

Meeting of the

OVERVIEW & SCRUTINY COMMITTEE

Tuesday, 2 October 2007 at 7.30 p.m.

A G E N D A

VENUE

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

Members:	Deputies (if any):
Chair: Councillor Marc Francis Vice-Chair: Councillor Alexander Heslop	
Councillor Alibor Choudhury Councillor Stephanie Eaton Councillor Peter Golds Councillor Ahmed Hussain Councillor Oliur Rahman Councillor Mohammed Abdus Salique Councillor Salim Ullah	Councillor Louise Alexander, (Designated Deputy representing Councillor Stephanie Eaton) Councillor Shahed Ali, (Designated Deputy representing Councillors Ahmed Hussain and Oliur Rahman) Councillor Tim Archer, (Designated Deputy representing Councillor Peter Golds) Councillor Rania Khan, (Designated Deputy representing Councillor Ahmed Hussain) Councillor Abjol Miah, (Designated Deputy representing Councillor Ahmed Hussain) Councillor M. Mamun Rashid, (Designated Deputy representing Councillor Oliur Rahman) Councillor A A Sardar, (Designated Deputy representing Councillors Marc Francis, Alibor Choudhury, Alex Heslop, Mohammed Abdus Salique and Salim Ullah)

Councillor Bill Turner, (Designated Deputy representing Councillors Marc Francis, Alibor Choudhury, Alex Heslop, Mohammed Abdus Salique and Salim Ullah)

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

Co-opted Members:

Mr T Bennett	– Church of England Diocese Representative
Mr D McLaughlin	– Roman Catholic Diocese of Westminster Representative
Mr H Mueenuddin	– Muslim Community 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: Mark Redhead, Democratic Services, Tel: 020 7364 4877, E-mail: mark.redhead@towerhamlets.gov.uk

LONDON BOROUGH OF TOWER HAMLETS

OVERVIEW & SCRUTINY COMMITTEE

Tuesday, 2 October 2007

7.30 p.m.

SECTION ONE

1. MEMBERSHIP

The Church of England London Diocese has nominated Mr Terry Bennett to the hitherto vacant position on the Committee.

2. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

3. 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 195 to 198 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 Service Head, Democratic Services on behalf of the Monitoring Officer.

- 4. UNRESTRICTED MINUTES** **1 - 8**
- To confirm as a correct record of the proceedings the unrestricted minutes of the meeting of the Overview and Scrutiny Committee held on Tuesday 4 September 2007.
- 5. REQUESTS TO SUBMIT PETITIONS**
- To be notified at the meeting.
- 6. REQUESTS FOR DEPUTATIONS**
- To be notified at the meeting.
- 7. SECTION ONE REPORTS 'CALLED IN'**
- 7.1 Call in: Waste Disposal Contract - The Way Forward** **9 - 26**
(Cabinet Report 045/078)
- (time allocated: 30 minutes).
- 8. SCRUTINY SPOTLIGHT: DEVELOPMENT AND HOUSING**
- The Lead Member: Development and Housing, Councillor Rupert Bawden; accompanied by Emma Peters, Corporate Director, Development and Renewal and Maureen McEleney, Director of Housing Management; will report on the Council's strategy and implementation in these policy areas.
- (Time allocated: 60 minutes)
- 9. PERFORMANCE MANAGEMENT**
- 9.1 Tower Hamlets Index** **27 - 66**
- (time allocated: 15 minutes)
- 9.2 Members Enquiries** **67 - 76**
- (time allocated: 15 minutes)
- 10. SCRUTINY MANAGEMENT**
- 10.1 Verbal updates from Scrutiny Leads**

(Time allocated: 10 minutes)

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

(Time allocated: 15 minutes).

12. ANY OTHER SECTION ONE (UNRESTRICTED) BUSINESS WHICH THE CHAIR CONSIDERS TO BE URGENT

13. 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.

14. SECTION TWO REPORTS 'CALLED IN'

No Section Two reports have been “called in”.

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

Nil items.

16. 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 7.30 P.M. ON TUESDAY, 4 SEPTEMBER 2007

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

Members Present:

Councillor Alibor Choudhury
Councillor Marc Francis
Councillor Peter Golds
Councillor Alexander Heslop (Vice-Chair, in the Chair)
Councillor Ahmed Hussain
Councillor Mohammed Abdus Salique
Councillor Salim Ullah
Councillor Shahed Ali

Other Councillors Present:

Councillor Stephanie Eaton
Councillor Abdal Ullah

Co-opted Members Present:

Mr H Mueenuddin – Muslim Community Representative

Officers Present:

Andy Bamber – (Service Head Community Safety, Chief Executive's)
Hannah Bailey – (Scrutiny and Equalities Support Officer)
Suki Binjal – (Interim Head of Non-Contentious Team, Legal Services)
Alex Cosgrave – (Corporate Director, Environment and Culture)
Afazul Hoque – (Acting Scrutiny Policy Manager, Scrutiny and Equalities)
Michael Keating – (Service Head, Scrutiny & Equalities)
Jerry Savill – Borough Commander
John Williams – (Service Head, Democratic Services)
Sara Williams – (Assistant Chief Executive)
Mark Redhead – (Democratic Services)

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Oliur Rahman, for whom Councillor Shahed Ali deputised; apologies were also received from Alan Finch.

2. DECLARATIONS OF INTEREST

There were no declarations of interest made.

3. UNRESTRICTED MINUTES

It was

RESOLVED that:

The unrestricted minutes of the meeting of the Overview and Scrutiny Committee held on 31 July 2007 be confirmed as a correct record.

4. REQUESTS TO SUBMIT PETITIONS

No requests to submit Petitions were received.

5. REQUESTS FOR DEPUTATIONS

No requests for Deputations had been received.

6. SECTION ONE REPORTS 'CALLED IN'

No Section One reports had been "called in".

7. SCRUTINY SPOTLIGHT: CLEANER, SAFER, GREENER

The Lead Member: Cleaner, Safer, Greener, Councillor Abdal Ullah; accompanied by Borough Commander, Jerry Savill; Andy Bamber, Service Head: Community Safety and Alex Cosgrave, Director of Environment and Culture; reported on the Council's strategy and implementation in the broad areas covered by Councillor Ullah's remit, with particular focus on promoting recycling and addressing anti-social behaviour.

Firstly, Councillor Ullah reported on issues of crime, community safety and anti-social behaviour.

In a presentation to the Committee it was highlighted that all but one of the key measures in this area had seen a favourable decrease, the exception being littering, which had seen an increase of 1%. Councillor Ullah outlined the challenges that were impacting on the achievement of objectives, not least funding pressures. He thanked colleagues for the success addressing drug problems in the Borough to date.

Councillor Ullah reported on the increased numbers of CCTV cameras that had been put in place; the positive actions of drug and alcohol teams; the continued and growing success of partnership working; the provision of drugs services for women; and expansion of Good Behaviour Zones (GBZs).

Councillors made comments in response and asked questions of the lead member, including, what steps had been taken to reduce incidence of robbery and the difficulties experienced in providing cohesive cover using police services and Safer Neighbourhood Teams.

The meeting adjourned at 7.51pm and resumed at 8.06pm.

Councillor Ullah responded to the questions posed, highlighting the increase in use of CCTV as a preventative measure. Borough Commander Jerry Savill gave an overview of the incidence of violent crime and robbery and the roll out of GBZs. He reported that there had been a small increase in the incidence of youth violence, which now comprised roughly half of the total. It was felt that this should not be over-stated, as the violence was low-level in nature. The Borough was largely unaffected by organised criminal gangs and there were perhaps 40 – 50 youths responsible for the majority of incidences in the Borough. Robbery was at a low base level and it was anticipated that there were likely to be improvements on last year's figure once the next few months had been taken into account; half of all robberies were carried out by young people, but these were mostly 'snatches' and were done without use of guns. Councillor Ullah highlighted the positive work done with schools to reduce robbery of i-pods and mobile telephones.

Councillor Ullah reported that the introduction of Safer Neighbourhood Teams (SNTs) had worked well and that the Teams provided cover well beyond 9.00am to 5.00pm.

Further questions were posed and comments made, including whether the closure of crack houses had led to more street crime; community policing; delays in introducing GBZs; the incidence of crime around Whitechapel Underground station; ratios of police and populations served; increasing the numbers of Special Constables; the perception of increased crime; police co-operation with the media in addressing crime problems; the resourcing of SNTs; and whether the recent smoking ban had led to increases in anti-social behaviour.

Councillor Ullah responded to the questions posed, undertaking to provide written or expanded responses after the meeting where necessary. Borough Commander Jerry Savill responded to the operational matters raised, for example on the formula used to ascertain police resourcing. He reported that SNTs were being evaluated, but were felt to be highly beneficial as a preventative measure. Responding to points raised on GBZs, Mr Savill reported that all zones last year were implemented with a Section 30 Order, had six months duration and were being reviewed, taking account of whether the continued / amended use of GBZs was reasonable.

Councillor Ullah proceeded to report to the Committee on environmental issues, again giving a presentation.

Councillor Ullah informed the Committee of improvements made and reported on current environmental initiatives, including recycling; high levels of public satisfaction (60%) in respect of the cleanliness of the Borough; the introduction of an “eyesore blitz hotline”; and visible improvements and successes on a number of estates, for example, the Berners Estate.

Following the overview, Members posed questions on the timing of the anticipated response to the Overview and Scrutiny Committee report on recycling; the need for more attractive bin sites and more frequent emptying; the problem of commercial bins being used by residents; dumping; and the proliferation of graffiti.

Councillor Ullah responded to the questions put, highlighting in particular that action could be taken on dumping if details were provided to officers; and stating a need to be innovative in addressing the problem of graffiti.

Alex Cosgrave informed members that the response to the Committee’s report on recycling was to go to CMT shortly and then most likely to the October meeting of Cabinet.

The Lead Member and accompanying officers addressed comments made in respect of recycling, noting that it was clearly of concern to Committee members. For example, a benchmarking exercise had been carried out, gauging the Council’s success against comparator Councils; which will be used to assess the potential for using solutions from other areas.

Councillors put further questions and comments, asking whether doorstep rubbish collections were under threat; whether the “eyesore blitz hotline” was up and running; the useful role that faith groups do and could undertake in progressing these issues; problems with collection of bulk rubbish and the under-supply of recycling bags.

Councillor Ullah responded, confirming that the hotline was up and running; confirming a commitment to work with faith groups in these matters; stressing that if constituents telephoned the Council then collections of bulk rubbish could be made; and informing members that written publicity material on waste collection had been made available in four languages.

Alex Cosgrave outlined to the Committee that the Council’s direction of travel was away from doorstep collection, not least to comply with Fire Safety Regulations. She outlined that the company providing recycling services had recently changed, but that she would have expected any problems with transition, including the issuing of recycling bags, to have been addressed by now and requested detail of any continuing problems in order to take the matter forward.

The Committee thanked the Lead Member and Officers for attending the meeting.

8. SCRUTINY MANAGEMENT

8.1 VERBAL UPDATES FROM SCRUTINY LEADS

The Vice-Chair (in the Chair) invited the Scrutiny Leads present to update the Committee on their respective work programmes.

Councillor Alexander Heslop (Living Well), reported that a scoping document had been prepared in order to review choice-based letting and that stakeholders would be consulted in short course. The proper process would begin in October, would involve PCTs and RSLs and would focus on the needs of key workers. The Living Well challenge session would look at the implementation of the Improvement Plan for Older People.

Councillor Alibor Choudhury (Creating and Sharing Prosperity), reported that the remit Review would focus on the use of Neighbourhood Renewal Fund monies and the impact these have on Local Strategic Partnership outcomes. A scoping document was being prepared, with work beginning in earnest in late October. The challenge session would be looking at strategic planning applications.

Councillor Salim Ullah (Living Safely) was presently defining the remit's review, which would focus on Anti-Social Behaviour. He agreed to update the Committee on the challenge session at a later date.

Councillor Mohammed Abdus Salique (Excellent Public Services) reported that his Scrutiny Review would be investigating the use of management consultants, doing comparative work against other local Councils.

Councillor Salique reported that his challenge session would be on translation services.

Councillor Ahmed Hussain (Learning, Achievement and Leisure) reported that the Scrutiny Review would cover the needs of young people and the challenge session would be a continuation of previous work.

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

Members received the tabled questions for onward submission to cabinet.

Alex Cosgrave provided initial outline responses to the questions posed in respect of 6.1.

A number of amendments were suggested and approved, the final list of questions reading as follows:

6.1 Waste Disposal Contract – The Way Forward (CAB/045/078)

Is Veolia (Cleanaway) in breach of the Waste Disposal contract?

Has LBTH been invited or has there been any discussions held with the East London Waste Authority about joining this consortium of local authorities?

What financial penalties would arise if Cabinet delayed the decision on the interim landfill disposal option with Veolia for six months so that the decision can be made in the knowledge of the full processing potential of the ELWA facilities?

What discussions has LBTH had with Veolia about a shorter-term arrangement for landfill disposal? And what estimated price per tonne was quoted in this instance?

What level of compensation would be payable to Veolia to reflect un-depreciated capital expenditure if LBTH were to terminate the interim landfill disposal contract earlier than 2014?

Would any compensation be payable to Veolia if the waste was sent to the proposed MBT "Ecomaster" Plant on the Rainham site after 2010 instead of landfill?

8.1 Moving towards a sound Local Development Framework (CAB 048/078)

What is the estimated cost of preparing the Local Development Framework from the start of this work to the point of submission to the Secretary of State?

What is the purpose of Planning Delivery Grant funding and how much Planning delivery Grant funding has been made available to LBTH in each year since 2004/05?

9.1 Strategic Policy Framework for Culture in Tower Hamlets (Consultation Draft) (CAB 049/078)

The report suggests that all the leisure centres have disabled access but there are not any concrete figures as to how many disabled people are using the facilities. Can the Cabinet provide figures on how many autistic and severely disabled children are using leisure centres in the borough? Can the Cabinet ensure the needs of disabled users (especially disabled children) are addressed in the strategy?

It is important that the religious aspect of the community is addressed, but there is no mention of this in the report. Can the Cabinet ensure that the religious aspects of the access to the centres are considered and outline if advice has been sought from the Interfaith Forum to ensure best practice is maintained?

What analysis has been undertaken into the reasons why one-third of residents are not satisfied with parks in Tower Hamlets?

Why the report accompanying the Guide to the Strategic Policy Framework for Culture in Tower Hamlets does not include an objective analysis of the strengths and weaknesses of the council's support for culture in the Borough?

Why does the report not include a breakdown of funding made available by LB Tower Hamlets in support of culture in the Borough?

Can the Cabinet ensure that the consultation on the Framework be publicised in East End Life and comments invited from residents as well as key partners and the Third Sector? Can the consultation documents be translated into different community languages?

10.1 Diversity and Equality Action Plan 2007/08 (CAB050/078)

There are nine Chief Officers within the five directorates in the Council, none of whom can be identified as BME. The Plan states that the percentage of the top 5% of staff who can be classified as ethnic minority has increased over the last few years to a target of 18% this year.

Can the Cabinet outline how the Diversity and Equality Action Plan will monitor the progress of BME staff within the organisation? Can the Cabinet outline their role and commitment towards helping BME staff to some of the senior positions within the organisation?

Can the Cabinet also outline the process undertaken for the recent recruitment of the new Corporate Director, Communities, Localities and Culture and Corporate Director, Resources and what steps were taken to encourage BME candidates to apply for these posts?

10.2 Corporate Revenue Budget Monitoring 2007/2008 – to 30th June 2007 (CAB 052 /078)

Is the projected under spend of £1.03 million in the Corporate Capital Financing & Investment budget resulting from higher investment income and reduced borrowing costs and was this factored into the 2008/09 budget report put to Cabinet in July?

Why have there been delays in finalising the restructuring of the back office functions in Environment & Culture?

What factors explain the fall in the collection rate for Central Income in 2006/07, what sum this represents and what steps have been taken to ensure the 85 per cent collection rate target for 2007/08 is met?

11.2 2007/08 Capital Programme: Capital Monitoring Report as at 30 June 2007 (CAB 054/078)

What are the high-value capital receipts expected during 2007/08 that are yet to be realised?

11.3 Corporate Revenue Budget Monitoring 2007/2008 First Report – Housing Revenue Account (CAB 055/078)

Is the Housing Revenue Account "in balance"?

10. ANY OTHER SECTION ONE (UNRESTRICTED) BUSINESS WHICH THE CHAIR CONSIDERS TO BE URGENT

There was no business considered urgent.

11. EXCLUSION OF THE PRESS AND PUBLIC

12. EXEMPT MINUTES

It was **RESOLVED** that:

The exempt minutes of the meeting of the Overview and Scrutiny Committee held on 31 July 2007 be confirmed as a correct record.

13. SECTION TWO REPORTS 'CALLED IN'

There were no Section Two reports "called in".

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

There was no business to discuss.

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

There was no Section Two business considered urgent.

Agenda Item 7.1

Committee	Date	Classification	Report No.	Agenda Item No.
OVERVIEW AND SCRUTINY	2 OCTOBER 2007	Unrestricted		6.1
Report of: ASSISTANT CHIEF EXECUTIVE		REPORT “CALLED IN” – Waste Disposal Contract - The Way Forward (Cabinet Report 045/078)		
Originating Officer(s): Mark Redhead		Ward(s) affected: All		

1. SUMMARY

- 1.1 The attached report of the Corporate Director, Environment and Culture, Alex Cosgrave and Fiona Heyland, Waste Services Group Manager, was considered by the Cabinet on 5 September, 2007 but has been “Called In” for further consideration by Councillors Azizur Rahman Khan, Stephanie Eaton, Tim O’Flaherty, Marc Francis, Ahmed Hussain and Peter Golds 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, 1972 Section 100D (As amended) List of “Background Papers” used in the preparation of this report

Brief description of “background paper”

**Cabinet report (CAB045/078)
dated 5 September, 2007**

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

**Mark Redhead
020 7364 4877**

3. BACKGROUND

- 3.1 The attached report of the Corporate Director, Environment and Culture, Alex Cosgrave and Fiona Heyland, Waste Services Group Manager, was considered by the Cabinet on 5 September, 2007 but has been “Called In” for further consideration by Councillors Azizur Rahman Khan, Stephanie Eaton, Tim O’Flaherty, Marc Francis, Ahmed Hussain and Peter Golds in accordance with the provisions of Part 4 of the Council’s Constitution.
- 3.2 The Cabinet after considering the attached report provisionally agreed:-
- a) That the implementation of interim services to provide landfill disposal services through the existing contract with Veolia, for a period of up to 6 years, as set out in paragraphs 4.1.1 to 4.1.9 of the report (CAB 045/078); be agreed and
 - b) That the Corporate Director Environment and Culture be requested to examine long-term options to provide waste treatment services and submit a further report for Cabinet consideration.

4. THE “CALL IN” REQUISITION

- 4.1 The reasons advanced in the “Call In” requisition are set out below:
- a) The provision of a short term (up to 6 year) landfill option is the least desirable strategy for dealing with residual waste;
 - b) There is insufficient information provided to justify the rejection of the option to use the MBT (Mechanical Biological Treatment) 'Ecomaster' facility at Rainham from 2010;
 - c) At least one option specified in the report for long term waste management has potential for a more environmentally sustainable solution to waste management in the short term and should be re-considered.

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:-
- a) Request the Corporate Director of Environment and Culture to re-examine short-term options to provide waste treatment and disposal;
 - b) Request the Corporate Director of Environment and Culture to provide additional details of the (rejected) option to use the MBT 'Ecomaster' facility at Rainham;
 - c) Request the Corporate Director, Environment and Culture to investigate the feasibility of contracting with the East London Waste Authority to access the already operational MBT and MRF (Materials Recycling Facility) capacity at

Jenkins Lane in Newham and Frog Island in Rainham in the short term as well as long term.

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, 2007, 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: Cabinet	Date: 5 th September 2007	Classification: Unrestricted	Report No:	Agenda Item:
Report of: Corporate Director Environment & Culture Originating officer(s) Fiona Heyland Waste Services Group Manager		Title: Waste Disposal Contract – The Way Forward Wards Affected: All		

1. **SUMMARY**

- 1.1 The Council's vision for Tower Hamlets waste is to manage waste in a more environmentally sustainable way by minimising waste wherever possible, and re-using or recycling waste in preference to sending waste for disposal.
- 1.2 For the remaining "residual" waste that does require disposal, the Council is looking to use forms of treatment which recover energy or produce compost in preference to sending residual waste to landfill.
- 1.3 In response to the Council's vision, a Waste Disposal Contract was let to Veolia Environmental Services (formerly known as Cleanaway) that commenced on 1st January 2006. The contract consists of two main service elements:
- Phase 1 services: running the Council's Waste Transfer Station and Re-use and Recycling Centre at Northumberland Wharf and providing the Council with waste disposal to landfill for an interim period; and,
 - Phase 2 services: providing a long-term solution to meet the requirements of the Landfill Allowance Trading Scheme targets until the Contract expires in 2020.
- 1.4 Veolia's original proposal was to implement Phase 2 through the development of an Autoclave Waste Treatment Plant in Rainham, which was due to be up and running by mid 2008. However the process of securing approval has taken longer than expected, and resulted in a planning permission which is unsatisfactory for the following reasons:
- Planning delays have resulted in the construction prices for the Autoclave increasing, thus increasing the cost of the project and shortening the payback period
 - Further additional requirements in the detail of the planning permission, such as a requirement to use renewable energy and

restrictions on the processing of waste from other sources, which also increase costs.

1.5 Within the current contract Veolia have proposed a short-term landfill option which will give certainty of provision while alternatives to the autoclave are explored. They have also proposed developing of a new MBT facility at Rainham in place of the Autoclave but it is difficult to make a business case for this option.

1.6 In addressing this issue, the Council has been analysing a number of alternative Long-term options:

- 1 Use of Existing “Merchant Capacity” in waste treatment units already operating in London
- 2 Development of a new treatment facility or range of facilities
- 3 Form a Joint Waste Authority with the City of London.
- 4 Use East London Waste Authority (ELWA) Facilities

All of these solutions will take time to deliver, and there will be a need to deliver interim services in order to provide secure disposal of waste.

2. **RECOMMENDATIONS**

Members are requested to: -

2.1 Agree to the implementation of interim services to provide landfill disposal services through the existing contract with Veolia for a period of up to 6 years, as set out in paragraphs 4.1.1 to 4.1.9 of the report; and

2.2. Request the Corporate Director Environment and Culture to examine long-term options to provide waste treatment services.

Local Government Act, 1972 Section 100D (As amended)

List of “Background Papers” used in the preparation of this report

Author(s): Fiona Heyland, Head of Waste Management – Street

Management: ext. 6838

Jonathan Arch, Consultant

3. BACKGROUND TO THE TOWER HAMLETS WASTE DISPOSAL CONTRACT

- 3.1 The Council is under a statutory obligation to arrange for the disposal of Municipal Solid Waste (MSW) generated within its area. Historically MSW from Tower Hamlets has been disposed of to landfill. Since 2005/06 the UK (as a member state of the EU) has been under an obligation to reduce the amount of Biodegradable Municipal Waste (BMW) sent to landfill. Tower Hamlets has been given an annual tonnage allowance (LATS allowance) for the amount of BMW that it can dispose of to landfill. This allowance is less than the total annual tonnage of BMW produced in the borough and reduces year on year, therefore requiring the Council to divert an increasing amount of BMW away from landfill to alternative recycling, treatment or disposal options. If the Council is unable to achieve the LATS allowance in a given year the Council has to purchase surplus LATS allowances from an Over-providing authority or will be fined £150 per tonne for every tonne of BMW over the allowance figure, that has been landfilled in that year.
- 3.2 To assist the Council to achieve its LATS obligation a new Waste Disposal Contract was let to Veolia (Cleanaway) Environmental Services, in December 2005. Within the Contract, Veolia agreed to manage the Council's Waste Transfer Station and Re-use and Recycling Centre at Northumberland Wharf and provide the Council with an Autoclave Waste Treatment Plant at Rainham, Essex. The Autoclave was due to be operational by mid 2008 and would operate until 2020 when the site must be closed to make way for the development of the Country Park. From commencement of Phase 2 services Veolia accepted the risk of meeting the Council's LATS obligation during the life of the Contract.
- 3.3 At the time of signing the Contract, Veolia indicated to the Council the anticipated capital cost of building the Autoclave Plant, which was reflected in the annual revenue cost of the Contract through a per tonne Gate Fee price. However at that time the Contract planning approval had not been secured for the Autoclave Plant. To minimise the Council's financial risk from entering into a Contract without a fixed revenue cost, the Contract included a Contractor's "Conditions Precedent" on price and a planning longstop date which required Veolia to obtain a satisfactory planning consent for the Autoclave and confirm a final Gate Fee price to the Council within a specific time period. These additional clauses in the Contract allow the Council some flexibility to continue with all or a part of the Contract depending on the outcomes of the planning process.
- 3.5 Despite originally submitting a planning application to LB Havering in 2005, it was not until May 2006 that Veolia were granted a planning consent for the Autoclave Plant by the Thames Gateway UDC (TGUDC). The planning consent included a condition that a section

106 agreement must be entered into. The section 106 agreement, which was not finally agreed with TGUDC until late October 2006 has a requirement for 70% of the energy requirement of the Autoclave Plant to be met through the use of renewable energy. How this requirement was to be met by Veolia was subject to approval by the Mayor of London and TGUDC.

