we should exceed this target. Key areas of success include (all comparisons with 2005/06): - Residential burglary down over 26% - Vehicle crime down over 16% - Criminal damage down over 6% Areas for improvement are: - Robbery up 11.4% - Violence up 1% These areas are receiving a sustained Partnership focus.
SP108	The proportion of	23.0	21	16	16.0	Lower	<b>RED</b>	Alex Cosgrave	The second tranche of BV199 for 2006/7

## Appendix 1

PI Ref No	Description	Outturn 05/06	Jan Actual	Jan Target	Annual Target	Preferred Outcome	Traffic Light	Responsible Officer	Manager's Comments
	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]								demonstrates a significant improvement and was the 5th highest result in the Capital Standards Group covering most of the London Boroughs. However it is insufficient to put us back on track to meet our 16% target. Encams scores for the whole of London are deteriorating. This is very unusual and urgent discussions are being undertaken with Encams to determine the stability of the baseline.
SP111	Percentage of household waste which has been sent by the authority for recycling.	8.82	11.39	17	18.00	Higher	RED	Alex Cosgrave	Recycling has risen from 7.10% 2003/04, 7.35% in 2004/05, 8.84% in 2005/06 to a cumulative outturn of 11.39 % in January. Monthly recycling levels are now performing in excess of 12% (Jan 14%). The increase in recycling is significant for the Council, but will not reach the statutory target of 18% by the end of year. A programme to drive individual and community participation in recycling will take place throughout the spring and summer supported by additional government funding.
SP203	Percentage of urgent repairs completed in government time limits	94.55	96.31	95.8	96	Higher	GREEN	Maureen McElaney	Results are on track to achieve target.
SP204	Average time taken to re-let local authority housing. - [New PI]	36.04	33.71	35.7	35.5	Lower	GREEN	Maureen McElaney	Results remain within target.
SP205	Percentage of residents satisfied with the Councils repairs service	82.5	89.76	83	90	Higher	GREEN	Maureen McElaney	Telephone surveys of tenants are conducted each month. Except for one month results have consistently been above target
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	4.84	4.3	4.50	3.50	Lower	GREEN	Maureen McElaney	Performance remains and is projected to be within target at year end.

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PI Ref No	Description	Outturn 05/06	Jan Actual	Jan Target	Annual Target	Preferred Outcome	Traffic Light	Responsible Officer	Manager's Comments
SP211	Number of supported admissions of older people to permanent residential and nursing care per 10,000 population aged 65 or over (formerly C26). need.	108.1	66.6	70	85	Lower	GREEN	John Goldup	The number of admissions has remained low and within the target. The current projection is that there will be 25 fewer admissions of people aged 65 and over this financial year than in 2005/06.
SP212	Adult and older clients receiving a review as a percentage of those receiving a service.	71	64.4	75	90	Higher	RED	John Goldup	The new method of telephone reviews, in combination with close monitoring of teams' progress, has led to the number of reviews completed in each month continuing to rise. If the quantity of reviews completed in January is replicated in February and March then the outturn may be close to the target. The projection of the percentage of Mental Health clients that will be reviewed by year end continues to rise and now stands at 82%, compared to 62% in November and 52% in September. Each team is now being supplied fortnightly with a list of clients who still need to be reviewed. This will continue until financial year end and the importance of scheduling these reviews is understood throughout the operational social work teams.
SP214	Percentage of child protection cases which should have been reviewed during the year that were reviewed.	100	100	100	100	Higher	GREEN	Kamini Rambellas	Target of 100% achieved, this performance is projected to continue at 100% for the remainder of the year.
SP215	Percentage of children looked after at 31 March with three or more placements during the year	12.23	10.34	10.2	10.00	Lower	RED	Kamini Rambellas	Performance is improving considerably as a result of management action. 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. Action being taken to stabilise placements wherever

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PI Ref No	Description	Outturn 05/06	Jan Actual	Jan Target	Annual Target	Preferred Outcome	Traffic Light	Responsible Officer	Manager's Comments
									possible includes scrutiny of cases to ensure early intervention if a placement is showing signs of breaking down, and developing alternative placement provision. Performance is still close to target but we are anticipated to miss the end of year target by a narrow margin. We are continuing to monitor overall performance and individual cases in this area with a view to maintaining a stable placement wherever this is possible.
SP218	Average time for processing new housing benefit and council tax benefit claims (days).	33.8	29.23	31.5	31	Lower	GREEN	Maureen McEleney	Results have continued to improve since the beginning of the year and remain within target to meet the highest BFI standard
SP301	Percentage of major planning applications determined within 13 weeks.	35.00	40.00	60.00	60.00	Higher	RED	Emma Peters	A concerted effort to reduce the number of long outstanding planning applications continues and while this is having a beneficial impact on typical caseloads, the target remains unmet. Performance monitoring of current caseloads continues as we strive to maintain an improved rate of output of planning decisions. This is despite the disproportionately high number of major strategic proposals being submitted in the Borough.
SP302	Percentage of minor planning applications determined in 8 weeks.	78.56	79.8	82	80.25	Higher	AMBER	Emma Peters	Development Control performance on minor planning applications has continued to improve during the review period and is on course to meet the annual target.
SP303	Percentage of other planning applications determined in 8 weeks.	85.53	84.63	87.5	88.25	Higher	RED	Emma Peters	The Development Control service has continued to improve performance during the review period and is approaching the end of year target, but unlikely to achieve it by year end.
SP304	Number of businesses / social enterprises assisted to improve their performance	N/A	30	22	25	Higher	GREEN	Emma Peters	Above target, new proposal in partnership with the other host Olympic boroughs will increase provision and we will set an improved target for next year

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PI Ref No	Description	Outturn 05/06	Jan Actual	Jan Target	Annual Target	Preferred Outcome	Traffic Light	Responsible Officer	Manager's Comments
SP306	Percentage of young people in Tower Hamlets aged 16-18 not in education, employment or training	13.5	11.0	12.0	11.5	Lower	GREEN	Mary Durkin	There has been a slight increase compared to November, however we are continuing this programme of work which has been very effective and anticipate further reductions to within target by the year end. Steps have been taken to increase the number of young people in employment, education or training. These include: -door knocking/outreach work to reach out to young people those are on the NEET register. -bringing the Connexions service in house to improve the quality of careers advice to young people. The transfer of staff under TUPE to the Council took place on 9th February 2007. -Setting up a borough wide NEET reduction strategy group. - Identifying additional funding to develop New Start Plus -Additional funding is secured to commission alternative provision to take people off the register. The Performance Research and Statistics Team will review the target setting approach for NEET as performance fluctuates considerably throughout the year. It will be suggested that the same month each year will be used as a benchmark and reduction targets applied for each month based upon the reductions seen each year. This will enable a more robust method of reviewing NEET performance in future.
SP307	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 at least 13 consecutive weeks or more	100	214	160	200	Higher	GREEN	Emma Peters	On track to meet LPSA target
SP308	Percentage of young people in Tower Hamlets	20.6	21	16.5	16.5	Lower	RED	Emma Peters	Ongoing dialogue with Jobcentre plus, who are the prime agency for reducing



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PI Ref No	Description	Outturn 05/06	Jan Actual	Jan Target	Annual Target	Preferred Outcome	Traffic Light	Responsible Officer	Manager's Comments
	aged 18 - 25 claiming unemployment-related benefits								unemployment, will continue to seek to improve the numbers of young people securing employment, however the continued pattern of new applicants outnumbering 'stock' of applicants will not show an improvement to the figure. There are good examples of effective programmes within the borough and the Council remains committed to the principles outlined in the LAA - to provide a long term step change by working towards breaking the cycle of unemployment and worklessness by concentrating efforts on young people and an effective transition from education to employment.
SP309	Percentage of local residents claiming unemployment-related benefits	8.0	8.6	8.3	8.3	Lower	<b>RED</b>	Emma Peters	Jobcentre Plus are the prime agency for reducing unemployment. Despite improvements in the service they offer to local unemployed residents the scale of the situation, with the number of new applicants outnumbering the 'stock' of claimants, makes for a situation where although many local residents are accessing employment, the unemployment rate remains high. The Council will continue to work towards the key aims outlined in the LAA and Regeneration Strategy - to provide a long term step change by attempting to break the cycle of unemployment and worklessness by concentrating efforts on young people and the transition from education to employment.
SP404a	Improved overall attendance rates at primary school (proxy for LAA 601 & 602)	93.92	94.7	95.8	94.80	Higher	<b>RED</b>	Helen Jenner	The end of January outturn is based on Autumn Term 2006 absence collection, from School Census 2007 (Spring Term). The outturn at this stage is provisional. Primary attendance rates have deteriorated for the past 2 years. Attendance will not be adversely affected by Eid in the current academic year as both celebrations fall in school holiday periods. However, schools are reporting higher levels of leave in term time

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PI Ref No	Description	Outturn 05/06	Jan Actual	Jan Target	Annual Target	Preferred Outcome	Traffic Light	Responsible Officer	Manager's Comments
SP404b	Improved overall attendance rates at secondary school (proxy for LAA 601, 602 & 603)	92.58	92.4	93.9	92.90	Higher	<b>RED</b>	Helen Jenner	<p>as families travel abroad for Eid. Whilst attendance is projected to improve it will not be assisted by this trend. The Authority has issued schools with a letter for parents plainly stating the Authority's 'No Leave in Term Time' policy and explaining such absences are regarded as truancy. Notices on plasma screens are running throughout 2005/6 promoting attendance and re-stating the leave policy. Authorised absence due to sickness is also higher compared with the autumn term 2005. (NB Our reported year end performance for 2006/07 will also be red as this is based on the academic year ending summer 2006.)</p> <p>The end of January outturn is based on Autumn Term 2006 absence collection, from School Census 2007 (Spring Term). The outturn at this stage is highly provisional. Secondary school attendance has consistently been above national averages in recent years. Since September 2006, it has been affected by similar factors to those experienced by primary schools, with schools reporting more sickness, a rise in exclusions and more holidays in term time. Initiatives undertaken in primaries have been extended to all schools. The Attendance and Welfare Service is also working with 2 secondary schools using the DFES Persistent Absence Scheme, which was introduced in the autumn term 2006. The secondary attendance project is providing additional resources to the highest priority school to develop and improve attendance systems. (NB Our reported year end performance for 2006/07 will also be red as this is based on the academic year ending summer 2006.)</p>

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PI Ref No	Description	Outturn 05/06	Jan Actual	Jan Target	Annual Target	Preferred Outcome	Traffic Light	Responsible Officer	Manager's Comments
SP405a	Unauthorised absence rates - primary (proxy for 601, 602 & 603)	1.22	1.3	0.7	1.10	Lower	<b>AMBER</b>	Helen Jenner	The end of January outturn is based on Autumn Term 2006 absence collection, from School Census 2007 (Spring Term). The outturn at this stage is provisional. The Authority's robust policy of 'no leave in term time' results in higher levels of unauthorised absence compared to other LAs, which do not adopt this approach. The new national register codes, implemented from September 2006, will allow for more sophisticated analysis of data as it will now be possible to monitor and compare authorised and unauthorised holidays. A live local campaign to reduce truancy will be launched in the second half of the spring term, a period when attendance usually declines. 11 primary schools are being targeted for using the DFES unauthorised absence initiative to identify pupils for working with. Annual register inspections were brought forward to the autumn term for earlier identification of pupils to be referred to the AWS. Unauthorised absence remains stubbornly persistent but it is important that the message to parents remains that unavoidable absence will not be condoned. (NB Our reported year end performance for 2006/07 will also be red as this is based on the academic year ending summer 2006.)
SP405b	Unauthorised absence rates - secondary	2.42	2.3	1.6	2.20	Lower	<b>RED</b>	Helen Jenner	The end of January outturn is based on Autumn Term 2006 absence collection, from School Census 2007 (Spring Term). The outturn at this stage is highly provisional. This target was achieved for the 2005/6 academic year. It is estimated it will be reached again this year, however this figure is being monitored in particular against the reported increase in holidays in term time. The AWS continues to participate with the Police on regular truancy patrols to ensure

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PI Ref No	Description	Outturn 05/06	Jan Actual	Jan Target	Annual Target	Preferred Outcome	Traffic Light	Responsible Officer	Manager's Comments
SP408	Number of under 16s who are active users of the Idea Stores and libraries	14008	13723	17168	17800	Higher	RED	Alex Cosgrave	that this area of work maintains a high profile locally with parents and the general public.  There has been a marked downturn in issues across London. It is unlikely that this end of year target will be met. We have identified where stock needs to be refreshed and this has been identified as a high priority for the coming year. A reader development programme is currently being put in place at each Idea Store and library. Members of staff are being trained to deliver 'Chatterbox' sessions which should increase the number of active older children users.
SP409	Total number of library items issued to under 16s	279607	224302	248587	298304	Higher	RED	Alex Cosgrave	It is unlikely that this end of year target will be met. Stock purchase is currently under review with special focus on children's books and this has been identified as a high priority for the coming year. There are activities in all Idea Stores to promote children's reading.
SP410	Number of young people under 16 attending study support sessions	469	418	410	492	Higher	GREEN	Alex Cosgrave	On course to achieve end of year target
SP411	Total number of under 19s completing a course in Idea Stores, libraries and learning centres	1065	1732	1167	1400	Higher	GREEN	Alex Cosgrave	The target has already been exceeded for this financial year.
SP412	Number of physical visits to public library premises per 1000 population	7709	7532.8	8145	9774.7	Higher	RED	Alex Cosgrave	In the current financial year, we will achieve approximately 9,000 visits per 1,000 population. This will place Tower Hamlets as the fourth highest performing authority in London for visits. It is also far in excess of the Public Libraries Service Standard of 7,650 visits per 1,000 population. Whilst overall the targets for visitor numbers will fall short of our very ambitious target by 163,314 in the current year, a much more robust performance management framework is now in place so that there is greater clarity

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PI Ref No	Description	Outturn 05/06	Jan Actual	Jan Target	Annual Target	Preferred Outcome	Traffic Light	Responsible Officer	Manager's Comments
SP501	Budget Performance	-1225000	790000	0	0	Lower	<b>RED</b>	Alan Finch	about current use and the potential to improve performance. The outlook for next year is very positive.  A projected overspend of £0.960m was reported to Cabinet on 6th December. Subsequently, this was revised down to around £0.790m but with Directors continuing to identify and implement measures to contain expenditure within budget in the current year, spending is currently projected to total £266.896m at the year end representing a neutral position for the authority as a whole.
SP505	Number of working days/shifts lost to sickness absence per employee.	9.93	7.83	8.25	8.50	Lower	<b>GREEN</b>	Mildred Phillips	The data for his PI continues to show positive improvement. Sickness absence management continues to be a standing item on DMT. Performance continues to improve with a downward trend month on month. If this trend continues it is considered that the target will be reached by the year end.
SP506	Percentage of Undisputed Invoices Paid on Time	86.61	91.05	95	95	Higher	<b>RED</b>	Julie Parker	There was a slight dip in this PI due to the Christmas closure. Performance continues to be steady and above 90% which compares favourably with top quartile performance of London Boroughs. Working practices are being explored to further improve outturn of this PI.
SP509	Increased attendance at Local Area Partnership events	4489	3912	4092	5000	Higher	<b>RED</b>	Alastair King	Based on number of events planned for February and March, the annual target is achievable
SP510	% of telephones answered within the customer promise standard	N/A	69.28	75	75	Higher	<b>AMBER</b>	Claire Symonds	Until all phones move to the RingMaster system we are currently only reporting performance in the Customer Contact Centre. Continued increase in demand for Streetline (up 50% since November) due to introduction of new recycling schedules led to some decrease in overall performance. Bedding in of new schedules should reduce demand into 2007. Problems with telecoms

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PI Ref No	Description	Outturn 05/06	Jan Actual	Jan Target	Annual Target	Preferred Outcome	Traffic Light	Responsible Officer	Manager's Comments
									system performance will be addressed with Global Crossing/Siemens mid-Feb. Continuing to train and introduce staff to fully generic working which will ease peaks in Housing Repairs demand. These measures, combined with lower seasonal demand, should allow target to be met by March figures.
SP511	% of letters responded to within customer promise standard	N/A	N/A	90	90	Higher		Claire Symonds	Robust monitoring system not yet in place, to be implemented by April 2007 so no data will be available for year end.
SP512	% of calls handled by the customer contact centre	N/A	N/A	40	40	Higher		Claire Symonds	The Council's Borough-wide telephony systems do not currently facilitate accurate measurement of call volumes. Only calls accessing the Contact Centre and Hot Lines are currently being reliably measured. It is therefore not possible at this time to provide an accurate measure of the percentage of these calls compared to the total volume of calls to the Council. Continuing migration of services to the new telephony systems, as part of the Accommodation Strategy, will allow more detailed reporting from summer 2007.
SP513	Percentage of complaints completed in time - Council as a whole - Stage 1	63	63	73	90	Higher	<b>RED</b>	Ruth Dowden	This indicator has proved difficult for directorates to achieve. Given the overall performance, it would appear that a further process for fast tracking / prioritisation is required. The target has been raised mid year in order to try to drive through improvement.
SP515a	Percentage of attendees at LAP events who are from targeted communities: BME residents	54	57	48	48	Higher	<b>GREEN</b>	Margaret Libreri	Performance is above target
SP515b	Percentage of attendees at LAP events who are from targeted	N/A	44	33	33	Higher	<b>GREEN</b>	Margaret Libreri	Performance on Target

## Appendix 1

PI Ref No	Description	Outturn 05/06	Jan Actual	Jan Target	Annual Target	Preferred Outcome	Traffic Light	Responsible Officer	Manager's Comments
SP515c	communities: Bangladeshi residents Percentage of attendees at LAP events who are from targeted communities: Somali residents	N/A	3	5	5	Higher	<b>RED</b>	Margaret Libreri	Somali attendance at LAP events is currently at 3%, indicating that we are attracting the Somali community to events, although attendance is below the target of 5%. We do not have reliable statistics on the Somali population as a proportion of the Tower Hamlets population, and no baseline for Somali attendance at LAP events. The 2001 census data shows that 3% of the population are 'Black African'. School registration data shows that 2% of the student population in the borough is Somali. The 5% target is an estimate based on data from different sources. The estimate, and therefore the target, may be set too high. The baseline we establish for Somali attendance in 2006-07 will be used to set the 2007-08 target. Publicity for LAP events is targeted at the Somali community through Somali radio and publications. We also commission work through the Community Empowerment Network to engage hard to reach groups, including Somali groups. For 2007-08 we are aiming to commission activities directly through the Somali network to target information about events and increase engagement of the Somali Community.
SP515d	Percentage of attendees at LAP events who are from targeted communities: Young residents (16 - 25)	N/A	30	15	15	Higher	<b>GREEN</b>	Margaret Libreri	Attendance by young people is in excess of the target because a large number of events to date have been targeted at young people or areas of interest to young people, including education and employment.
SP516	The percentage of the top 5% of Local Authority staff who are from an ethnic minority.	14.29	15.62	17.5	18.00	Higher	<b>RED</b>	Lorraine Pitt	Again, there has been a slight improvement in performance of this PI from the last period, though still below target. Ongoing recruitment and management development

## Appendix 1

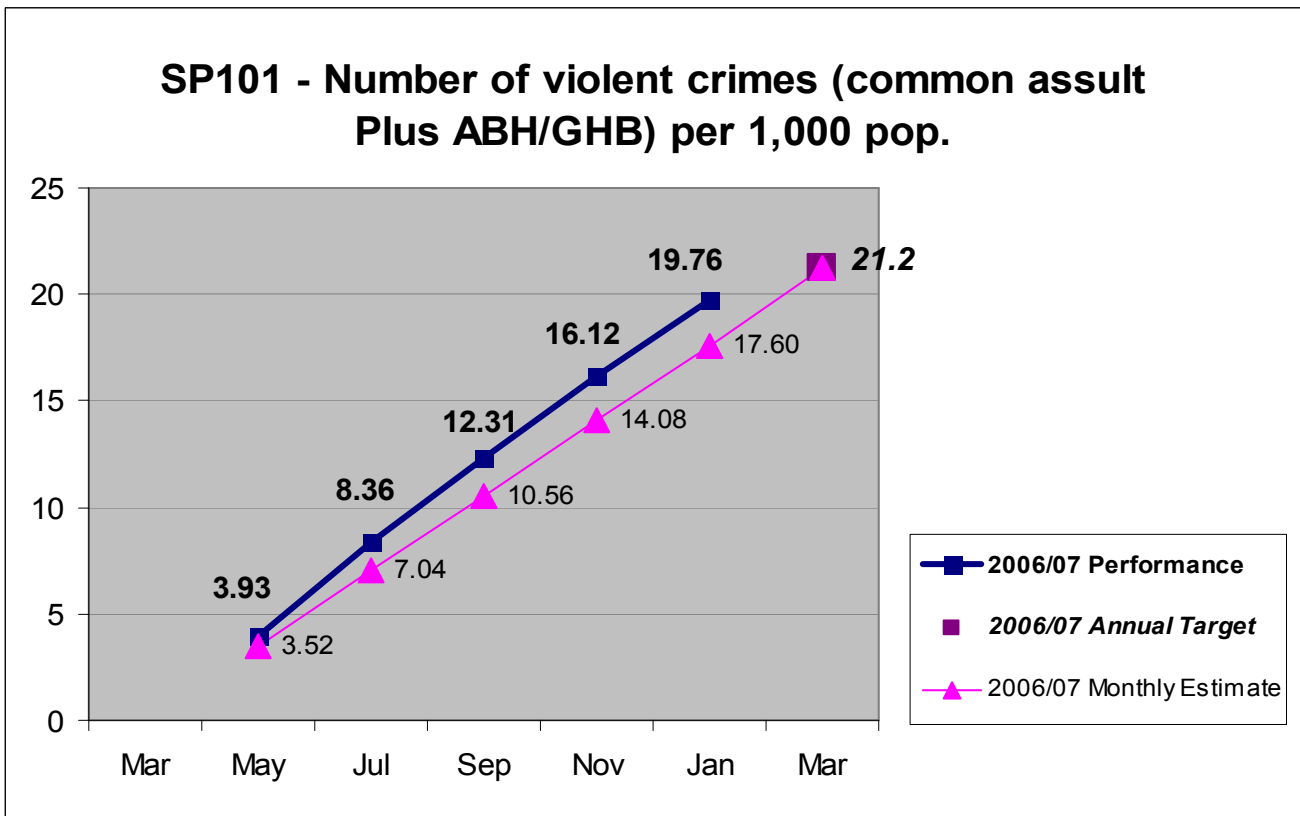
PI Ref No	Description	Outturn 05/06	Jan Actual	Jan Target	Annual Target	Preferred Outcome	Traffic Light	Responsible Officer	Manager's Comments
SP517	Percentage of top 5% of earners of Local Authority staff that are women.	48.66	52.13	49	49	Higher	GREEN	Mildred Phillips	activities should help to improve performance further. However, it should be noted that it is volatile due to small numbers of employees involved.  The council continues to exceed target in this PI. It is likely that target will be exceeded at year end.