- 3.6 The lengthy delays to the planning process in Havering, when the capacity of the plant was reduced by 50% and ability to accept third party waste at the plant was blocked, together with the requirement for a substantial proportion of the energy requirement of the Autoclave Plant to be met by renewable energy have undermined the commercial viability of the Autoclave project and on this basis Veolia deem the planning consent to be unsatisfactory.
- 3.7 On the basis of the commercial viability of the Autoclave Plant having been undermined, Veolia have withdrawn the proposal to build the Autoclave Plant and submitted a proposal to continue Phase 1 services for a further 6 years as well as a proposal to deliver for Phase 2 services via an MBT plant. In order to assess the value for money aspect of this new MBT proposal the cost has been compared with the alternative offer from Veolia to continue landfill services for a period of 6 years.

4 CURRENTLY DELIVERABLE WAY FORWARD WITHIN THE EXISTING CONTRACT

- 4.1.1 **Implement interim services for a period to 2014 through the existing Veolia contract whilst developing an alternative long term solution.**
- 4.1.2 Veolia has put forward a short term landfill proposal to LBTH. This proposal would provide a continuation of landfill disposal arrangements until the end of December 2013. The per tonne price offered to LBTH covers all transport and disposal costs but does not cover the risk of LATS, which will remain the responsibility of the Council. This will continue Phase 1 services and landfill waste under a short to medium term arrangement (up to 6 years), purchasing landfill allowances from other local authorities to cover the LATS shortfall. Advance trading for allowances would offer LBTH security that in each year to 2014 penalties would not be imposed by DEFRA.
- 4.1.3 In order to implement this proposal, some refurbishment works are required to be undertaken at the Rainham landfill site. The associated capital costs are being depreciated over the proposed duration of services (6 years) – if the Council were to terminate these provisions earlier, compensation would be payable to reflect any un-depreciated capital expenditure.

4.1.4 Market investigation shows that the price offered by Veolia is competitive and that there are very few other providers of landfill. Furthermore, if LBTH wanted to change provider there would be a need to go through the procurement process.

4.1.5 This course of action provides the benefit that it gives certainty in the provision of waste management services whilst allowing LBTH to undertake a thorough review of all the new waste treatment technologies that are being developed by other Waste Authorities in and around London. LBTH will have an opportunity to review the effectiveness of each disposal technology on the specific Municipal Waste stream that is present in the London environment and make an informed decision as to which treatment technology will provide the most cost effective and environmentally sound disposal option for the borough's waste for the longer term.

4.1.6 **Veolia's recent proposal for an MBT ("Ecomaster") Plant**

Veolia have proposed developing an MBT plant on the Rainham site with a capacity of 88,000 tonnes of waste per year which could possibly be operational from January 2010. At the present time it is difficult to make a business case for this option, due to significant risks set out below.

4.1.7 Of the tonnage going through the MBT process approximately 52% would be recovered for other use, 16% would be lost in the process as the materials dries out and degrades but 32% would also require disposal to landfill. Veolia claim that the system will be 87% efficient at diverting BMW from landfill; however, this figure is not certain.

4.1.8 The MBT plant would require a new planning consent to be submitted with the proposed programme suggesting that the facility would be operational from January 2010 and would continue to operate until 31st December 2020 when the Contract with Veolia would expire.

4.1.9 There are a number of key risks associated with the MBT plant proposal which impact on the cost, deliverability and performance of this option.

- Planning consent and timing
- Increasing gate fee consequent on any delays
- requirement for renewable energy and consequent additional costs
- incineration of some waste in the first 2 years of the project with uncertainty in pricing of this capacity
- Market for a "Solid Recovered Fuel" (SRF) product currently uncertain.
- Risks in the practical diversion rate of the MBT for BMW

4.2 **POTENTIAL LONG TERM SOLUTIONS**

4.2.1 The waste disposal market place in London and the South Eastern region is in a dynamic state of flux and additional “merchant” facilities are likely to come on line during this interim period as significant investment in waste infrastructure is planned.

4.2.2 By adopting the 6-year landfill option, LBTH will require new waste treatment services in order to meet its long term targets and deliver its waste strategy. However, there remains a significant amount of work to do in order to reach a position whereby a deliverable project can be defined. In particular:

- Political imperatives may result in the Mayor’s position regarding the use of Energy from Waste (EfW i.e. incineration) evolving with time;
- The Council needs to consider further the potential for an “in borough” facility;
- Further discussions with the City of London are required;
- Further non-EfW options may become apparent over the next few years

4.2.3 It is considered that all of the above will take a significant period of time to implement. For example, procurement, planning and construction processes for new facilities typically requires a timeframe of 5 to 6 years, although there is a chance that options may become available sooner. The potential long term options are set out below:

4.2.4 Long-Term Solution Option 1 Use of Existing “Merchant Capacity” in waste treatment units already operating in London

4.2.4 The currently available “merchant” waste treatment capacity in London is based on incineration, for example some capacity at SELCHP and Edmonton. The Council is not aware of any merchant capacity based on any technology other than incineration.

4.2.5 In order to re-procure a new contract, LBTH would be required to consult with the mayor of London prior to the issue of the OJEU notice. At present the consultation period is 56 days, but the Mayor has put forward a proposal in the GLA Bill to increase this to 108 days.

4.2.6 Despite an emphasis being place on Energy from Waste in the new DEFRA Waste Strategy 2007, there is still a significant risk that the Mayor of London would oppose the inclusion of incineration in a new Contract (for example, the Mayor has recently used similar powers in relation to a similar proposal from West London Waste Authority). This has been confirmed by Waste Officers within the GLA at a recent meeting held with LBTH Officers. For this reason, this option is considered to be undeliverable at the present time.

4.2.7 There is the potential that other new facilities will come on line in the next 6 year period that would provide alternative merchant capacity solution to Energy from Waste, such as some kind of Digestion technology..

Long-Term Option 2

Development of a new treatment facility or range of facilities

4.2.8 Re-procurement of Phase 2 services for the long term would be a more viable option if LBTH were able to offer a site within the borough for development of a new technology based waste treatment plant. Whilst there may still be some planning risk surrounding this, the significant advantage of this in terms of the business case relates to the extended life of this option.

4.2.9 Typically waste treatment plant technology has a viable life of 25 years, over which the capital investment, including the cost of any land purchase, could be written off. Such a time frame has a significant affect on the financial viability of such an option. To date however, the search for a suitable site within the borough, that could become available in the short term, has proven inconclusive.

4.2.10 The area most suitable for the provision of a new waste management facility within Tower Hamlets is Fish Island, where much of the land is designated for industrial/employment use. This area is also adjacent to the site that has been identified in the Olympics Planning Application for construction of a Combined Heat and Power plant for the Olympic Park. "The "Energy Centre"). It has been indicated by Officers at the GLA that there would be support from the Mayor of London if Tower Hamlets were to progress the possibility of co-locating a waste management facility next to the CHP plant, as there would be the potential for the waste facility to generate biogas that could fuel the CHP.

4.2.11 The Mayor of London and GOL are soon to be responsible for allocating grant funding under the new London Waste and Recycling Board (that replaces the WPEG grant). There is a significant possibility that this option would attract funding from the London Waste and Recycling Board as the mayor of London is keen for the funding to be spent on new waste facilities in London.

4.2.12 Officers from the Waste Services and Planning teams are currently exploring potential sites that may be available in the medium term.

Long-Term Option 3

Form a Joint Waste Authority with the City of London.

4.2.13 Tower Hamlets has historically had a close working relationship with the City of London for the delivery of waste services. Both authorities have riverside waste transfer stations and use the River Thames for

the transport of waste to final disposal. Both Tower Hamlets and the City make their transfer stations available to the other party in times of need, and through the Central London Waste Disposal Joint Committee (Tower Hamlets and the City of London) seek other opportunities for joint working, such as sharing educational resources. There is also synergy between LBTH and City's recycling services as both collect the same range of co-mingled material that is currently sorted at the Grosvenor plant in Crayford.

4.2.14 DEFRA's recently released revised national waste strategy, Waste 2007 has given a commitment to strengthening the ability of local authorities to work together and through new powers in the current Local Government and Public Involvement in Health Bill allow authorities to voluntarily form Joint Waste Authorities. The benefits of this would be through greater partnership working and potential for efficiency savings to be made from the economies of scale from tendering larger waste contracts.

4.2.15 The City of London is currently in medium to long term contract with Cory Environmental with their residual waste being landfilled at Mucking. However, with Cory having secured the planning approval for the proposed Energy from Waste (EfW) Plant at Belvedere the City of London's residual waste will from 2010 be disposed of by incineration.

4.2.16 A meeting has been held between LBTH Officers and the City's Legal and Waste Teams to discuss the option of LBTH joining the City of London contractual arrangements. The City's Legal Team are currently looking in detail at the City's contract with Cory but have expressed an initial view that it would be difficult for LBTH to join into the Cory contract without going through a formal procurement process. Such a proposal would require regional and central government approval which is likely to take some time.

Long-Term Option 4 Use East London Waste Authority (ELWA) Facilities

4.2.17 There is also a willingness on the part of the East London Waste Authority (ELWA) which consists of Barking & Dagenham, Havering, Newham and Redbridge to help LBTH deliver a waste disposal solution, but on a practical level it is not yet clear if this is a viable option.

4.2.18 ELWA have recently entered into a long term waste disposal contract with Shanks East London to provide a number of waste treatment facilities (including two MBT plants and a Materials Sorting Facility) at Jenkins Lane and Frog Island. By using spare capacity ELWA facilities may be able to accommodate treating the LBTH residual waste stream in the short to medium term. The full processing potential of the ELWA facilities will not be known for a further 6 to 9 months.

4.2.19 In addition to the time-limited nature of the capacity there are also contractual issues due to the requirements of the EU Procurement Rules.

4.3 PLANNING COMMENTS ON POTENTIAL LONG TERM OPTIONS

4.3.1 This report recognises the Council's statutory obligation for the sustainable disposal of municipal solid waste. A long term approach to contract this disposal process to Veolia, who proposed to do so via an Autoclave Waste Treatment Plant in Rainham, is in the process of being rethought. This report presents four options for the long term future of waste management with a variety of social, environmental and economic sustainability implications.

4.3.2 In spatial planning terms, robust waste management is seen as a critical tenet of delivering sustainable growth in national, regional and local policy. National Planning Policy guidance is set out in Planning Policy Statement 10: Planning for Sustainable Waste Management. It requires local authorities to drive waste management towards the top of the following hierarchy:



Source: Tower Hamlets submission draft Core Strategy November 2006

4.3.3 The role of planning in helping to deliver waste management is:

- managing growth including driving regeneration that encompasses the prudent use and reuse of resources; and
- facilitating sufficient opportunities for new waste management facilities of the right type, in the right place and at the right time.

4.3.4 These principles are elaborated on in the London Plan (as revised in the draft Further Alterations 2007) which sets out the proportion of London's waste to be managed by each Local Waste Authority which reflects the growing residential and working population. The London Plan states that Boroughs should ensure that land resources are available to implement the Mayor's Municipal Waste Management Strategy, Waste Strategy 2000, the Landfill directive and other EU directives on waste. In essence this indicates that Borough's should act with their Waste Authorities (in this case the boundaries are

coterminous) to provide, and make use of, local opportunities for waste management.

- 4.3.5 Consequently, the emerging Local Development Framework protects all lawful, existing waste management sites and directs new waste management facilities to Strategic or Local Industrial Locations including Fish Island. The Local Development Framework also provides detailed standards for new development to include waste and recycling facilities to reduce the amount of new waste. The standards were jointly produced by the Waste and Strategic Planning teams to help drive waste towards the top of the 'hierarchy'.

The Options for the Future

- 4.3.6 In context of the above, the option for the Waste Management Team to work with local and regional planning teams to identify and develop a new treatment facility for waste, potentially in Fish Island is, in principle, compliant with spatial planning objectives and policy at local, regional and national levels (as with any application the detailed proposal would have to be assessed against a wide range of planning issues including environmental impact, but joint working would help to identify and resolve issues at an early stage).
- 4.3.7 Members should note that recent alterations to the London Plan also state that where waste cannot be recycled, the Mayor will encourage the production of energy from waste using new and emerging technologies. Fish Island provides opportunities to explore the use of waste for energy through the proposed Combined Heat and Power facility on Fish Island as part of the Olympics and Olympic Legacy proposals.
- 4.3.8 Members should also note that the Council does not own any sites of a suitable size or nature in Fish Island. Consequently the Council will be required to work with public or private sector partners to identify, purchase, and prepare an appropriate site. The site requirements relate specifically to the nature of the proposed waste facility, which has, as yet, not been determined. Early indications from the Greater London Authority, London Development Agency and London Thames Gateway Development Corporation suggest that they are, in principle, willing to work in partnership with the Borough to deliver appropriate sustainable waste management facilities.

5 COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 5.1 This report seeks Cabinet support for the implementation of interim services to provide landfill disposal services through the existing contract for a period of 6 years with Veolia.
- 5.2 As outlined in section 3 of the report the Council agreed a contract with Cleanaway (Veolia) in December 2005 which subject to Planning Consent would provide a Waste Treatment Plant (Autoclave) which

would have provided a waste solution for the Council until 2020. The estimated total cost for a 15 year contract was approximately £111m. This proposal has now been withdrawn by Veolia for the reasons as outlined in paragraph 3.7, and an alternative an interim Landfill Disposal proposal for a 6 year period options proposed with an MBT plant put forward as a further possibility.

Landfill Proposal

- 5.3 The financial proposal from Veolia for Landfill Disposal is based on a cost per tonne for disposal over the period of contract inclusive of Landfill Tax (due to increase in cost by £8 per tonne from April 2008) and a flat rate contribution for refurbishment works necessary at the company's jetty. The total cost in gate fees of this proposal over a 6 year period is £52m and is based on estimated tonnages of waste to be disposed off after recycling (this excludes any cost incurred for the purchase of Landfill Allowance Trading Scheme credits). The EC Landfill Directive 1999 brought into force in the UK as Landfill Regulations 2002 places an obligation on Waste Disposal Authorities to adhere to limits on the landfilling of Biodegradable Municipal Waste. Failure to meet these targets can result in the imposition of a Landfill Allowance Trading Scheme (LATS) penalty on Authorities of £150 per tonne. Alternatively authorities can trade with each other to buy and sell LATS credits (i.e. authorities who have surplus LATS can trade with those in deficit) at a cost per tonne significantly lower than LATS penalties.
- 5.4 As the Council continues with Landfill Disposal it will not be possible to meet the targets set under the Landfill Allowance Trading Scheme and therefore, to avoid penalties the Council will need to purchase credits from other Authorities. Whilst the purchase price of credits is currently relatively cheap (£10 - £15), the price is expected to rise significantly in 2009/10 - a target year - when credits purchased in previous years cannot be brought forward. There is therefore uncertainty in relation to these costs and assumptions have been built into the financial appraisal which are based on best information currently available. These assume a purchase price for LATS credits of £12 per tonne in 2008/09 increasing to £30 in 2009/10 and £40 per tonne from 2011/12. Any movement in these prices will impact on the overall cost to the Council.
- 5.5 Based on current projections continuing with a Landfill option for a period of six years would cost the Council £59.8m and would result in the Council having to identify additional revenue growth of approximately £6m over the duration of the contract. A reduction in the projected Landfill Disposal (e.g. via increased recycling) would reduce this Budget requirement.

MBT Proposal

- 5.6 As outlined briefly at paragraph 4.1.6 there are a number of key risks surrounding this proposal concerning performance, deliverability and cost which indicate that the current proposal for an MBT system cannot be considered as fully developed at this stage specifically in relation to the requirement for a new planning consent. This planning consent could potentially be delayed or amended which would almost certainly lead to cost increases (contractors timeframe for return on Capital Investment would be reduced, an objection to the use of incineration would necessitate increased use of Landfill, the proposal may not have adequately addressed a requirement for renewable energy).
- 5.7 The financial proposal from Veolia for an MBT system assumes that the plant would be operational in 2010, prior to which waste would continue to be landfilled and additional capacity identified for incineration. The cost of current MBT proposals for the next 6 years is estimated at £61.5m which includes the cost of meeting LATs penalties which Veolia have estimated at £40 per tonne (see also Para 5.4).

Comparison of Options

- 5.8 The financial comparison of both options indicates that the landfill proposal will require a total cash outlay of £59.8 million over the six year term of the agreement whilst the MBT option would have a corresponding cash requirement of £61.6 million. The annual cash requirements of the two projects however differ with the landfill project having a higher cash requirement in later years. Expenditure in the later years of a project cost less in real terms because of the effect of inflation. Comparing 2 projects on a purely cash basis fails to take account of this effect and therefore by applying Discounted Cash flow to restate the figures on a common price base the cost advantage of the landfill option is marginally increased. The comparison is as set out below:

	Landfill £M	MBT £M	Difference £M
Total Cash Requirement	59.835	61.565	1.730
Common Price Base	59.210	61.113	1.903

Given the uncertainties regarding the cost base for the MBT proposal as outlined above continuance with Landfill Disposal would appear the best option available to the Council at this stage and provide the least risk. This will allow for continuity of service and clarity of cost in the medium term allowing LBTH to undertake a thorough review of all available Waste Treatment Technologies (summarised in section 4.2) to determine which would provide the best Value for Money solution for the Council.

- 5.9 Market analysis as outlined in para 4.1.4 shows that the Veolia landfill proposal is in line with current rates for providers of landfill.

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

- 6.1 There are no legal implications at this stage as the Council can negotiate changes within the existing contract. If a new solution is later found then it will be tendered in accordance with the European regulations.

7.0 EQUAL OPPORTUNITIES IMPLICATIONS

- 7.1 Although waste and recycling collection services are high profile universal front-line services the actual disposal of waste has a minimal interface with residents. However the public are increasingly aware of where rubbish goes after it is collected and are attuned to the environmental effects on a global scale.

8.0 ANTI-POVERTY IMPLICATIONS

- 8.1 As a universal service available free of charge there are no anti-poverty implications to this report.

9.0 SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 9.1 Reducing our use of natural resources, recycling materials and recovering energy from resources are key actions for achieving one planet living and combating Climate Change.

- 9.2 Waste managed safely reduces risk to public health damage to the environment as well as safeguarding social amenity.

- 9.3 Tower Hamlets has implemented activities, outside of this contractual arrangement, to encourage waste prevention and minimisation. Recycling services are provided to collect recyclable waste from households and businesses. Education and publicity activities are helping to increase the amount of waste that is re-used or recycled.

- 9.4 The 6 year landfill proposal from Veolia would not immediately move the management of Tower Hamlets residual waste up the waste hierarchy, but Veolia are willing to work with us during the period to divert some of our residual waste away from landfill to other waste treatment facilities.

- 9.8 Potential long term solutions 1 to 4 set out in this report would move the management of Tower Hamlets residual waste up the waste hierarchy, and away from landfill disposal.

10.0 EFFICIENCY STATEMENT

- 10.1 The Comments of the Chief Financial Officer cover the efficiency implications of the Interim way forward and associated risks.
- 10.2 Efficiency improvements will depend on finding a viable long-term value-for-money solution and cost will be a major consideration in evaluating the options.

Agenda Item 9.1

COMMITTEE	DATE	CLASSIFICATION	REPORT NO.	AGENDA ITEM
Overview and Scrutiny	2 October 2007	Unrestricted		
REPORT OF: Assistant Chief Executive ORIGINATING OFFICER(S): Sara Williams Alan Steward		TITLE: TOWER HAMLETS INDEX - MONITORING REPORT JUNE - JULY 2007 WARD(S) AFFECTED: N/A		

1. Introduction

- 1.1 This report introduces the end of July monitoring report for the Tower Hamlets Index 2007/08. The set of indicators that constitutes the Tower Hamlets Index reflects the Strategic Plan 2006-11 and Local Area Agreement. This is the second year that this set has been reported. 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.

2. Recommendation

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

LOCAL GOVERNMENT ACT, 2000 (SECTION 97) LIST OF "BACKGROUND PAPERS" USED IN THE DRAFTING OF THIS REPORT	
Brief description of background papers: Tower Hamlets Index Monitoring Reports Strategic Plan 2006/07 Best Value Performance Plan 2006/07	Name and telephone number of holder and address where open to inspection: Sara Williams, 020 7364 4771 Mulberry Place, 6th 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 performers in Inner London, and in the top 25% in Greater London by 2010. 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 second bi-monthly monitoring of these indicators for the period June 2007 - July 2007 is set out in the Appendices enclosed.

- 4.2.1 Currently **20** 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 July target are as follows:

- SP104 - Increased number of under 18s accessing drugs treatment
- SP218 - Average time for processing new housing benefit and council tax benefit claims
- SP310 - Increased supply of employment opportunities in key growth sectors prompted directly through the Employment Consortium
- SP411 - Total number of under 19s completing a course in Idea Stores, libraries and learning centres
- SP515a - Percentage of attendees at LAP events who are from targeted communities: BME residents
- SP515b - Percentage of attendees at LAP events who are from targeted communities: Bangladeshi residents
- SP515c - Percentage of attendees at LAP events who are from targeted communities: Somali residents
- SP515d - Percentage of attendees at LAP events who are from targeted communities: young residents (16-25)

- 4.2.2 A total of **22** indicators are not meeting their end of July target (RED). Indicators that are significantly below their estimate are:

- SP105 - Reduction in overall crime rate (BCS Comparator Offences)
- SP301 - Percentage of major planning applications determined within 13 weeks
- SP408 - Number of under 16s who are active users of the Idea Stores and libraries
- SP409 - Total number of library items issued to under 16s
- SP412 - Number of physical visits to library premises
- SP506 - Percentage of undisputed invoices paid on time

- 4.2.3 Of the RED indicators, based on the Manager's comments, it appears that six indicators may not meet their year-end targets. These are:

- SP111 – Recycling
- SP301 – Major planning applications

- SP308 – Unemployed young people
- SP309 – Local residents claiming unemployment benefit
- SP404a – Overall attendance rates – primary
- SP404b – Overall attendance rates – secondary

4.2.4 In this second monitoring round of 2007/08 there are 47.62% GREEN and 52.38% RED indicators by comparison to the same time last year when there were 37.5% GREEN and 62.5% RED.

June-July	GREEN	RED
2006/07	15 (37.5%)	25 (62.5%)
2007/08	20 (47.62%)	22 (52.38%)

Compared to the first monitoring round of 2007/08 when there were 42.5% GREEN and 57.5% RED indicators by comparison to the same time last year when there were 52.8% GREEN and 47.2% RED.

		GREEN	RED
2007/08	April-May	17 (42.5%)	23 (57.5%)
	June-July	20 (47.62%)	22 (52.38%)

The tables above shows that the number and proportion of GREEN indicators has increased, both compared to the previous period and the same period in the previous year.

4.2.5 There are still 8 months to the end of the year and comments will reflect steps taken to ensure targets are met.

4.2.6 Data for one indicator was outstanding at the time of producing this report (SP210 – Bed & Breakfast). This is due to installing a new IT system. This information should be available shortly.

4.2.7 There are **2 indicators** that will be reported on in September.

- 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
- SP205 – Percentage of residents satisfied with the Council's repairs service.

4.3 Overview & Scrutiny's feedback on April-May report

4.3.1 At its meeting on 31 July 2007, Overview and Scrutiny Committee considered the Tower Hamlets Index for April / May 2007, along with the Scrutiny Spotlight session for the Lead Members Resources and Performance. Members raised a number of issues around performance and these are summarised below along with a brief commentary.

4.3.2 On recycling, members requested an update on the Grosvenor contract for waste collection and highlighted that the lack of access to new developments could impair recycling collections and performance. In response it was noted that the existing contract for the Materials Recycling Facility (MRF) was operating well, but that this would be included within the proposed new combined recycling contract

for April 2008. It was anticipated that this would have a significant impact on recycling performance.

- 4.3.3 Development and Renewal and Environment and Culture directorates were working closely to both monitor and improve the situation around access to new residential developments. This included action as part of granting planning permission and the use of Breach of Condition notices. Environment and Culture also liaise closely with developers and managing agents to secure access.
- 4.3.4 Members also probed the use of benchmarking with other councils and it was reported that benchmarking is encouraged across all services, so that the Council has a good knowledge of both performance and resources. This is used by the Council's Performance Review Group and Efficiency Board in assessing and challenging performance.
- 4.3.5 Crime is a central community concern and members sought reassurance that the Council was giving this priority. In response, it was highlighted that although overall crime levels were falling significantly but that for violent crime and anti-social behaviour the rate was more persistent. The Living Safely CPAG was coordinating significant action to address these issues including a good behaviour zone in Brick Lane, a safe school zone, and anti-social behaviour initiatives on a number of estates.