# **Tower Hamlets Index Performance Charts**

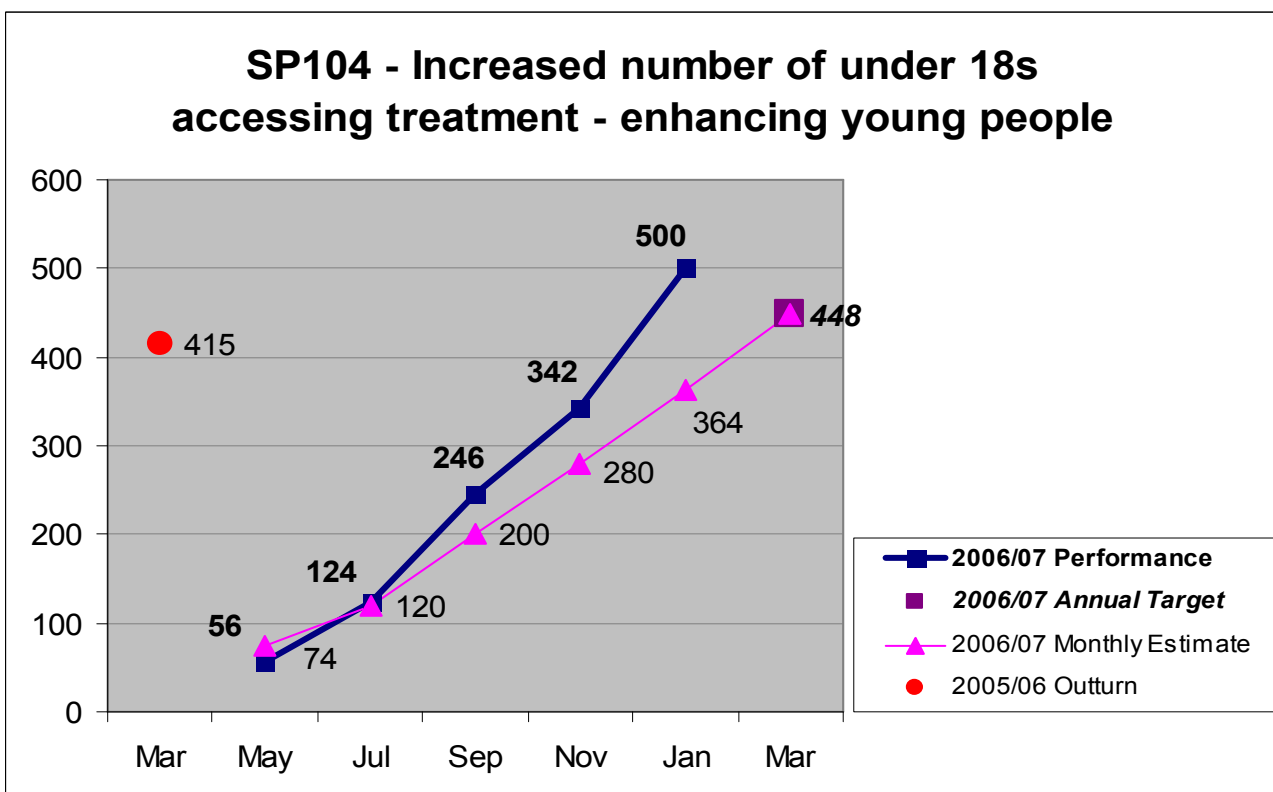
Traffic Light  
**RED**

Lower Performance is better

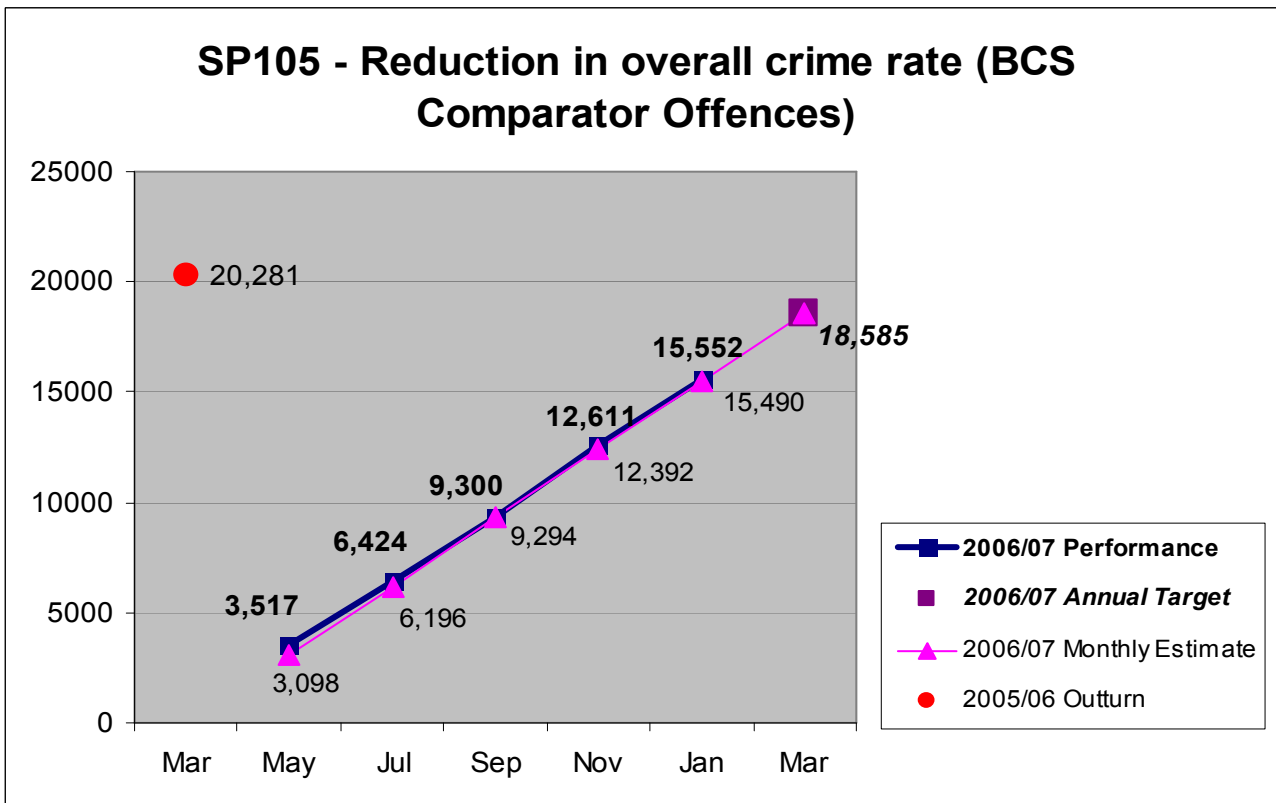


Traffic Light  
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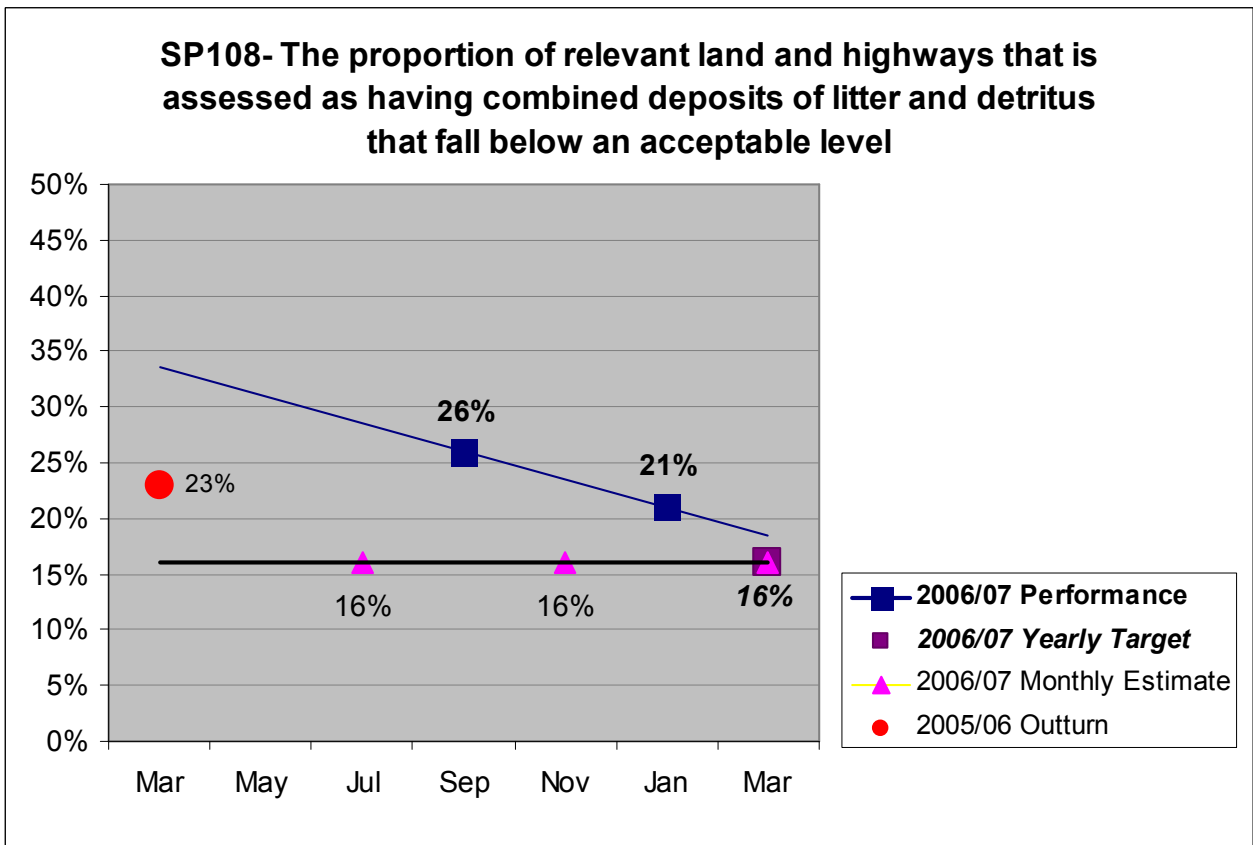
Higher Performance is better



Lower Performance is better

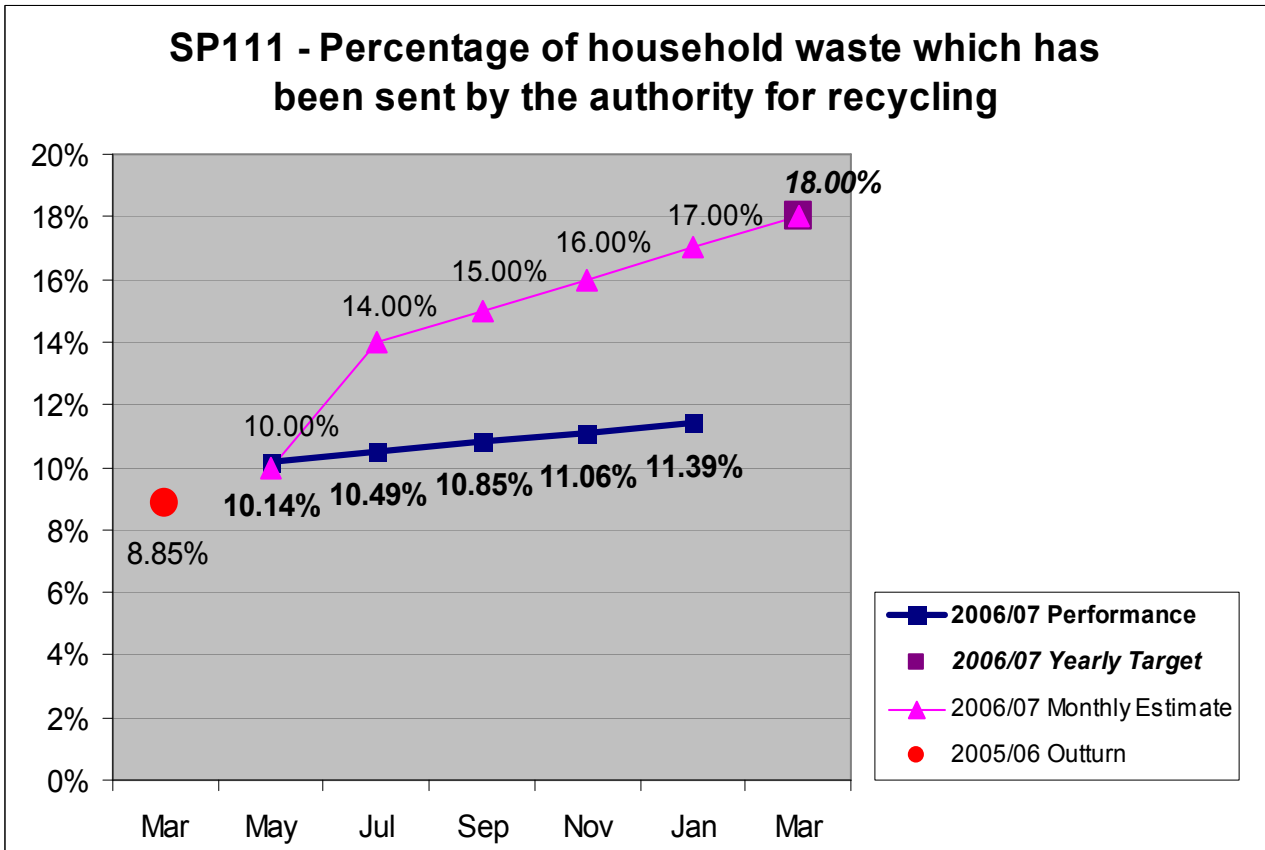


Lower Performance is better



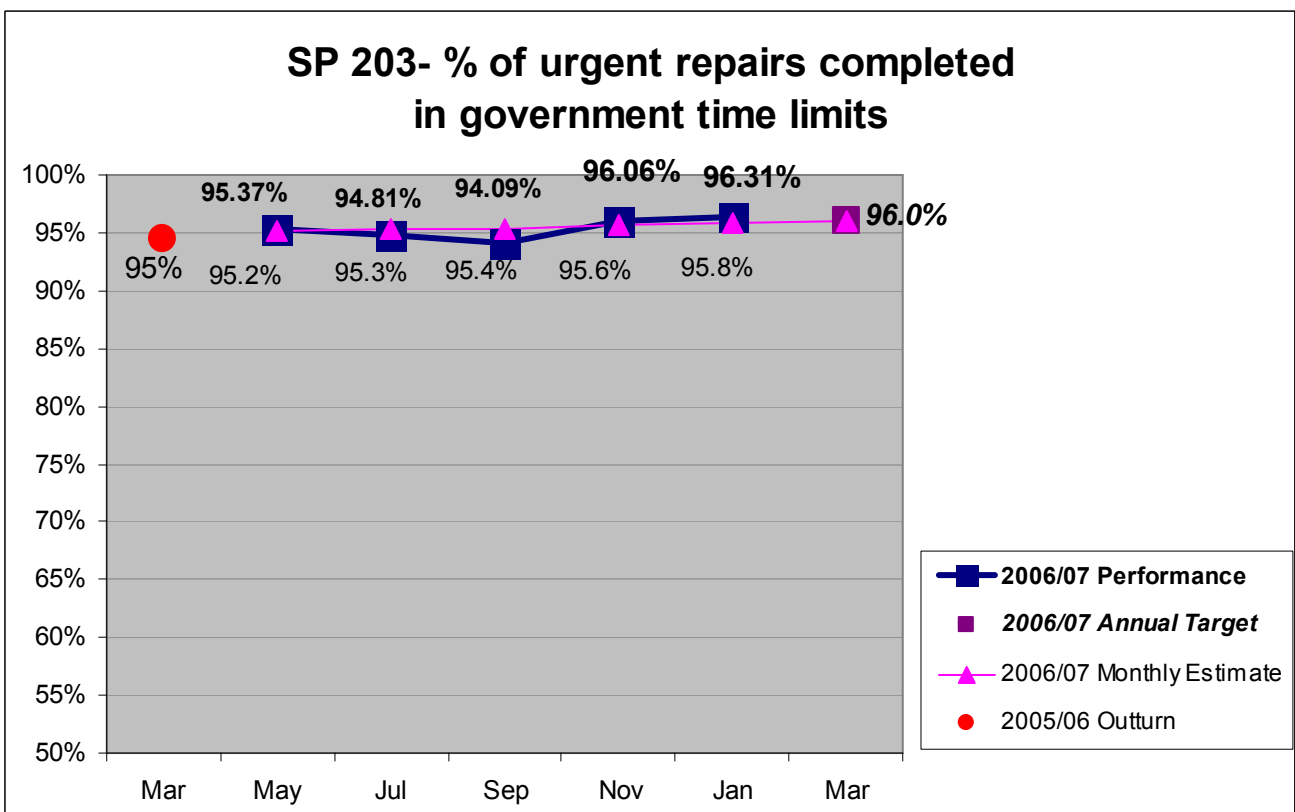
Traffic Light  
**RED**

Higher Performance is better

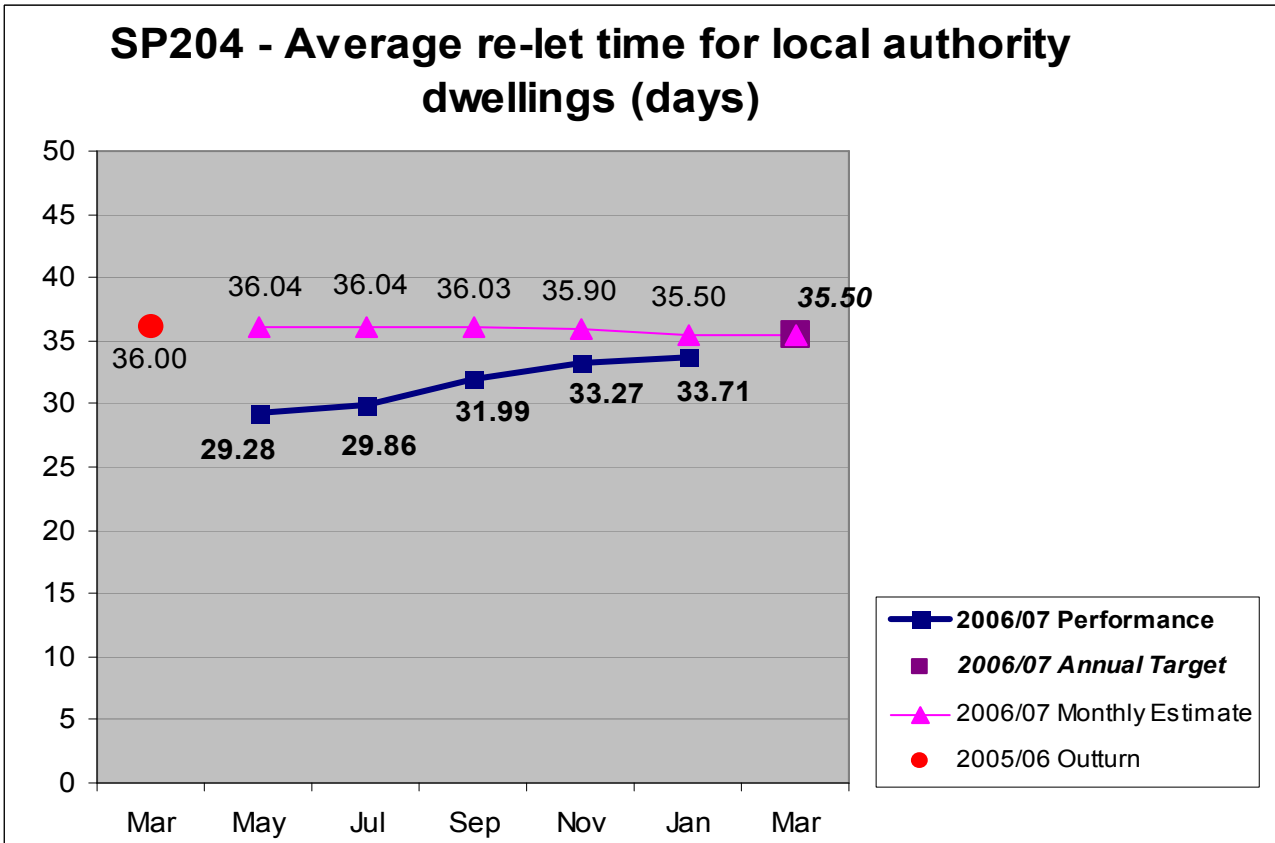


Traffic Light  
**GREEN**

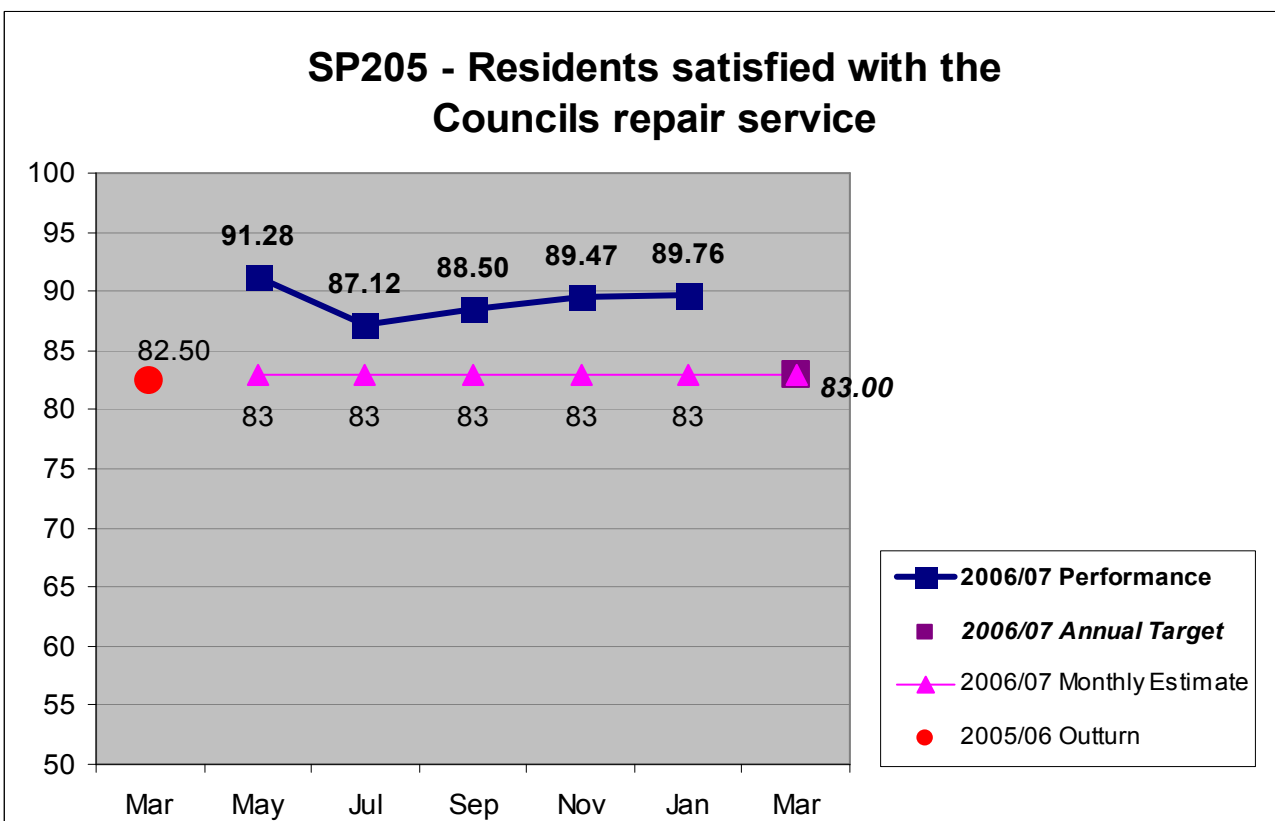
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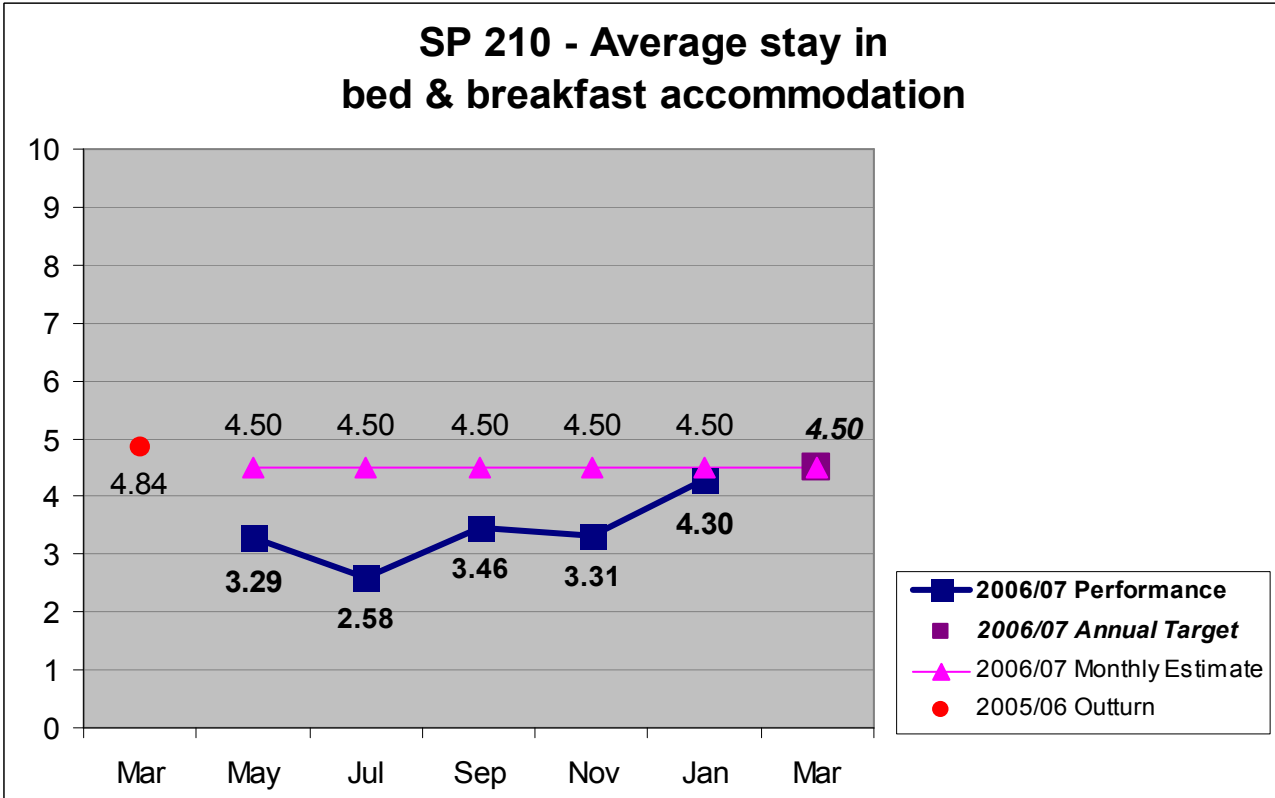
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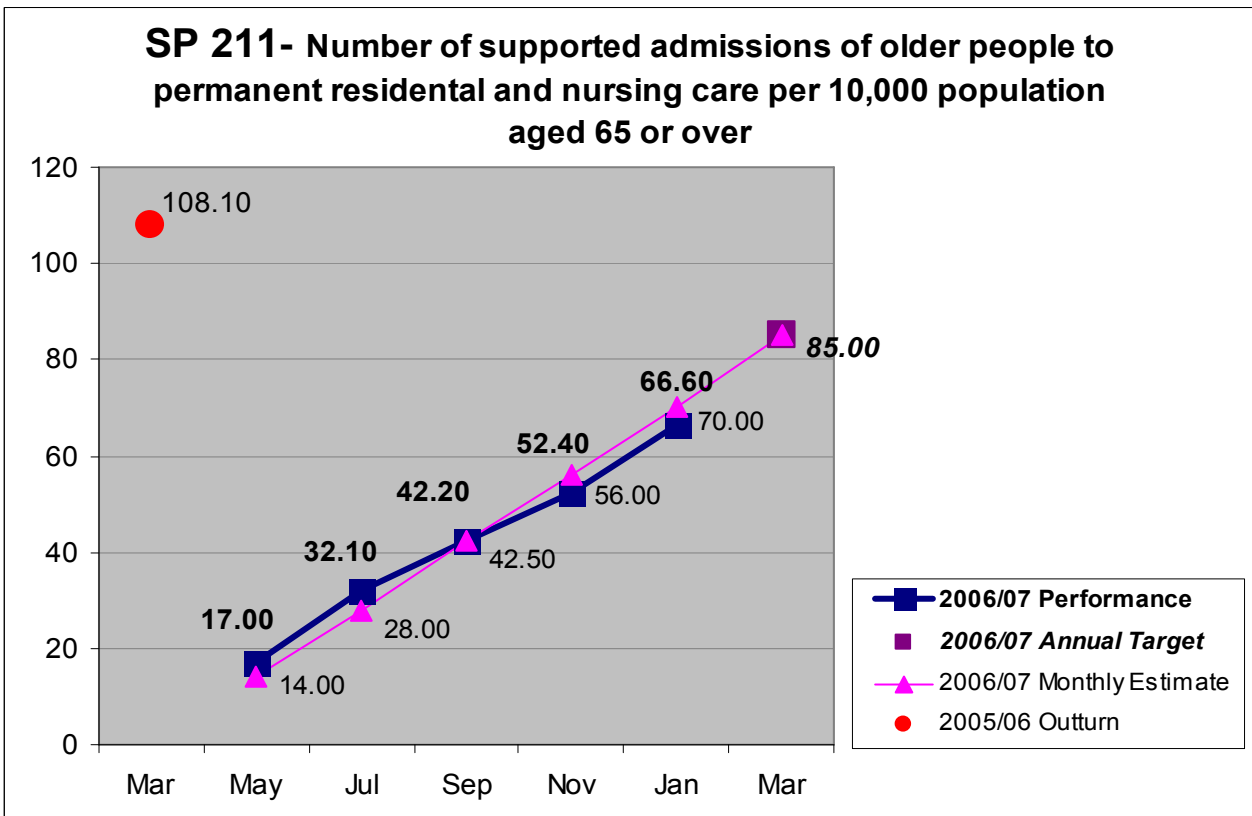
Higher Performance is better