5. Finance

- 5.1 It is important that performance monitoring takes account of financial performance so that it can be shown to have been achieved within existing resources and therefore to be broadly sustainable.
- 5.2 The latest corporate financial monitoring information available relates to the first quarter of 2007/08, to 30th June and was reported to Cabinet on 5th September. For the General Fund, this indicates a project underspend for the year against Directorate budgets of £0.2m. Within this figure, however, Adult Services, Children's Services and Environment & Culture are currently projecting overspends and are taking steps to contain them. None of the Directorates concerned are currently indicating that their actions to contain costs will have a negative impact on performance indicators. The Housing Revenue Account is projected to break even. Although it is not possible to be specific about individual performance indicators, this tends to indicate that, in general, current levels of performance can continue to be achieved within the resources allocated in the budget.
- 5.3 Financial monitoring within Directorates takes place on a monthly basis, and Directorate Management Teams should monitor use of resources alongside service performance to ensure that performance is sustainable and to give early warning of any issues to be addressed.
- 5.4 In addition, the Performance Review Group focuses on performance and where it could be useful can look at allocating resources to support performance improvement.

6. Equalities Implications

6.1 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.

7. Comments from the Chief Finance Officer

7.1 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.

8. Concurrent Report of the Assistant Chief Executive (Legal)

8.1 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.

9. Sustainable Action for a Greener Environment

9.1 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.

10. Anti Poverty Comments

10.1 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.

11. Risk Management Implications

11.1 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.

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Tower Hamlets Index Second Monitoring Round – June - July 2007

PI Ref No	Description	Outturn 06/07	Jul Actual	Jul Estimate	Annual Target	Preferred Outcome	Traffic Light	Responsible Officer
<u>SP101</u>	Wounding: number of violent crimes (common assault plus ABH/GHB) per 1000 population	22.9	7.72	7	20.15	Lower	RED	Andy Bamber
<p>Manager's Comment: This indicator includes key crime areas such as Grievous Bodily Harm (GBH), Actual Bodily Harm (ABH) and Common Assault. The Partnership LAA target this year is extremely stretching and equates to a 12% reduction on last year's outturn. Though we have currently obtained a 6% reduction we are still some way from meeting this target. Significant gains have been made with regard to common assault but these have not been matched by more serious assault categories. Incidents are concentrated around social hotspots and transport hubs. The Partnership is focused on reducing violence through targeted enforcement, licensing, school engagement, youth activities and awareness raising.</p>								
<u>SP104</u>	Increased number of under 18s accessing drug treatment	711	591	465	732	Higher	GREEN	Andy Bamber
<p>Manager's Comment: This is the main indicator for young people accessing substance misuse intervention and treatment across the system [tiers 2, 3 & 4] so the high figure reported in a good indication that things are working well at all points. This indicator connects with users going through the criminal justice system via our YOT cohort who are one of our key treatment target groups.</p>								
<u>SP105</u>	Reduction in overall crime rate (BCS Comparator Offences)	18592	6274	6036.33	18109	Lower	AMBER	Andy Bamber
<p>Manager's Comment: BCS crime is a composite indicator which looks at performance across key crime types. Achieving this year's target would mean that BCS crime in Tower Hamlets has reduced by 20% since 2003/04. We are currently experiencing challenges with three crime types:</p> <ul style="list-style-type: none"> * Robbery has risen by around 4%. The Safer Neighbourhood Team identified the return to school as a problem area for this crime type and has deployed teams at schools to deter crime. Latest data shows that this action has been effective. * Theft from person has risen by 7%. To improve performance in this area, additional officers have been deployed around the Tower of London to deter pickpocketing of tourists. * Residential burglary has risen 2%. The slight rise in burglaries can be attributed to the early release of burglars with very short notice. This was a challenge to manage, but most prolific offenders have now been re-arrested and latest data shows the success of last year's reductions have been consolidated with a 0% increase. <p>In addition, we are showing good performance in a number of key areas - vehicle crime is down 4%, criminal damage is down 4% and violent crime is down 6%. The Partnership is working to consolidate these successes whilst meeting the challenges, as described above.</p>								
<u>SP108</u>	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.	22.0	N/A	N/A	12.0	Lower		John Palmer
<p>Manager's Comment: This indicator is calculated from three annual surveys conducted by Encams on behalf of the Capital Standards group of which Tower Hamlets is a member. Tranche 1 is conducted between April and July and will be reported in September.</p>								

Tower Hamlets Index Second Monitoring Round – June - July 2007

PI Ref No	Description	Outturn 06/07	Jul Actual	Jul Estimate	Annual Target	Preferred Outcome	Traffic Light	Responsible Officer
<u>SP111</u>	Percentage of household waste which has been sent by the authority for recycling.	11.72	12.44	14	22.00	Higher	RED	John Palmer
<p>Manager's Comment: Performance continues to improve ahead of additional appointments being made as part of the Recycling Improvement Plan for 2007/08. One post has recently been filled and the other will be recruited to in the near future. Activities undertaken so far have included increasing the number of properties collected from and introducing a new late afternoon and evening collection round to create a more flexible service for collecting from properties that are hard to access during the day, such as flats over shops as well as commercial premises. Canvassing of low rise properties has been undertaken, during this period canvassers visited approximately 14,000 properties and spoke to 6,500 residents. The range of items that can be recycled was widened to include Tetrapaks and other beverage cartons. Further communication about this will occur in the future. Overall, it is predicted that performance will accelerate but not quickly enough to meet the end of year target.</p>								
<u>SP203</u>	Percentage of urgent repairs completed in government time limits	96.59	96.92	96.65	97.2	Higher	GREEN	Maureen McEleneay
<p>Manager's Comment: Results for the second reporting period exceed target.</p>								
<u>SP204</u>	Average time taken to re-let local authority housing. - [New PI]	34.3	38.10	36	31	Lower	AMBER	Maureen McEleneay
<p>Manager's Comment: Residual problems with the introduction of the new IT lettings system together with a number of long term voids finally coming forward for letting has resulted in a deterioration of the latest results. Immediate corrective action is being undertaken to ensure that results improve for the next monitoring round</p>								
<u>SP205</u>	Percentage of residents satisfied with the Council's repairs service	90.22	N/A	91	91	Higher		Maureen McEleneay
<p>Manager's Comment: An external contractor has been commissioned to carry out a tenants survey due to be completed by the end of August. The consultant is also due to report on the future framework on the monitoring of this indicator.</p>								
<u>SP210</u>	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.	3.67	N/A	3.6	3.50	Lower		Colin Cormack
<p>Manager's Comment: A new IT system has been introduced which will be in function shortly.</p>								

Tower Hamlets Index Second Monitoring Round – June - July 2007

PI Ref No	Description	Outturn 06/07	Jul Actual	Jul Estimate	Annual Target	Preferred Outcome	Traffic Light	Responsible Officer
<u>SP211</u>	Number of supported admissions of older people to permanent residential and nursing care per 10,000 population aged 65 or over (formerly C26).	74.6	24.49	23.33	70	Lower	AMBER	Luke Addams
Manager's Comment: We have marginally missed the target of this PI. Adults Health and Well Being is continuing to monitor this PI very closely and will be making the steps necessary to close in on the target as we move forward.								
<u>SP212</u>	Adult and older clients receiving a review as a percentage of those receiving a service.	84.9	31.2	28.7	86	Higher	GREEN	Luke Addams
Manager's Comment: We are above target for this PI.								
<u>SP214</u>	Percentage of child protection cases which should have been reviewed during the year that were reviewed.	100	99.41	100	100	Higher	AMBER	Kamini Rambellas
Manager's Comment: The number of child protection cases reviewed is reduced due to one case. (i.e. only 1 out of 169 reviews that should have been done in the months of June and July, was not completed). A pre -birth conference was held prior to the child's birth. The child was next reviewed, after its birth, at a conference concerning its siblings. This resulted in the new born child's review conference falling outside timescales. We will be on track to meet this target by the end of the year.								
<u>SP215</u>	Percentage of children looked after at 31 March with three or more placements during the year	10.95	10.3	10.63	10.00	Lower	GREEN	Kamini Rambellas
Manager's Comment: The percentage of moves is slightly higher than anticipated for the rolling 12 month period, however compares favourably with 12.53 reported last year. A Placement Stability Steering Group, meeting approximately 3 monthly, scrutinises performance in this area to ensure that moves are appropriate and that children at risk of multiple placements are being closely monitored. The aim is to maintain children in placements wherever this is possible and appropriate. Our rolling 12 month performance is anticipated to get back on track, particularly from October when the lower performance reported in July and September 2006 is no longer included as part of this years' rolling 12 month period.								
<u>SP218</u>	Average time for processing new housing benefit and council tax benefit claims (days).	28.49	23.9	28.4	28	Lower	GREEN	Maureen McEleneay
Manager's Comment: The target for the second monitoring period has been exceeded and the yearly target should be met.								
<u>SP301</u>	Percentage of major planning applications determined within 13 weeks.	38.33	52.17	60.00	60.00	Higher	RED	Mike Kiely
Manager's Comment: Although the interval target is currently unmet, performance continues to improve on the 2006/7 outturn; this is despite the								

Tower Hamlets Index Second Monitoring Round – June - July 2007

PI Ref No	Description	Outturn 06/07	Jul Actual	Jul Estimate	Annual Target	Preferred Outcome	Traffic Light	Responsible Officer
	<p>disproportionately high number of major strategic proposals being submitted in the Borough. The reasons for not achieving the interval target are as follows:</p> <p>There remains a very high proportion of major determinations that relate to extremely old cases, some of which have required detailed S106 agreements, which have taken a long time to conclude. We have been working in partnership with both internal and external legal services to ensure more effective negotiation of S106 agreements. However this process has impacted on performance.</p> <p>We are now dealing with an increasing number of very large applications. Tower Hamlets makes up almost a third of Inner London's strategic applications according to figures provided by the Greater London Authority. It is extremely difficult to determine these very large applications within the target of 13 weeks due to the nature of consultation, referral and environmental impact assessment requirements. We are one of a small number of local authorities working with English Partnerships to assess how very large applications can be managed so that they do not have a detrimental impact on efficiency of determinations.</p> <p>There remains a high level of staff turnover during the review period, as private sector companies have been more aggressive and competitive in the market. Although we continue to undertake a rigorous recruitment process there have been inevitable performance issues arising from hand-over and capacity building. This indicator is proposed to be deleted under White Paper proposals as the Government accepts the target is unrealistic for very major applications.</p>							
<u>SP302</u>	Percentage of minor planning applications determined in 8 weeks.	80.49	82.81	80.33	80.5	Higher	GREEN	Mike Kiely
	Manager's Comment: This review period reflects steady progress and improvement on last year's performance. Additional staff and improved monitoring systems have led to better support for planning officers.							
<u>SP303</u>	Percentage of other planning applications determined in 8 weeks.	84.18	85.22	88.27	88.30	Higher	AMBER	Mike Kiely
	Manager's Comment: Government's target on this indicator is 80%. Most authorities perform well due to the high proportion of householder applications that are easy to fast-track and make up the majority of caseloads within BV109c. In LBTH we have very few householder applications and therefore this indicator will always be very challenging for us to achieve top quartile performance in. We continue to work hard to do so. We are improving the pre-application part of the process to raise the quality of the applications we receive so that we can process them more efficiently. Work is also underway to improve the quality of advice that we provide, both in reception and via the Internet, so that users of the service are better informed about what they need to do in order to use it effectively. Performance management of caseloads have also been significantly improved and cases are now much better managed to ensure that performance is maximised.							
<u>SP304</u>	Number of businesses / social enterprises assisted to improve their performance	43	38	30	40	Higher	GREEN	Jackie Oduoye
	Manager's Comment: 65 companies have attended 3 seminars- greening your businesses and IT related. 61 companies have been recommended to buyers. A further 150 companies attended an event to promote securing contracts with LBTH. In order to measure the effectiveness of this intervention in a more meaningful way records are being kept of direct assistance with companies that will help their business to grow. 38 companies had received such assistance at the end of June.							
<u>SP306</u>	*Percentage of young people in Tower Hamlets aged 16-18 not in	10.8	12.7	13.68	8.2	Lower	GREEN	Mary Durkin

Tower Hamlets Index Second Monitoring Round – June - July 2007

PI Ref No	Description	Outturn 06/07	Jul Actual	Jul Estimate	Annual Target	Preferred Outcome	Traffic Light	Responsible Officer
	education, employment or training							
	Manager's Comment: Performance is on target for June 07 and better than June 06 by 4.2%. The percentage of young people aged 16-19 who are not in education, employment or training has shown a reduction of 25.2% over the last year. April - Sept is peak time because of school leavers but the figures from Sept should show a sharp decline. We anticipate that we will be very close to meeting the target for the year.							
<u>SP307</u>	*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	139	21	20	250	Higher	GREEN	Jackie Odunoye
	Manager's Comment: Met the estimate for end July							
<u>SP308</u>	Percentage of young people in Tower Hamlets aged 18 - 25 claiming unemployment-related benefits	20.7	18.9	16.4	16.0	Lower	RED	Jackie Odunoye
	Manager's Comment: The July figures are not available at present. The June figure shows a decrease since May but may rise again with school leavers registering.							
<u>SP309</u>	Percentage of local residents claiming unemployment-related benefits	8.6	8.2	8.0	8.0	Lower	RED	Jackie Odunoye
	Manager's Comment: Figures are published mid month so we only have the June figure which is 8.2							
<u>SP310</u>	Increased supply of employment opportunities in key growth sectors prompted directly through the Employment Consortium	1354	640	600	1400	Higher	GREEN	Jackie Odunoye
	Manager's Comment: These are jobs identified by Skillsmatch and partners for local job seekers, some are through the call centre, some through vacancy lists with JCP, the Council and local papers.							
<u>SP404a</u>	Improved overall attendance rates at primary school (proxy for LAA 601 & 602)	93.39	94.54	95.50	95.50	Higher	RED	Helen Jenner
	Manager's Comment: Attendance rates at primary school level have significantly increased from previous years but the ambitious target has not been met. There is a cross borough action plan to address attendance. London average is 93.78 and top quartile is 94.07 based on latest comparative data.							
<u>SP404b</u>	Improved overall attendance rates at secondary school (proxy for LAA 601, 602 & 603)	92.48	92.73	93.00	93.00	Higher	RED	Helen Jenner

Tower Hamlets Index Second Monitoring Round – June - July 2007

PI Ref No	Description	Outturn 06/07	Jul Actual	Jul Estimate	Annual Target	Preferred Outcome	Traffic Light	Responsible Officer
	Manager's Comment: Attendance rates have improved at secondary school level although does not meet the ambitious target. There is a cross borough action plan to address attendance. London average is 92.34 and top quartile is 92.98 based on latest comparative data.							
<u>SP405a</u>	Unauthorised absence rates - primary (proxy for 601, 602 & 603)	1.24	1.19	0.95	0.95	Lower	AMBER	Helen Jenner
	Manager's Comment: Unauthorised absence rates at primary level have reduced slightly, we have not yet met our target. Absence codings have changed enabling Local authorities to analyse reasons for absence so once the National Coded data is available this will enable us to complete more accurate benchmarking against other authorities.							
<u>SP405b</u>	Unauthorised absence rates - secondary	2.05	1.89	1.90	1.90	Lower	GREEN	Helen Jenner
	Manager's Comment: Unauthorised absence rates at secondary level have reduced slightly, we are above our target because of the strong position taken on not authorising holidays in term time which affects our progress in this area. Absence codings have changed enabling local authorities to analyze reasons for absence so once the National Coded data is available this will enable us to complete more accurate benchmarking against other authorities.							
<u>SP408</u>	Number of under 16s who are active users of the Idea Stores and libraries	13,473	13,186	19,272	19,272	Higher	AMBER	Ian McNicol
	Manager's Comment: The numbers of active users has improved from May but is not meeting the targets set. A summer programme of activities for under 16s is underway. This focuses on recruitment and retention of young users in high numbers and should have a significant impact on user numbers across the rest of the year. In addition, further promotion and initiatives are being planned - in conjunction with Children's Services – to further boost Under 16 users.							
<u>SP409</u>	Total number of library items issued to under 16s - Enhancing young people	266,303	90,917	119,250	317000	Higher	AMBER	Ian McNicol
	Manager's Comment: At the end of the first quarter, the issues have reached 29% of the annual target. Whilst performance is at variance with the anticipated profile significant numbers of issues to children are expected over the summer and the service considers it is still on track to meet the final target.							
<u>SP410</u>	Number of young people under 16 attending study support sessions - enhancing young people	750	253	255	765	Higher	AMBER	Ian McNicol
	Manager's Comment: Data from one site (Shadwell Centre) was not available at the time of reporting. It will be reported in September and will mean the target for this period has been exceeded.							
<u>SP411</u>	Total number of under 19s completing a course in Idea Stores, libraries and learning centres - enhancing young people	1,741	699	586	1,760	Higher	GREEN	Ian McNicol
	Manager's Comment: Target exceeded.							

Tower Hamlets Index Second Monitoring Round – June - July 2007

PI Ref No	Description	Outturn 06/07	Jul Actual	Jul Estimate	Annual Target	Preferred Outcome	Traffic Light	Responsible Officer
<u>SP412</u>	Number of physical visits to public library premises per 1000 population	9,182.00	2,518	3,294	9,881.07	Higher	AMBER	Ian McNicol
	Manager's Comment: Visitor numbers during July were higher at all sites than in the same period last year. The remaining 3 library sites are unable to attract the high numbers of visits seen in the 4 Idea Stores. However if the improvement on last years visits is sustained throughout the summer period, performance should be closer to target by the end of September.							
<u>SP501</u>	Budget Performance	- 2536000	- 200000	0	0	Lower	GREEN	Alan Finch
	Manager's Comment: Compared to a total net budget of £278.0m, spending is projected to total £277.8m. This represents a projected under spend for the authority of £0.2m.							
<u>SP505</u>	Number of working days/shifts lost to sickness absence per employee.	7.92	8.29	7.90	7.75	Lower	AMBER	Deb Clarke
	Manager's Comment: There has been a slight drop in performance against this PI due to an increase in the number of long term sickness absence cases. Robust sickness management procedures are in place to ensure this PI is on target for the year end.							
<u>SP506</u>	Percentage of Undisputed Invoices Paid on Time	91.87	87.37	93	96	Higher	AMBER	Paul McDermott
	Manager's Comment: The annual target declared for this indicator at 96% is a challenging and ambitious target, being in the region of 5% above the top quartile base for London. A fundamental review of the business processes is currently being undertaken by external consultants. This will identify any weaknesses and highlight areas for attention. It will result in considerable change to working practices during 2007/08 and provide the foundation for continuous improvement in this area.							
<u>SP509</u>	Increased attendance at Local Area Partnership events	5202	2617	2510	5250	Higher	GREEN	Shazia Hussain
	Manager's Comment: Due to an intense number of large-scale summer events, the attendance numbers are considerably higher than the target for this period.							
<u>SP510</u>	% of telephones answered within the customer promise standard	69	67.95	69.0	77	Higher	AMBER	Claire Symonds
	Manager's Comment: Performance continues to show month-on-month improvement this year although overall remains marginally below the target for this month (67.95% of 69%). Overall 95.13% of Hot Line calls were answered in July compared with 77.88% of non-Hot Line calls to the Council.							
<u>SP511</u>	% of letters responded to within customer promise standard	N/A	82.0	90	90	Higher	AMBER	Claire Symonds

Tower Hamlets Index Second Monitoring Round – June - July 2007

PI Ref No	Description	Outturn 06/07	Jul Actual	Jul Estimate	Annual Target	Preferred Outcome	Traffic Light	Responsible Officer
Manager's Comment: Figures are for Development & Renewal (exc Housing) only. Correspondence logging/monitoring systems to replace Lotus Notes still under consideration.								
<u>SP513</u>	Percentage of complaints completed in time - Council as a whole - Stage 1	65	62	69	80	Higher	AMBER	Ruth Dowden
Manager's Comment: Performance in June was 66% so the fall in July is concerning. Directorates have again been asked to ensure prioritisation of complaints. A concerted effort can ensure that performance is improved to meet the target of 80% over the next two months. <i>Considered at September PRG.</i>								
<u>SP515a</u>	Percentage of attendees at LAP events who are from targeted communities: BME residents	54	71.3	48	48	Higher	GREEN	Shazia Hussain
Manager's Comment: There have been several events targeted specifically at particular BME groups. Plus, an additional event during the summer period, hence a considerably high percentage for this period.								
<u>SP515b</u>	Percentage of attendees at LAP events who are from targeted communities: Bangladeshi residents	39	46.5	33	33	Higher	GREEN	Shazia Hussain
Manager's Comment: On the ground level a lot of work is being carried out to engage the Bangladeshi community in particular Bengali women. Furthermore, there has been an additional event for the summer period, hence the high figure for this period.								
<u>SP515c</u>	Percentage of attendees at LAP events who are from targeted communities: Somali residents	5	14.4	5	5	Higher	GREEN	Shazia Hussain
Manager's Comment: On the ground level a lot of work has been carried out to engage the Somali community in particular Somali women. We hope to build better relationships to ensure we can engage more of the Somali community consistently. Furthermore, there has been an additional event for the summer period, hence the high figure for this period.								
<u>SP515d</u>	Percentage of attendees at LAP events who are from targeted communities: Young residents (16 - 25)	35	19.1	15	15	Higher	GREEN	Shazia Hussain
Manager's Comment: Performance is above target.								
<u>SP516</u>	The percentage of the top 5% of Local Authority staff who are from an ethnic minority.	15.26	16.63	16	18.00	Higher	GREEN	Deb Clarke

Tower Hamlets Index Second Monitoring Round – June - July 2007

PI Ref No	Description	Outturn 06/07	Jul Actual	Jul Estimate	Annual Target	Preferred Outcome	Traffic Light	Responsible Officer
	<p>Manager's Comment: There has been a marginal improvement from previous monitoring period. Positive action schemes recently introduced by the Council should provide staff with skills, knowledge and confidence to apply for senior positions within the Local Authority.</p>							
<u>SP517</u>	Percentage of top 5% of earners of Local Authority staff that are women.	53.21	53.39	50	50	Higher	GREEN	Deb Clarke
	<p>Manager's Comment: The council continues to perform well in this PI and has, yet again exceeded the target for July monitoring period. We are on track to meet the end of year target.</p>							

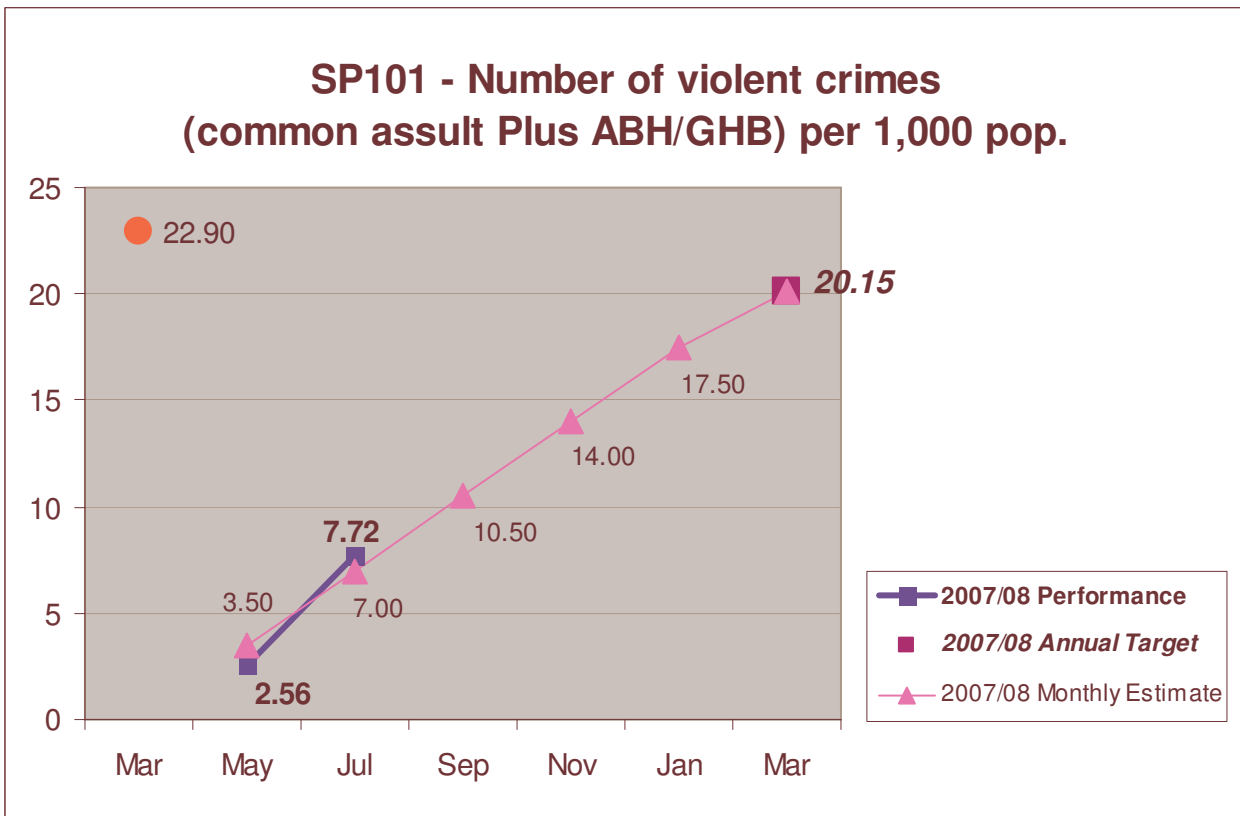
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**Tower Hamlets Index
Performance Charts
June - July 2007**

Traffic Light

RED

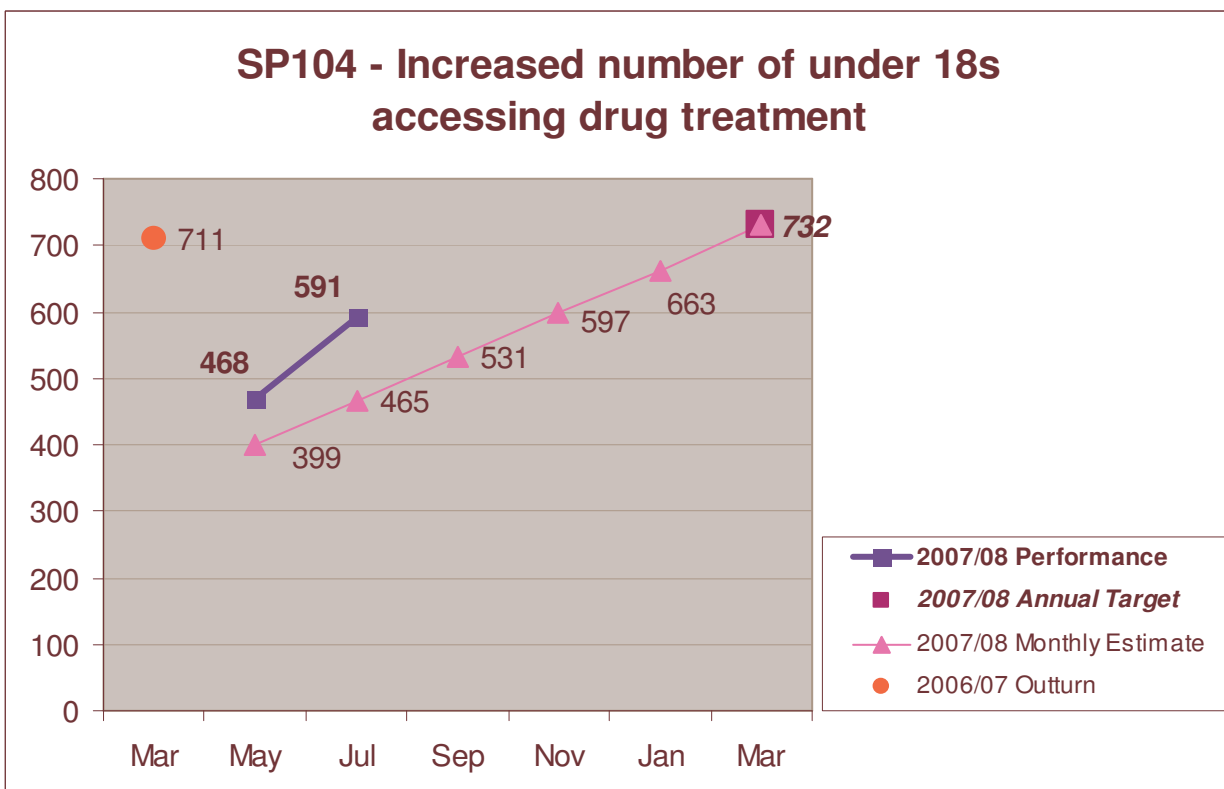
Lower Performance is better



Traffic Light

GREEN

Higher Performance is better

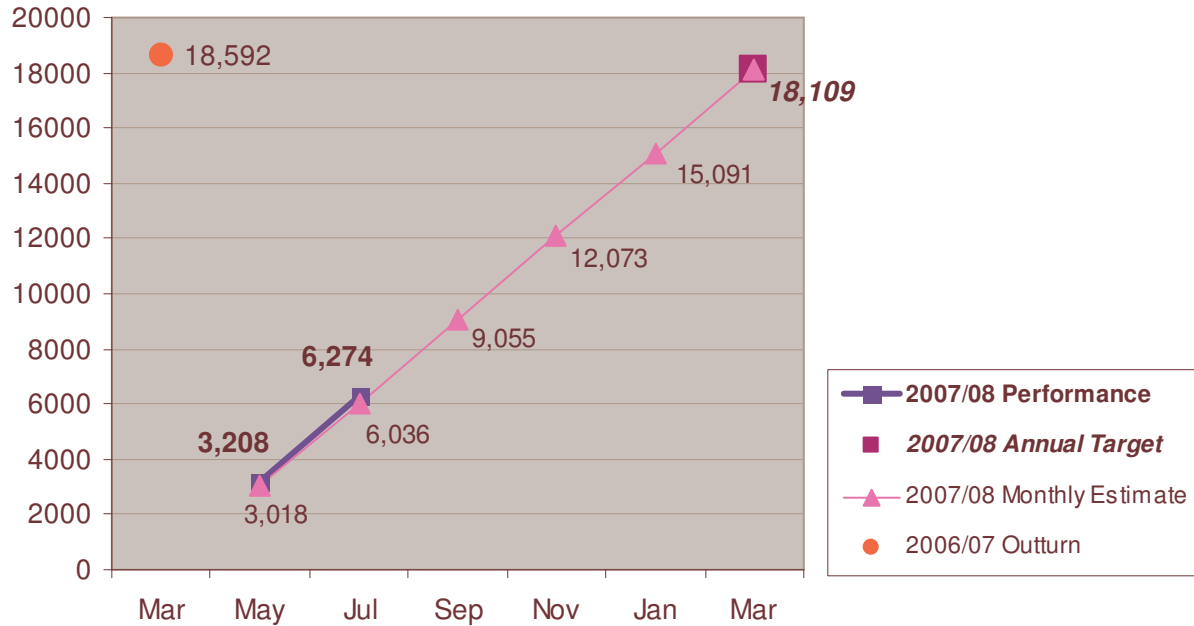


Traffic Light

AMBER

Lower Performance is better

SP105 - Reduction in overall crime rate (BCS Comparator Offences)

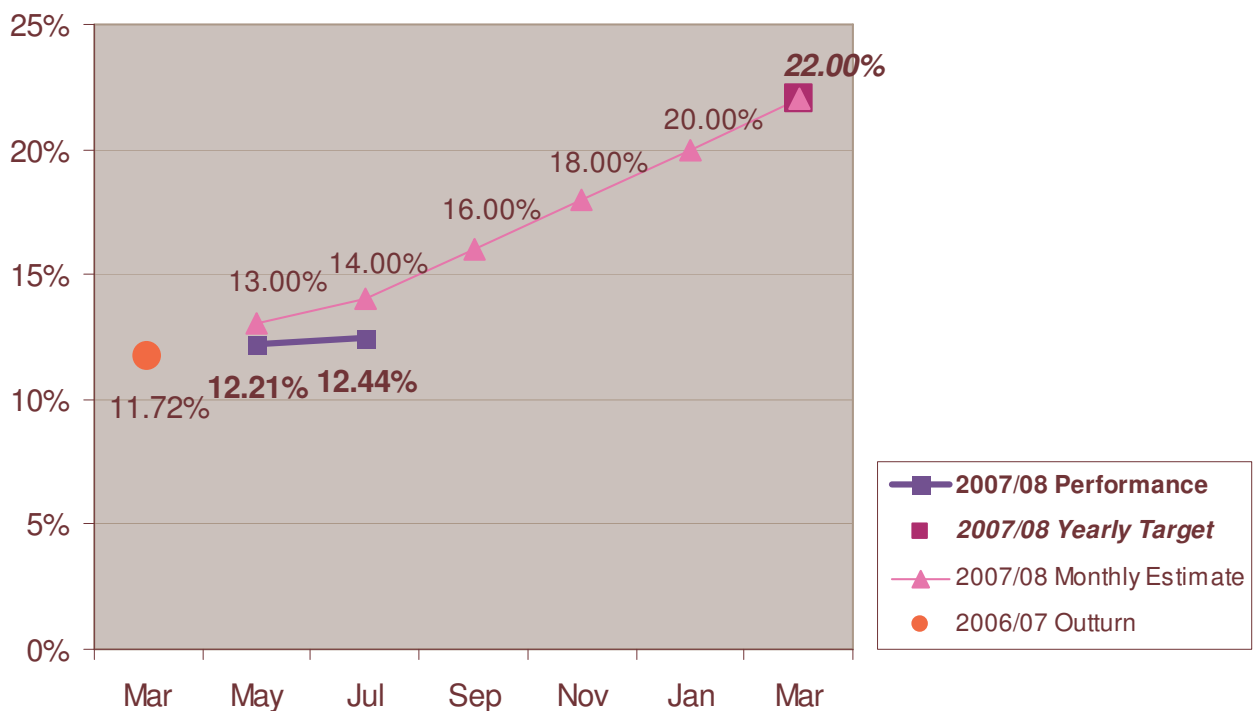


Traffic Light

RED

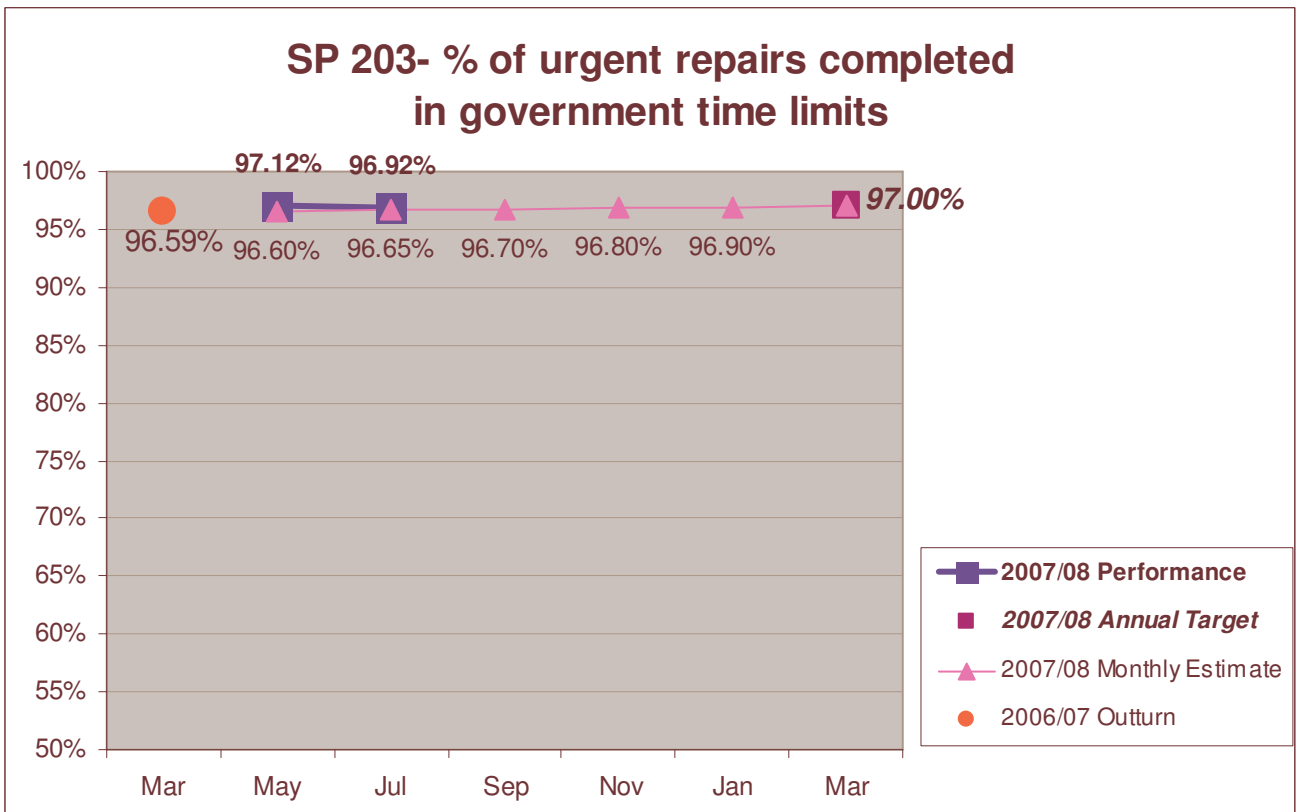
Higher Performance is better

SP111 - Percentage of household waste which has been sent by the authority for recycling



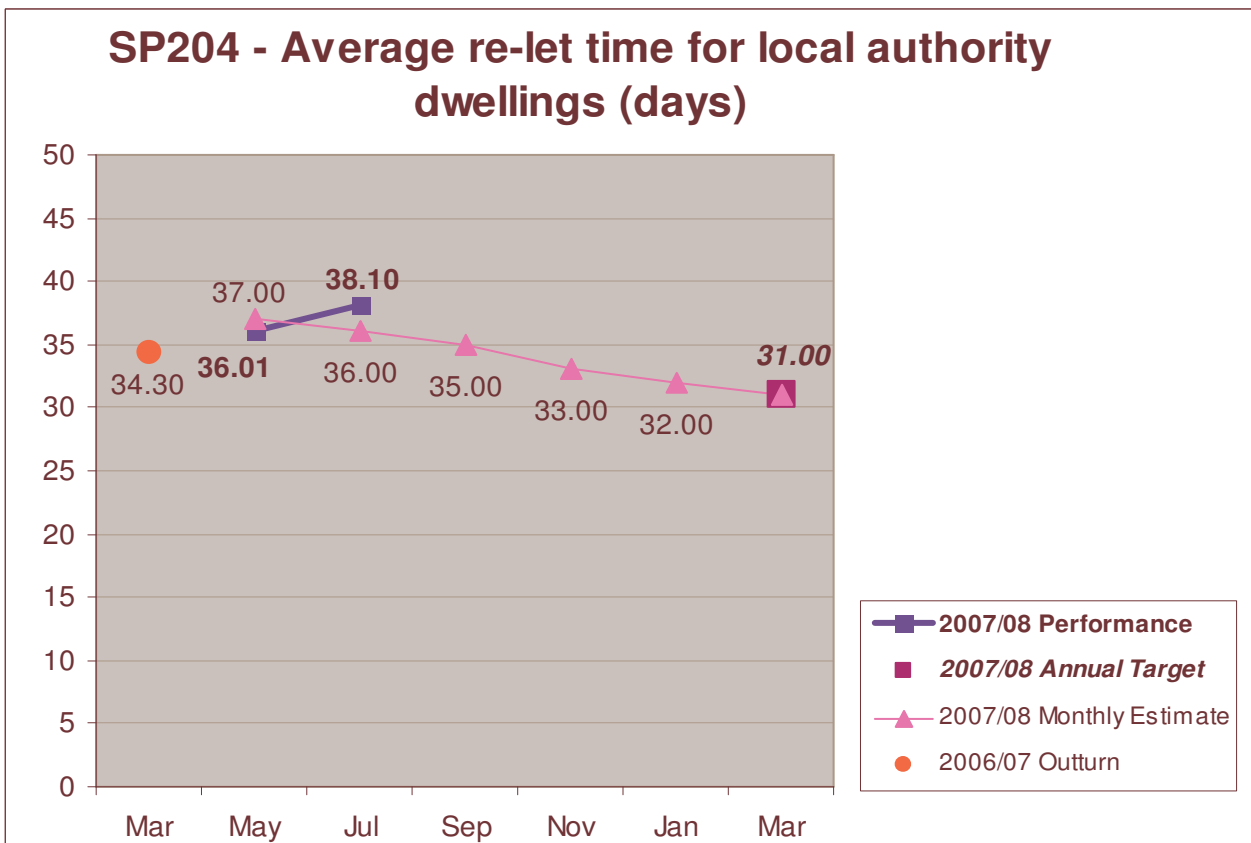
Traffic Light
GREEN

Higher Performance is better



Traffic Light
AMBER

Lower Performance is better

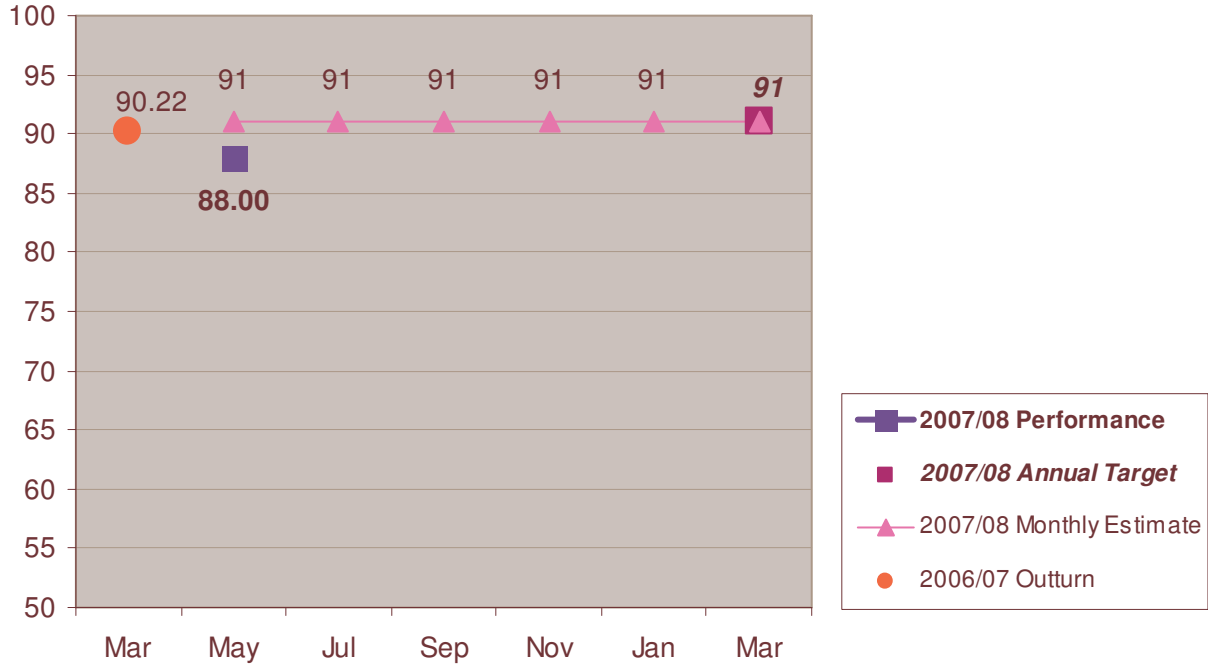


Traffic Light

N/A

Higher Performance is better

SP205 - Residents satisfied with the Councils repair service

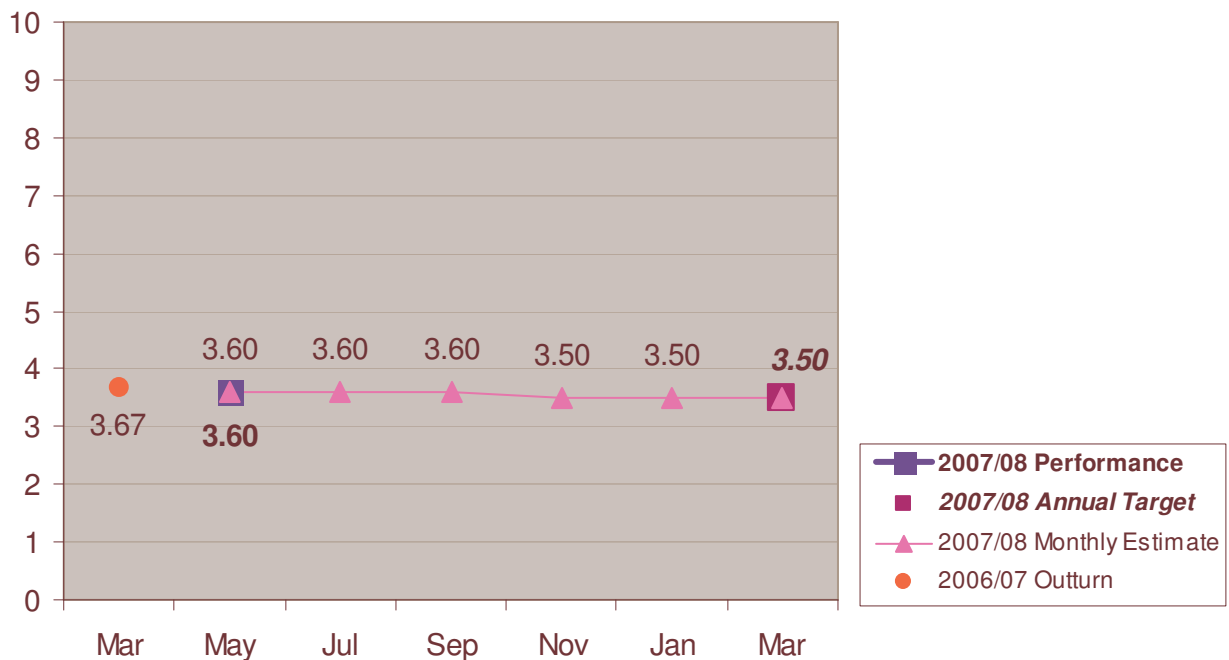


Traffic Light

Data awaited

Lower Performance is better

SP 210 - Average stay in bed & breakfast accommodation

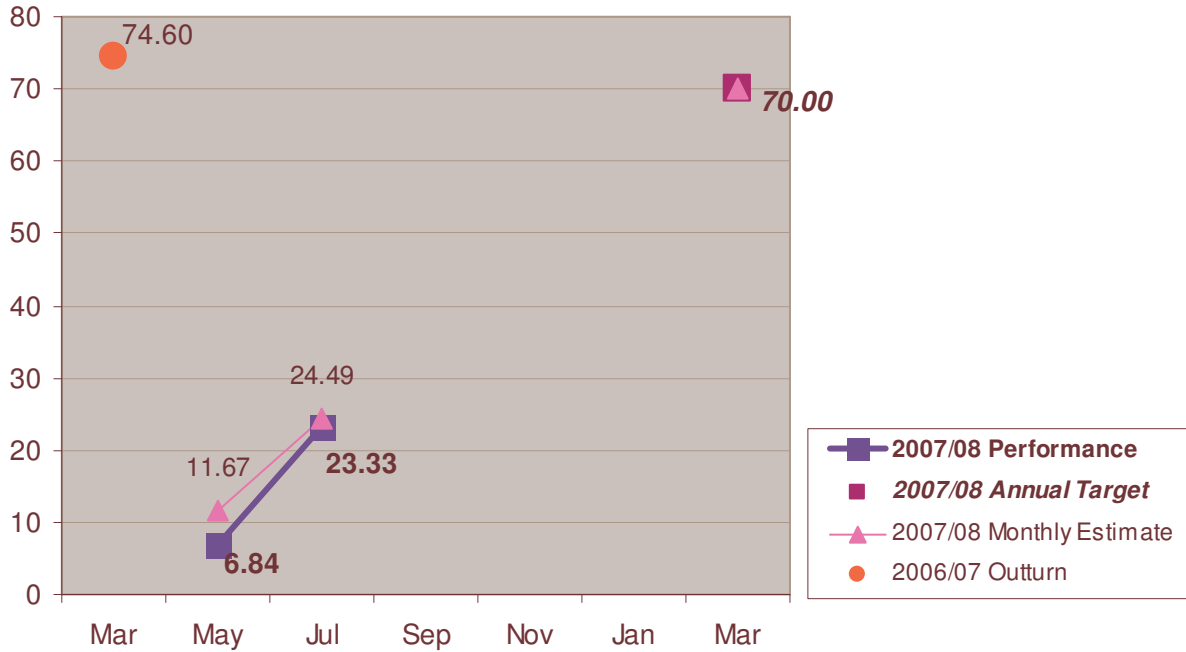


Traffic Light

AMBER

Lower Performance is better

SP 211- Number of supported admissions of older people to permanent residential and nursing care per 10,000 population aged 65 or over