Lower Performance is better

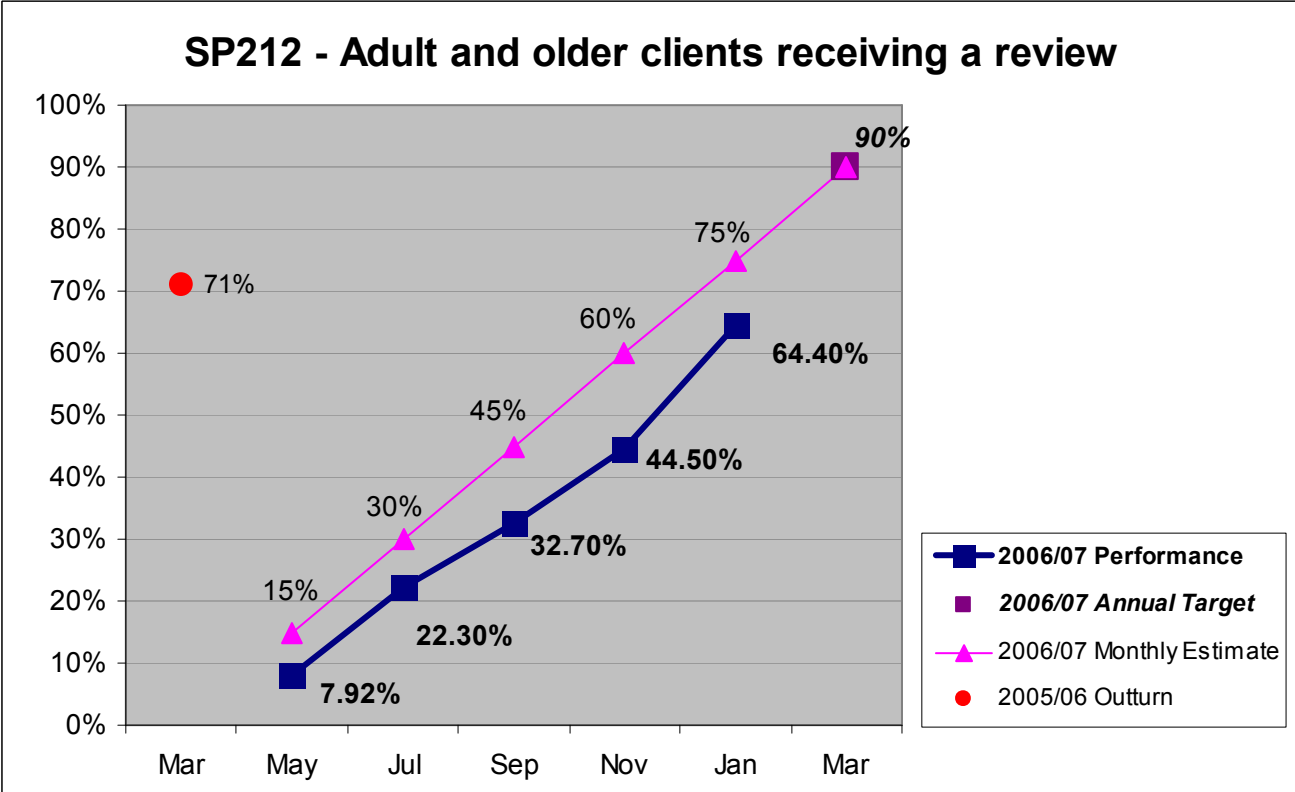


Lower Performance is better



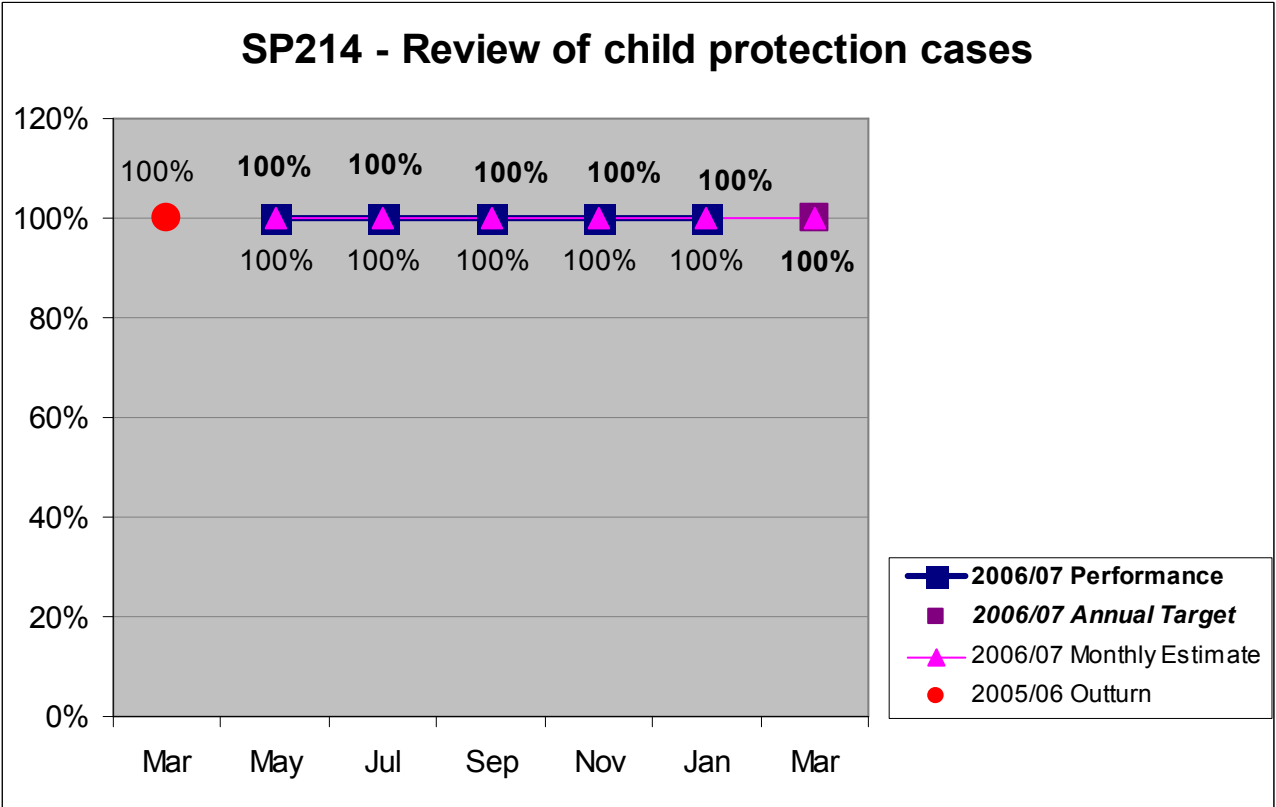
Traffic Light  
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Higher Performance is better



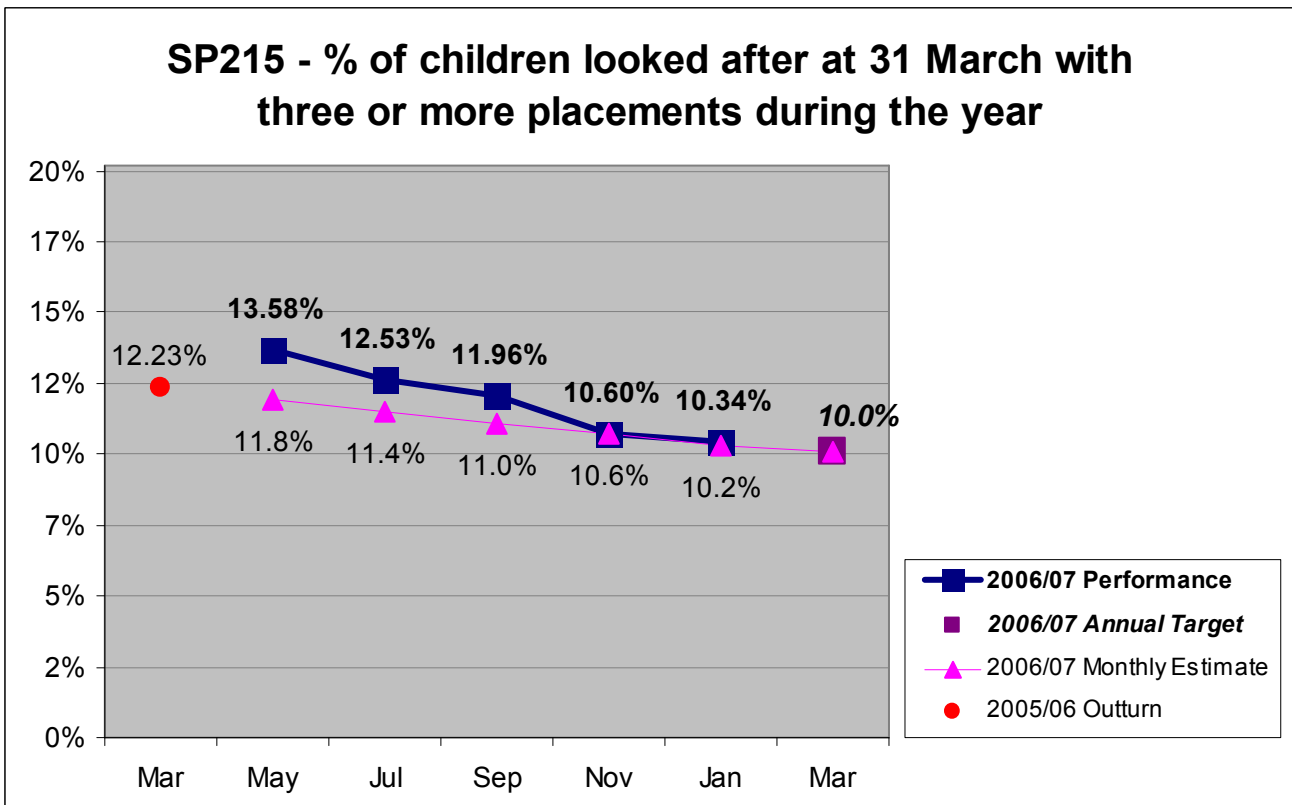
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Higher Performance is better



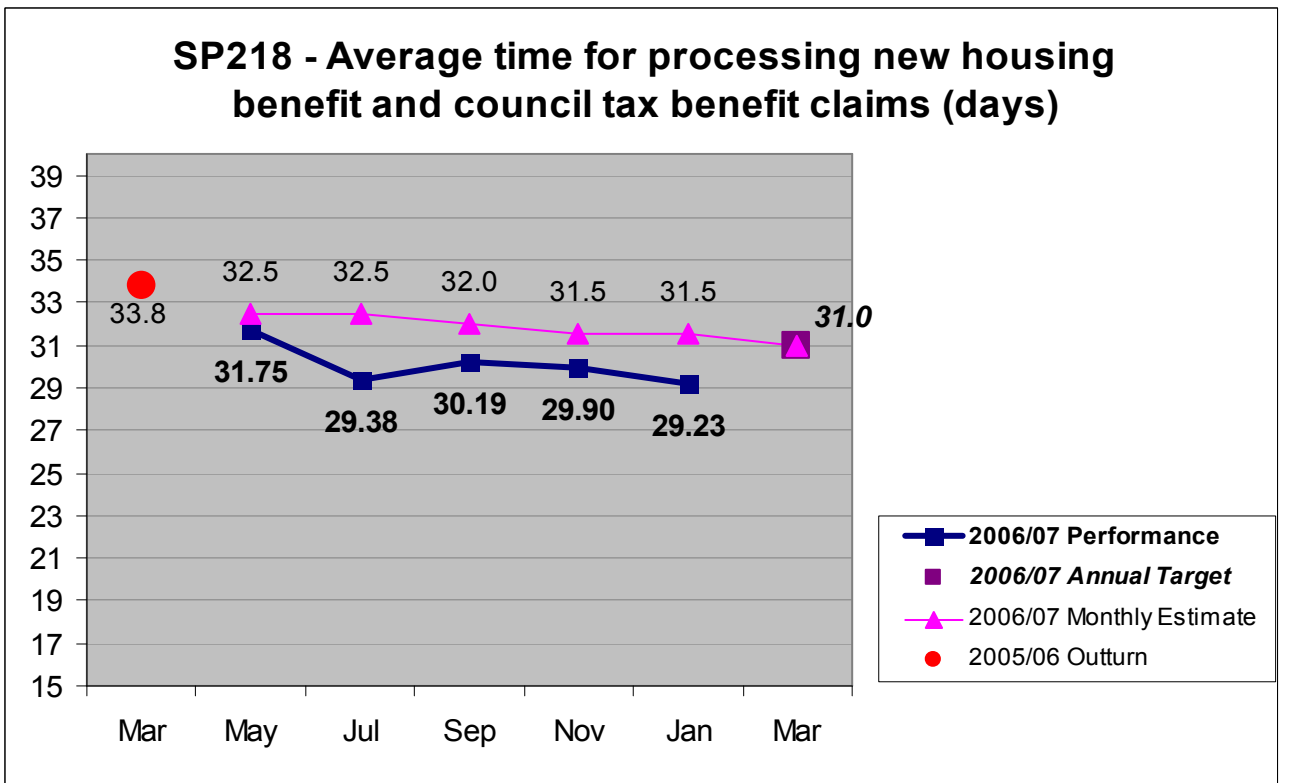
Traffic Light  
**RED**

Lower Performance is better



Traffic Light  
**GREEN**

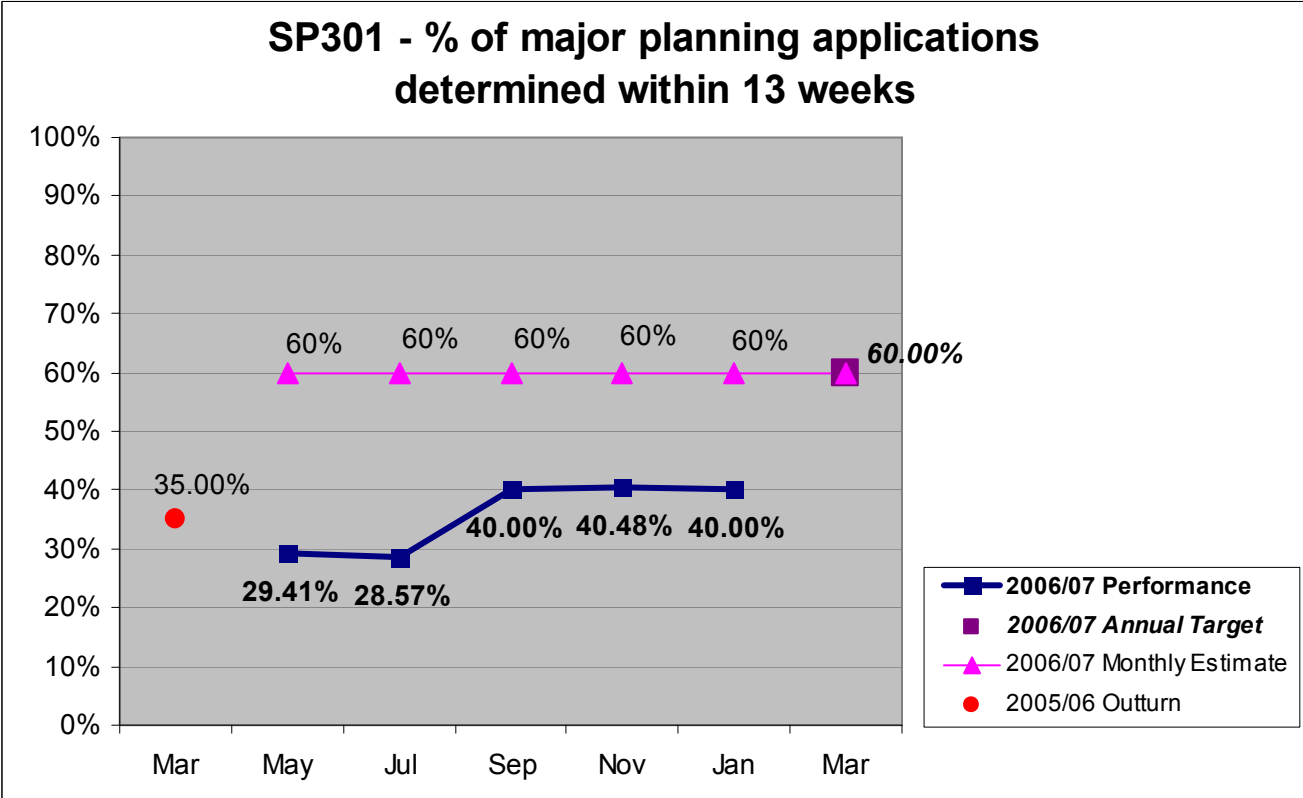
Lower Performance is better





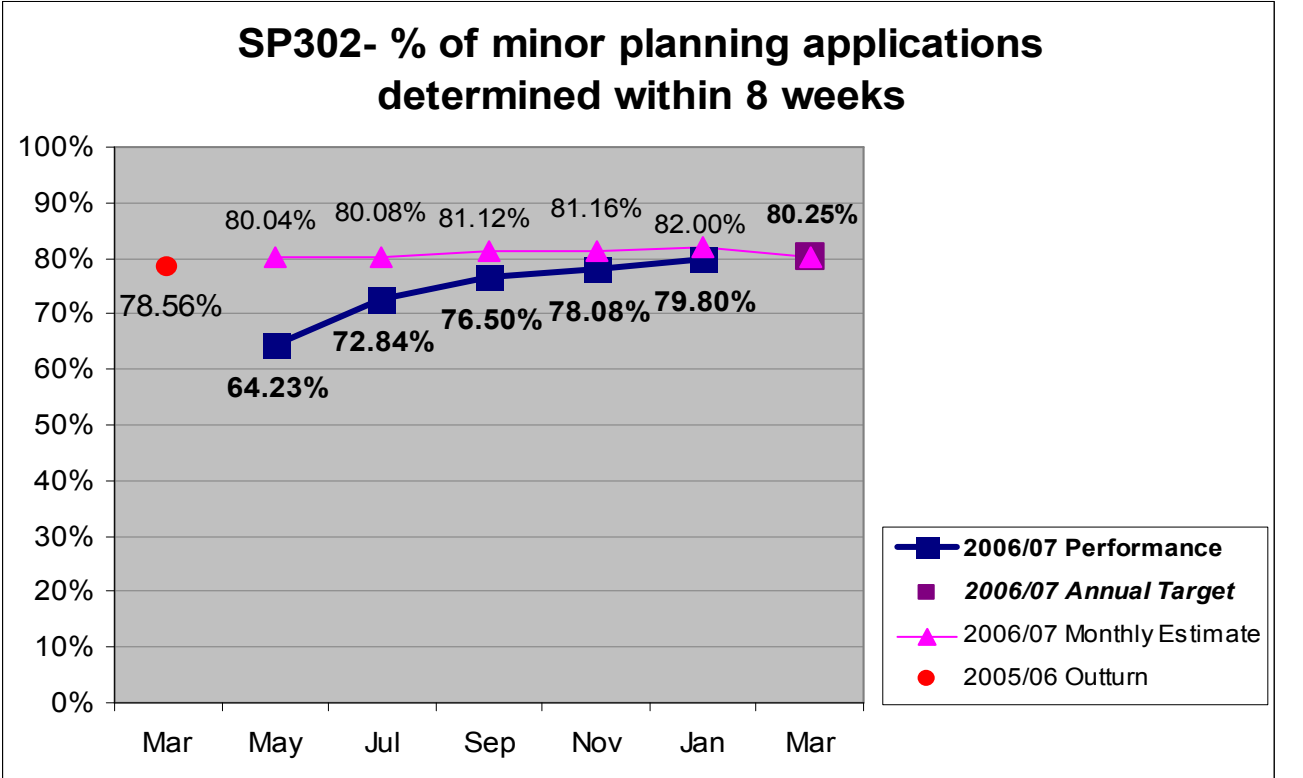
Traffic Light  
**RED**

Higher Performance is better



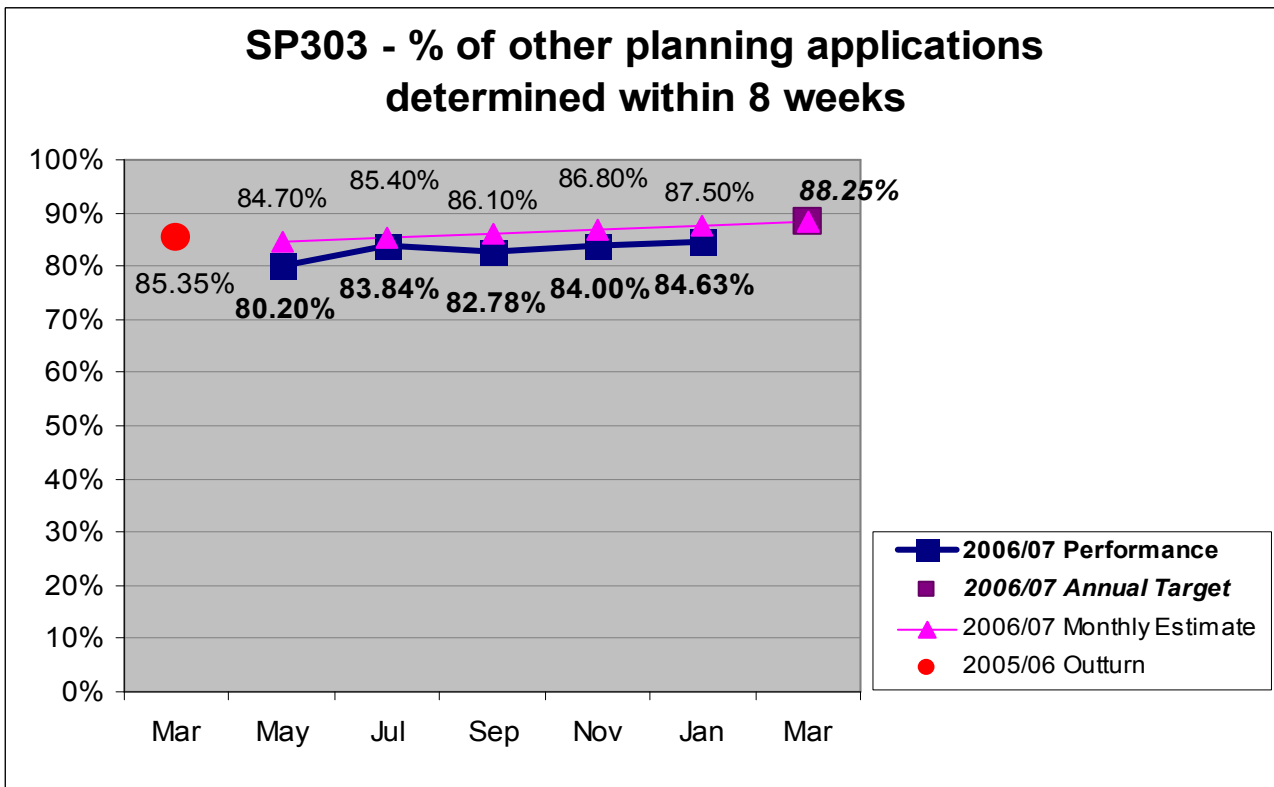
Traffic Light  
**AMBER**

Higher Performance is better



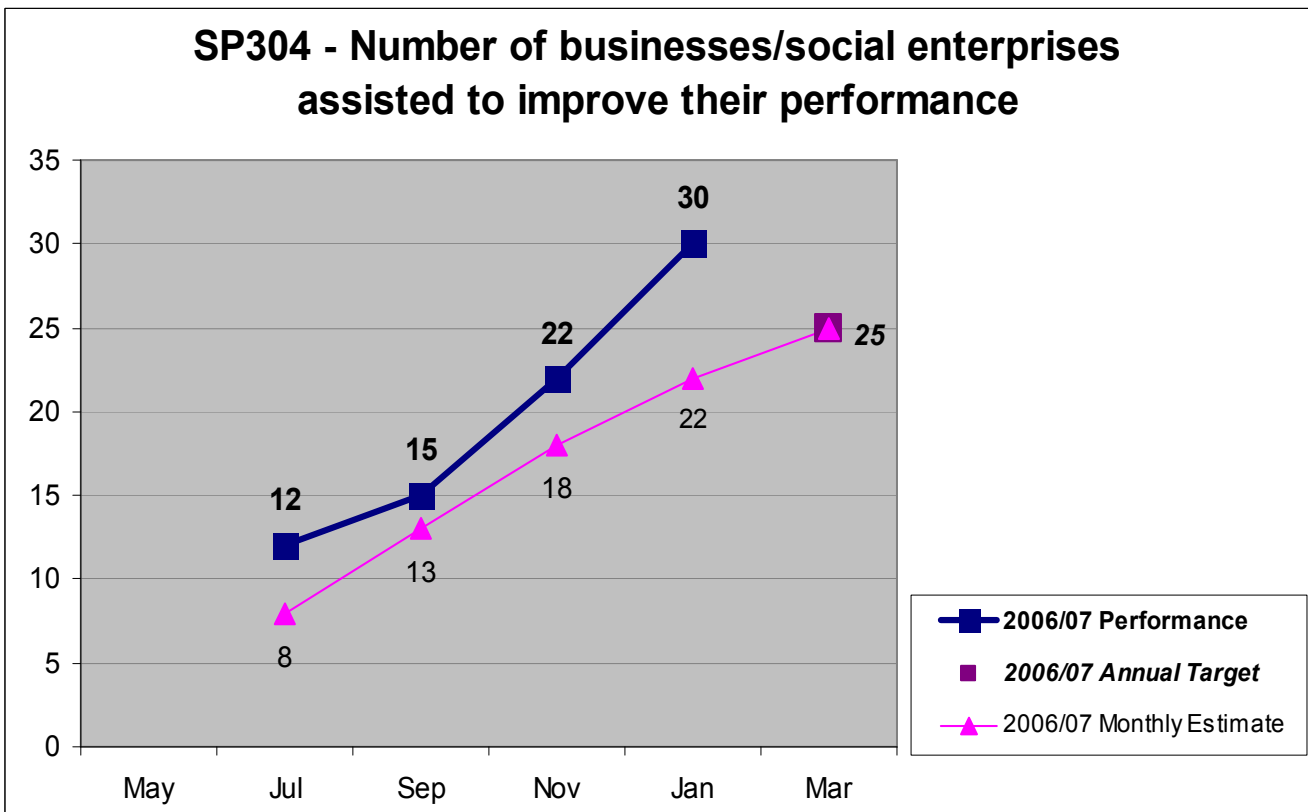
Traffic Light  
**RED**

Higher Performance is better



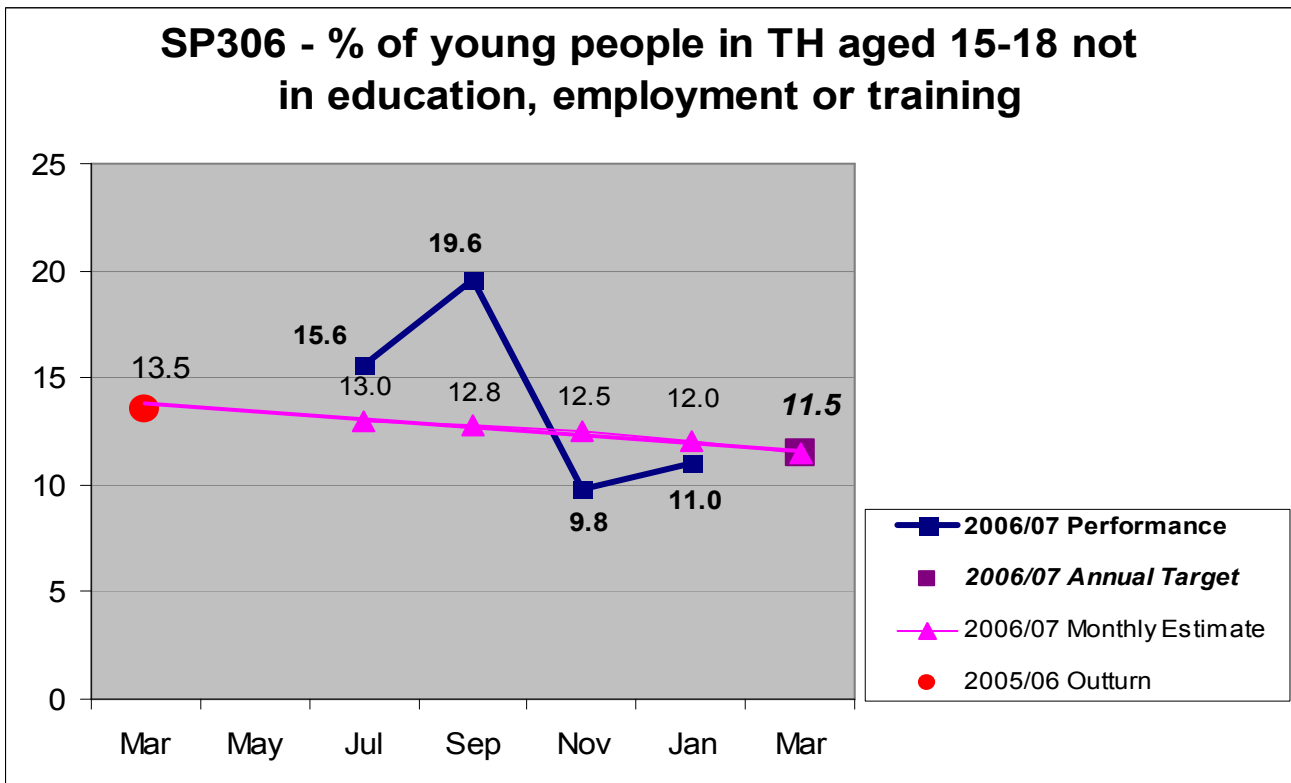
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**GREEN**