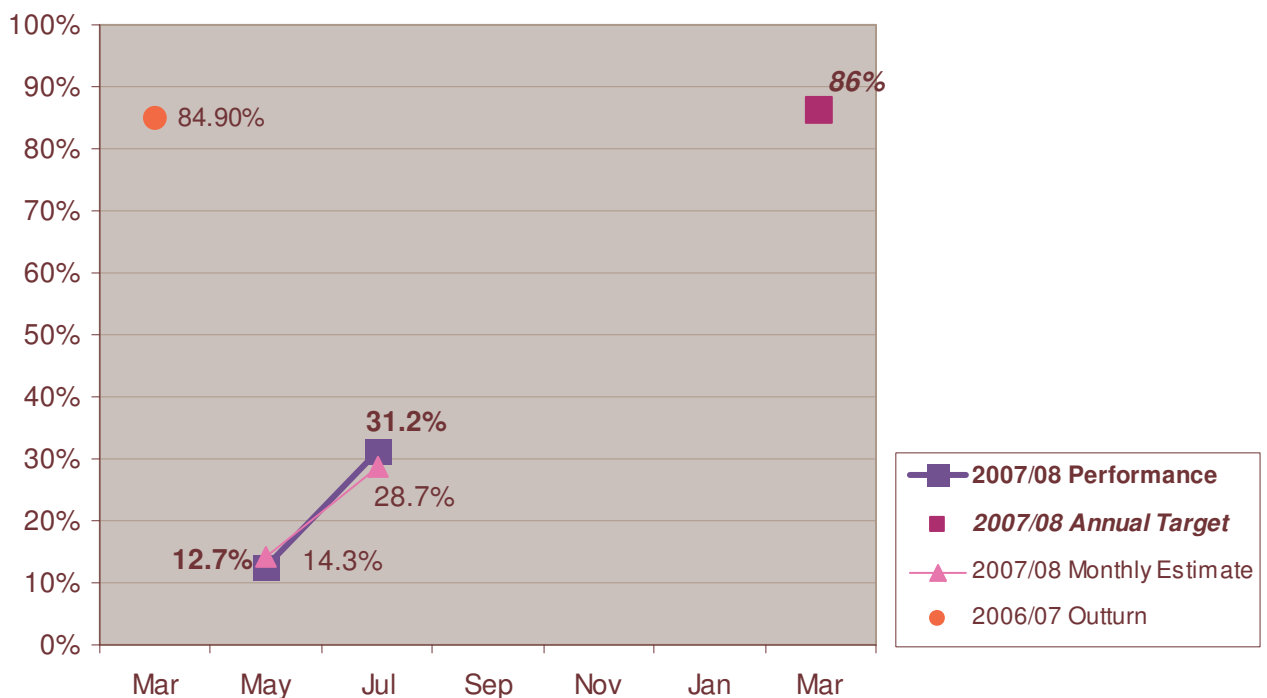


Traffic Light

GREEN

Higher Performance is better

SP212 - Adult and older clients receiving a review

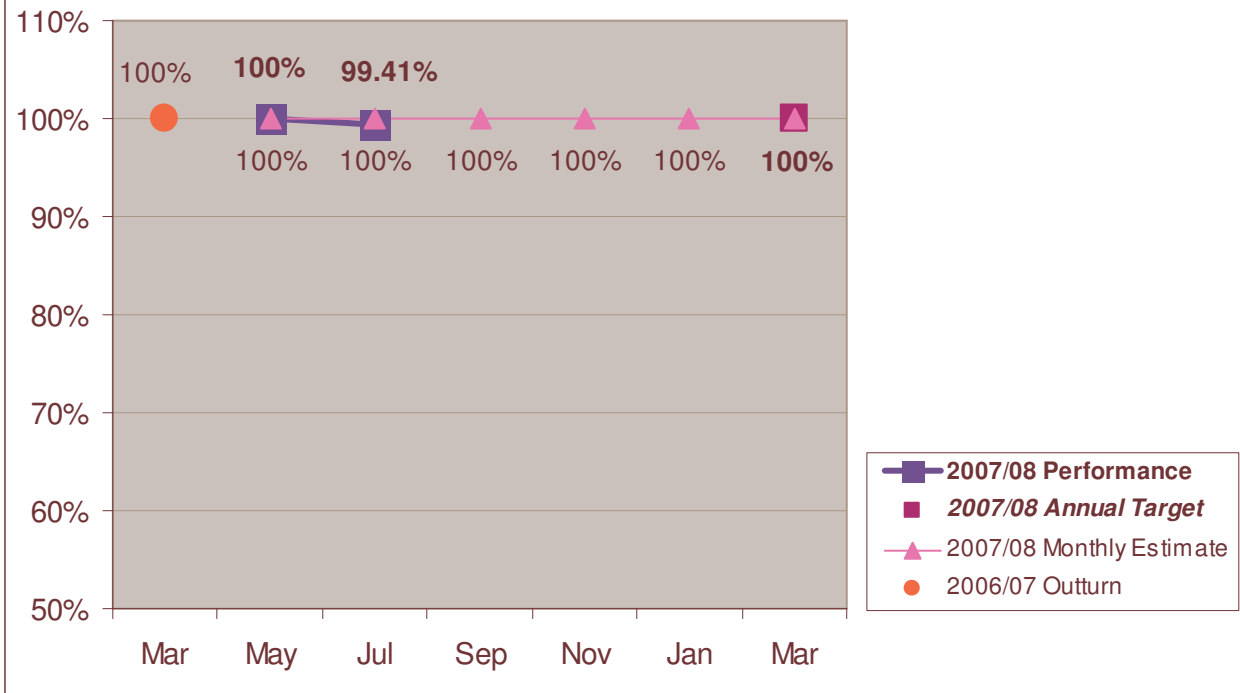


Traffic Light

AMBER

Higher Performance is better

SP214 - Review of child protection cases

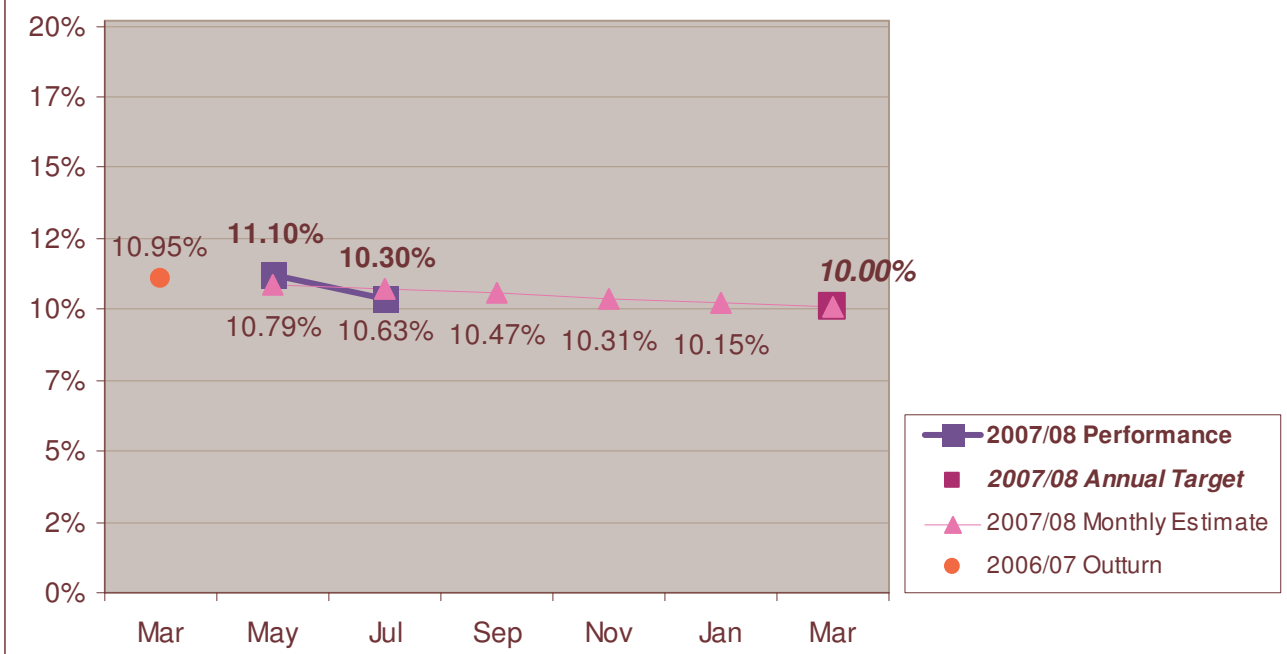


Traffic Light

GREEN

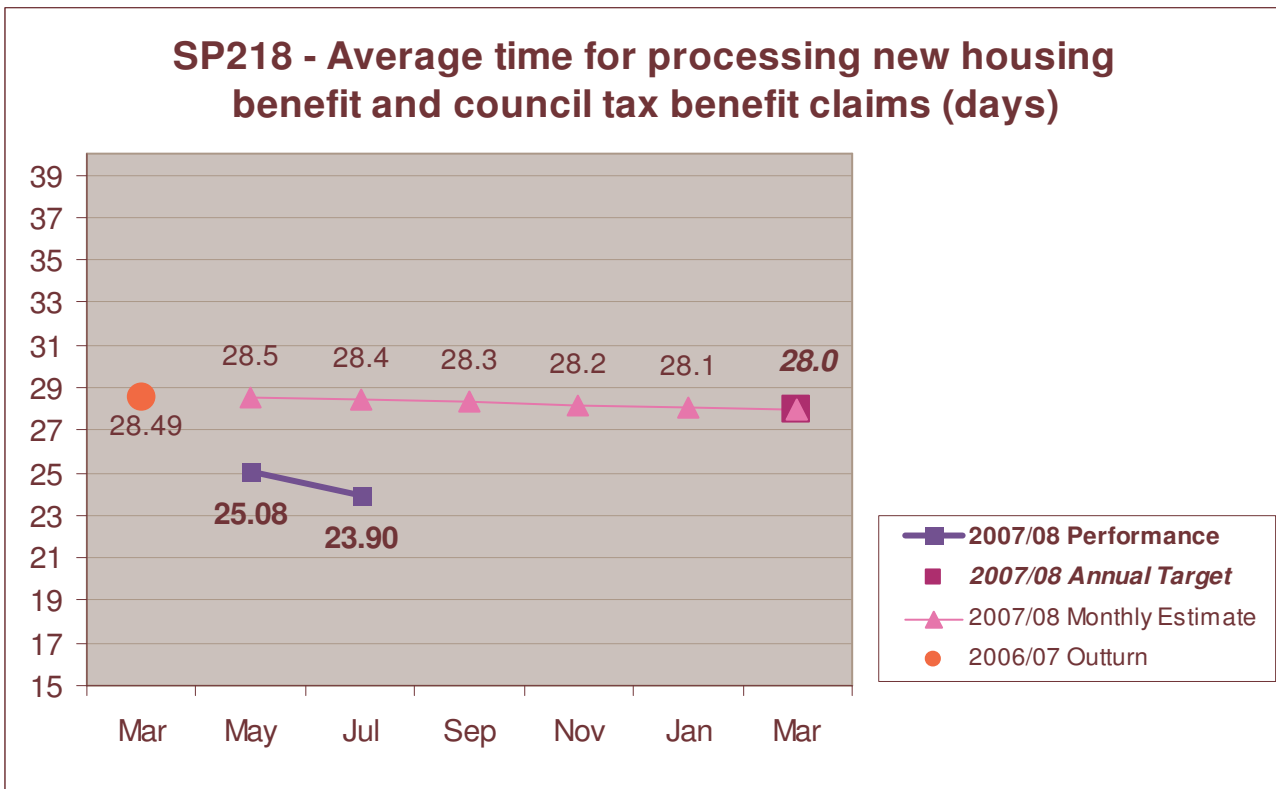
Lower Performance is better

SP215 - % of children looked after at 31 March with three or more placements during the year



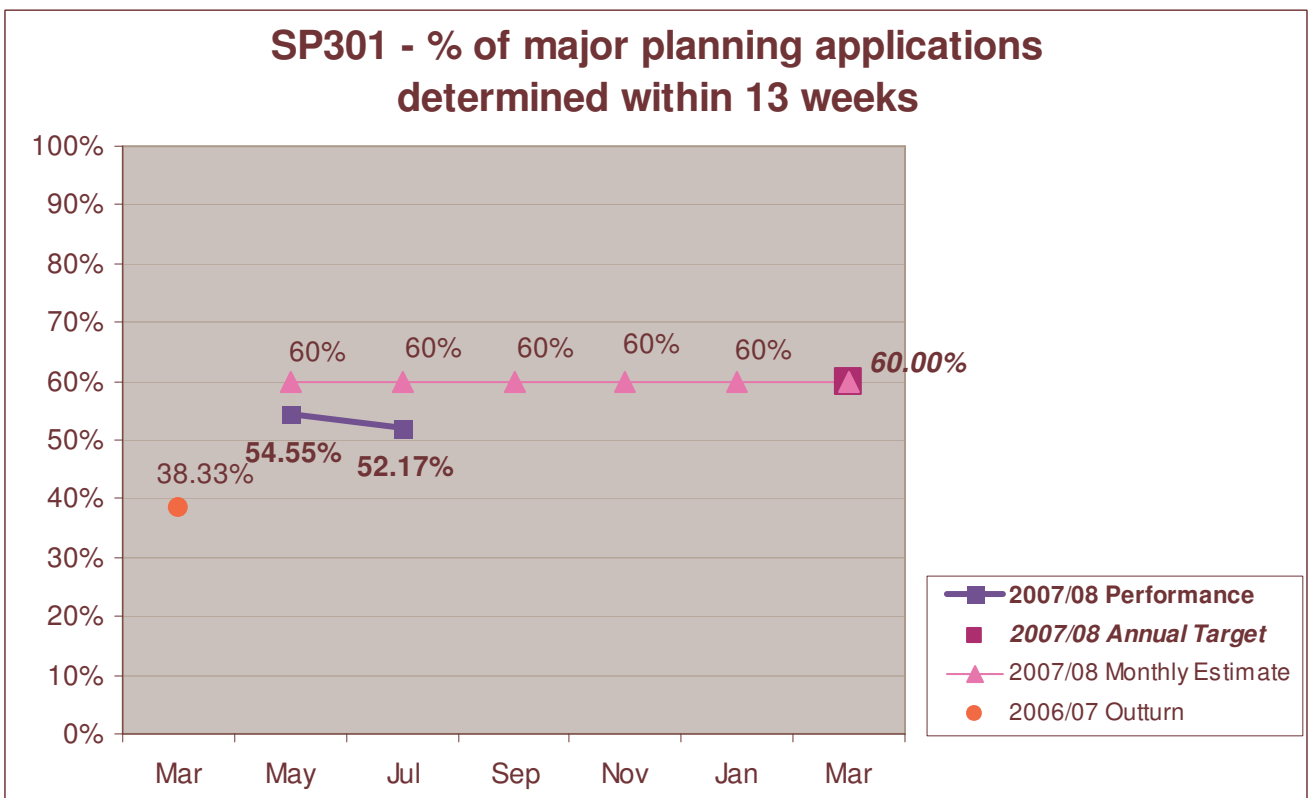
Traffic Light
GREEN

Lower Performance is better



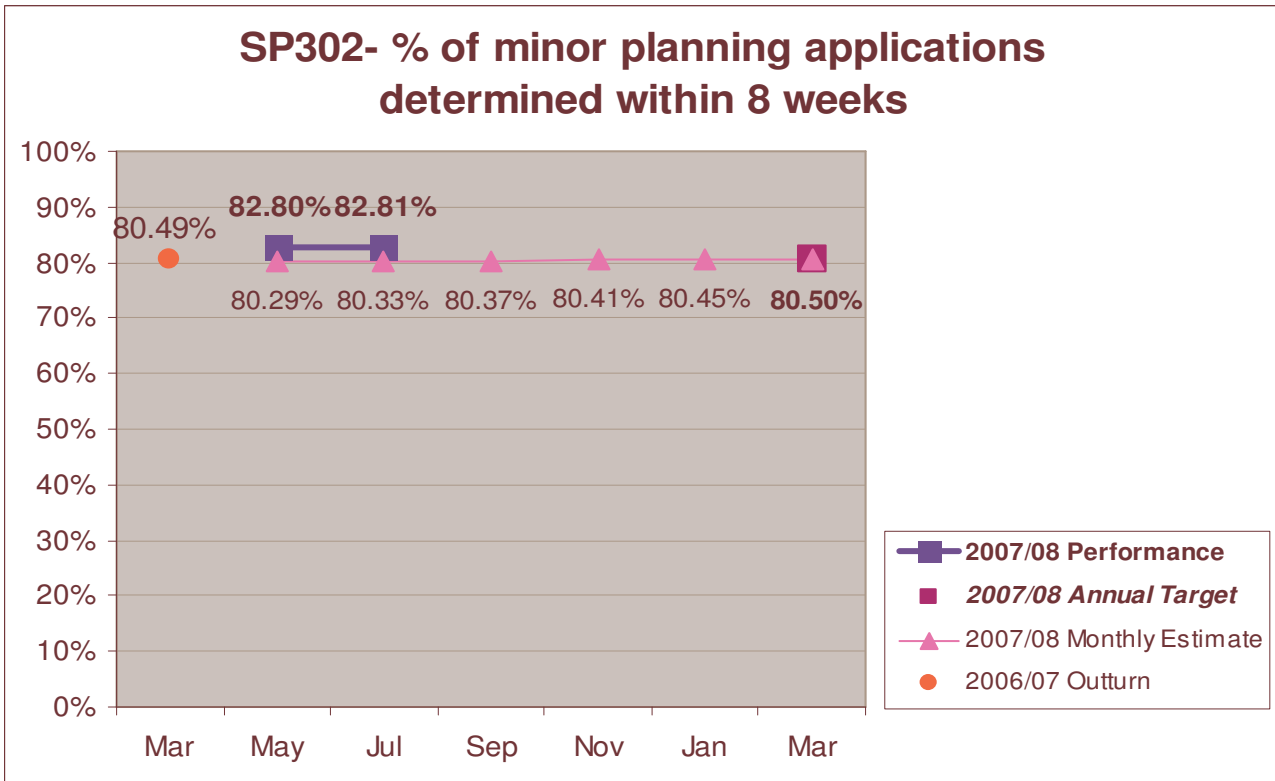
Traffic Light
RED

Higher Performance is better



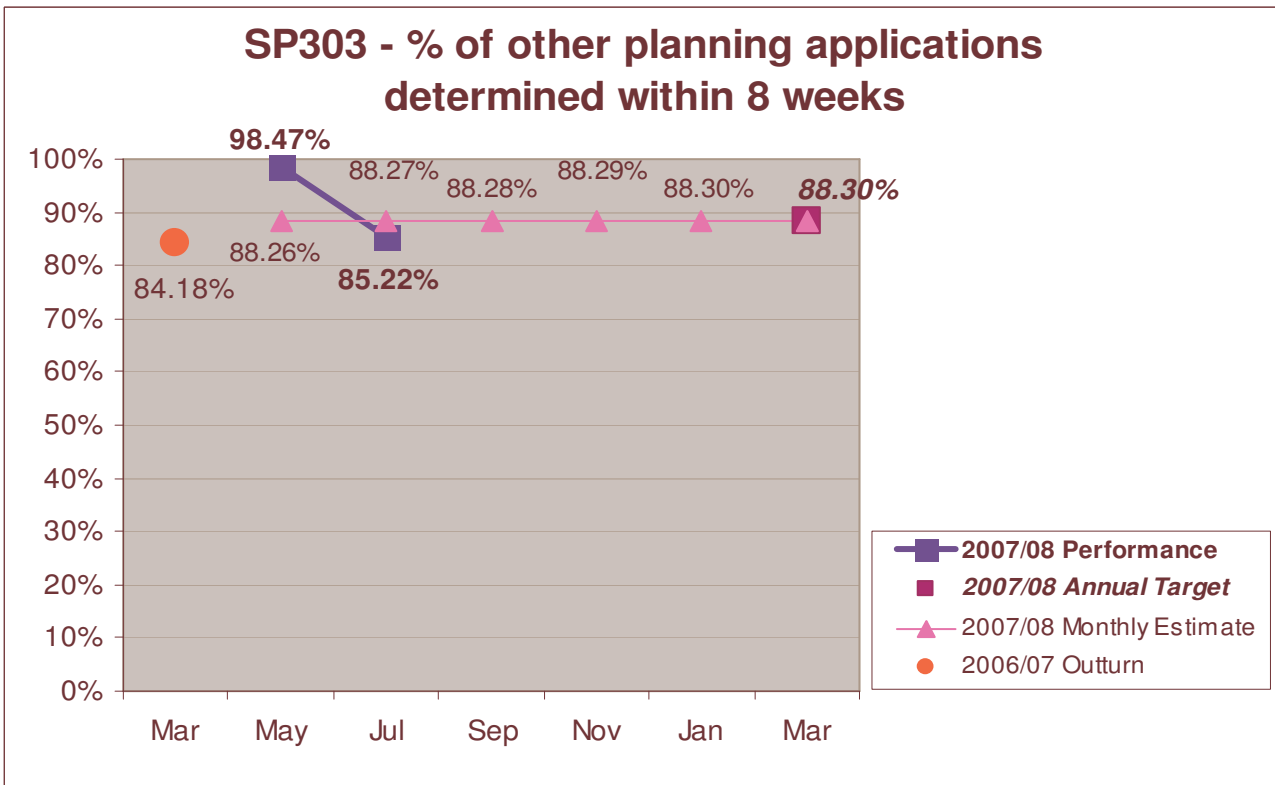
Traffic Light
GREEN

Higher Performance is better



Traffic Light
AMBER

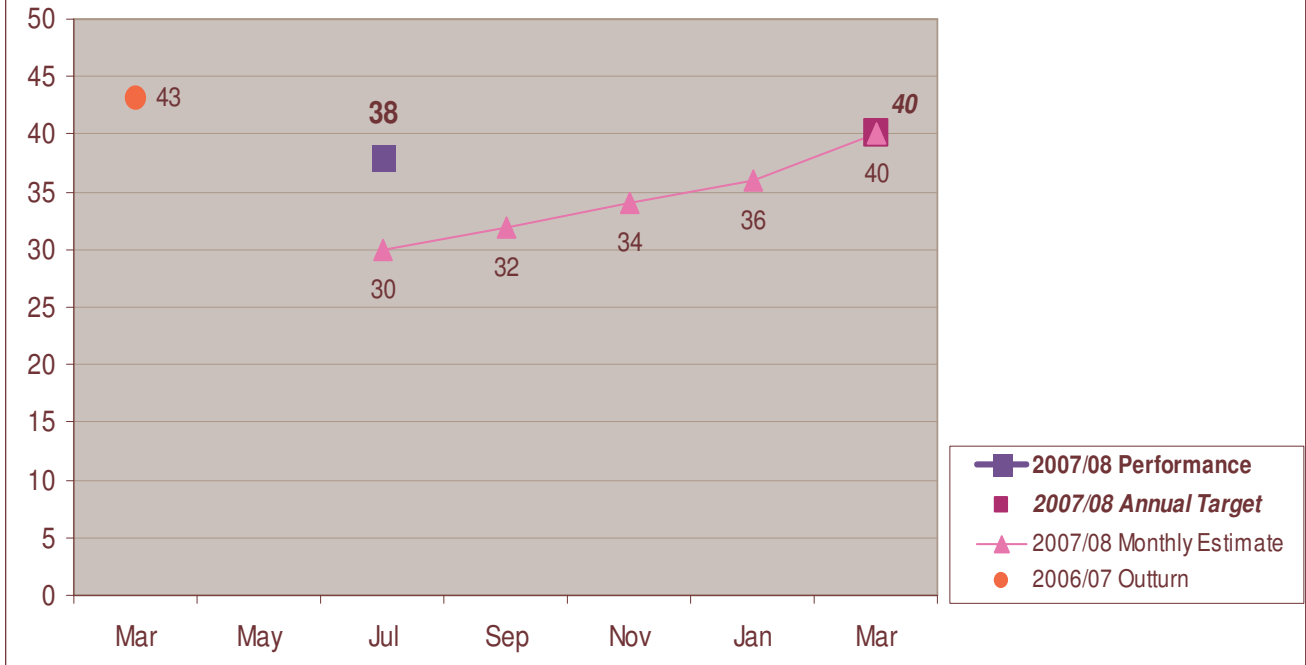
Higher Performance is better



Traffic Light
GREEN

Higher Performance is better

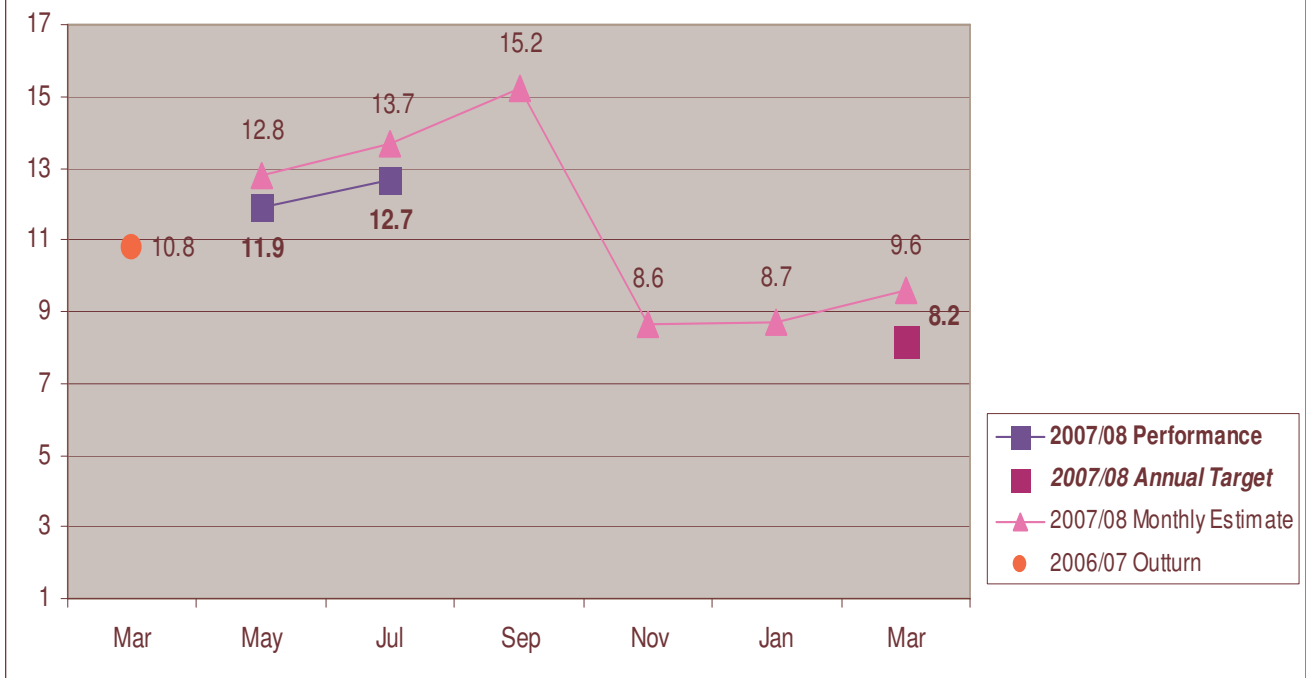
SP304 - Number of businesses/social enterprises assisted to improve their performance