Higher Performance is better



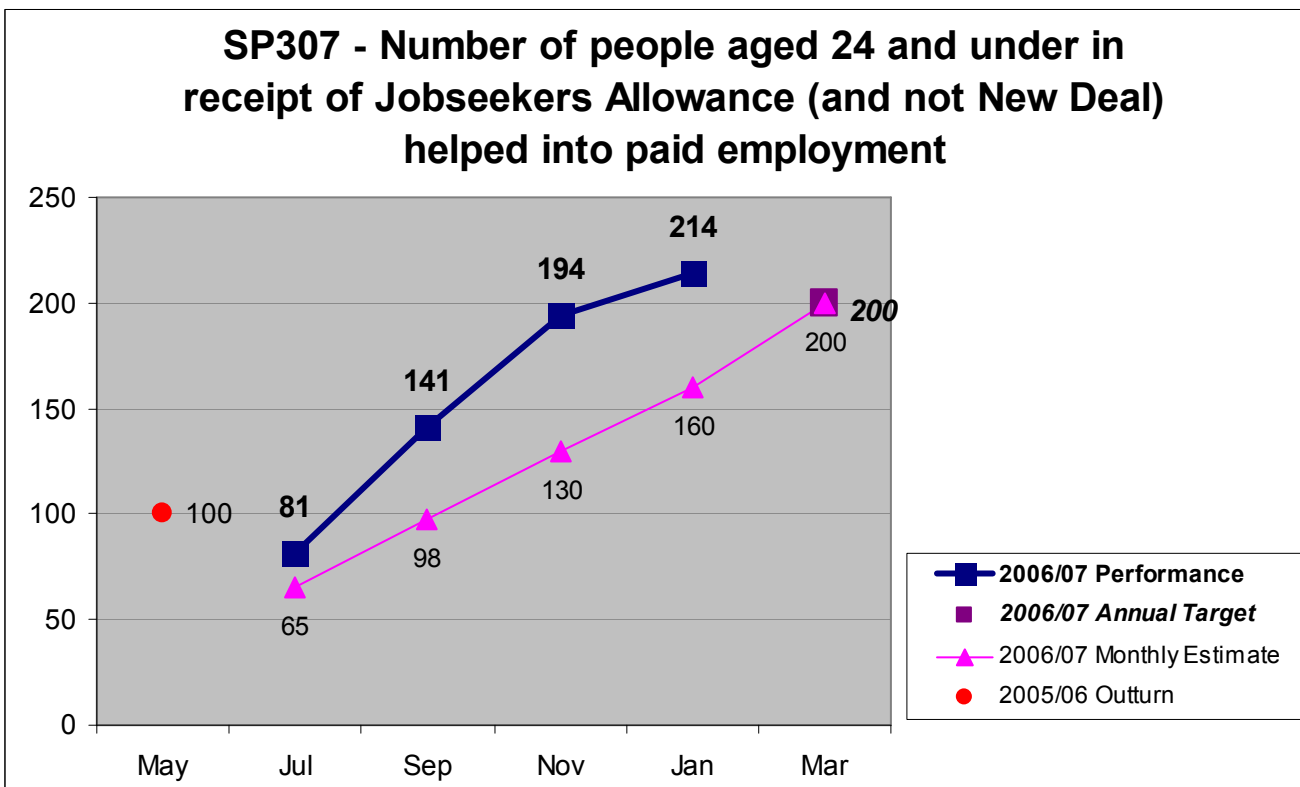
Traffic Light  
**GREEN**

Lower Performance is better



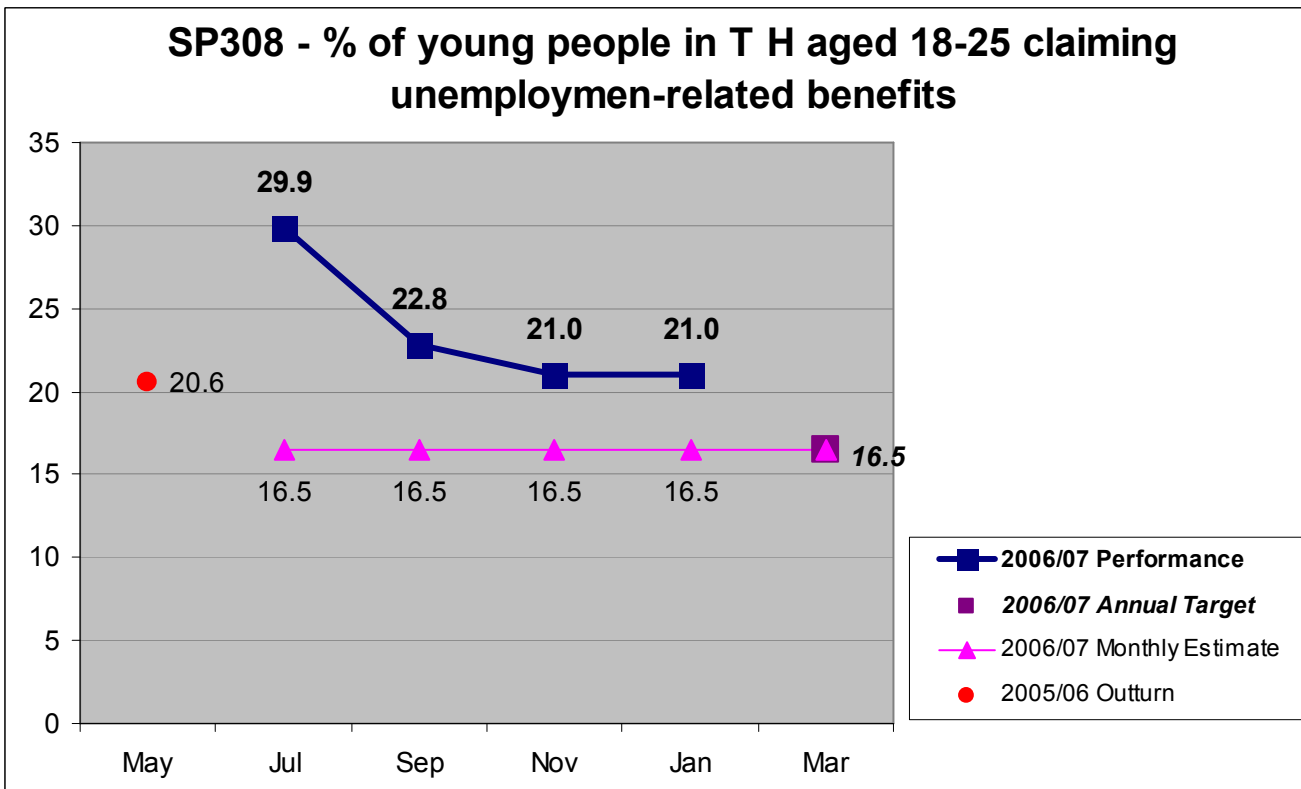
Traffic Light  
**GREEN**

Higher Performance is better

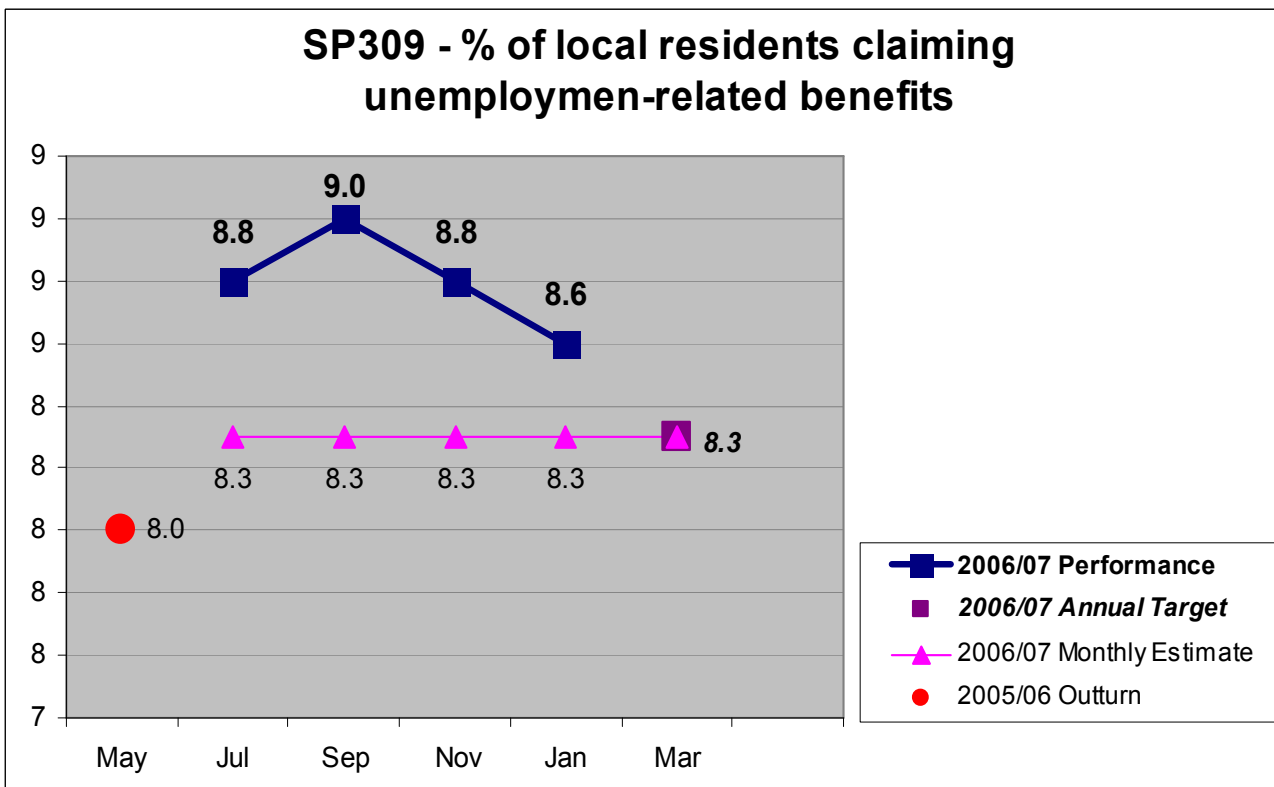




Lower Performance is better

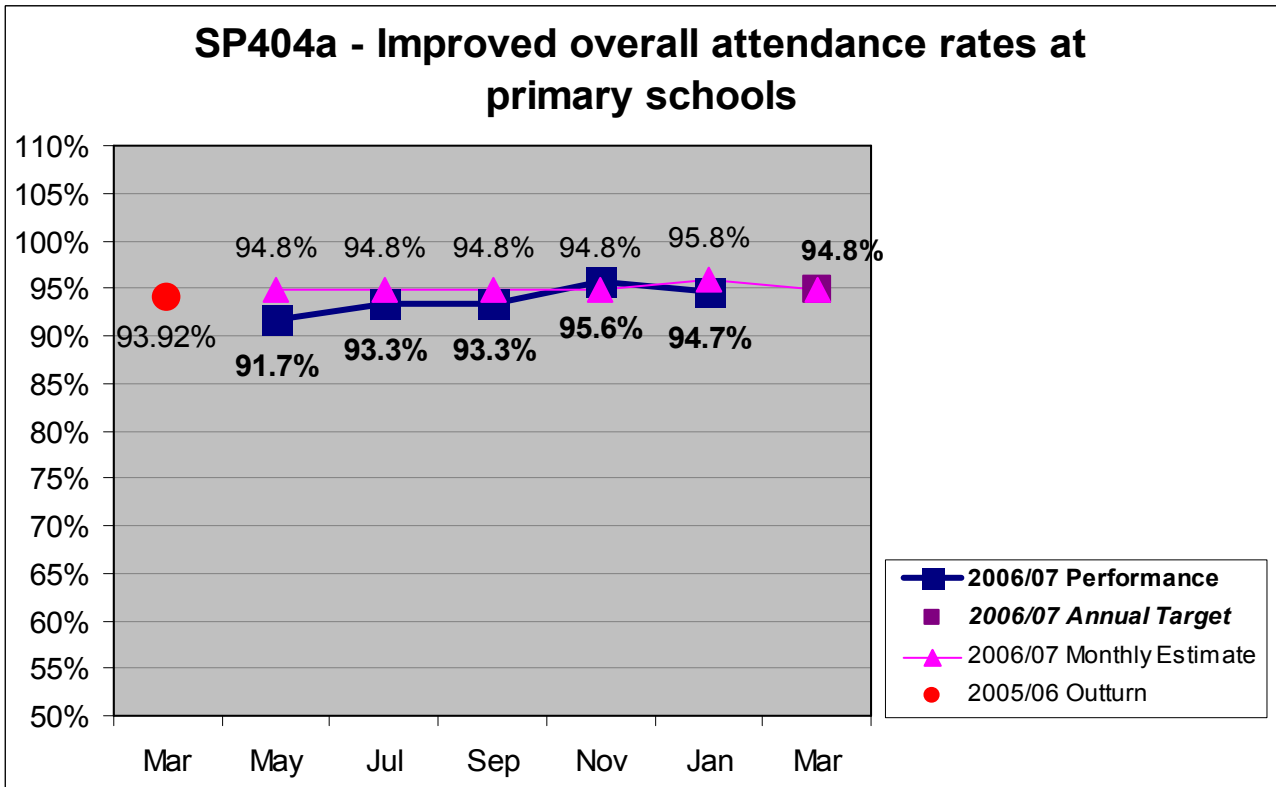


Lower Performance is better



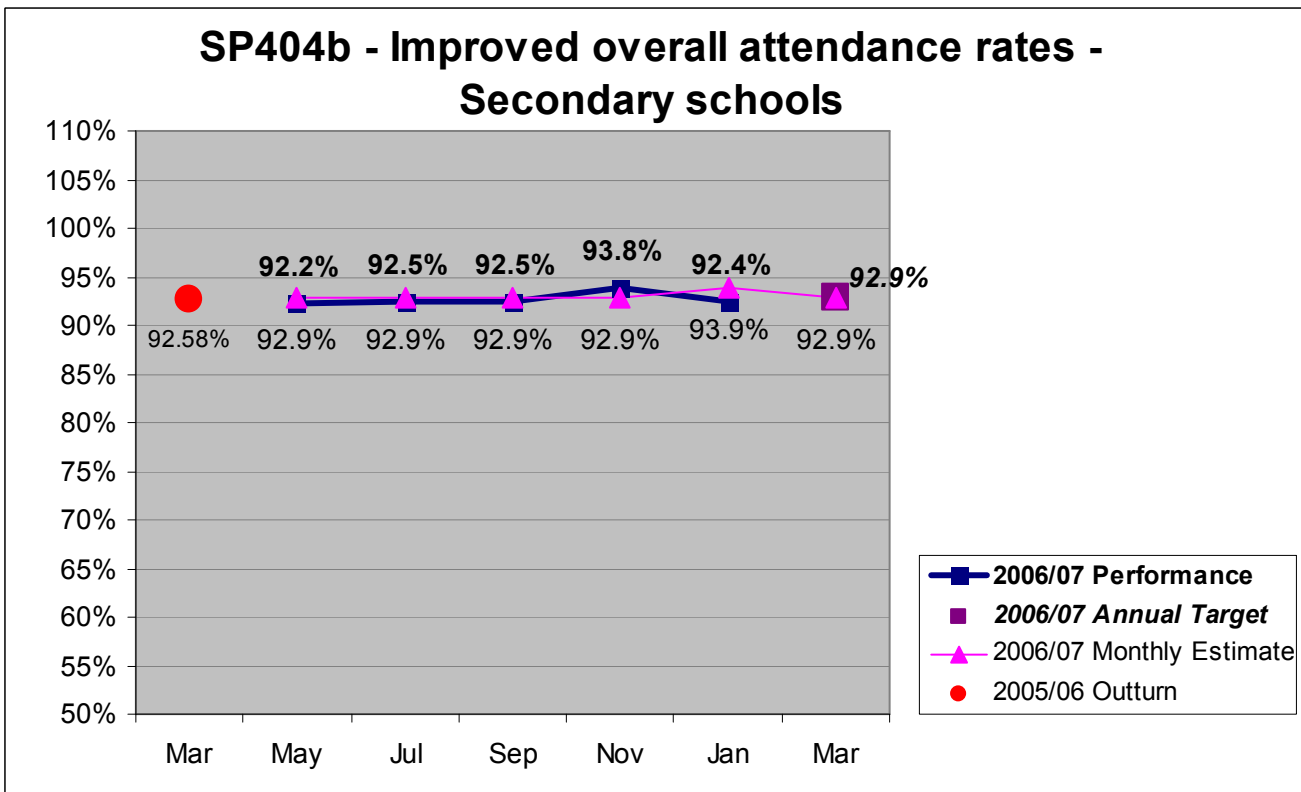
Traffic Light  
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Higher Performance is better



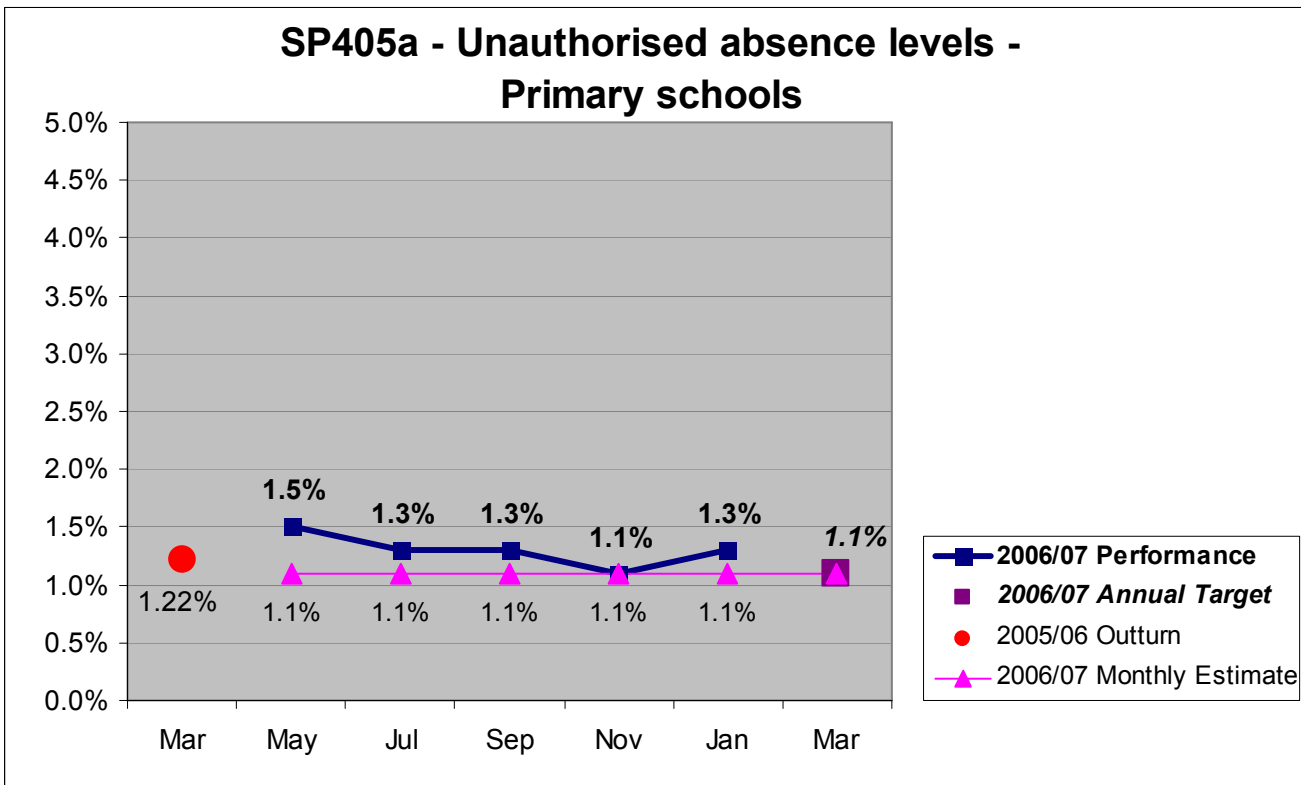
Traffic Light  
**RED**

Higher Performance is better



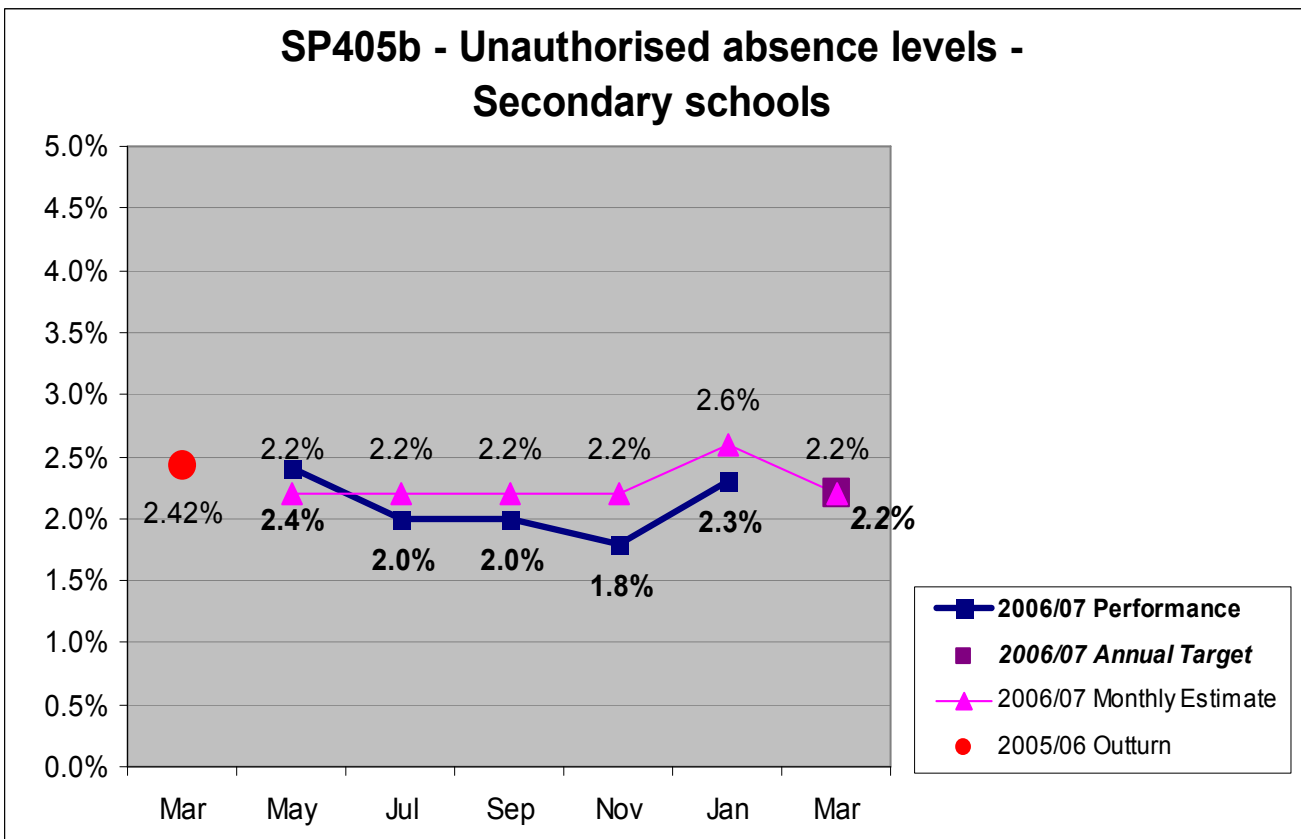
Traffic Light  
**AMBER**

Lower Performance is better



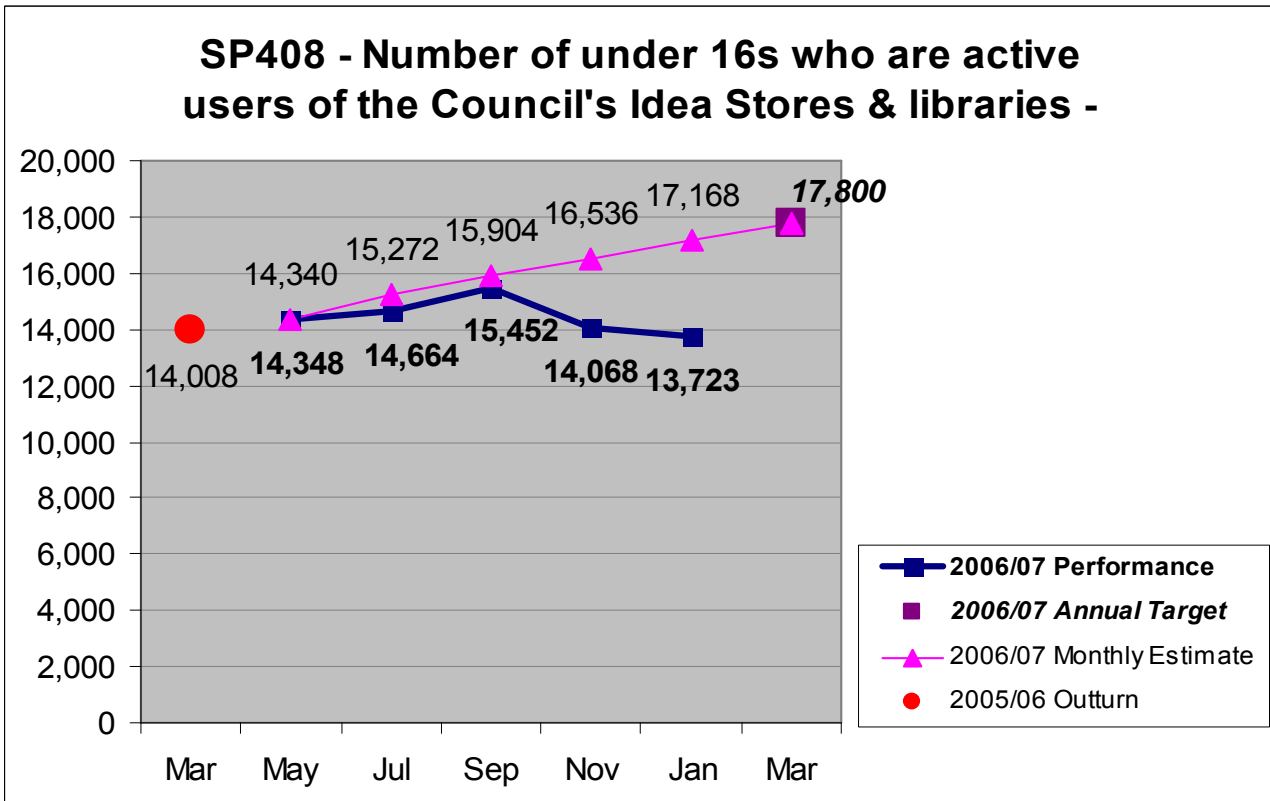
Traffic Light  
**RED**

Lower Performance is better



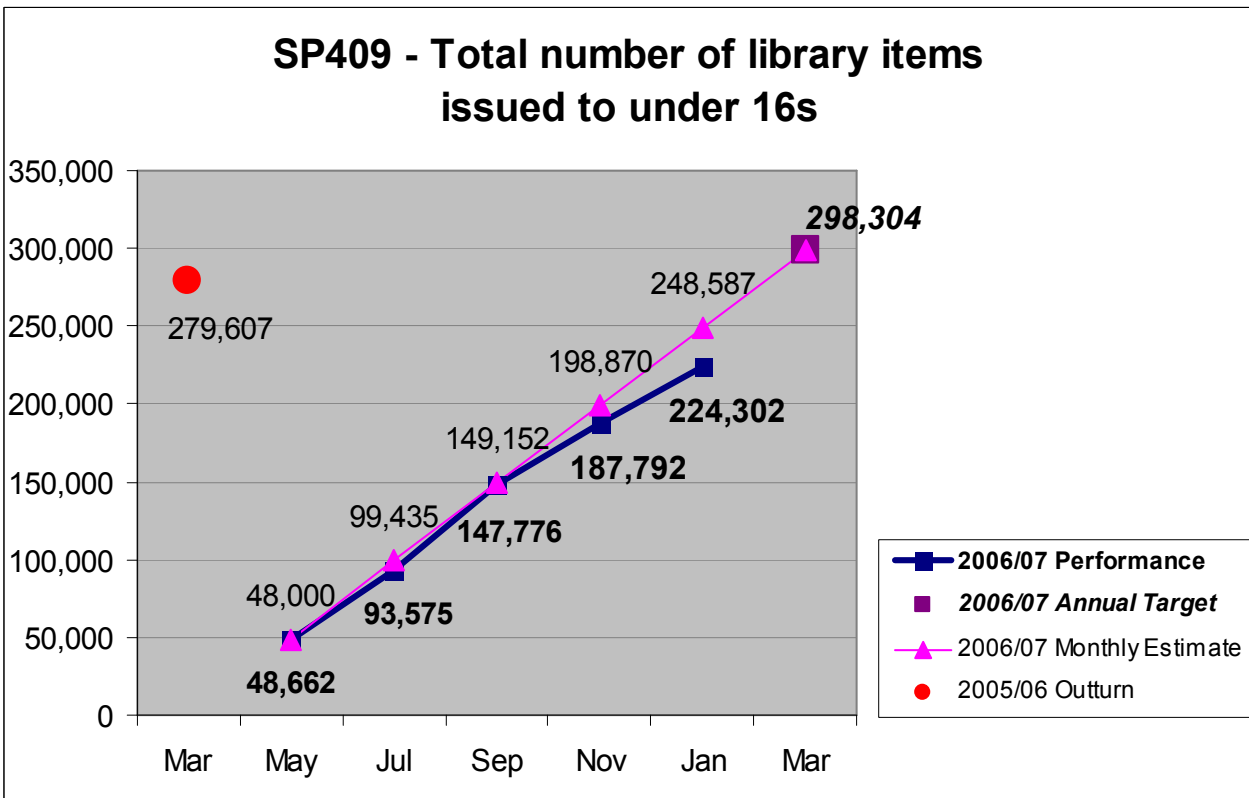
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**RED**

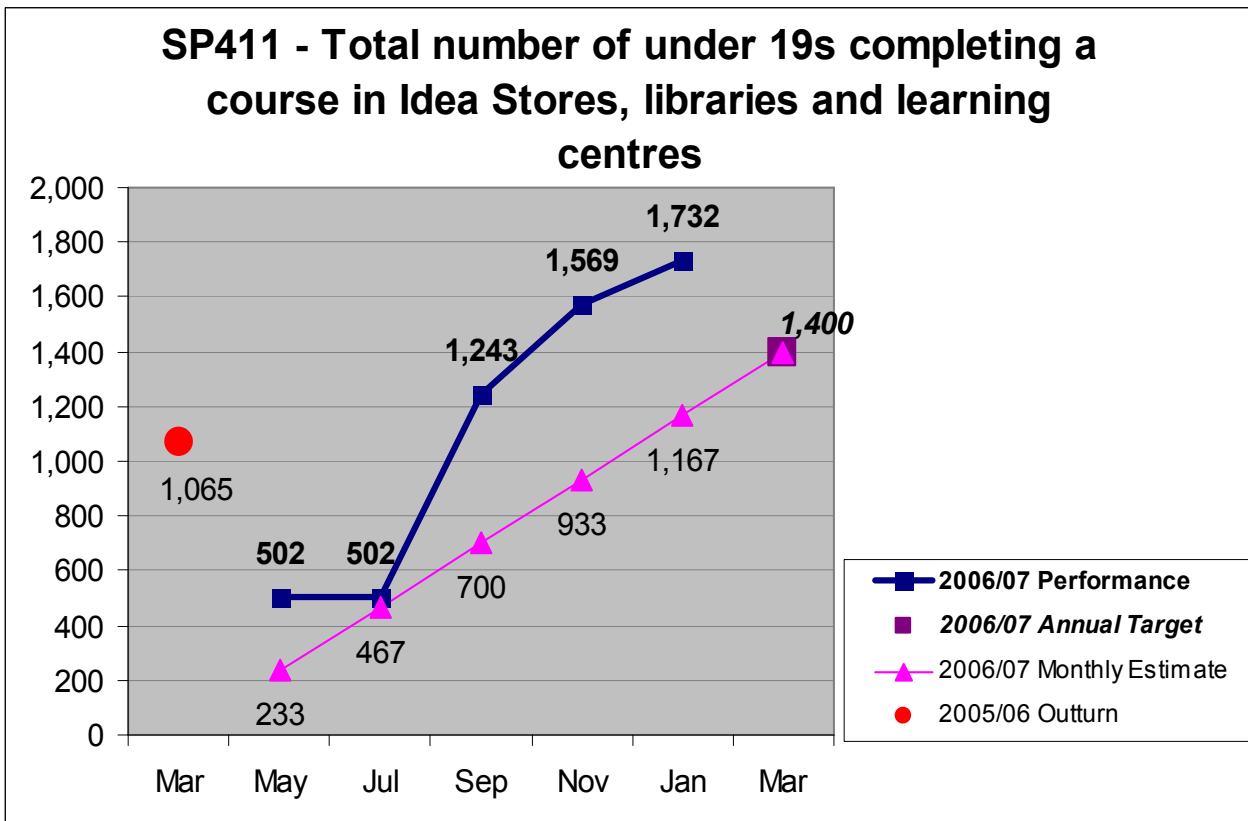
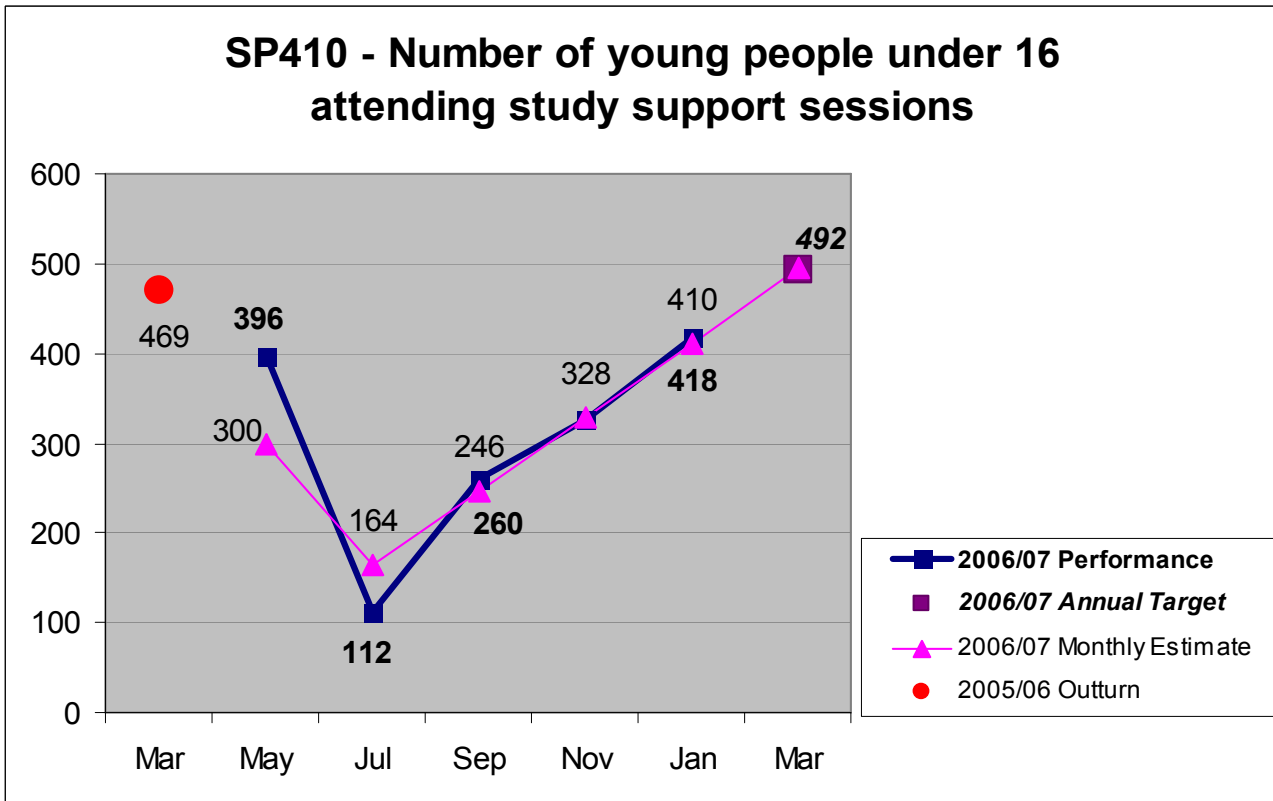
Higher Performance is better



Traffic Light  
**RED**

Higher Performance is better

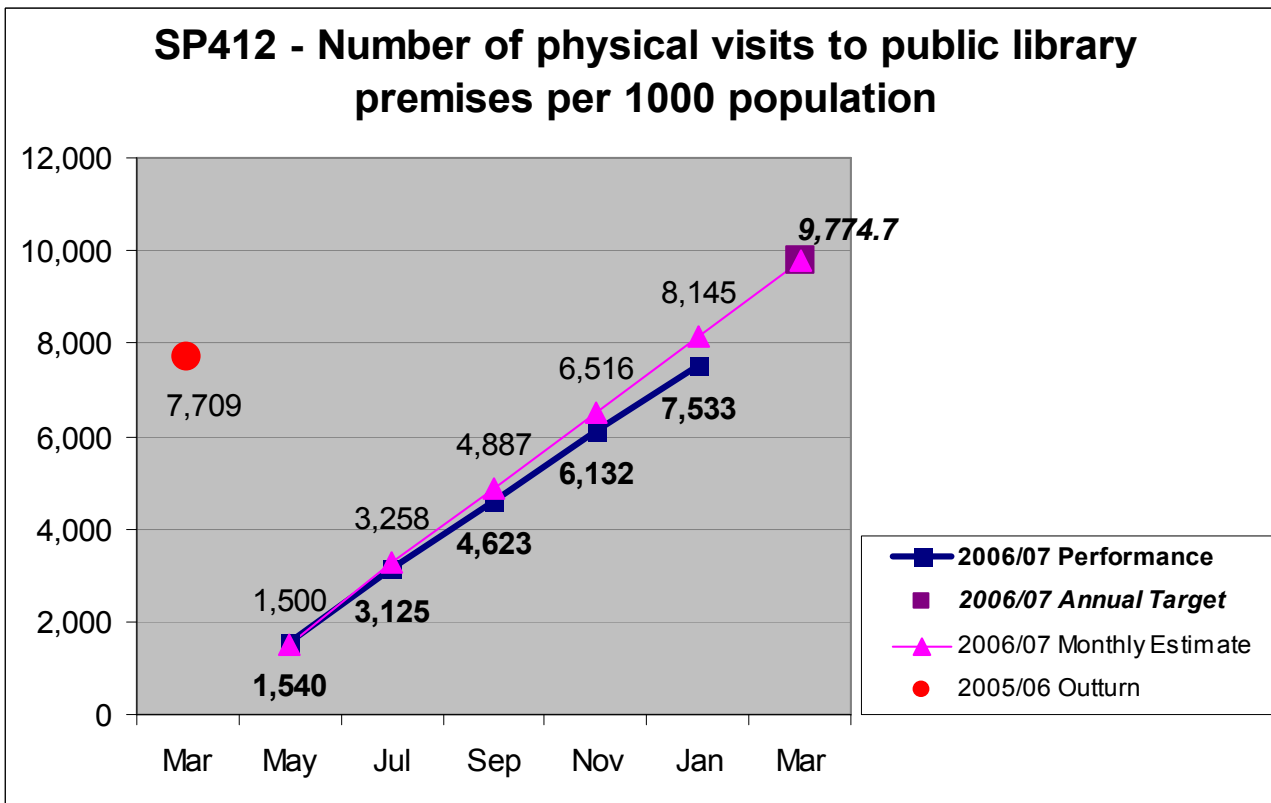






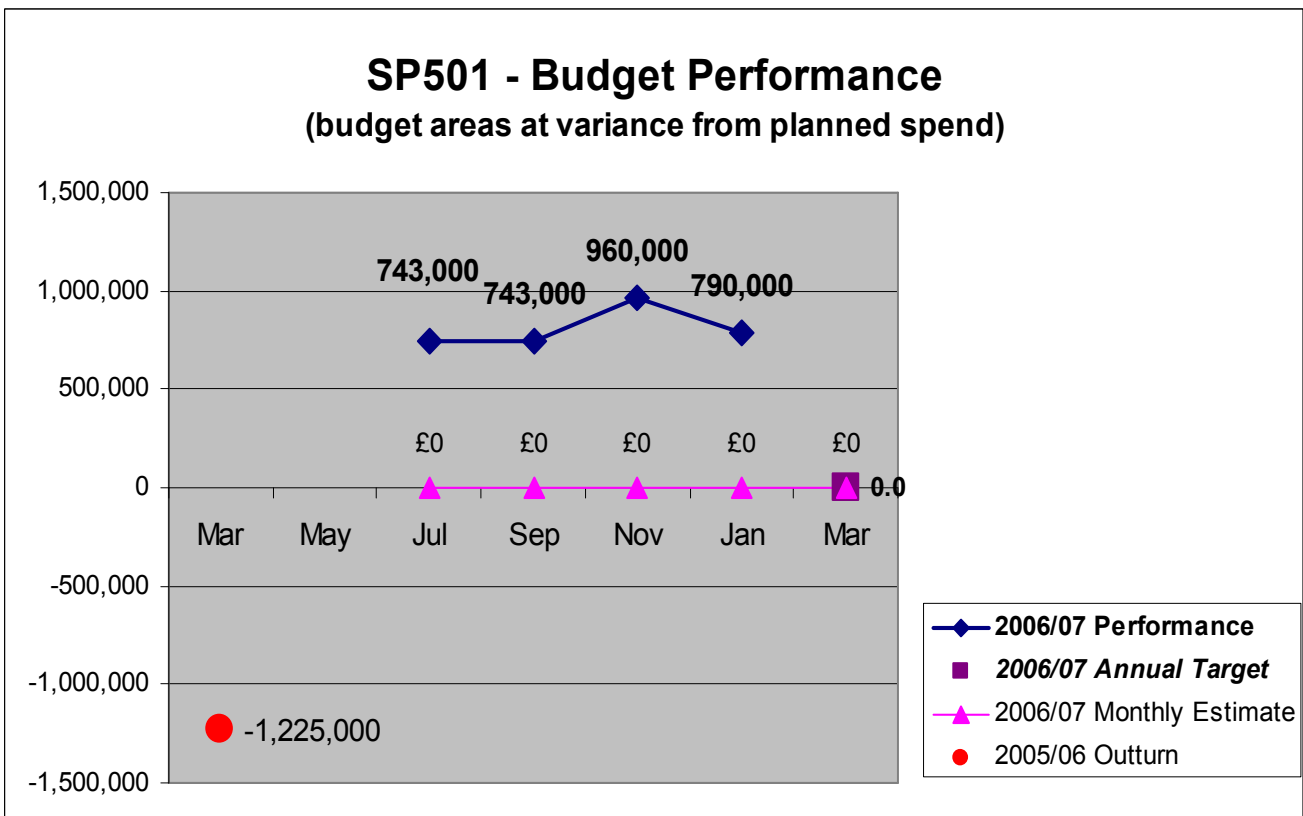
Traffic Light  
**RED**

Higher Performance is better



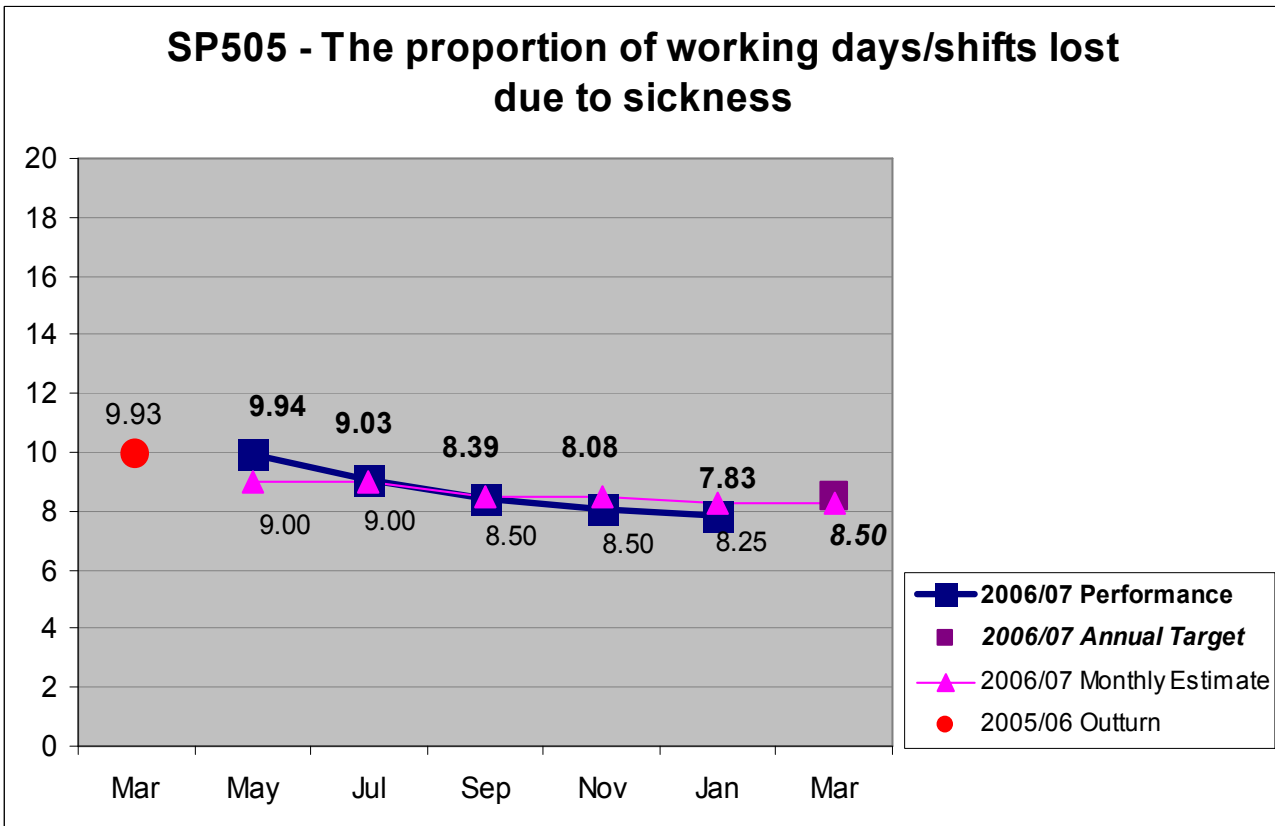
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Higher Performance is better



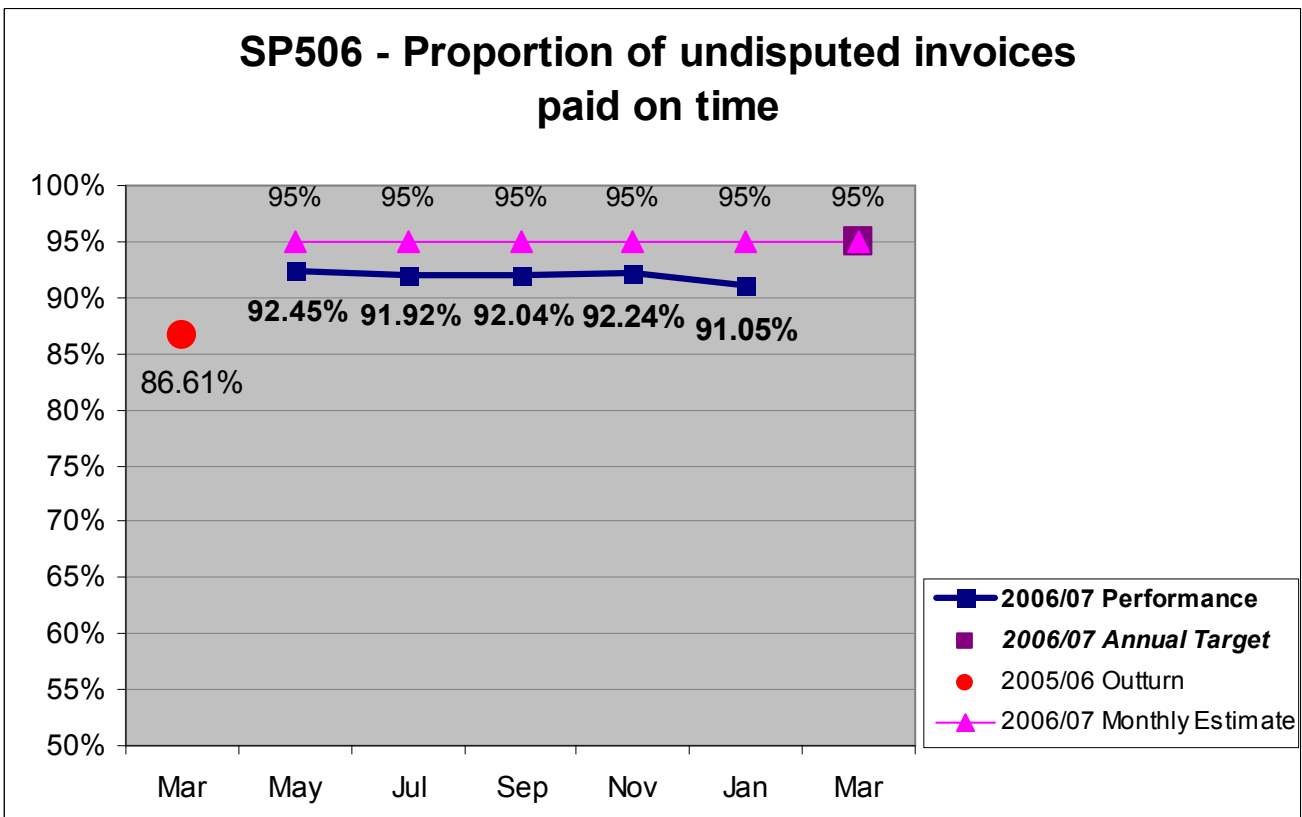
Traffic Light  
**GREEN**

Lower Performance is better



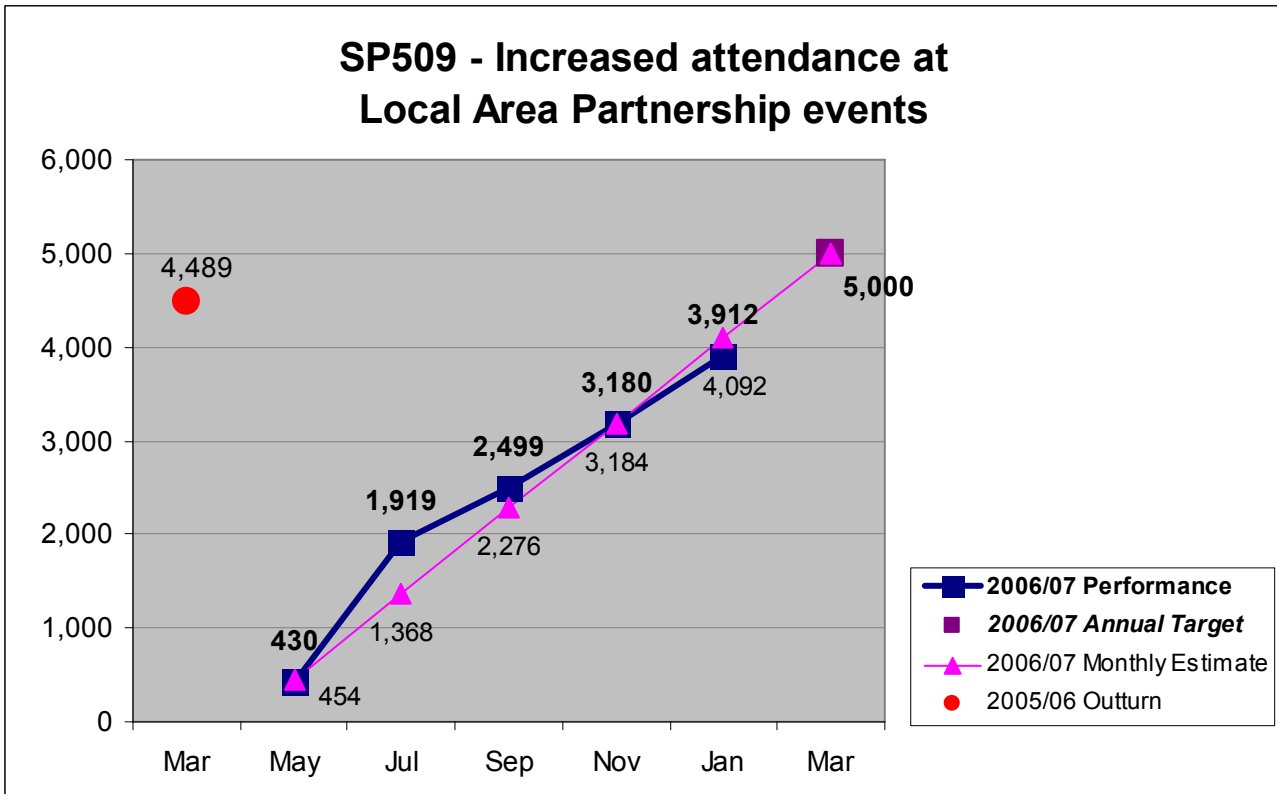
Traffic Light  
**RED**

Higher Performance is better



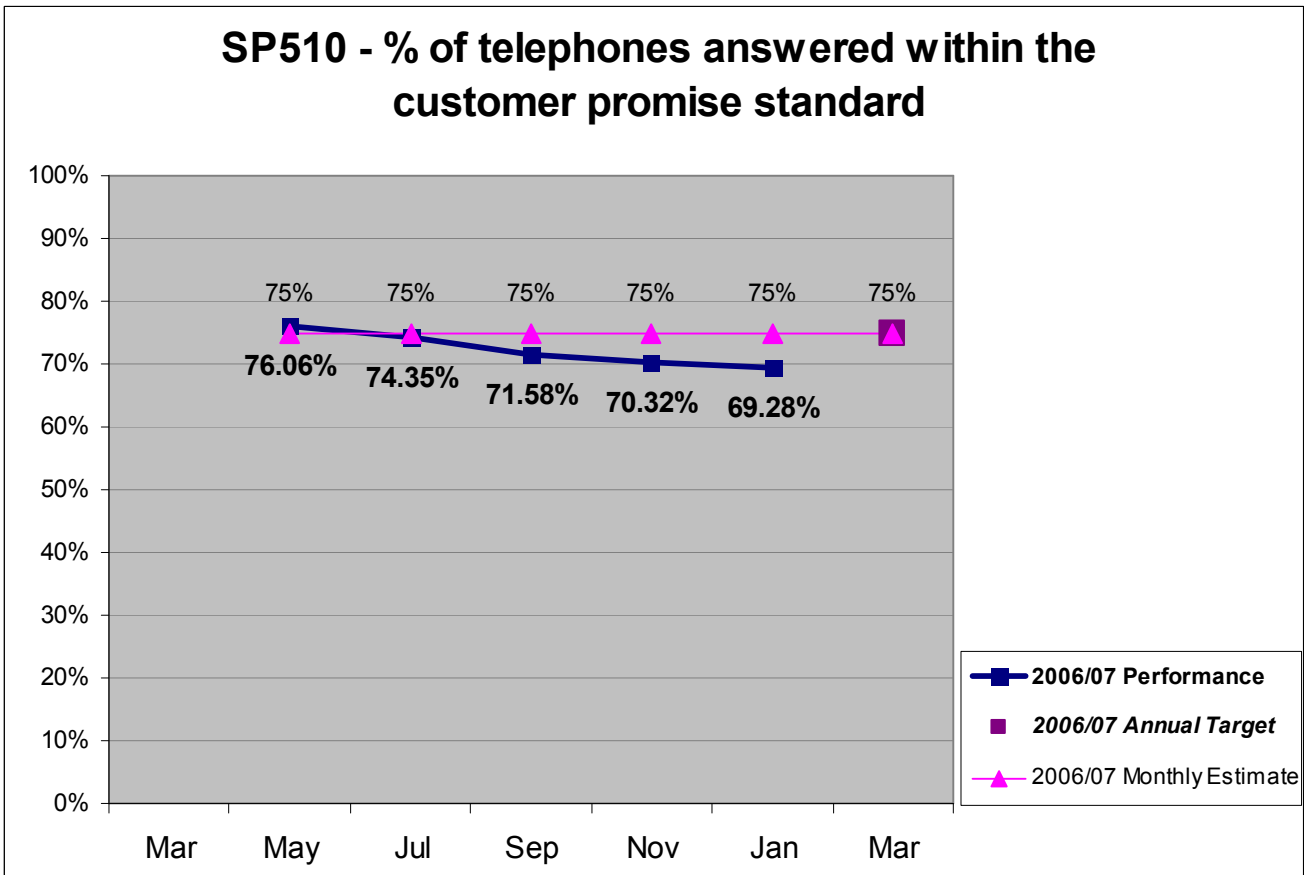
Traffic Light  
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Higher Performance is better