Traffic Light
GREEN

Lower Performance is better

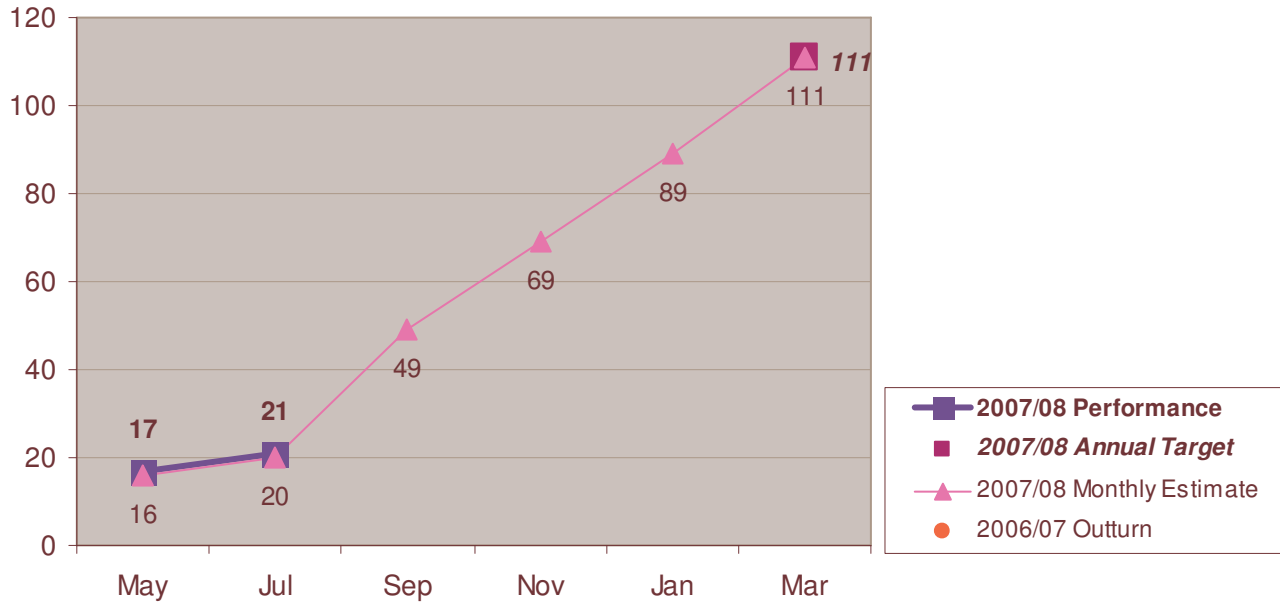
SP 306 - % of young people in Tower Hamlets aged 16-18 not in education, employment or training



Traffic Light
GREEN

Higher Performance is better

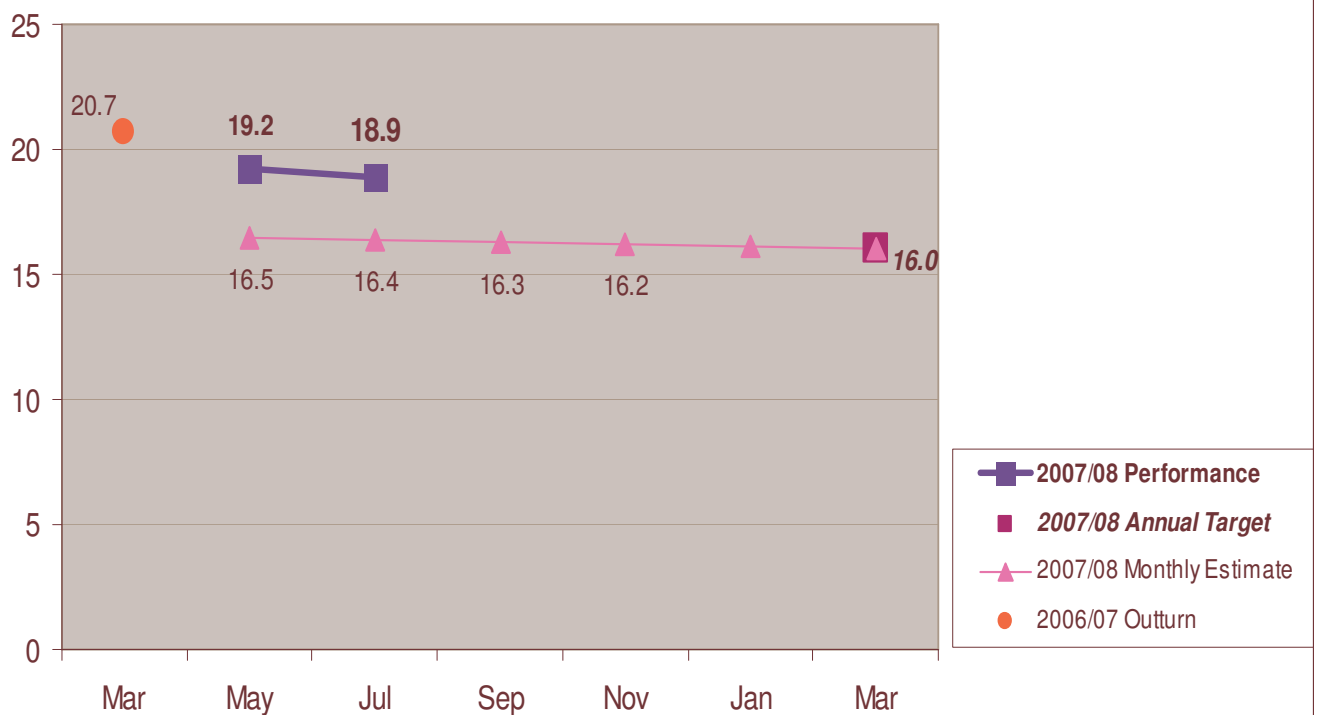
SP307 - Number of people aged 24 and under in receipt of Jobseekers Allowance (and not New Deal) helped into paid employment



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RED

Lower Performance is better

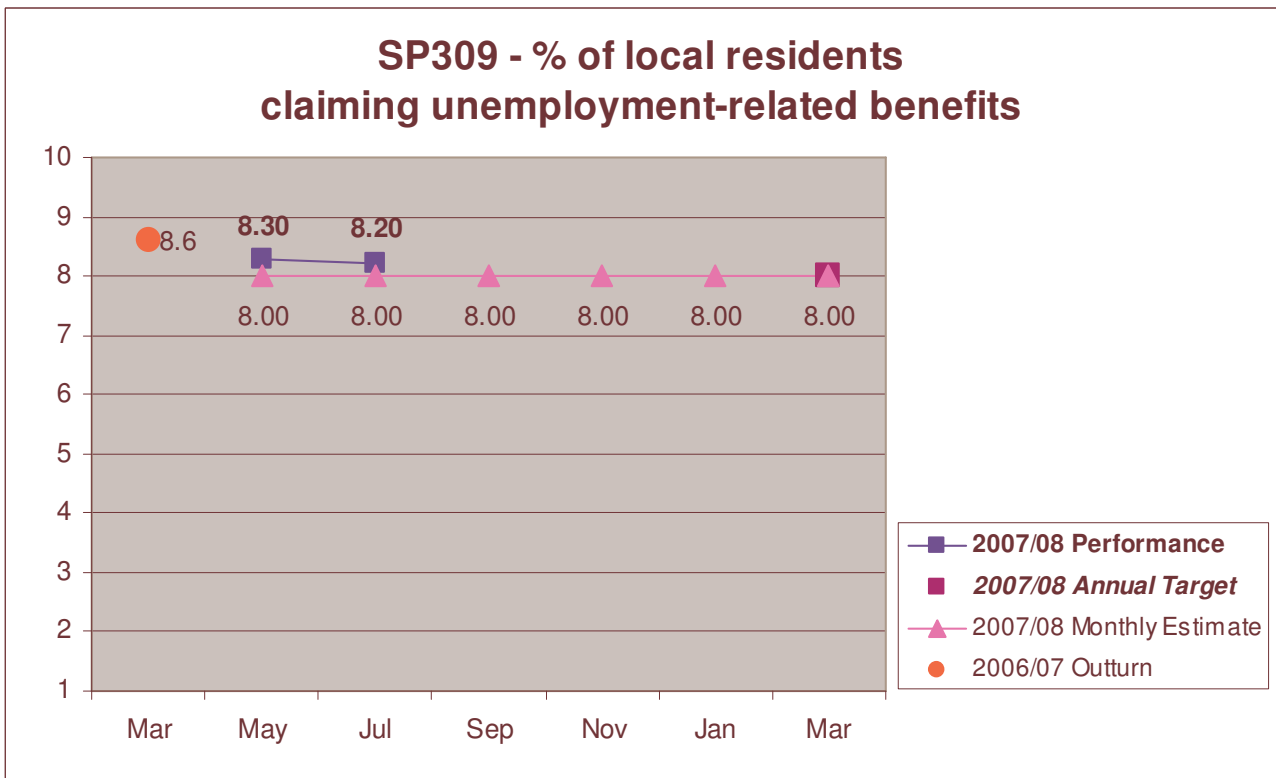
SP308 - % of young people in T H aged 18-25 claiming unemployment-related benefits



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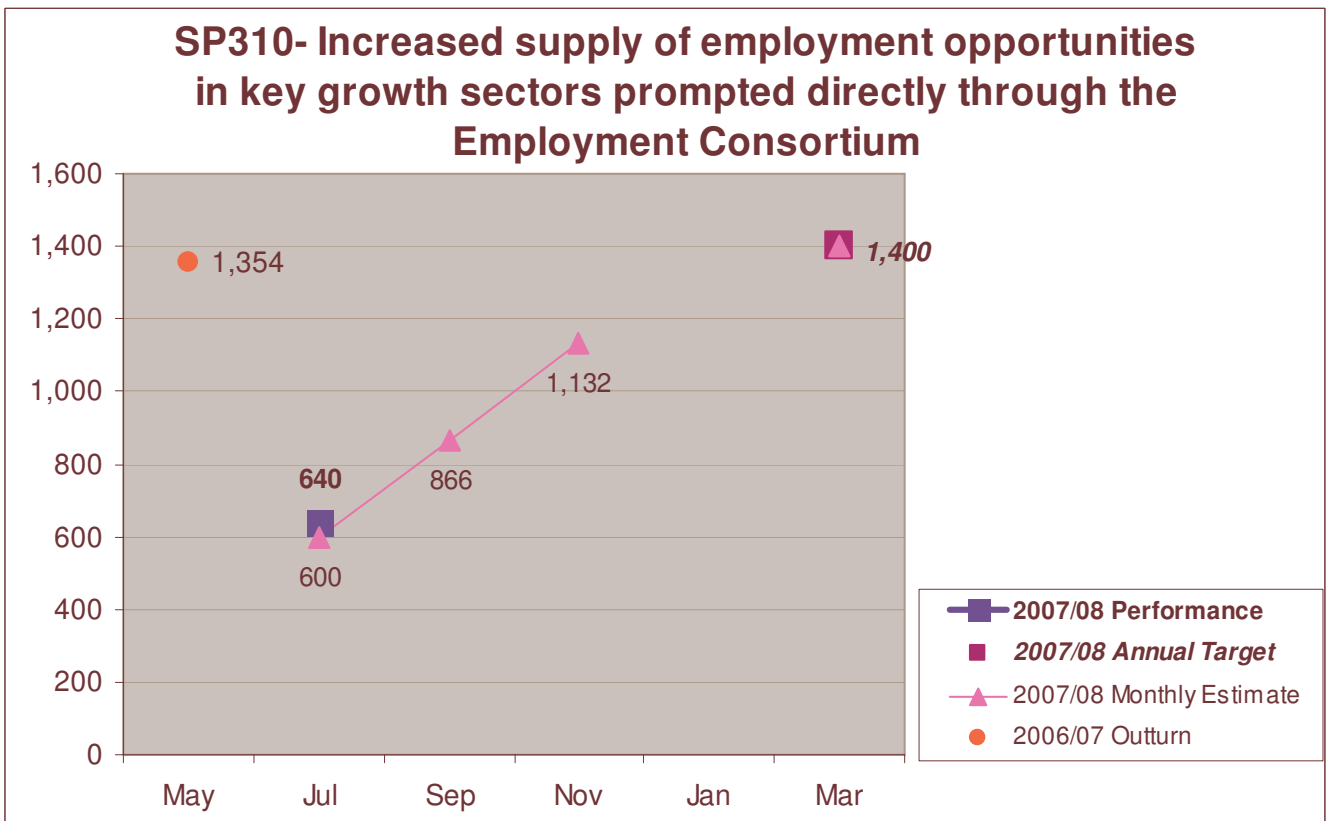
Lower Performance is better



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Higher Performance is better

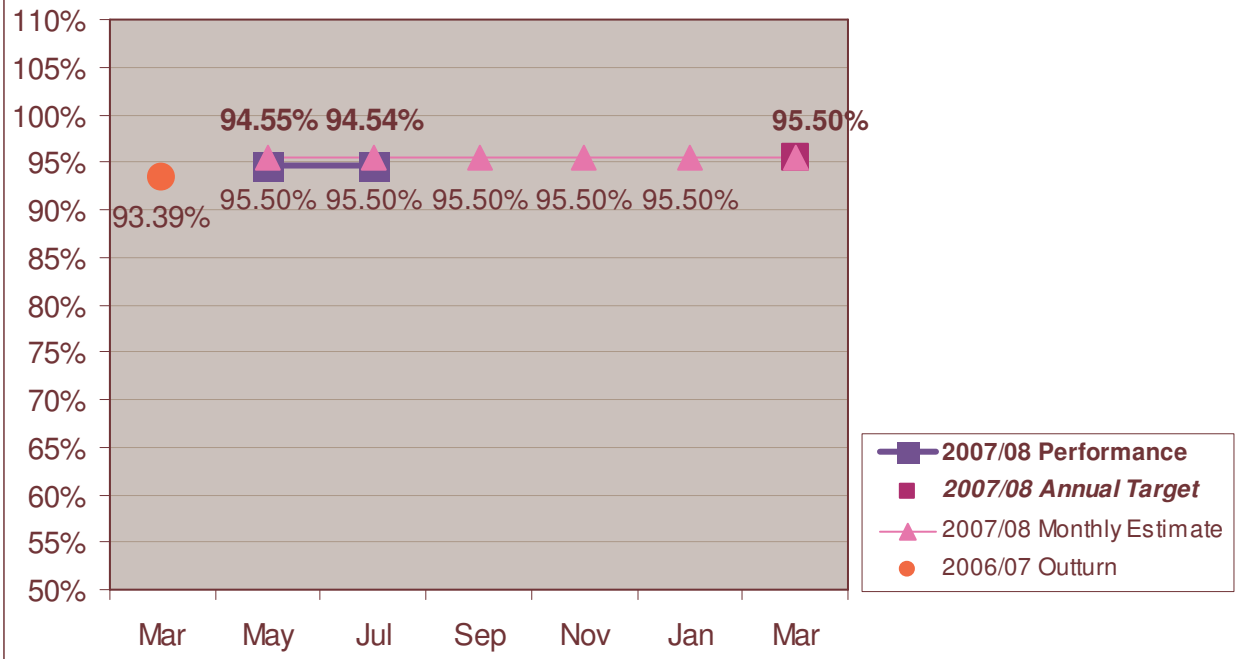


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Higher Performance is better

SP404a - Improved overall attendance rates at primary schools

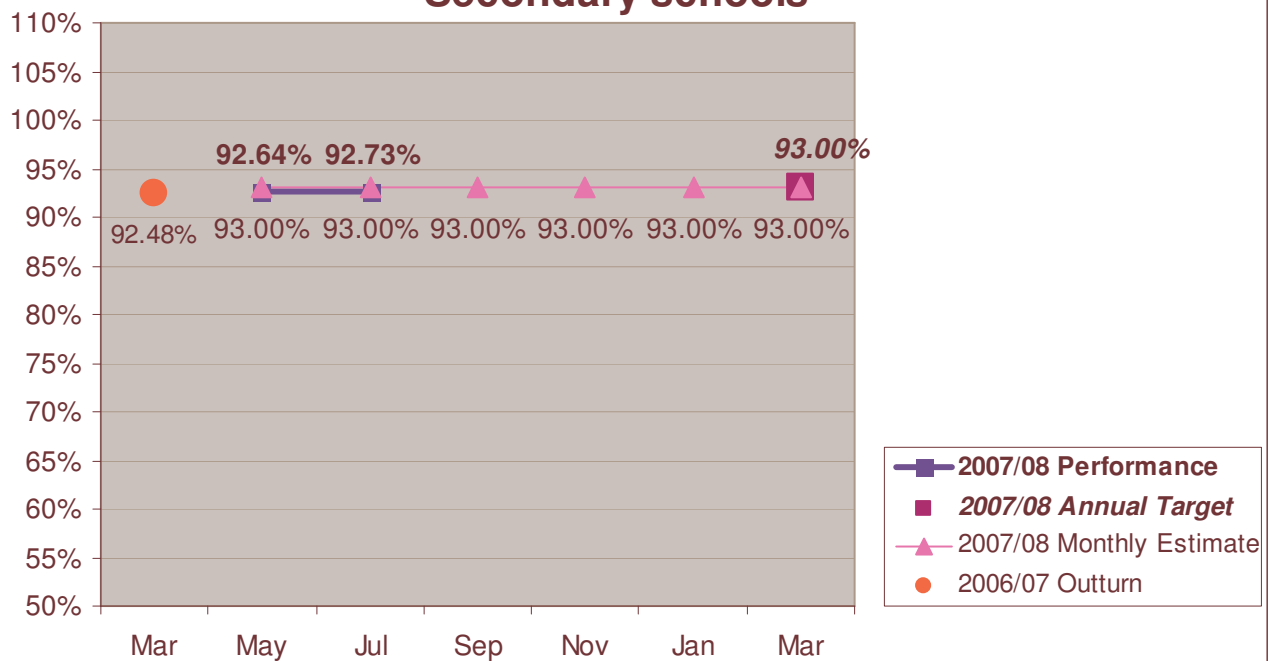


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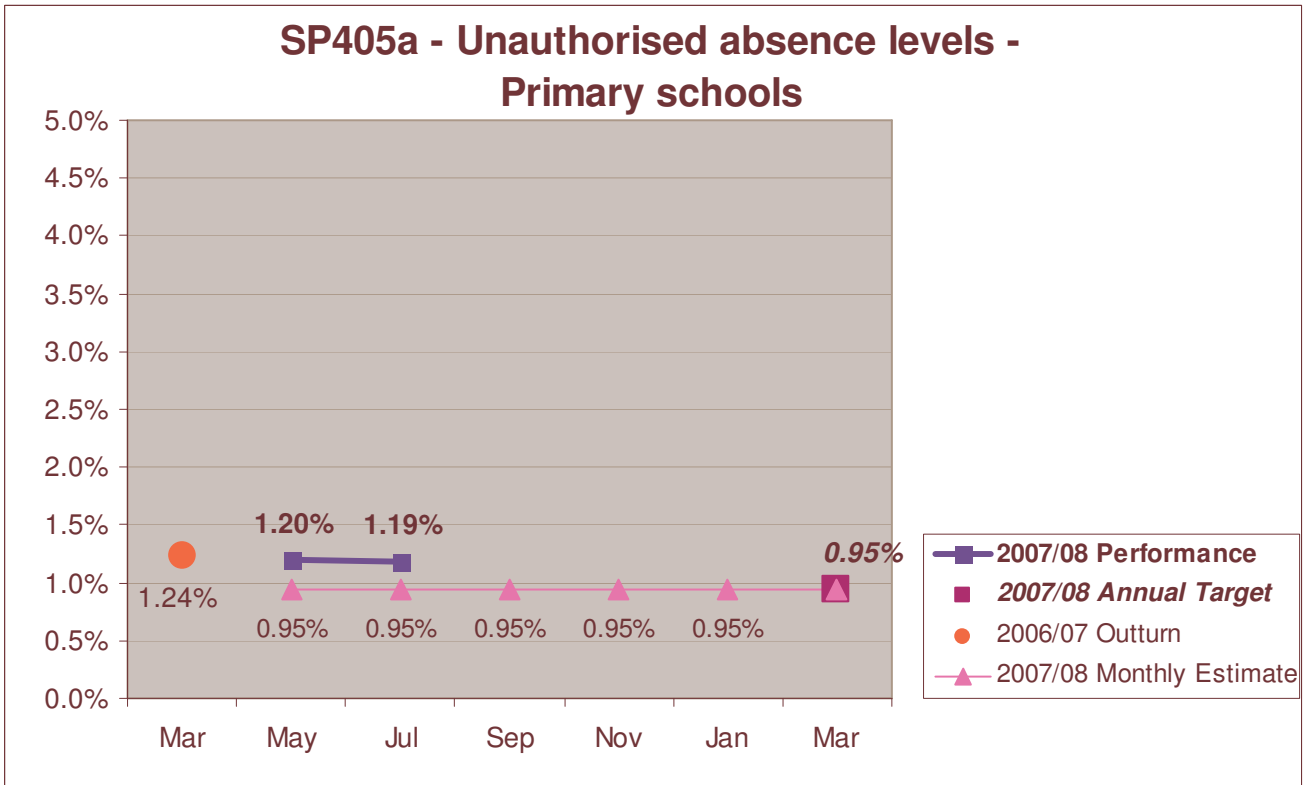
Higher Performance is better

SP404b - Improved overall attendance rates - Secondary schools



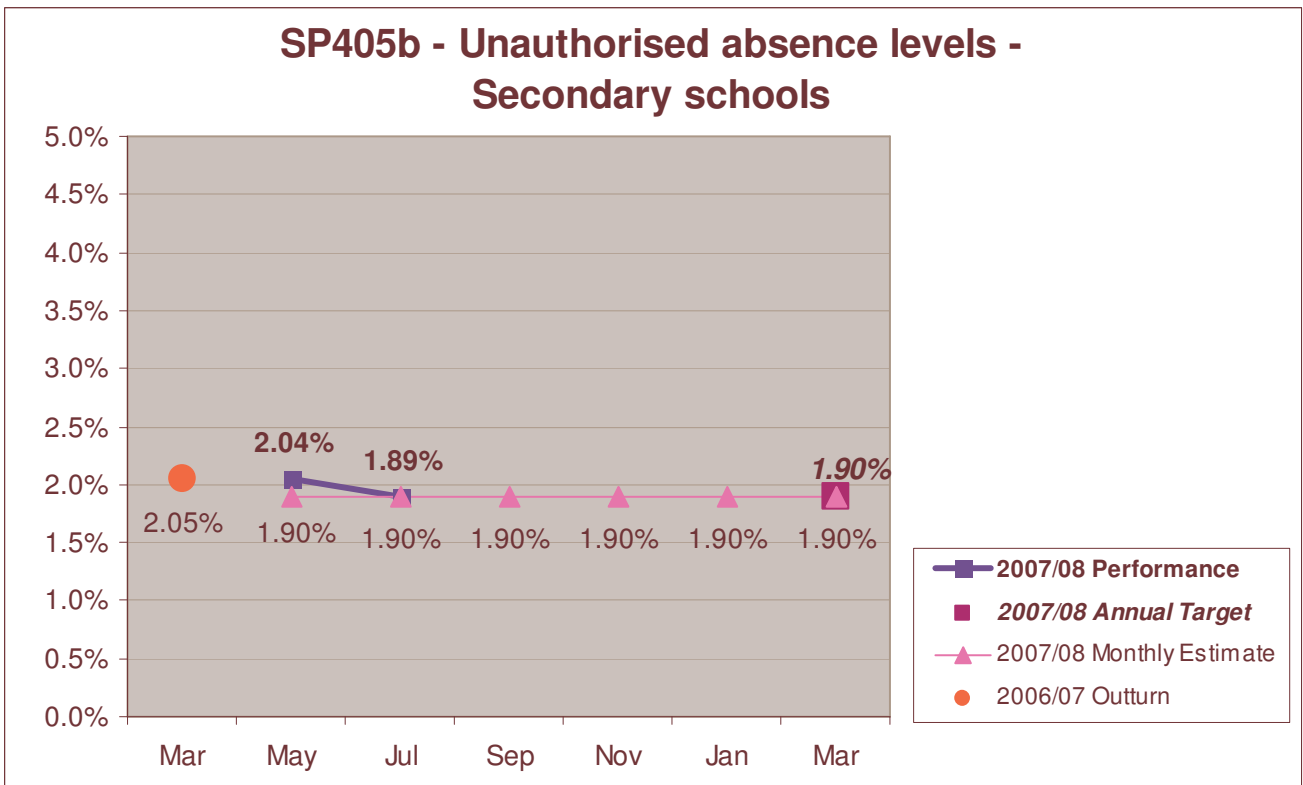
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Lower Performance is better