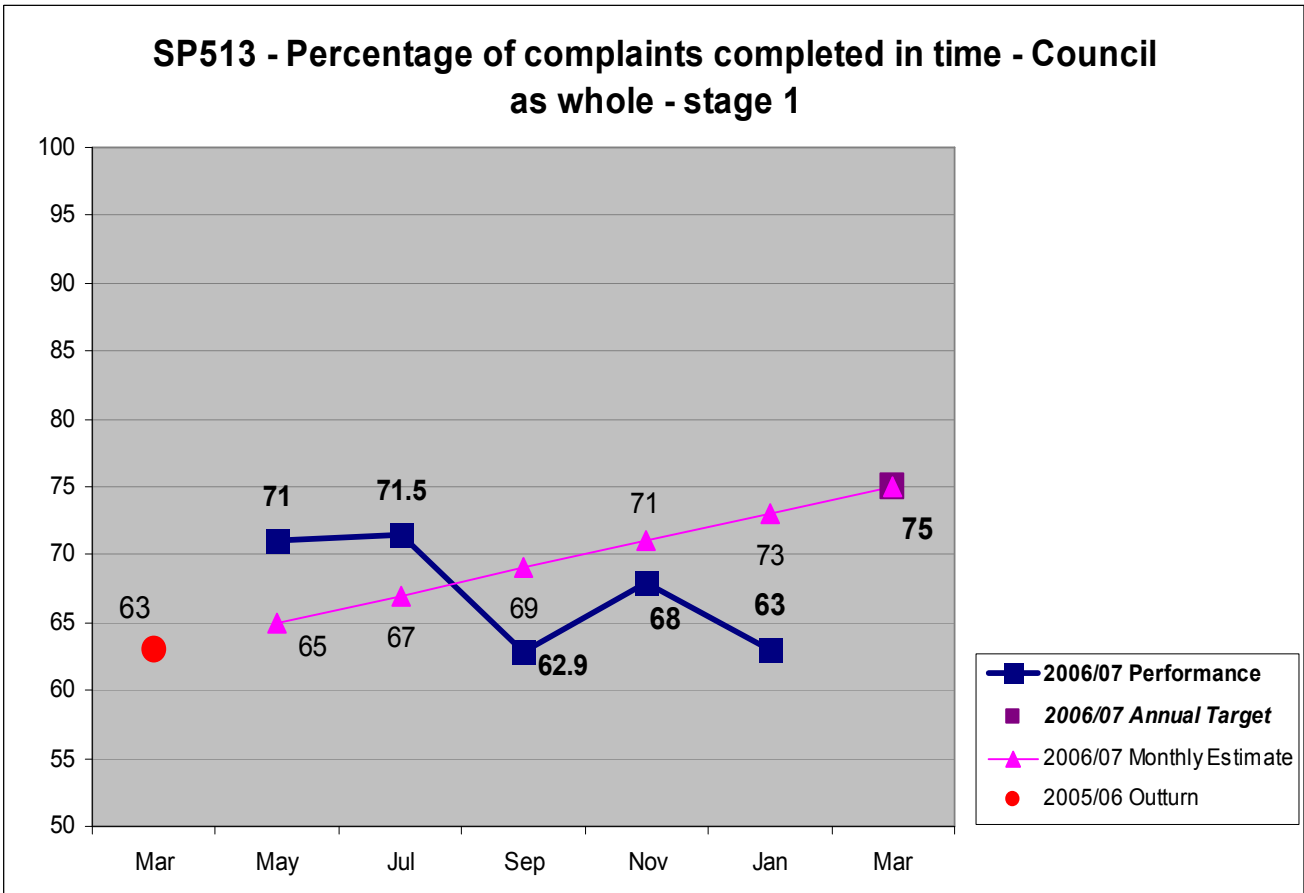
Traffic Light  
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Higher Performance is better

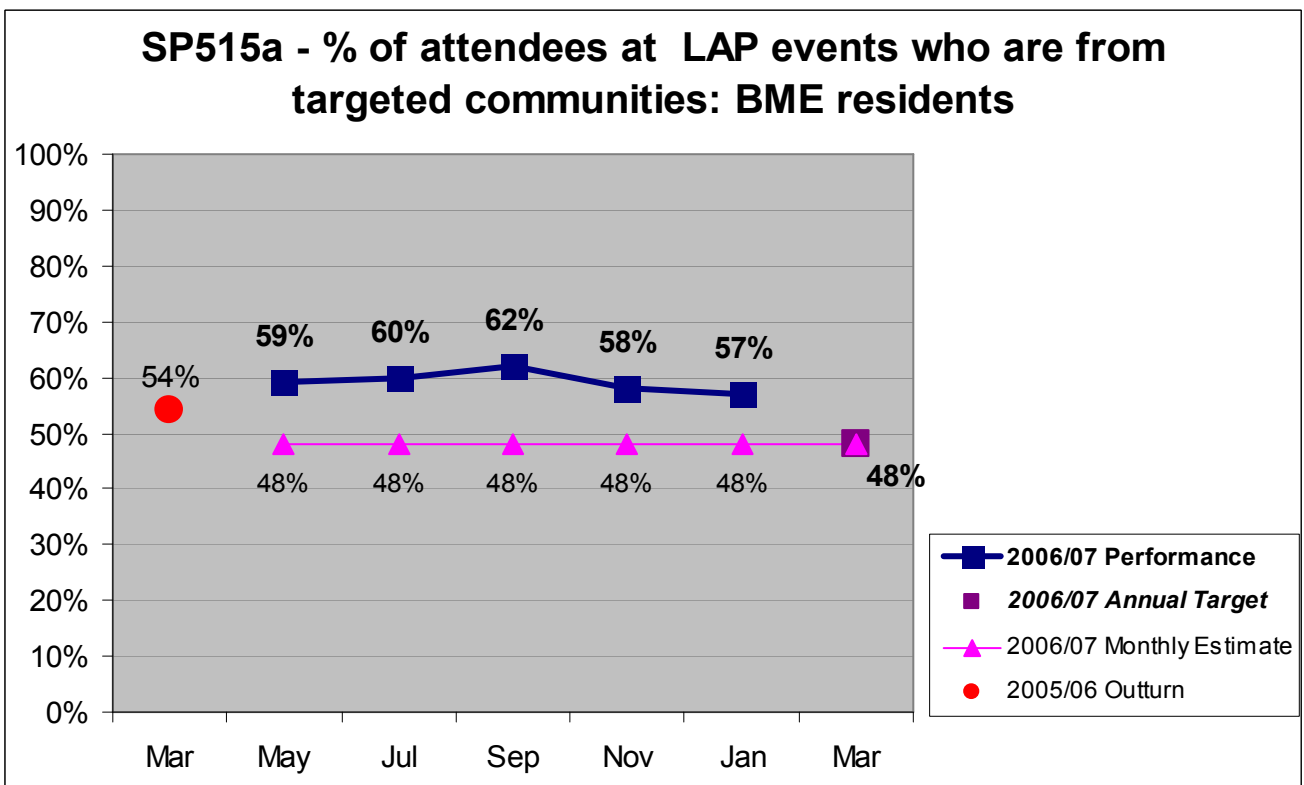




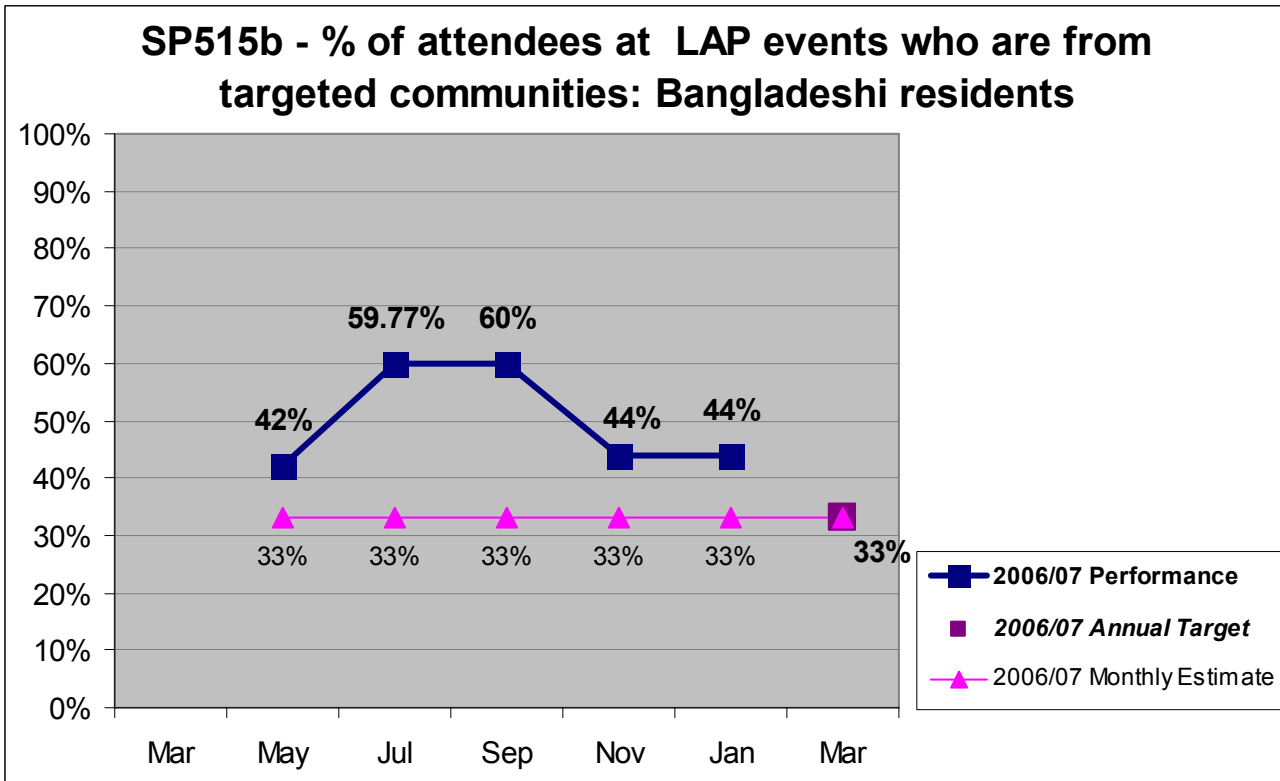
Higher Performance is better



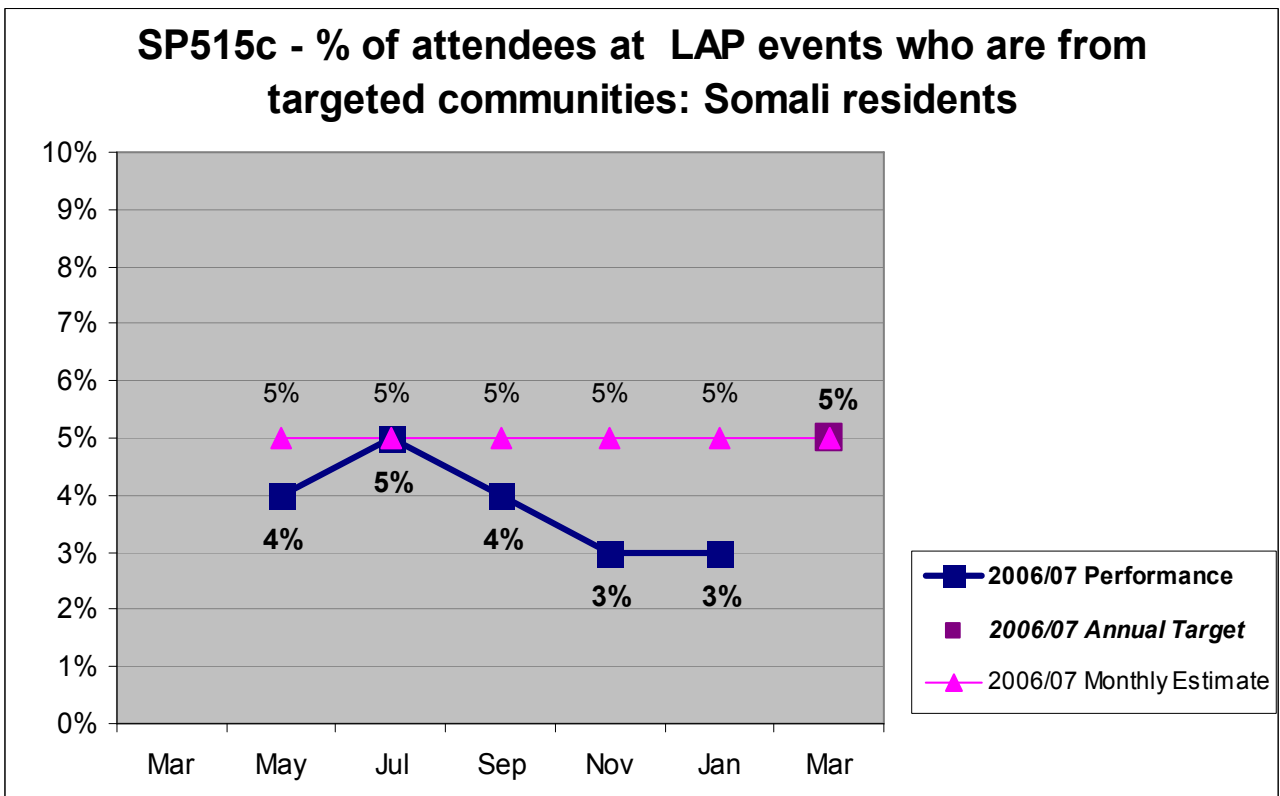
Higher Performance is better



Higher Performance is better

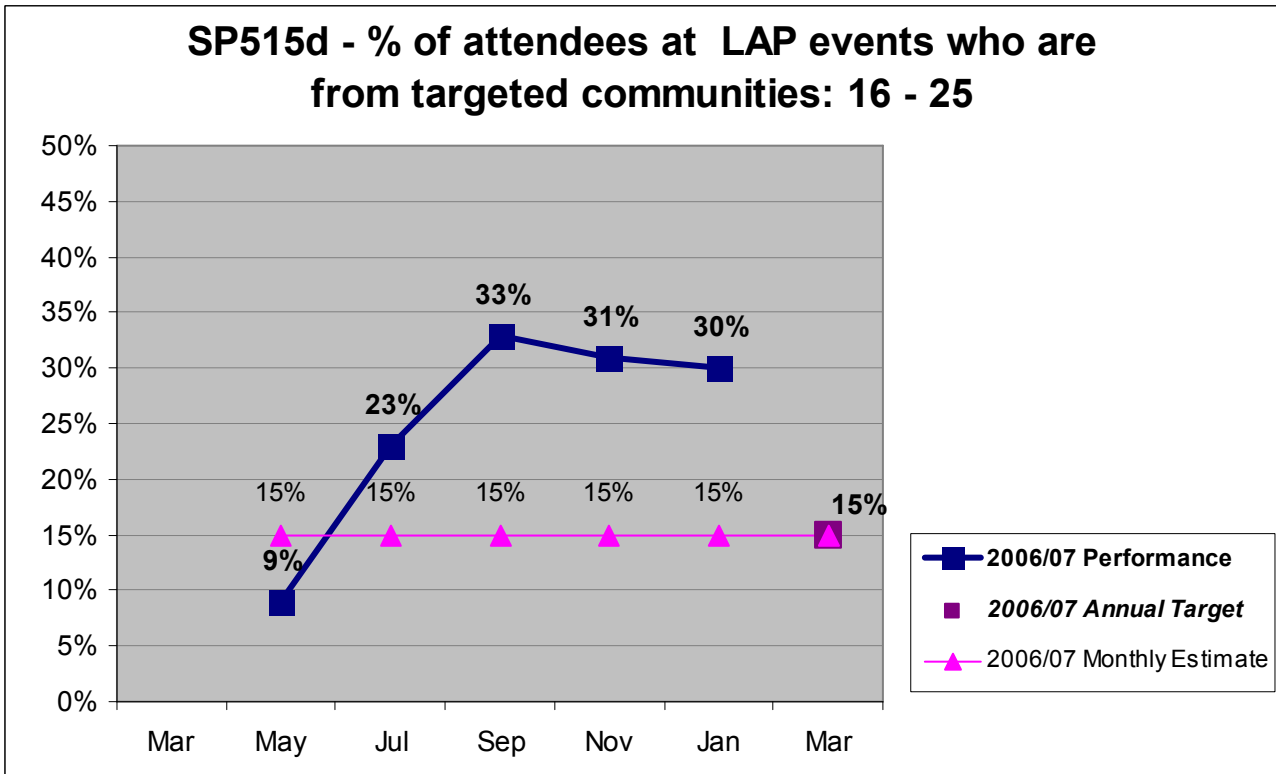


Higher Performance is better



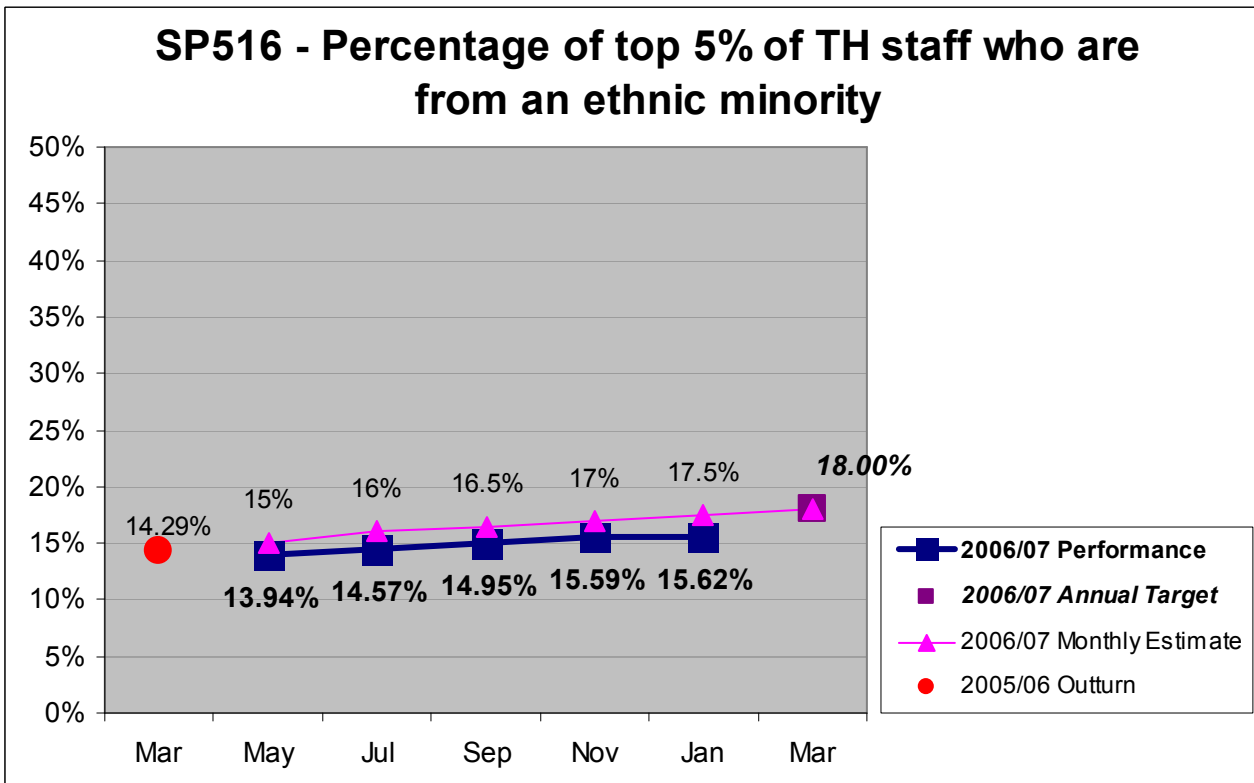
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Higher Performance is better

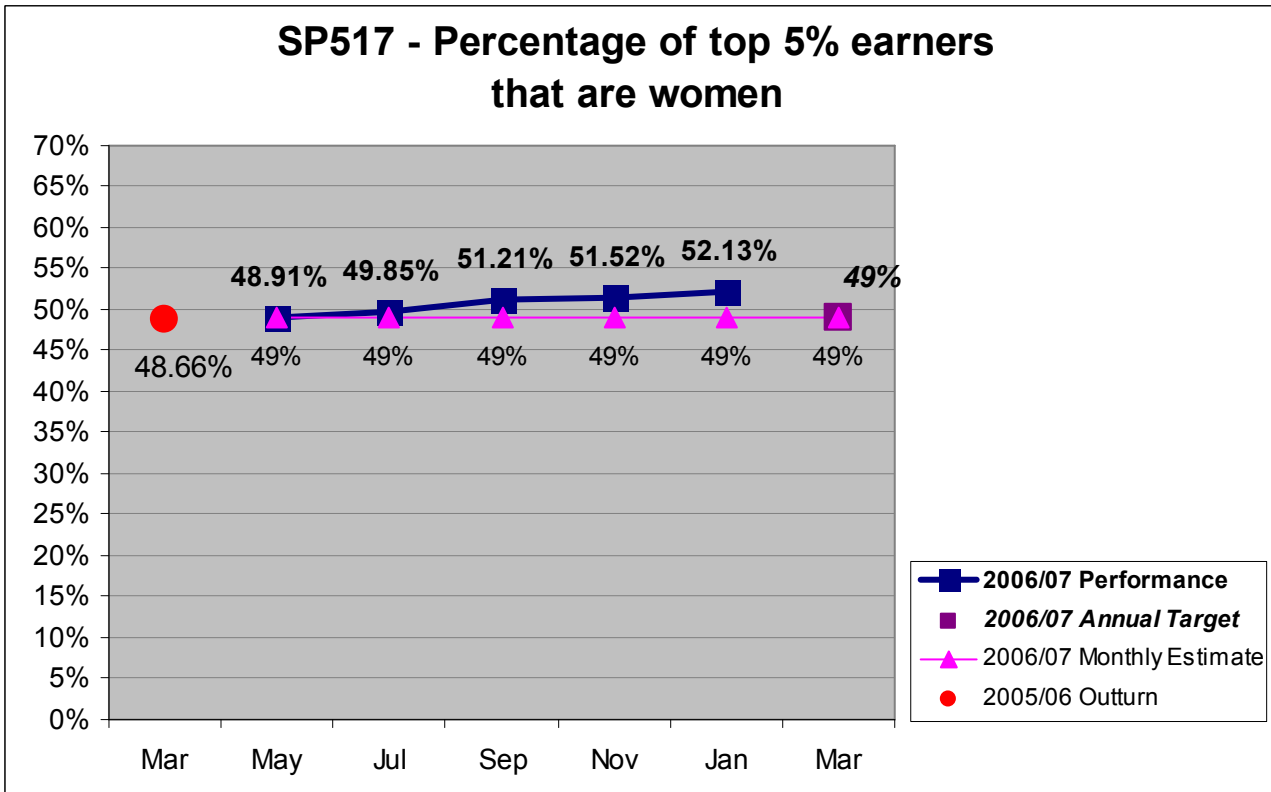


Traffic Light  
**RED**

Higher Performance is better



Higher Performance is better



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## Appendix 3

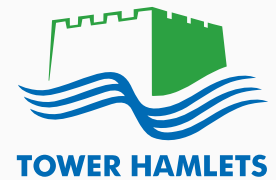
### TH Index RED Indicators at end January 2007

PI Ref No	Description	Outturn 05/06	Jan Target	Jan Actual	Target missed by (%)	Direction of change c.f. 05/06	Change from 05/06	London Top Quartile 05/06	Compared to London Quartiles
SP101	Wounding: number of violent crimes (common assault plus ABH/GHB) per 1000 population	23.8	17.6	19.76	<b>11%</b>	↑	<b>20%</b>	13.5	<b>Below average</b>
SP105	Reduction in overall crime rate (BCS Comparator Offences)	20,281	15,490	15,552	0.4%	↑	<b>30%</b>	13,482	2nd
SP108	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 (expressed as a percentage)	23	16	21	<b>24%</b>	↑	<b>10%</b>	17	2nd
SP111	Percentage of household waste which has been sent by the authority for recycling	8.82	17	11.39	<b>49%</b>	↑	<b>23%</b>	19.29	<b>Bottom</b>
SP212	Adult and older clients receiving a review as a percentage of those receiving a service	71	75	64.4	<b>16%</b>	↓	<b>10%</b>	73.7	<b>Top</b> (by year end)
SP215	Percentage of children looked after at 31 March with three or more placements during the year	12.23	10.2	10.34	1.4%	↑	<b>18%</b>	10.9	Top
SP301	Percentage of major planning applications determined within 13 weeks	35	60	40	<b>50%</b>	↑	<b>13%</b>	77.3	<b>Bottom</b>
SP302	Percentage of minor planning applications determined in 8 weeks	78.56	82	79.8	2.8%	↑	1.6%	83.89	<b>Bottom</b>
SP303	Percentage of other planning applications determined in 8 weeks	85.53	87.5	84.63	3.4%	↓	1.1%	91.79	<b>Bottom</b>
SP308	Percentage of young people in Tower Hamlets aged 18 - 25 claiming unemployment-related benefits	20.6	16.5	21	<b>21%</b>	↓	1.9%	7.3	<b>Bottom</b>
SP309	Percentage of local residents claiming unemployment-related benefits	8	8.3	8.6	3.5%	↓	7%	2.9	<b>Bottom</b>
SP404a	Improved overall attendance rates at primary school (proxy for LAA 601 & 602)	93.92	95.8	94.7	1.2%	↑	0.8%	94.07	Top
SP404b	Improved overall attendance rates at secondary school (proxy for LAA 601, 602 & 603)	92.58	93.9	92.4	1.6%	↓	0.2%	92.98	2nd
SP405a	Unauthorised absence rates - primary (proxy for 601, 602 & 603)	1.22	0.7	1.3	<b>46%</b>	↓	6%	0.53	<b>Bottom</b>
SP405b	Unauthorised absence rates - secondary	2.42	1.6	2.3	<b>30%</b>	↑	5%	0.85	<b>Bottom</b>
SP408	Number of under 16s who are active users of the Idea Stores and libraries	14,008	17,168	13,723	<b>25%</b>	↓	2.1%	N/a	N/a
SP409	Total number of library items issued to under 16s	279,607	248,587	224,302	<b>11%</b>	↓	<b>25%</b>	N/a	N/a
SP412	Number of physical visits to public library premises per 1000 population	7,709	8,145	7,533	8%	↓	2.3%	8,360 (04/05)	2nd
SP506	Percentage of Undisputed Invoices Paid on Time	86.61	95	91.05	4%	↑	5%	90.22	Top
SP509	Increased attendance at Local Area Partnership events	4,489	4,092	3,912	5%	↓	<b>15%</b>	N/a	N/a
SP510	% of telephones answered within the customer promise standard	N/A	75	62.08	<b>21%</b>	N/A	N/A	N/a	N/a
SP513	Percentage of complaints completed in time - Council as a whole - Stage 1	63	73	63	<b>16%</b>	→	0%	N/a	N/a
SP515c	Percentage of attendees at LAP events who are from targeted communities: Somali residents	N/A	5	3	<b>67%</b>	N/A	N/A	N/a	N/a
SP516	The percentage of the top 5% of Local Authority staff who are from an ethnic minority	14.29	17.5	15.62	<b>12%</b>	↑	9%	15.28	Top

Key	Target missed by (%)	Direction of change c.f. 05/06	Change from 05/06
	Targets missed by 10% or greater are highlighted in <b>Bold</b>	Improvement is represented by ↑, deterioration is represented by ↓	Changes of 10% or greater are highlighted in <b>Bold</b> . The Direction column shows whether the changes were positive or negative.

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# Our performance 2006/07



## How did we do?

Tower Hamlets Council is improving the services it provides. This supplement shows how – and how we compare with the rest of London.

This supplement tells you exactly how we are doing in providing services to you. It sets out how we perform against our targets and compares Tower Hamlets' performance to councils across the capital.

Overall, according to the Government watchdog, the Audit Commission, Tower

Hamlets is one of the fastest improving councils in the country. We have listened carefully to what you have told us and have acted to address your concerns. Independent research, carried out at the end of last year, showed that seven out of ten local people recognised we were now doing a good job.

We are not complacent, however, and know that we have more to do to improve our services and the quality of life for all who live and work here. We

will be setting ambitious targets for further improvement for 2007/08. These will be published in our Annual Report and Performance Plan by the end of June this year.

We set out and agreed with many of you five main priorities: Living safely; Living well; Learning achievement & leisure; Creating and sharing prosperity; and Excellent public services.

You will see from this supplement how we are performing in these areas. If you have any comments on our



performance or views about how you would like to see this information presented in future please contact the council's Strategy and Performance Team: Town Hall, Mulberry Place, 5 Clove Crescent, London E14 2BG  
lucy.sutton@towerhamlets.gov.uk  
Tel: 020 7364 4361

### Each table shows you:

- How we performed last year between 1 April 2005 and 31 March 2006.
- What the average London performance was last year, where this information is available.
- Our target for this year, ending 31 March 2007.
- Our estimated performance this year between 1 April 2006 and 31 March 2007.
- Whether we have improved (+ sign), maintained performance (= sign) or not (- sign) on last year's performance.

## A better place for Living Safely

### Feeling safe where you live

We know that you want your borough to be even safer. Reducing crime and unsociable behaviour remain local priorities.

#### What we have done in the last year

- Completing the rollout of safer neighbourhood teams to every ward last year has helped reduce overall crime by over 9%, burglary by 25% and criminal damage by 6%.
- We issued 124 good behaviour contracts and Anti Social Behaviour Orders (ASBOs).
- Nine out of ten young offenders were helped into training, education or employment.
- We helped reduce vehicle crime by over 16%.
- We provided drug treatment to over 600 young people.

#### Where we are aiming to improve next year

- Reduce crime even further, especially violent crime and robbery.
- Provide an even broader range of positive activities for young people to take part in.
- Strengthen our response to local community safety issues through the introduction of 'Better Tower Hamlets teams'.
- Work with our partners to reduce reoffending.



### Increased Community Safety

Indicator	Our performance last year	London Average Performance last year	Our target for this year	Our performance this year	
Number of violent crimes per 1,000 population	22.8	18.1	21.2	23.8	-
Number of under 18s accessing drug treatment	415	N/A	448	618	+
Overall number of recorded crimes	20,281	17,716	18,585	18,570	+

### Taking pride in where you live

With your help we want to continue to tackle unsociable behaviour such as dog-fouling, dropping litter, graffiti and dumping - and we want to reduce car pollution to make the borough a cleaner/greener place.

#### What we have done in the last year

- We launched and sustained a massive summer clean-up throughout all our estates and tackled grime hot-spots.
- Door-to-door recycling was introduced to 30,000 more homes resulting in over 11% of all household rubbish being recycled.
- Around 70 volunteers were recruited to help improve

the local environment.

- We handed out over 1,300 fixed penalty notices for illegal dumping of rubbish.

#### Where we are aiming to improve next year

- Encourage greater participation to improve levels of recycling.
- Further improve the cleanliness of our environment and encourage local people to live greener lifestyles.

### Cleaner, Safer Streets

Indicator	Our performance last year	London Average Performance last year	Our target for this year	Our performance this year	
Land and highways below an acceptable level of cleanliness	23%	25.6%	16%	22%	+
Percentage of household waste recycled	8.82%	16.16%	18%	11.55%	+



## A better place for **Living Well**

### More homes of a decent standard

A key priority for the council is to provide homes of a decent standard that local people can afford. We have continued to invest in better security, play areas and open spaces improving the all round quality of living in Tower Hamlets – but we recognise that still too many local people live in unsatisfactory conditions.

#### What we have done in the last year

- Over £187 million has been secured to improve 6,200 homes.
- We created a Rapid Response Team that, by working in partnership with police, schools and local people, resolves community tensions before they escalate.
- Ten estates were the target for initiatives to combat serious anti-social behaviour.

#### Where we are aiming to improve next year

- Ensure that more people live in homes that meet the Government's decent homes standard.

### More Homes of a Decent Standard

Indicator	Our performance last year	London Average Performance last year	Our target for this year	Our performance this year	
Urgent repairs completed in Government time limits	94.55%	N/a	96%	96%	+
Average time taken to re-let council homes	36.04 days	51 days	35.5 days	33.5 days	+
Residents satisfied with the council's repairs service	82.5%	N/A	83%	89%	+
Average length of stay in bed and breakfast accommodation	4.84 weeks	2.19 weeks	4.50 weeks	3.62 weeks	+
The proportion of council homes which were non-decent at 1 April 2006	67%	42%	62%	61.74%	+

### Improved Outcomes for Vulnerable Children and Adults

Indicator	Our performance last year	London Average Performance last year	Our target for this year	Our performance this year	
Admissions of older people to residential and nursing care	108.1	76	85	80	+
Adult and older clients receiving a review as a percentage of those receiving a service	71%	67.1%	90%	77.51%	+
Child protection cases which should have been reviewed during the year that were reviewed	100%	100%	100%	100%	=
Percentage of children looked after at 31 March with three or more placements during the year	12.23%	12.12%	10%	10.34%	+



### Improving health and social care

The services we provide to older people, children at risk and other vulnerable residents have continued to be recognised as amongst the very best in the country.

#### What we have done in the last year

- We established 19 children's centres where children can

play and learn, providing a vast array of information and advice to help your child's development.

- Support was provided for more frail, older people to live independently in the community than in any other authority in the country.
- We launched 'LinkAge Plus', a network of community-based resource centres for older people.

#### Where we are aiming to improve next year

- Work with partners to provide 10 new health centres.
- Reduce obesity amongst young children.
- Reduce smoking amongst 11 to 15 year olds.
- Improve the health of adults at risk of coronary heart disease.

## A better place for **Creating and Sharing Prosperity**

Our aim is for local people and businesses to benefit from the growth in economic prosperity in the borough, particularly arising from developments around Docklands, Thames Gateway, the City Fringe and the Olympics in 2012. Over 100,000 new job opportunities will be created locally in the next 10 years. Our goal is to see local people fill them and be able to afford decent homes near to where they work.

#### What we have done in the last year

- We provided a dedicated job brokerage service that secured sustainable employment for 569 residents.
- In partnership with the other host Olympic boroughs, we secured £9 million towards helping local residents and local businesses access opportunities arising from the Olympic and Paralympic Games.

- We gave planning permission for 6,500 new homes, nearly a third of which are affordable homes.
- We secured a large number of improvements to the proposed Crossrail projects.
- We helped local businesses to secure local contracts worth over £6 million.
- We now take less than a month, on average, to deal with housing benefit claims.
- More 16 to 18 year olds are staying on in school or in training than ever before.

#### Where we are aiming to improve next year

- Continue to work to improve our service to developers and local people to process more planning applications within target times.
- Work even harder to ensure that local people can secure decent jobs.

### Developing the Local Economy and Reducing Poverty

Indicator	Our performance last year	London Average Performance last year	Our target for this year	Our performance this year	
Average time for processing new housing benefit and Council Tax benefit claims	33.8 days	36.1 days	31 days	29 days	+
Major planning applications determined within 13 weeks	35%	67.32%	60%	40%	+
Minor planning applications determined in 8 weeks	78.56%	78.72%	80.25%	79.8%	+
Other planning applications determined in 8 weeks	85.53%	87.72%	88.25%	84.63%	-
Number of businesses / social enterprises assisted to improve their performance	N/A	N/A	25	30	N/A
16 -18 year-olds not in education, employment or training	13.5%	N/a	11.5%	9.8%	+
Number of people aged 24 and under helped into paid employment	100	N/a	200	225	+

# A better place for Learning, Achievement and Leisure



## Improved educational attainment

We are committed to transforming young people's life-chances, to enable them to get the jobs they want and build rewarding lives. We have made enormous improvements in our education service over the last 10 years. Whilst today local children are receiving some of the best opportunities for learning anywhere in the country, we still realise that we have to continue to improve.

### What we have done in the last year

- The number of 16 year olds passing five or more A\*-C GCSE grades in our schools has more than doubled since 1996.
- Secured a £180 million investment programme that will see local secondary

school buildings and facilities transformed over the next 10-15 years.

- We continue to provide direct support to local schools with eight being judged as 'outstanding' by the Government's watchdog, Ofsted.
- Our education and children's social care services continue to excel with both awarded the highest possible mark of four stars by the Government.
- We launched the Learning Ladder, a new website promoting lifelong learning.

### Where we are aiming to improve next year

- We need to improve attendance rates in both our secondary and primary schools.



## Improved Educational Attainment

Indicator	Our performance last year	London Average Performance last year	Our target for this year	Our performance this year	
15-year-old pupils achieving 5 or more good GCSEs	50.8%	55.3%	56%	55.7%	+
Pupils achieving 5 GCSEs including English and Maths	86.6%	88.9%	92.7%	88.3%	+
A Level average points score per student	204.42	244.9	229	219.5	+
Overall attendance rates at primary school	93.92%	94.06%	94.8%	93.39%	-
Overall attendance rates at secondary schools	92.58%	92.39%	92.9%	92.48%	-
Unauthorised absence rates - primary schools	1.22%	0.72%	1.1%	1.24%	-
Unauthorised absence rates - secondary schools	2.42%	1.36%	2.2%	2.05%	+

## Increased participation in leisure and cultural activities

We are creating high quality leisure activities that are easily accessible and support healthy lifestyles.

- Two of our leisure centres have won prestigious national Quest awards.
- Our parks and open spaces have won six major awards.

### What we have done in the last year

- We have improved our cultural services and they are now amongst the best performing in London.
- We have increased the number of visitors to our libraries by over 16% in the last year and welcomed over 1.8 million visitors to our four innovative Idea Stores, bucking the national trends.
- Over 180,000 visits were made to our leisure centres in the last year.

### Where we are aiming to improve next year

- We need to continue to encourage more people to use our leisure centres, libraries and Idea Stores.
- We need to provide more and better places for young people to go and a better variety of things for them to do.
- We will deliver phase two of the York Hall refurbishment, providing a new crèche and state of the art spa facilities.



## Increased Participation in Leisure and Cultural Activities

Indicator	Our performance last year	London Average Performance last year	Our target for this year	Our performance this year	
Under 16s who are active users of the Idea Stores and libraries	14,008	N/A	17,800	13,900	-
Total number of library items issued to under 16s	279,607	N/A	298,304	270,000	-
Young people under 16 attending study support sessions	469	N/A	492	500	+
Under 19s completing a course in Idea Stores, libraries and learning centres	1,065	N/A	1,400	1,900	+
Visits to libraries per 1,000 population	7,709	N/A	9,775	9,276	+

# A better place for **Excellent Public Services**

## Staff Effectiveness and Equality

Indicator	Our performance last year	London Average Performance last year	Our target for this year	Our performance this year	
Days lost to sickness absence per employee	9.93	8.99	8.50	8.25	+
Percentage of the top 5% of council staff who are from an ethnic minority	14.29%	11.86%	18%	15.5%	+
Percentage of the top 5% of council staff that are women	48.66%	41.39%	49%	49%	+

To add to the achievement of providing some of the best, fastest improving services for the fifth lowest Council Tax in London, we are continually improving the efficiency of the services we provide.

- We are committed to having a workforce that reflects our community and now over 15% of our top managers are from an ethnic minority group.
- Just over half (52%) of our top managers are women.

- We have introduced initiatives to reduce the number of days lost to sickness which has seen the number of working days/shifts lost fall to 8.25.
- Overall satisfaction with the way the council runs its services was up from 35% in 2003 to 50% today, the fastest improvement in satisfaction in London.
- But we need to get better at answering your complaints in time.

## Effective Council Services and Democracy

Indicator	Our performance last year	London Average Performance last year	Our target for this year	Our performance this year	
Budget Performance	£1,225,000 (underspend)	N/A	£0	£0	+
Increased attendance at Local Area Partnership (LAP) events	4,489	N/A	5,000	5,000	+
Percentage of complaints completed in time	63%	N/A	75%	68%	+



## Finances

### Financial Performance in 2006/07

In 2006/07, the council set a revenue budget of £267,894,000 (not including Dedicated Schools Grant) and a Council Tax at band D of £797.28.

- Spending is currently projected to total £266.896m at the end of the year representing a neutral position for the authority as a whole.
- Capital expenditure in 2006/07 is expected to total £89,824,000 which is also within the resources available.

### Finances in 2007/08

Careful long-term planning and good financial management means that Tower Hamlets Council will be increasing its share of the Council Tax bill in



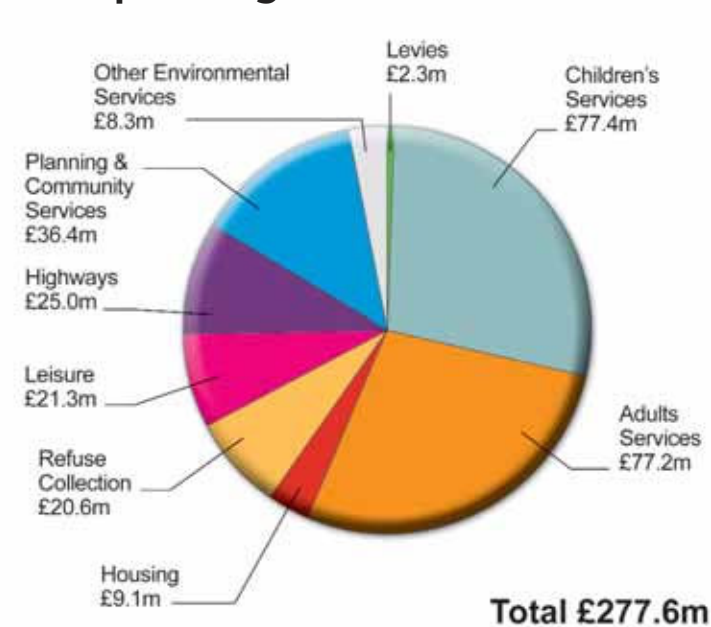
### Level of council tax (Band D)

Year	Tower Hamlets (£)	GLA (£)	Total (£)
2005/06	797	254	1,051
2006/07	797	288	1,085
2007/08	836	304	1,140

2007/2008 by 4.9% overall. The average council tax payer within Tower Hamlets will have an increase of 67p per week, before any further discounts. Even with the rise, your bill

remains the 5th lowest of the 33 London boroughs – over £100 lower than the London average. The Band D bill will be £1140 with £304 going to fund the Greater London Authority.

### Net spending on services in 2007/08



Monday - Friday  
9.00am - 5.00pm



Ref:  
THBVP/07/53

English	For free translation phone
Arabic	للترجمة المجانية الرجاء الاتصال هاتفياً.
Chinese	欲索取免費譯本，請致電。
French	Pour une traduction gratuite, téléphonez
Hindi	मुफ्त अनुवाद के लिए फोन काँजिए
Malayalam	സൗജന്യമായ തർജ്ജിമയ്ക്കായി ബന്ധപ്പെടുക
Somali	Turjubaan lacag la'aan ah ka soo wac telefoona.
Portuguese	Para uma tradução grátis, telefone.
Bengali/Sylheti	বিনামূলিতে অনুবাদের জন্য টেলিফোন করুন
Gujarati	મફત ભાષાંતર માટે ફોન કરો.
Punjabi	ਮੁਫਤ ਅਨੁਵਾਦ ਲਈ ਫੋਨ ਕਰੋ
Urdu	مفت ترجمے کے لئے ٹیلیفون کیجیے۔
Serbo-Croat	Za besplatne prevode pozovite
Spanish	Para obtener una traducción telefónica gratuita llame al:
Russian	Перевод – бесплатно. Звоните.
Albanian	Për një përkthim falas telefononi.
Tamil	இலவச மொழிபெயர்ப்புக்கு தொலைபேசி செய்யவும்.
Greek	Για δωρεάν μετάφραση, τηλεφωνήστε.
Turkish	Ücretsiz çeviri için telefon edin.
Vietnamese	Điền thoại để được thông dịch miễn phí.
Kurdish	بۆ وەرگیران (تەرجومەکردن) بە خۆرای، تەلەفۆن بکە.
Lithuanian	Del nemokamo vertimo skambinkinte
Polish	Po bezpłatne tłumaczenia prosimy dzwonic

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## Appendix 5

### Lead members for T H Index 2006

PI Ref No	Description	Lead Member	Responsibility
SP101	Wounding: number of violent crimes (common assault plus ABH/GHB) per 1000 population	Councillor Abdal Ullah	Cleaner, Safer, Greener
SP104	Increased number of under 18s accessing treatment - Enhancing young people	Councillor Abdal Ullah	Cleaner, Safer, Greener
SP105	Reduction in overall crime rate (BCS Comparator Offences)	Councillor Abdal Ullah	Cleaner, Safer, Greener
SP108	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]	Councillor Abdal Ullah	Cleaner, Safer, Greener
SP111	Percentage of household waste which has been sent by the authority for recycling.	Councillor Abdal Ullah	Cleaner, Safer, Greener
SP203	Percentage of urgent repairs completed in government time limits	Councillor Rupert Bawden	Housing and Development
SP204	Average time taken to re-let local authority housing. - [New PI]	Councillor Rupert Bawden	Housing and Development
SP205	Percentage of residents satisfied with the Councils repairs service	Councillor Rupert Bawden	Housing and Development
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.	Councillor Rupert Bawden	Housing and Development
SP211	Number of supported admissions of older people to permanent residential and nursing care per 10,000 population aged 65 or over (formerly C26).	Councillor Abdul Asad	Older People and Health
SP212	Adult and older clients receiving a review as a percentage of those receiving a service.	Councillor Abdul Asad	Older People and Health
SP214	Percentage of child protection cases which should have been reviewed during the year that were reviewed.	Councillor Helal U. Abbas	Children's Services
SP215	Percentage of children looked after at 31 March with three or more placements during the year	Councillor Helal U. Abbas	Children's Services
SP218	Average time for processing new housing benefit and council tax benefit claims (days).	Councillor Rupert Bawden	Housing and Development
SP301	Percentage of major planning applications determined within 13 weeks.	Councillor Rupert Bawden	Housing and Development
SP302	Percentage of minor planning applications determined in 8 weeks.	Councillor Rupert Bawden	Housing and Development
SP303	Percentage of other planning applications determined in 8 weeks.	Councillor Rupert Bawden	Housing and Development

## Appendix 5

PI Ref No	Description	Lead Member	Responsibility
SP304	Number of businesses / social enterprises assisted to improve their performance	Councillor Anwara Ali	Equalities, Employment and Skills
SP306	Percentage of young people in Tower Hamlets aged 16-18 not in education, employment or training	Councillor Helal U. Abbas	Children's Services
SP307	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 at least 13 consecutive weeks or more	Councillor Anwara Ali	Equalities, Employment and Skills
SP308	Percentage of young people in Tower Hamlets aged 18 - 25 claiming unemployment-related benefits	Councillor Anwara Ali	Equalities, Employment and Skills
SP309	Percentage of local residents claiming unemployment-related benefits	Councillor Anwara Ali	Equalities, Employment and Skills
SP310	Increased supply of employment opportunities in key growth sectors prompted directly through the Employment Consortium	Councillor Anwara Ali	Equalities, Employment and Skills
SP404a	Improved overall attendance rates at primary school (proxy for LAA 601 & 602)	Councillor Helal U. Abbas	Children's Services
SP404b	Improved overall attendance rates at secondary school (proxy for LAA 601, 602 & 603)	Councillor Helal U. Abbas	Children's Services
SP405a	Unauthorised absence rates - primary (proxy for 601, 602 & 603)	Councillor Helal U. Abbas	Children's Services
SP405b	Unauthorised absence rates - secondary	Councillor Helal U. Abbas	Children's Services
SP408	Number of under 16s who are active users of the Idea Stores and libraries	Councillor Lutfur Rahman	Culture
SP409	Total number of library items issued to under 16s - Enhancing young people	Councillor Lutfur Rahman	Culture
SP410	Number of young people under 16 attending study support sessions - enhancing young people	Councillor Lutfur Rahman	Culture
SP411	Total number of under 19s completing a course in Idea Stores, libraries and learning centres - enhancing young people	Councillor Lutfur Rahman	Culture
SP412	Number of physical visits to public library premises per 1000 population	Councillor Lutfur Rahman	Culture
SP501	Budget Performance	Councillor Josh Peck	Resources and Performance
SP505	Number of working days/shifts lost to sickness absence per employee.	Councillor Josh Peck	Resources and Performance
SP506	Percentage of Undisputed Invoices Paid on Time	Councillor Josh Peck	Resources and Performance
SP509	Increased attendance at Local Area Partnership events	Councillor Ohid Ahmed	Regeneration, Localisation & Community Partnerships
SP510	% of telephones answered within the customer promise standard	Councillor Sirajul Islam	Deputy Leader



## Appendix 5

PI Ref No	Description	Lead Member	Responsibility
SP511	% of letters responded to within customer promise standard	Councillor Sirajul Islam	Deputy Leader
SP512	% of calls handled by the customer contact centre	Councillor Sirajul Islam	Deputy Leader
SP513	Percentage of complaints completed in time - Council as a whole - Stage 1	Councillor Sirajul Islam	Deputy Leader
SP515a	Percentage of attendees at LAP events who are from targeted communities: BME residents	Councillor Ohid Ahmed	Regeneration, Localisation & Community Partnerships
SP515b	Percentage of attendees at LAP events who are from targeted communities: Bangladeshi residents	Councillor Ohid Ahmed	Regeneration, Localisation & Community Partnerships
SP515c	Percentage of attendees at LAP events who are from targeted communities: Somali residents	Councillor Ohid Ahmed	Regeneration, Localisation & Community Partnerships
SP515d	Percentage of attendees at LAP events who are from targeted communities: Young residents (16 - 25)	Councillor Ohid Ahmed	Regeneration, Localisation & Community Partnerships
SP516	The percentage of the top 5% of Local Authority staff who are from an ethnic minority.	Councillor Anwara Ali	Equalities, Employment and Skills
SP517	Percentage of top 5% of earners of Local Authority staff that are women.	Councillor Anwara Ali	Equalities, Employment and Skills

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## Best Value Performance Indicators - Quartile Positions