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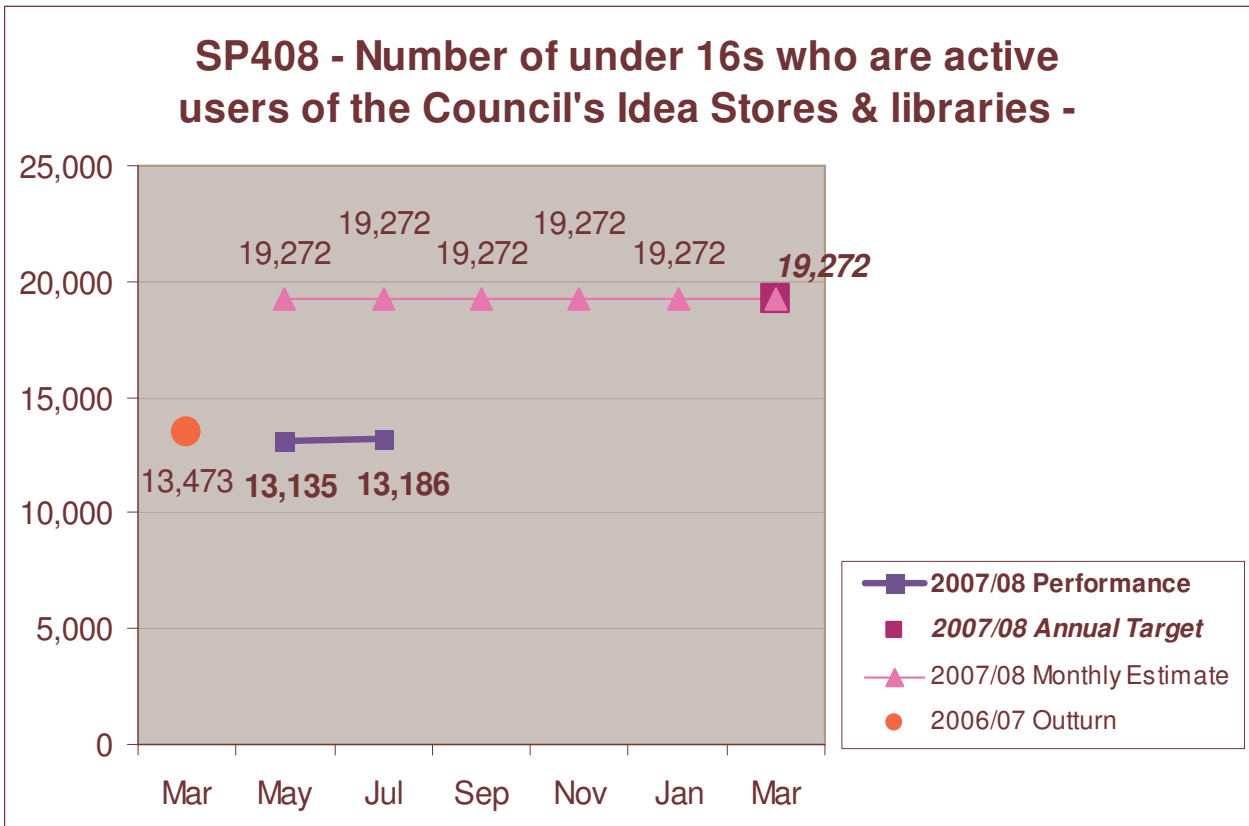
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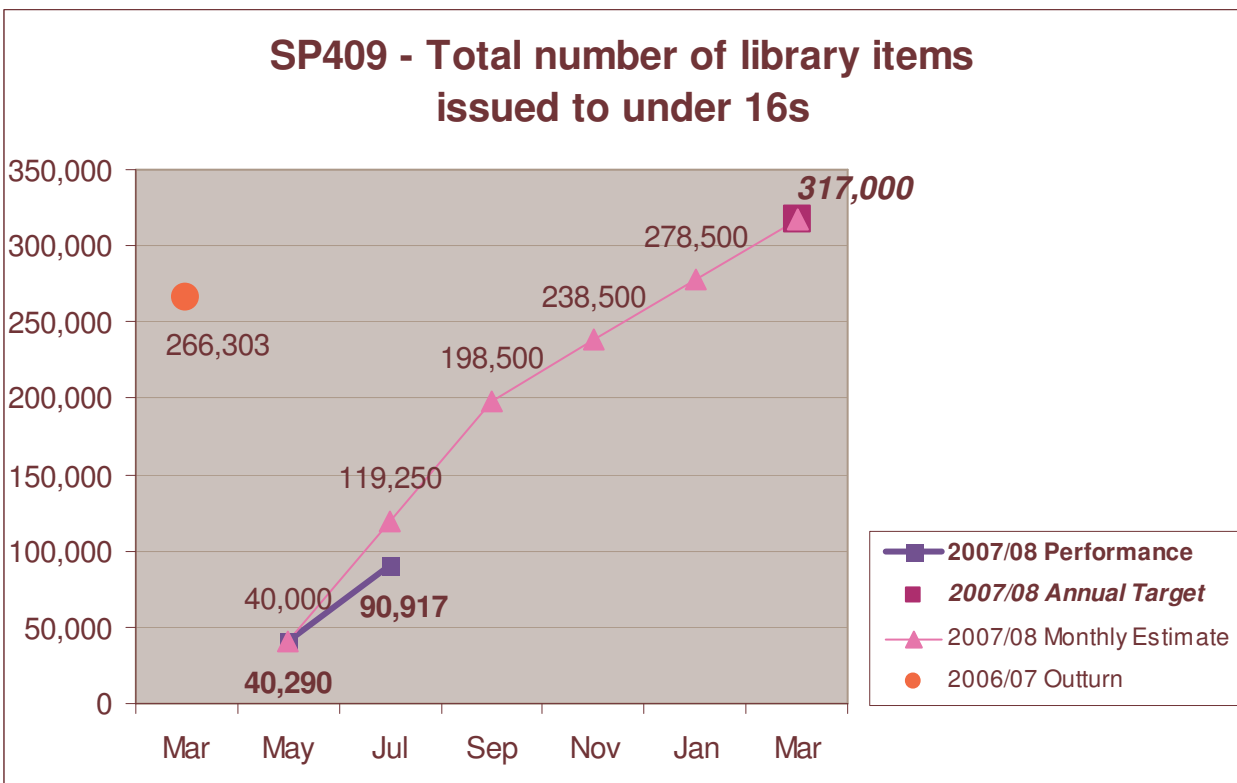
Higher Performance is better



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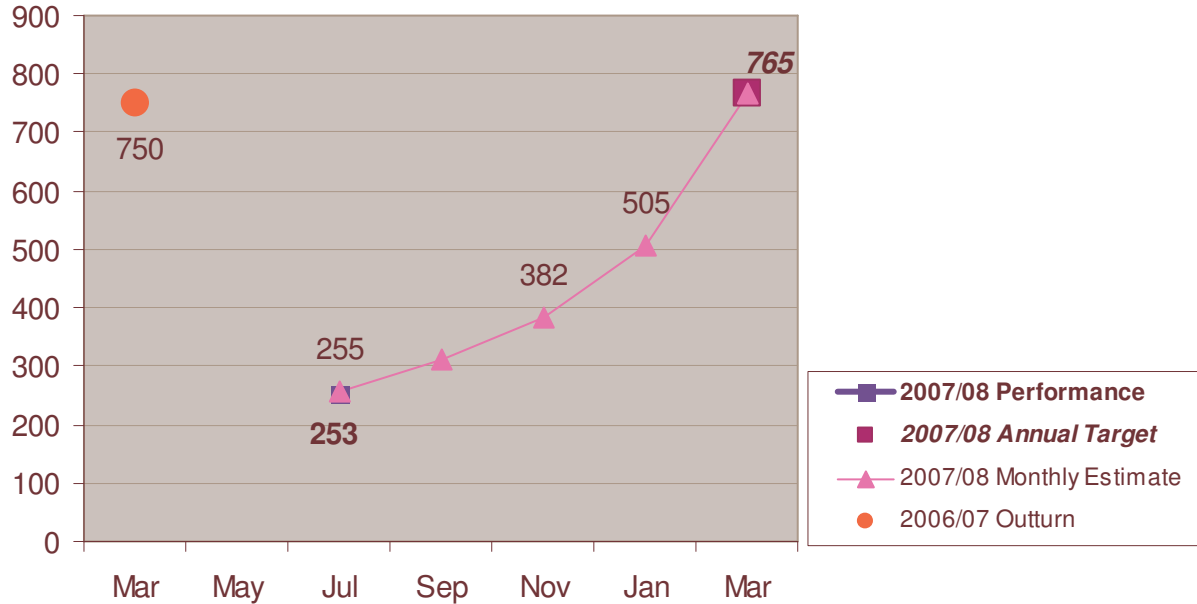


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Higher Performance is better

SP410 - Number of young people under 16 attending study support sessions

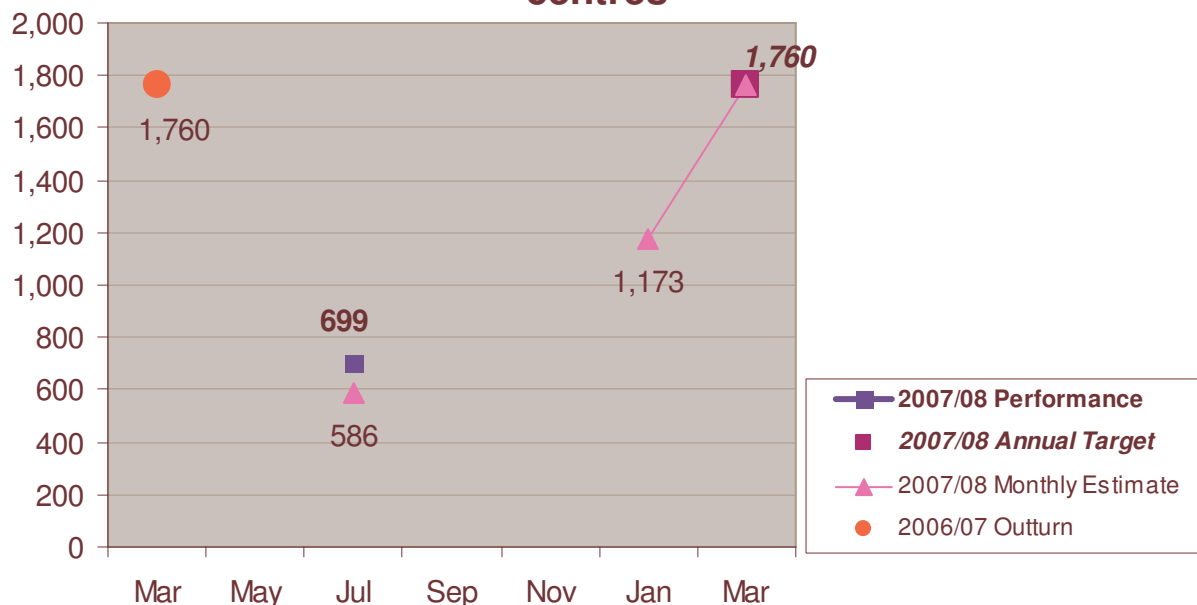


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Higher Performance is better

SP411 - Total number of under 19s completing a course in Idea Stores, libraries and learning centres

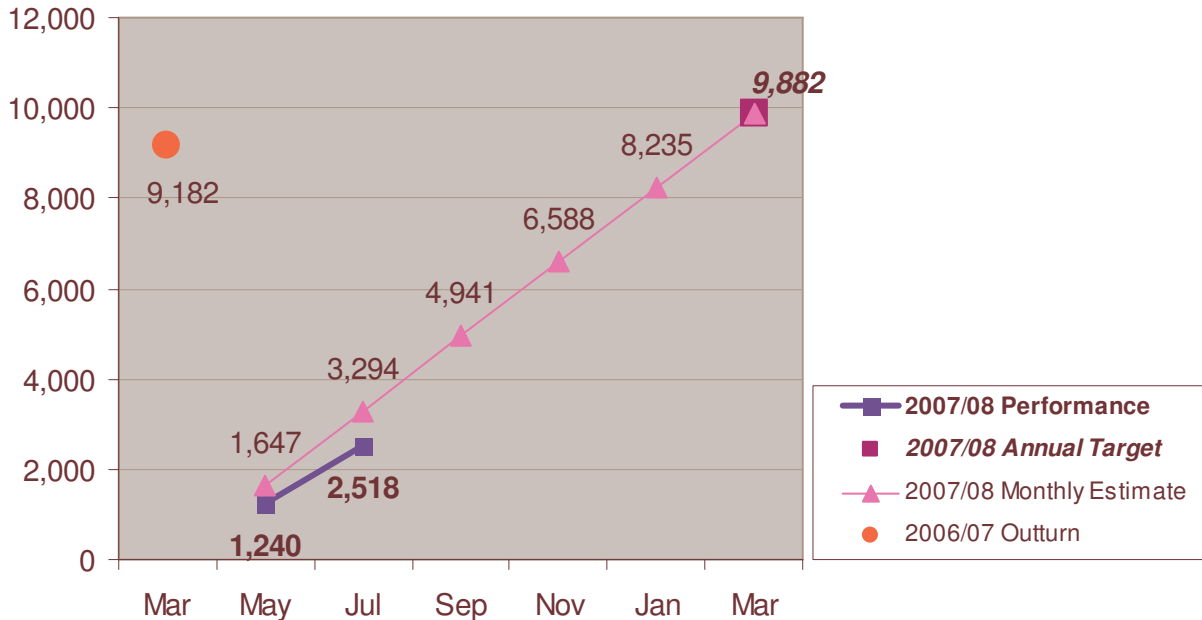


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SP412 - Number of physical visits to public library premises per 1000 population

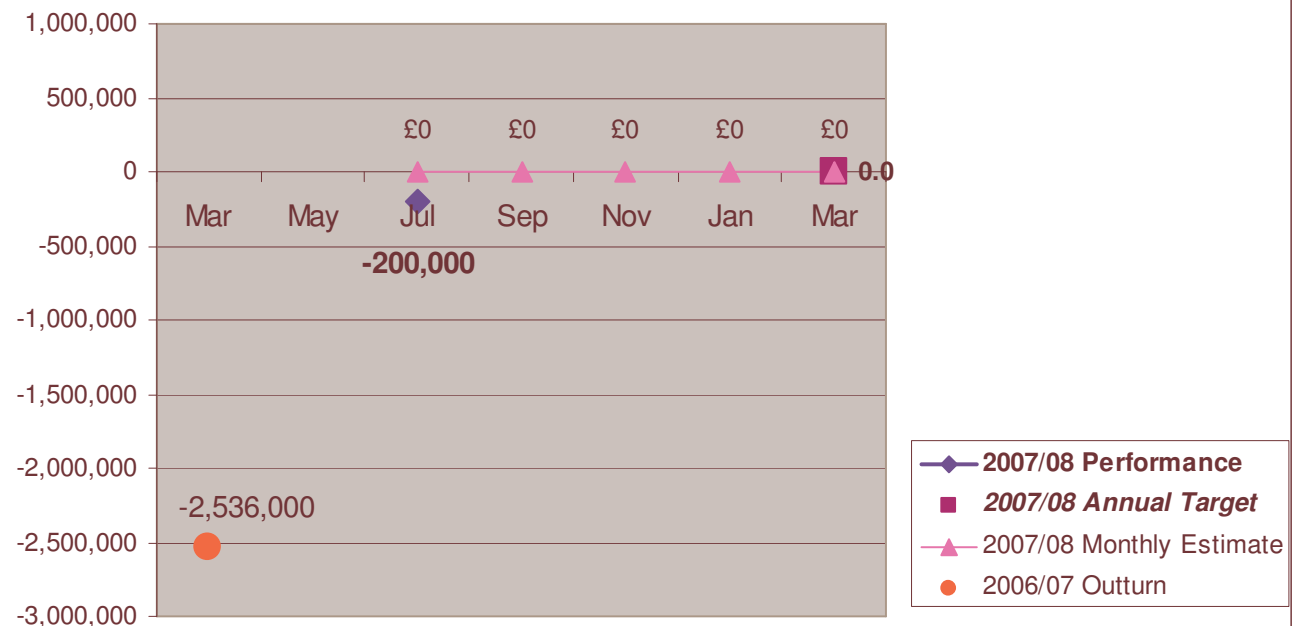


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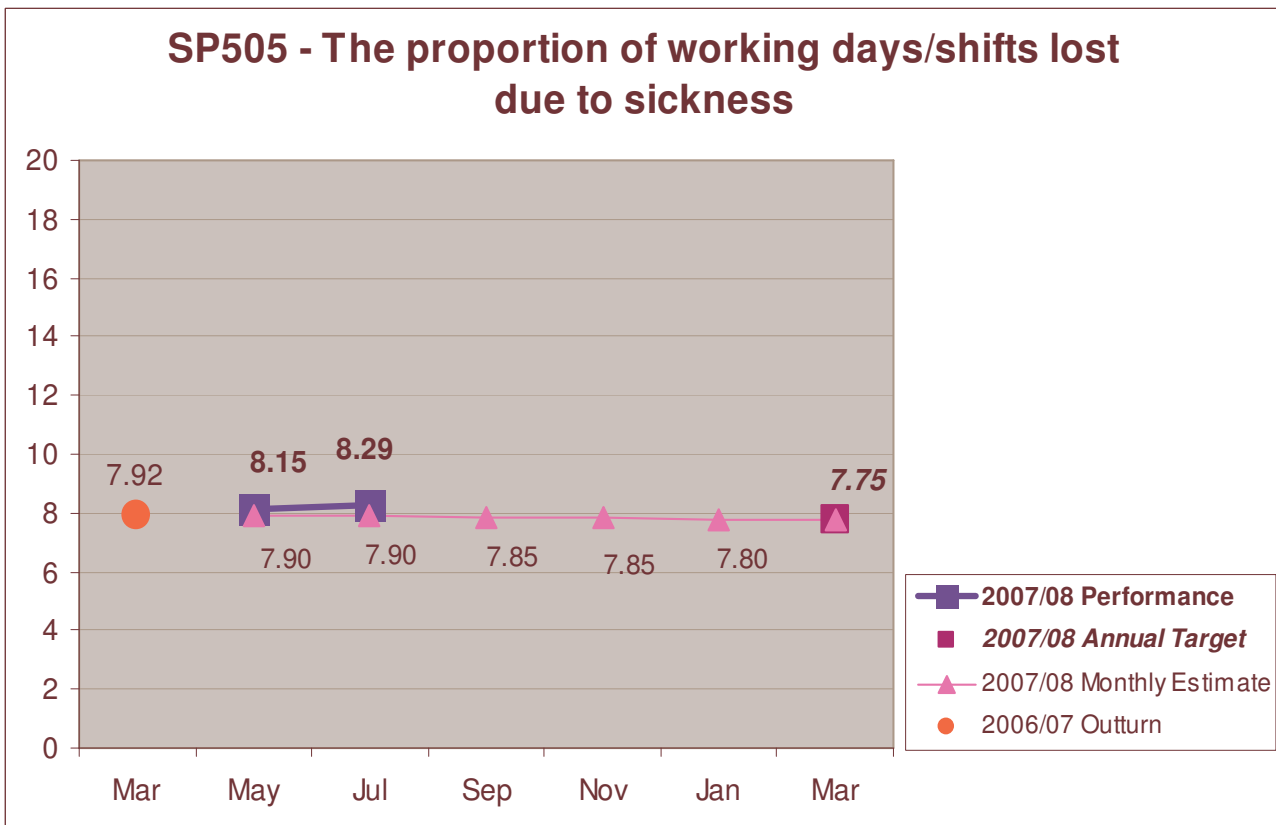
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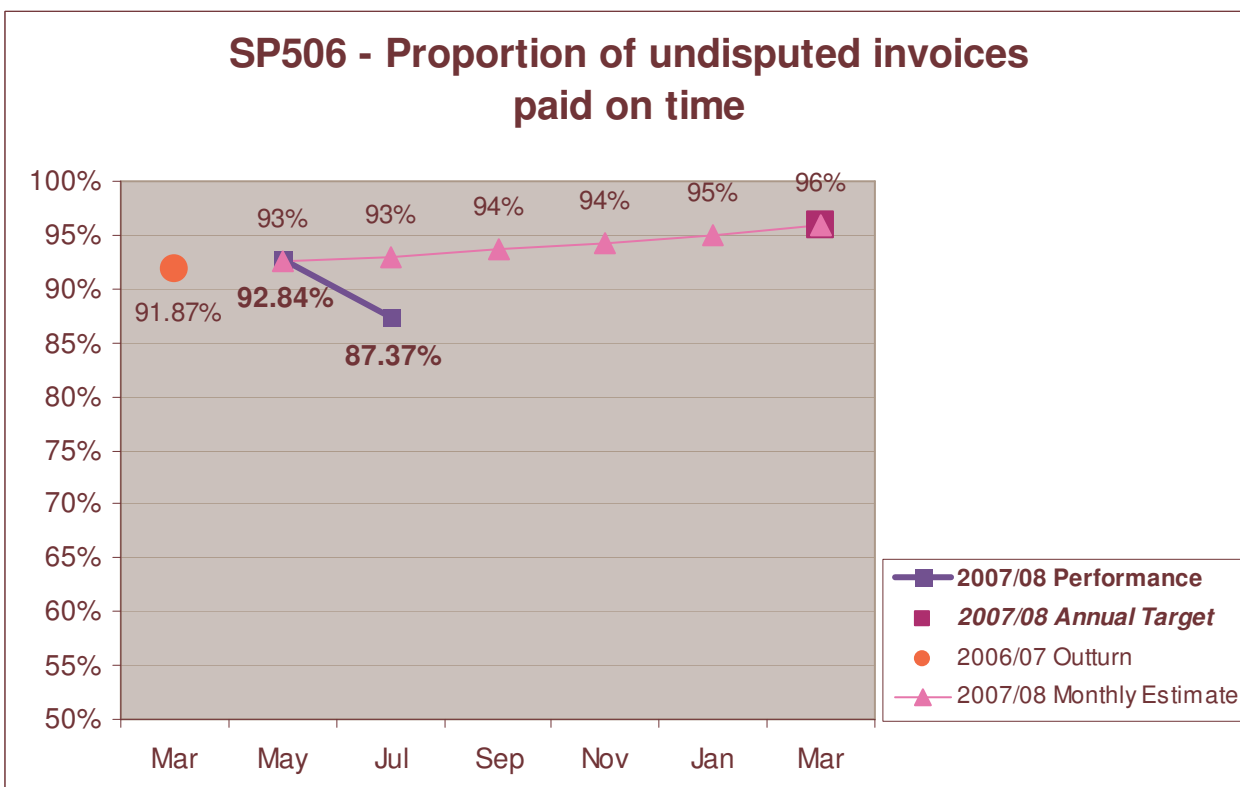
SP501 - Budget Performance (budget areas at variance from planned spend)