Ref		2003/04		2004/05		2005/06	
		Greater London (position)	National (position)	Greater London (position)	National (position)	Greater London (position)	National (position)
<b>Corporate Health</b>							
BV 2a	The equality standard				1		1
BV 2b	Duty to promote race equality				1		1
BV 8	Percentage of invoices paid on time				4		4
BV 9	Percentage of Council Tax collected				4		4
BV 10	Percentage of non-domestic rates collected				1		1
BV 11a	Percentage of top 5% earners that are women				1		1
BV 11b	Percentage of top 5% earners from 'black and minority ethnic communities				1		1
BV 11c	Percentage of top paid 5% of staff who have a disability						
BV 12	Number of working days lost due to sickness absence				3		3
BV 14	Percentage of early retirements				2		3
BV 15	Percentage of ill health retirements				2		3
BV 16	Percentage of disabled employees				1		1
BV 17	Percentage of people at the working age (18-65) with disabilities						
BV 17a	Percentage of black and ethnic minority employees				1		1
BV 17b	Percentage of people at the working age (18-65) from ethnic minorities						
BV 156	Buildings w/facilities for people with disabilities						
BV 157	E-government: Percentage of e-enabled interactions				1		1
BV 177	Percentage of authority expenditure on Community Legal Services				2		
<b>Education</b>							
BV 33	Youth Service expenditure per head of population						
BV 34a	Percentage of surplus places in primary schools				2		
BV 34b	Percentage of surplus places in secondary schools				4		
BV 38	Percentage of pupil achieving 5 or more A*-C GCSEs				3		3
BV 39	Percentage of pupil achieving 5 or more A*-G GCSEs				3		3
BV 40	Percentage of pupil achieving Level 4 or above in KS2 Math tests				2		2
BV 41	Percentage of pupil achieving Level 4 or above in KS2 English tests				2		3

Ref	Indicator	Greater London (position)	National (position)	Direction of performance	Greater London (position)	National (position)	Direction of performance	Greater London (position)	National (position)
BV 43a	Percentage of SEN statements (excluding)	Red	Red	↕	Orange	Yellow	↕	Orange	Green
BV 43b	Percentage of SEN statements (including)	Red	Red	↕	Yellow	Yellow	↕	Yellow	Yellow
BV 44	Number of pupils permanently excluded	Yellow	Yellow	↕	Yellow	Yellow	↕	Yellow	Grey
BV 45	Percentage absence in secondary schools	Orange	Orange	↕	Yellow	Yellow	↕	Yellow	Yellow
BV 46	Percentage absence in primary schools	Red	Red	↕	Orange	Orange	↕	Orange	Red
BV 48	Percentage of schools under special measures	Yellow	Yellow	↕	Yellow	Yellow	↕	Yellow	Grey
BV 159d	Percentage of permanently excluded pupils attending alternative tuition (20 hours or more)	Green	Green	↕	Green	Green	↕	Green	Green
BV 181a	Percentage of pupil achieving Level 5 or above in KS3 results - English	Red	Red	↕	Red	Red	↕	Red	Red
BV 181b	Percentage of pupil achieving Level 5 or above in KS3 results - Maths	Red	Red	↕	Red	Red	↕	Red	Red
BV 181c	Percentage of pupil achieving Level 5 or above in KS3 results - Science	Red	Red	↕	Red	Red	↕	Red	Red
BV 181d	Percentage of pupil achieving Level 5 or above in KS3 results - ICT Assessment	Red	Red	↕	Red	Red	↕	Red	Red
BV 182a	Quality of teaching - Average days access to relevant training and development	Red	Red	↕	Yellow	Yellow	↕	Yellow	Grey
BV 182b	Quality of teaching - Average number of QTS teachers	Yellow	Yellow	↕	Green	Yellow	↕	Green	Yellow
BV 188a	Schools Budget as a percentage of the Schools Funding Assessment	Yellow	Yellow	↕	Yellow	Green	↕	Yellow	Green
BV 193b	Percentage increase in Schools Budgets	Orange	Orange	↕	Yellow	Yellow	↕	Yellow	Yellow
BV 194a	Proportion of children level 5 or above, KS2 in English	Red	Red	↕	Orange	Orange	↕	Orange	Red
BV 194b	Proportion of children level 5 or above, KS2 in Maths	Red	Red	↕	Orange	Orange	↕	Orange	Orange
BV 221a	Participation in and outcomes from youth work: recorded outcomes	Grey	Grey		Grey	Grey		Grey	Yellow
BV 221b	Participation in and outcomes from youth work: accredited outcomes	Grey	Grey		Grey	Grey		Grey	Yellow
BV 222a	Quality of early years and childcare leadership: Leaders	Grey	Grey		Grey	Grey		Grey	Orange
BV 222b	Quality of early years and childcare leadership: Postgraduate input	Grey	Grey		Grey	Grey		Grey	Orange
<b>Social Services</b>									
BV 49	Stability of Placements for Looked After Children	Green	Green	↕	Green	Grey	↕	Green	Grey
BV 50	Educational qualifications of Looked After Children	Yellow	Yellow	↕	Green	Green	↕	Green	Orange
BV 53	Intensive home care per 1000 population aged 65 or over	Green	Green	↕	Green	Grey	↕	Green	Green
BV 54	Over 65s helped to live at home per 1000 population	Green	Green	↕	Green	Green	↕	Green	Green
BV 56	Percentage of items of equipment delivered within 7 working days	Yellow	Yellow	↕	Red	Orange	↕	Red	Green

Ref	Indicator	Greater London (position)	National (position)	Direction of performance	Greater London (position)	National (position)	Direction of performance	Greater London (position)	National (position)
BV 58	Percentage of people receiving statements of their needs	Orange	Yellow	Up	Yellow	2	Up	Orange	2
BV 161	Employment, education and training for care leavers	Yellow	Yellow	Up	Yellow	2	Up	Orange	2
BV 162	Reviews of child protection cases	Green	Green	Right	Green	1	Right	Green	1
BV 163	Adoptions of children looked after	Yellow	Red	Down	Orange	4	Down	Green	2
BV 195	Acceptable waiting time for assessment	Green	Green	Left	Green	1	Left	Yellow	1
BV 196	Acceptable waiting time for care packages	Green	Yellow	Down	Yellow	2	Down	Yellow	2
BV 197	Teenage Pregnancies	Green	Green	Left	Green	1	Left	Green	1
BV 201	People receiving Direct Payments	Grey	Grey	Left	Grey		Left	Yellow	2
<b>Housing</b>									
BV 62	Proportion of unfit private sector dwellings made fit or demolished	Green	Green	Down	Green	1	Down	Green	1
BV 63	Energy Efficiency - average SAP rating	Red	Orange	Up	Orange	3	Up	Orange	3
BV 64	Number of private sector dwellings returned into occupation	Green	Green	Down	Green	1	Down	Green	1
BV 66a	Local Authority rent collection and arrears: proportion of rent collected	Red	Red	Down	Orange	4	Down	Red	4
BV 66b	Local Authority rent collection and arrears:Arrears irrecovery - 7 weeks arrears	Grey	Grey		Grey			Yellow	3
BV 66c	Rent collection: NSPs	Grey	Grey		Grey			Yellow	2
BV 66d	Rent collection: evictions	Grey	Grey		Grey			Green	1
BV 180a	Average length of Stay in bed and breakfast accomodation	Yellow	Red	Up	Orange	4	Up	Red	4
BV 183b	Average length of stay in hostel accomodation	Green	Green	Right	Green	1	Right	Green	1
BV 184a	Proportion of LA homes which were non-decent	Red	Red	Down	Red	4	Down	Red	4
BV 184b	Percentage change in the proportion of non decent homes	Red	Red	Left	Green	2	Left	Green	2
BV 185	Percentage of responsive repair jobs	Yellow	Green	Up	Orange	2	Up	Grey	
BV 202	Number of people sleeping rough	Grey	Red		Orange	4		Yellow	3
BV 203	% change in families in temp accomodation	Grey	Yellow		Yellow	2		Yellow	2
BV 212	Average time to re-let local authority housing	Grey	Grey		Grey			Orange	2
BV 213	Preventing homelessness	Grey	Grey		Grey			Green	1
BV 214	Repeat homelessness	Grey	Grey		Grey			Green	1
BV 76a	Housing Benefit Security - Number of claimants visited per 1000 caseload	Grey	Grey	Up	Grey		Up	Red	
BV 76b	Housing Benefit Security - Number of investigators per 1000 caseload	Grey	Grey	Up	Grey		Up	Orange	
BV 76c	Housing Benefit Security - Number of investigations per 1000 caseload	Grey	Grey	Down	Grey		Down	Orange	

Ref	Indicator	Greater London (position)	National (position)	Direction of performance	Greater London (position)	National (position)	Direction of performance	Greater London (position)	National (position)
BV 76d	Housing Benefit Security - Number of prosecutions and sanctions per 1000 caseload			↔			↔		
BV 78a	Speed of processing new claim to HB/CTB		4	↗			↗		2
BV 78b	Speed of processing changes of circumstances to HB/CTB		3	↗			↗		3
BV 79a	Accuracy of HB/CTB claims		1	↖			↖		3
BV 79b (i)	Accuracy of recovering overpayments		1	↖			↖		3
BV 79b (ii)	Accuracy of recovering overpayments - recoverable			↗			↗		3
BV 79b (iii)	Accuracy of recovering overpayments - overpayments			↗			↗		
<b>Environment &amp; Culture</b>									
BV 199a	Local street and environmental cleanliness - Litter		3	↖			↖		4
BV 199b	Local street & Environmental cleanliness - Graffiti								4
BV 199c	Local street & Environmental cleanliness - Fly-posting								4
BV 82ai	Percentage household waste recycled		4	↖			↖		4
BV 82aii	Recycling tonnage			↗			↗		3
BV 82bi	Percentage household waste composted		4	↗			↗		4
BV 82bii	Tonnage household waste composted								4
BV 82ci	Percentage household waste used to recover other energy sources		4	↗			↗		4
BV 82cii	Recovery heat & power		4	↖			↖		4
BV 82di	Percentage household waste landfilled		4	↖			↖		4
BV 82dii	Tonnage household waste landfilled		4	↖			↖		2
BV 84a	Number of kilograms household waste collected per head		1	↖			↖		1
BV 84b	Household waste collected/ % change								3
BV 86	Cost of waste collection per household			↗			↗		4
BV 87	Cost of waste disposal per tonne			↗			↗		
BV 91a	Percentage of residents served by kerbside recycling (one)		1	↗			↗		1
BV 91b	Percentage of residents served by kerbside recycling (two)								3
BV 96	Condition of principal roads		4	↖			↖		
BV 97a	Condition of non-principal roads		1	↖			↖		



Ref	Indicator	Greater London (position)	National (position)	Direction of performance	Greater London (position)	National (position)	Direction of performance	Greater London (position)	National (position)
BV 106	Percentage of new homes on previously developed land	1	1	➡	1	1	➡	1	1
BV 109a	Percentage of major planning applications within 13 weeks	2	2	➡	2	2	➡	2	4
BV 109b	Percentage of minor planning applications within 8 weeks	1	1	➡	1	1	➡	1	2
BV 109c	Percentage of other planning applications within 8 weeks	3	3	➡	3	3	➡	3	3
BV 179	Percentage of planning searches within 10 days	1	1	➡	1	1	➡	1	4
BV 204	% age of appeals allowed against decision to refuse planning permission	1	1	➡	1	1	➡	1	1
BV 205	Quality of service checklist	1	1	➡	1	1	➡	1	1
BV 219a	Conservation areas - number								
BV 219b	Conservation areas - character appraisals								4
BV 219c	Conservation areas - management plans								2
<b>Community Safety</b>									
BV 126	Domestic burglaries	4	4	➡	4	4	➡	4	4
BV 127a	Violent Crime/stranger	4	4	➡	4	4	➡	4	4
BV 127b	Violent Crime/public places	4	4		4	4		4	4
BV 127c	Robberies	4	4		4	4		4	4
(BV 127/b from 05/06)									
BV 128	Vehicle Crime	4	4	➡	4	4	➡	4	4
BV 174	Racial Incidents per 100,000 pop.								
BV 175	Racial incidents with further action	1	1	➡	1	1	➡	1	1
BV 176	Domestic refuge places per 10000 population	1	1	➡	1	1	➡	1	1
BV 198	Drug-users in treatment	1	1		1	1		1	1
BV 225	Action against domestic violence								
BV 226a	Advice and guidance services: total expenditure								
BV 226b	Advice and guidance services: CLS quality mark								
BV 226c	Advice and guidance services: direct provision								
<b>Culture</b>									
BV 220	Public library service standards checklist								

Key
Top quartile
2nd quartile
3rd quartile

(92 PIs in all) (88 PIs in all)	
38.64%	35.71%
22.72%	15.48%
9.09%	16.67%

(111 PIs in all) (106 PIs in all)	
37.04%	34.95%
25.00%	23.30%
18.52%	15.53%

(124 PIs in all) (112 PIs in all)	
27.42%	28.57%
25.81%	22.32%
22.58%	21.43%



Ref	Indicator	Greater London (position)	National (position)	Direction of performance	Greater London (position)	National (position)	Direction of performance	Greater London (position)	National (position)
	Bottom quartile	29.55%	32.14%		19.44%	26.22%		24.19%	27.68%
					Top Quartile	38		Top Quartile	32
					2nd Q	24		2nd Q	25
					3rd Q	16		3rd Q	25
					Bottom Quartile	28		Bottom Quartile	31

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# Agenda Item 8.2

<b>COMMITTEE:</b> Overview and Scrutiny	<b>DATE:</b>	<b>CLASSIFICATION:</b> Unrestricted	<b>REPORT NO:</b>	<b>AGENDA ITEM:</b>
<b>REPORT OF:</b> Interim Director of Resources – Julie Parker		<b>TITLE:</b> Contract for provision of strategic communications support  <b>Wards Affected:</b> All		

## 1. SUMMARY

This report responds to a request the Overview and Scrutiny Committee for a report to the Committee on a specific contract entered into by the Council.

## 2. RECOMMENDATIONS

That the Committee consider the report

## 3. BACKGROUND

- 3.1 In January, the Scrutiny Lead for Excellent Public Services, Councillor Simon Rouse wrote to the Chair of the Overview and Scrutiny Committee requesting under Article 6, section 6.03 of the Constitution that the Committee review by way of a report and questioning of officers a particular decision of the Chief Executive and its subsequent implementation. The decision in question was that made in August 2005 to award a contract for strategic communications support and interim management to Verve Communications.

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

3.2 Councillor Rouse asked that a report to Overview and Scrutiny should cover the following points:

- The background to the awarding of the contract including details of all parties involved in any review and decision to outsource the work;
- Detailed outlining of the tender process undertaken;
- The nature of the contract awarded to Verve Communications, including terms and conditions, nature of the work to be undertaken, time span of contract and performance indicators;
- Details of all work undertaken by Verve Communications since the awarding of the contract including costs and benefits obtained by the Council;
- How the ongoing performance of Verve Communications has been monitored by officers and Members since its awarding of the contract;
- The role and remit of the communications review;
- How the Council's spend on communications activity compares to other London boroughs;
- Any other expenditure by the Council on communications spend to consultants or other third parties or associated companies to Verve Communications; and
- The current expectation of the life of the contract and when re-tendering may occur.

3.3 Councillor Rouse pointed out that this is not an exhaustive list of areas to cover.

3.4 The Committee decided at its meeting on 6<sup>th</sup> March 2007, having reviewed its work programme, to receive a report which responds to these questions and enables consideration by the Committee. This report is based on information on the procurement file and information provided by the client officer of the contract.

#### **4. Contract for strategic communications support and interim management**

The Council first entered into a contract for strategic communications support following the resignation of the Service Head Communications in December 2003. The Chief Executive took the view that, given the history of the post and the market conditions at this time, it would not be possible to recruit a permanent Service Head Communications. Having considered the alternative options, in December 2003, a competitive tendering exercise was carried out under the Council's procurement rules. This resulted in the appointment of Tribal MPC, a communications company specialising in working with local government. This contractor negotiated the secondment to the Council of a member of staff in a government agency as Interim Head of Communications for up to a year and itself carried out a range of work for the Council during the contract period.

The contract with Tribal MPC ran from 1<sup>st</sup> April 2004 for 15 months until 31<sup>st</sup> July 2005. On the expiry of this contract, the chief executive decided that recruitment of a permanent Service Head was still not possible, given that the reorganisation of the communications team was in process. Officers therefore decided to go out to tender for strategic communications support and interim management.

## **5. Tendering process**

- 5.1 The tendering process for this contract was carried out under the Council's procurement rules. Given the likely size of the contract, it was necessary to go through the OJEU process. A contract notice was duly placed in the OJEU and the PR Week in accordance with the requirements of Public Contracts Regulations 2006 and eleven positive expressions of interest were received. The invitation to tender document required each bidder to submit a method statement and a schedule of daily rates as part of their bids. The bids were evaluated on the basis of the evaluation criteria set out in the contract notice and detailed in the tender document. The evaluation of the bids included presentation by each bidder before a panel of senior officers consisting of the Chief Executive, Assistant Chief Executive, a Service Head from Development and Renewal Directorate, and the Lead member for Communication portfolio.
- 5.2 23<sup>rd</sup> & 24<sup>th</sup> May 2005 - presentation by three bidders to a panel consisting of the Chief Executive, Assistant Chief Executive, a Service Head from Development and Renewal Directorate and the Lead Member with the communications portfolio.
- 5.3 The stated criteria for award of the contract were as follows:
- Demonstrable, successful track record in local government communications (preferably in a London Borough)
  - Good understanding of brief and work required
  - Very experienced interim manager(s) and team (preferably former Head / Director)
  - Company's capacity to respond to unforeseen demand
  - Crisis media experience
  - Strong human resource and financial management credentials
  - Experience of effectively managing change (with trade unions / staff)
  - Experienced at translating strategies into action
  - Understanding of communications issues for a diverse community
  - Realistic approach that would work and build consensus with officers and members

- Understanding of the political climate within which they would operate and experience of working at the political interface in a complex authority
- Strong leadership skills and credibility
- Ability to provide high quality advice: tenacious and robust enough

5.4 The contract was awarded to Verve Communications on the basis of price and quality, using a scoring matrix. Verve scored 58.5 out of 70 (compared with 48.5 and 43) on the quality selection criteria and 30 out of 30 (compared with -20.5 and -20.1) on the price scoring

## **6. The contract**

6.1 The contract was awarded from 1<sup>st</sup> August 2005 to 31<sup>st</sup> October 2006. The elements of the contract were as set out in the Requirements Brief (Appendix A)

6.2 The terms and conditions were the Council's standard terms and conditions for contracts, with a schedule of daily rates on the basis that a detailed programme of work would be agreed, together with the number of days to be worked.

6.3 Following the Council's failure to appoint a Service Head Communications in the recruitment exercise held in July 2006, on 23<sup>rd</sup> October the contract with Verve was extended to 31<sup>st</sup> January 2007. The Interim Chief Executive decided that the new exercise to recruit a service head communications required a reassessment of the post to give it a stronger partnership emphasis. Given this and the lead time for a new post holder starting, it was decided to further extend the contract for a period of 6 months through to 31<sup>st</sup> July 2007, pending the appointment of a permanent Service Head. That process is in train.

## **7. Work carried out**

7.1 The work carried out by Verve Communications since the contract was awarded in August 2005 falls under 5 headings:

1. Interim management: Strategic leadership of the communications service, providing high level advice and support, plus planning the communications work of the Council;
2. Interim management: Supply of interim staff to plug staffing gaps in the communications service, since there were difficulties in recruiting to key posts. The majority of posts have been filled and action was taken at an early stage to minimise the use of Verve staff and to use freelancers employed direct since this was more cost-effective;
3. Interim management: Production of Pulling Together, the staff magazine;

4. Project work: Communications projects directly supporting the Council's strategic communications and commissioned by the Chief Executive or Assistant Chief Executive
5. Project work: Communications projects commissioned by other Directorates.

7.2 Expenditure from July 2005 to November 2006 inclusive was as follows:

1. Interim management – strategic	139,126
2. Interim management - staffing	371,916
3. Interim management – Pulling Together	48,000
4. Project work – Strategic/CEs	144,787
5. Project work – other Directorates	215,008
<b>TOTAL</b>	<b>918,837</b>

7.3 While the original estimate for the contract value ( in April 2005) was £250k, the actual activity levels have included larger than planned use of interim staff and more project work being commissioned by other Directorates. With the contract rates being so beneficial this has assisted the council. During 2005 and 2006 service departments were being directed to the contractor (Verve). Now service departments are being directed to seek individual quotations/tenders for any significant pieces of project work they wish to commission.

## 8. Performance monitoring

8.1 The Assistant Chief Executive has advised that the contract has been monitored through regular meetings between the contractor and the Chief Executive and Assistant Chief Executive. This monitoring has used the monthly media monitoring reports and has considered performance against deadlines and discussions on qualitative issues in respect of staff provided and project work undertaken. However, this monitoring process has not been well documented. The contract was cliented and monitored by officers, not elected Members.

## 9. Communications review

9.1 Work was commissioned to review communications effectiveness across the Council and inform the development of a new communications strategy, the previous strategy having been agreed by Cabinet in 2002. The work was also designed to inform a new forward plan for communications. The scope is attached at Appendix B and reflects good practice in looking at communications right across the Council. The piece of work was commissioned from Verve as it was closely aligned to the work in the core contract to feed into the communications strategy.

9.2 The results of the review were reported to the Corporate Management Team and the recommendations have been implemented or are in the process of being implemented, also feeding into a new communication strategy that will be considered by cabinet.

## **10. Comparative expenditure on communications**

10.1 All sources of this data are unreliable because of differences in practice regarding what is included and what is excluded. Final accounts of councils detail spending on 'publicity' as required by the accounting codes of practice, this does not always give the full picture of communications expenditure. Attempts to obtain benchmarking information on communications spending via benchmarking clubs has not proven to be very informative.

## **11. Other Communications Expenditure**

11.1 At the time of writing this report it has not been possible to draw together the full details of council wide spending on communications, other than that with Verve and associated companies. However work is in place to analyse this data for 2005/06 and 2006/07 and should be completed shortly.

## **12. Future contracting**

12.1 The post of Service Head Communications is out to advertisement with interviews to be held in mid April 2007. The appointment of a permanent Service Head will obviate the need for the support on strategic communications. It is likely, however, that the Council will commission communications projects from time to time as budgets permit e.g. the production of a promotional DVD or events support for a launch. Procurement is currently looking at a number of areas of generic cross Directorate expenditure and it is intended to seek tenders for a framework agreement(s) for this area of activity along with putting formal contract management arrangements in place. This is with a view to improving management information, contract monitoring and value for money.

## **13. Comments of the Chief Financial Officer**

13.1 This report mainly covers the award of the communications contract to Verve. It does highlight a number of areas where improvements are needed in contract award and monitoring, particularly in the case of contracts that are council wide.



13.2 The council is likely to increase the use of framework contracts in future and the experience from this contract will be useful learning for future work.

**14. Concurrent report of the Assistant Chief Executive (Legal)**

14.1 The tender process was carried out in accordance with the applicable EU public contracts regulations.

14.2 The contract with Verve was, on 23<sup>rd</sup> October 2006, extended for three months to 31<sup>st</sup> January 2007 and then again extended for a further 6 months to 31<sup>st</sup> July 2007 pending the appointment of a permanent Service Head. The OJEU contract notice stated that the contract may be extended and the contract itself provided that such, if required, extension would be negotiated and agreed as a variation to the contract, and the extensions were in accordance with regulation 14(1)(d) of the Public Contracts Regulations 2006.

**15. Equalities implications**

None specific

**16. Anti-poverty implications**

None specific

**Provision of communications management, support and services for Tower Hamlets**

**Contract period: 15 months, commencing July 2005**

**Contract requirements**

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<b>Strategic Role/Objective</b>	<b>Service guarantee</b>	<b>Performance Indicator</b>	<b>Monitoring mechanism/evidence</b>
To manage the Communications Service effectively	Through interim management support, provide day to day service and staff management Ensure out of hours and crisis cover  Support and enable strong corporate leadership for communications staff in Directorates	Performance management fully in place for team and all individual staff Team meetings and Corporate Communications group meetings held fortnightly Satisfaction of internal service users Performance on communications PI's – extent of positive press coverage etc.	Monitoring by Council's monitoring review group
To develop the Council's approach to external communications so that it is at the leading edge	Provide quality advice to Chief Executive, CMT, Communications Team, Members Review external communications strategy annually, with full annual action plan Produce annual media relations plan, campaign calendar Review Council key messages annually	Satisfaction of internal service users with timeliness and quality of advice Improvement in Directorates' satisfaction with communications function Strategy and Plans in place, May each year Monitoring of progress against plans	Monitoring by Council's monitoring review group

<b>Strategic Role/Objective</b>	<b>Service guarantee</b>	<b>Performance Indicator</b>	<b>Monitoring mechanism/evidence</b>
To maintain standards, targets and performance measures for the whole communications is effective and following best practice function to ensure the Council's approach to communications is best practice	Review annually protocols and procedures for media and press and campaigns, providing training and briefings for managers and other staff as necessary Review annually communications manual setting minimum standards for communications activity Ensure a clear performance monitoring framework for the communications service	Protocols and procedures in place and understood across the Council Oct 2005 Publications quality improved Council image improved as indicated by satisfaction surveys and press monitoring data Communications manual in place Sept 2005 Improve monthly monitoring reports Sept 2005	Monitoring by Council's monitoring review group Feedback through 'mediawatch'
To ensure the Council's approach to internal communications	Review annually the strategy and Action Plan for improving internal communications	Updated action plan in place May of each year and implemented to timetable Staff survey shows staff are well informed	Monitoring by Council's monitoring review group
To provide communications support for specific projects or to undertake specific pieces of communications work	Produce for each piece of work: project timetable, plan (including costs) and success criteria to be agreed by designated client	Satisfaction as indicated by client feedback on each piece of work	Overall monitoring by Council's monitoring review group

The Council's monitoring review group comprises the Chief Executive and the Assistant Chief Executive with input from service directorates. It will meet bi-monthly to monitor performance of the contract. There will be a full review of the contract provision 12 months after its commencement

A warning notice will be issued by the Council where the contractor:

- (a) Fails to meet the prescribed standards outlined as identified by the monitoring review group
- (b) Fails to meet remedy plan targets set by the Council

## Communications Review

### Scope

The work will include developing an in-depth understanding of where we are now and where we want to be.

It will include:

- Identifying the staffing resources (permanent and agency) utilised over the past 12 months in communications activity. This will include campaigns, publicity, press and media, internal communications, borough filming, tourism communications, partnership communications and web editorial work. It will not include consultation and engagement work, reception and information work, web technical work, information storage and retrieval or telecommunications. However, it will seek to make a clearer link between communications and consultation activity to ensure that people can give informed views.
- Identifying how much money was spent on communications activity in the past 12 months, such as: advertising (excluding recruitment advertising), production of materials (posters, leaflets, giveaways, exhibition material, DVDs, CDRoms, on-line, newsletters and the such like).
- Reviewing the operations of C&TRL and how choices are made about the procurement of communication services such as freelancers, design, print and production (internally and externally).
- Reviewing the use of photographers and photography.
- Looking at the quality of communications work generally, including use of plain language, messages, use of images, translations, planning and evaluation arrangements. It will not look at adherence to corporate identity as this has been done recently and new guidance and arrangements put in place.
- Evaluating the systems, processes and protocols in place and whether these are consistently effective for example in terms of press and media relations.
- Identifying future needs and priorities.
- Identifying where the line should be drawn regarding the centre and directorates.
- Looking at other models and establishing best practice.

It will not include reviewing EEL (commercial or editorial) or the council's arrangements for translations/interpreters, or communications with Members. It will not explore in detail the boundaries between the partnership and the council as this is being tackled separately through work commissioned by the EPSCPAG.