Lower Performance is better

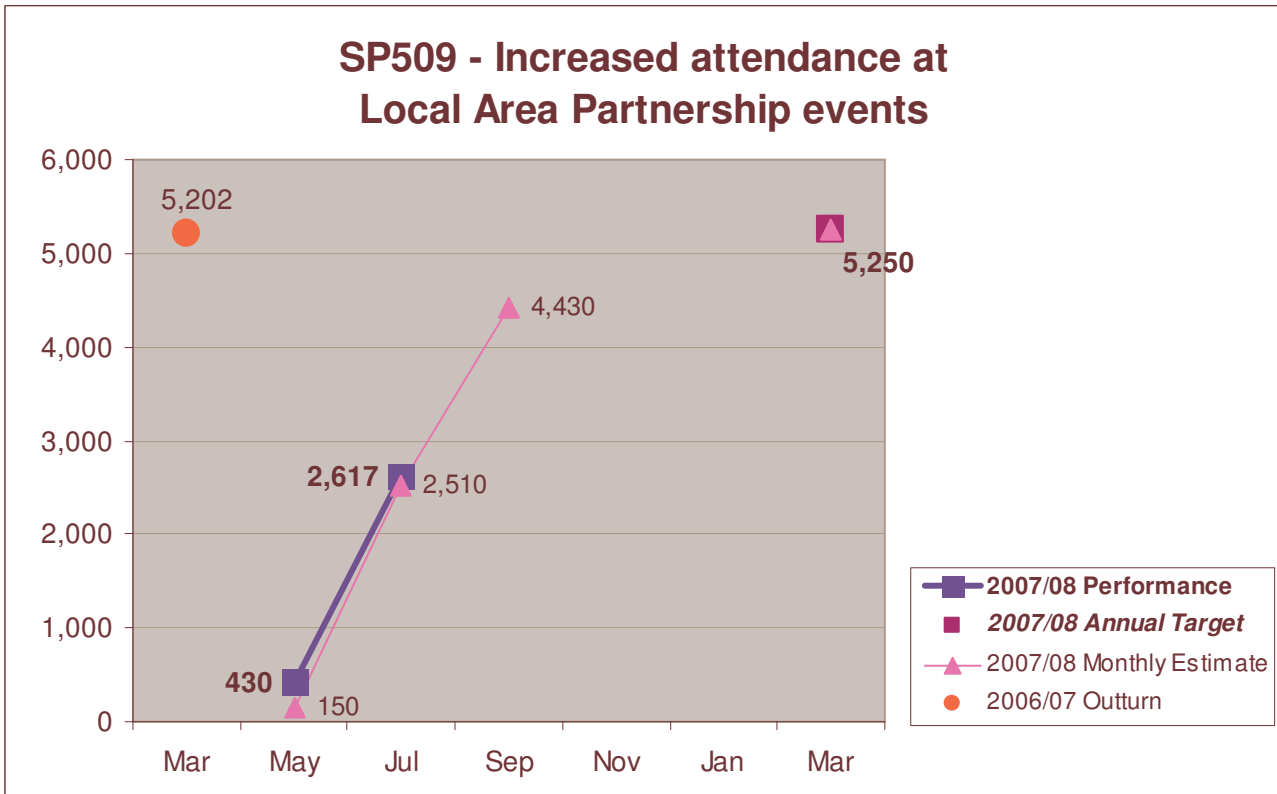


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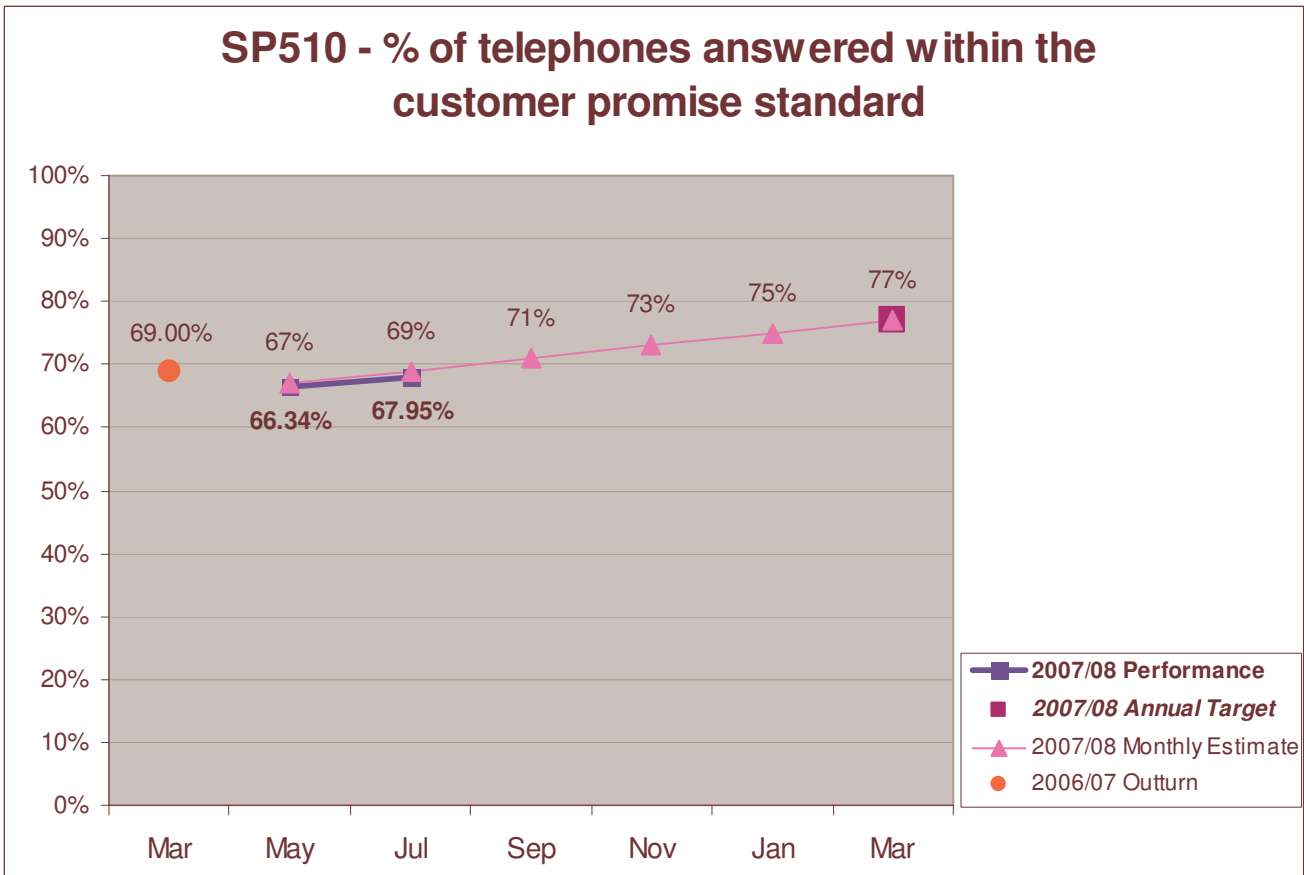
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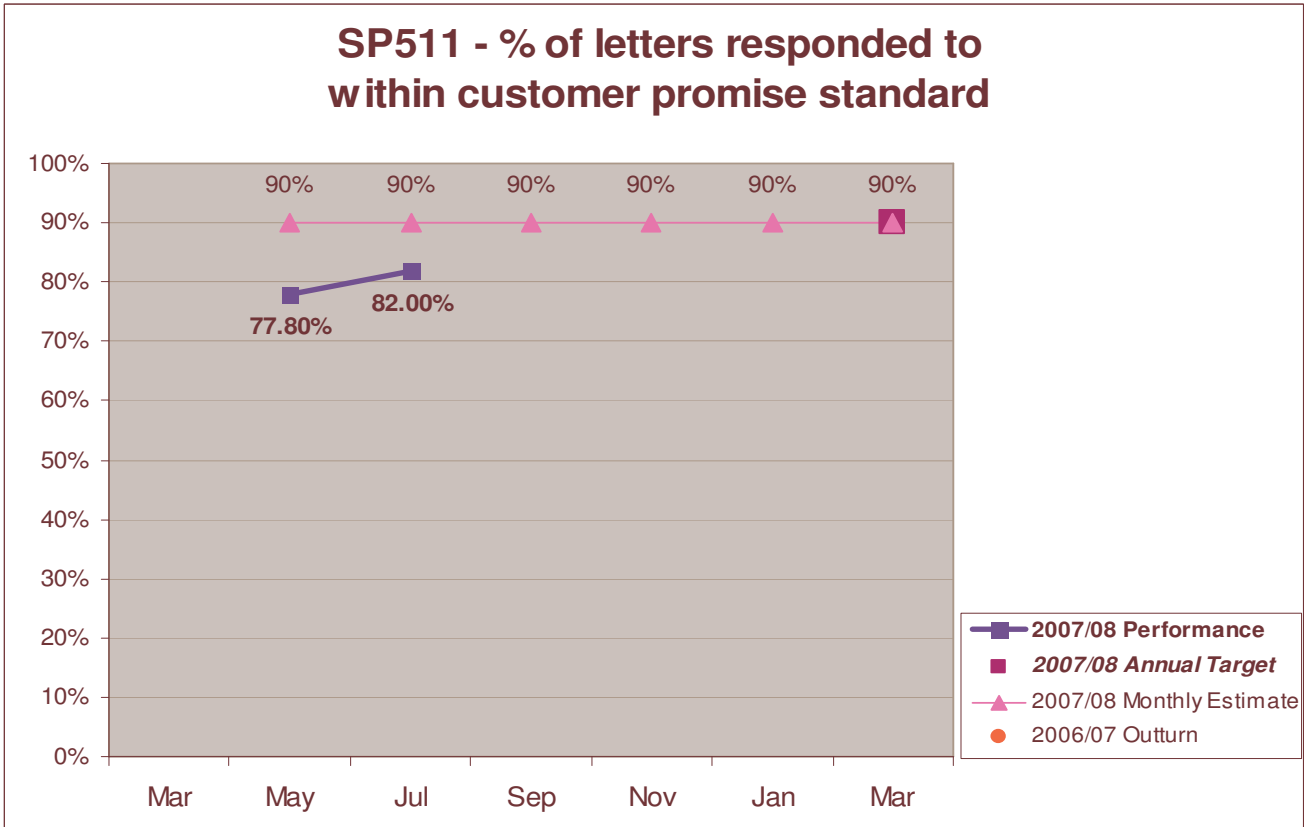


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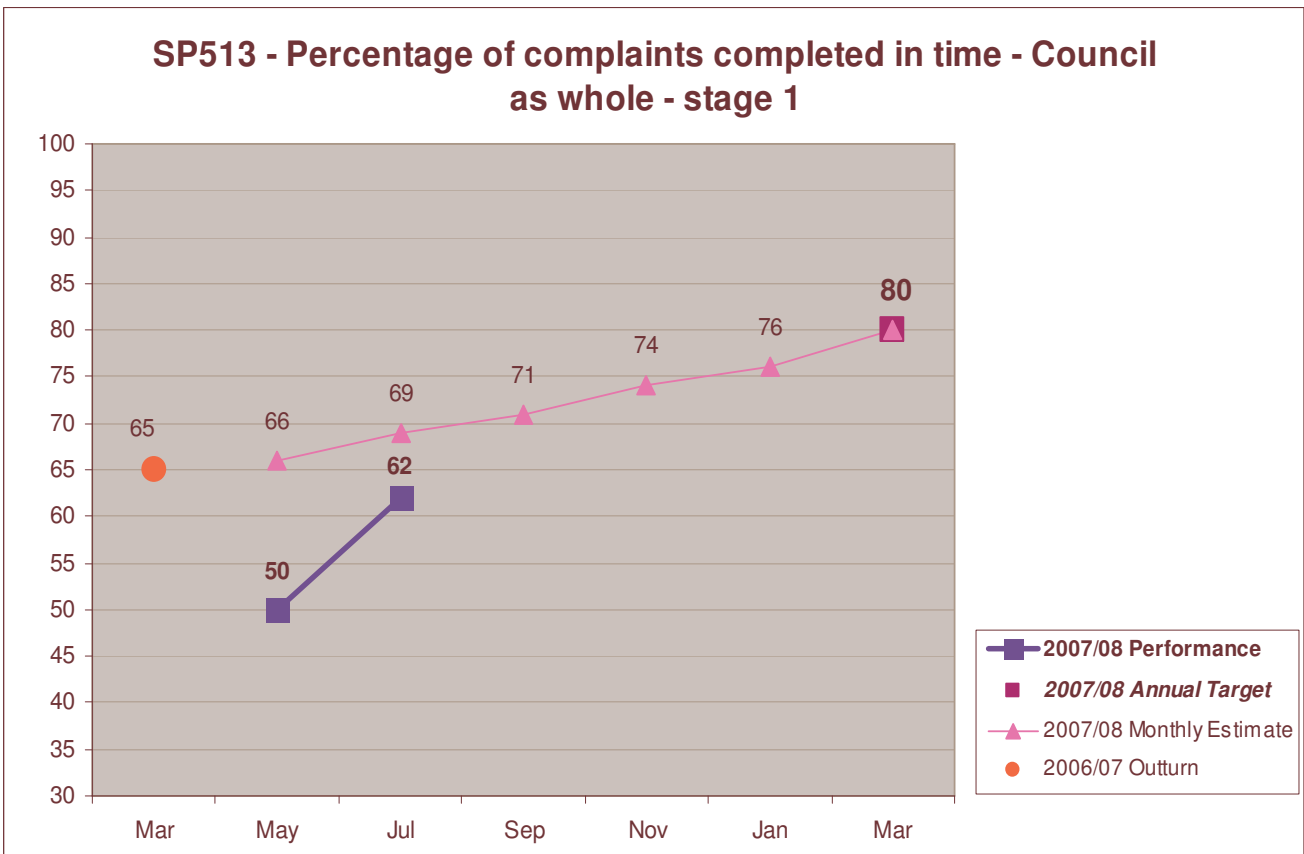
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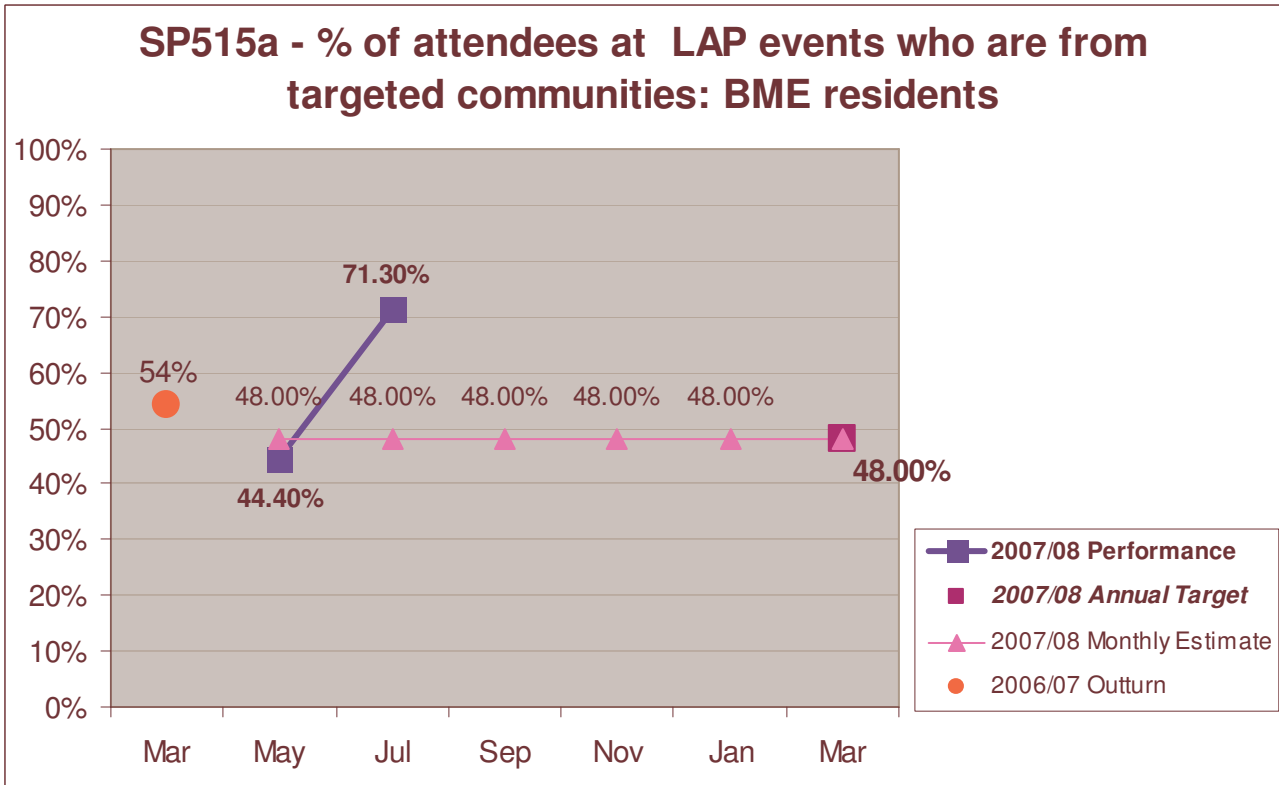
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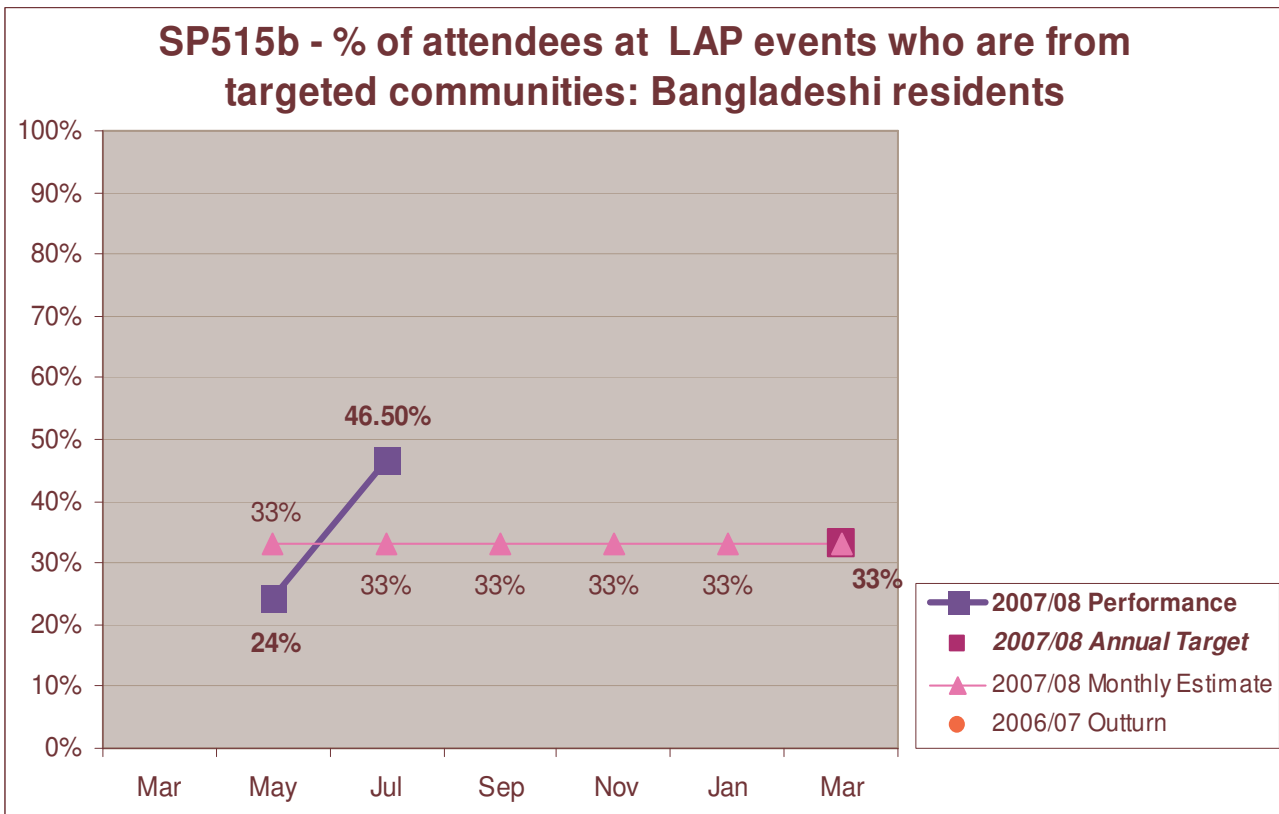
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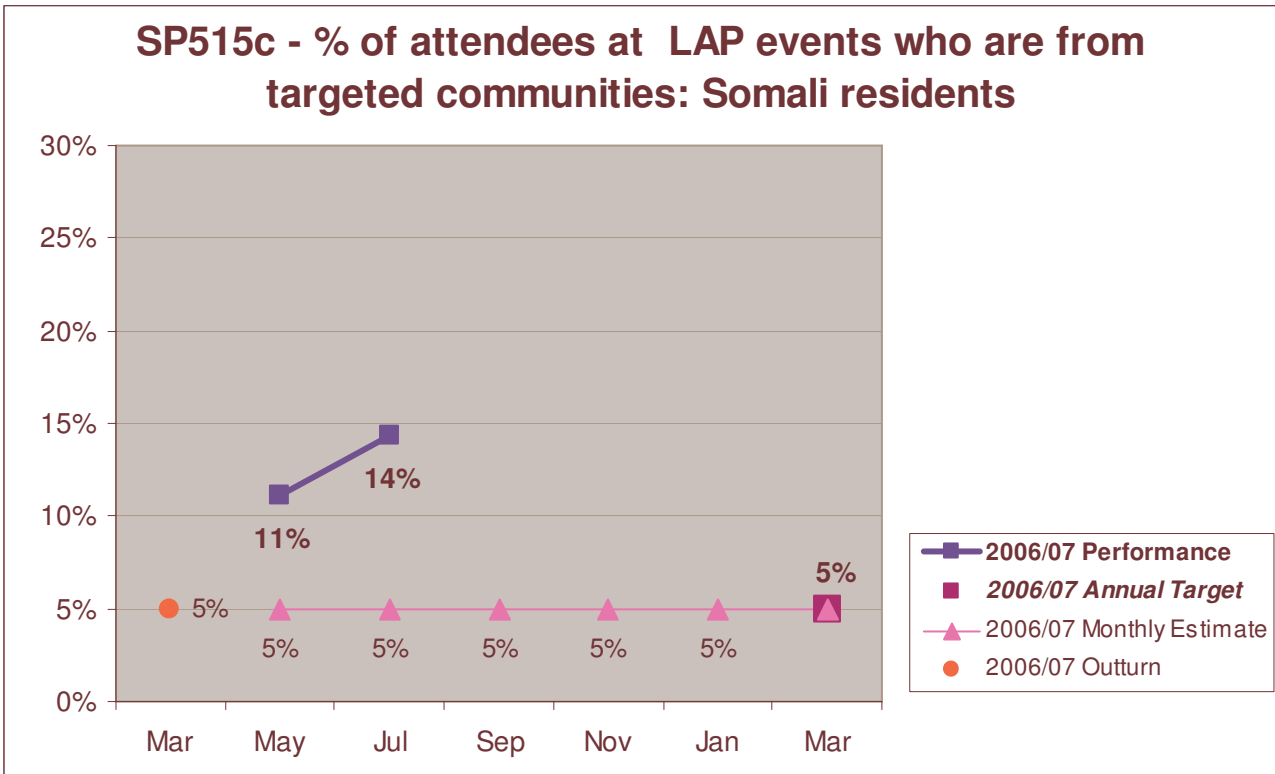
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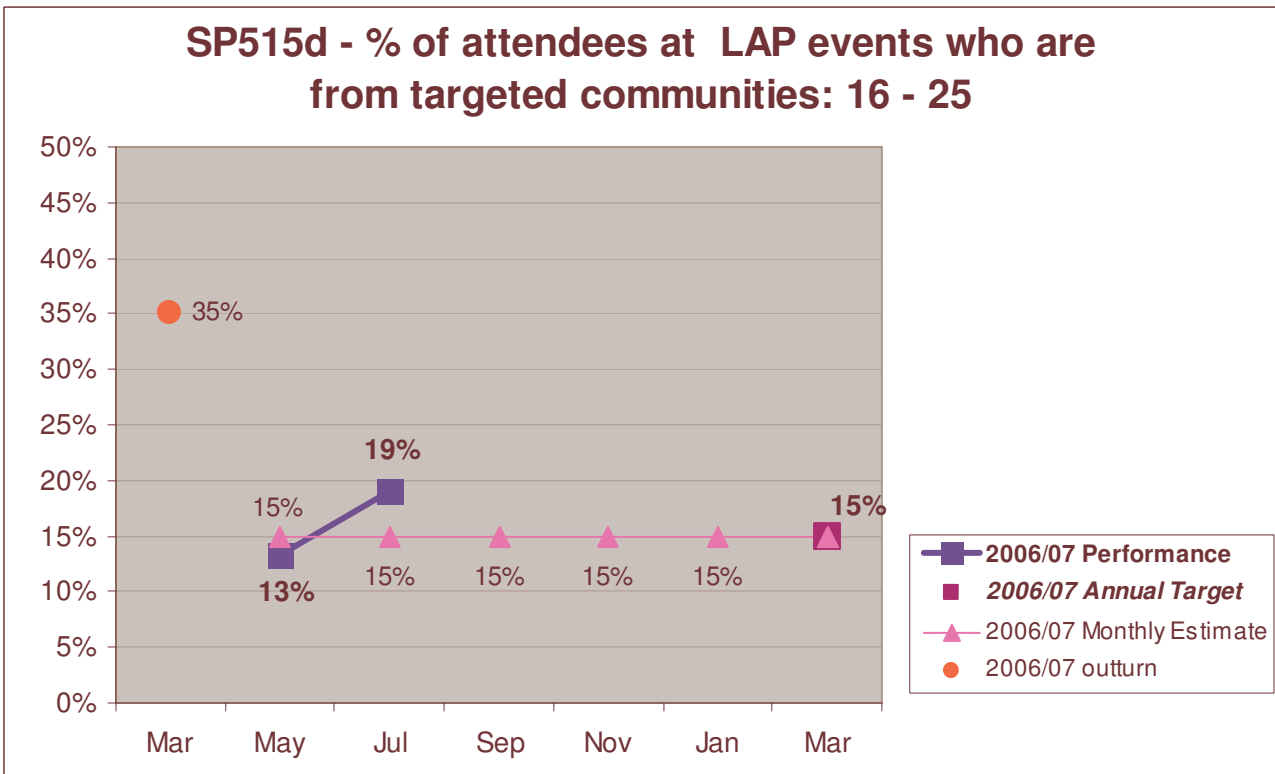
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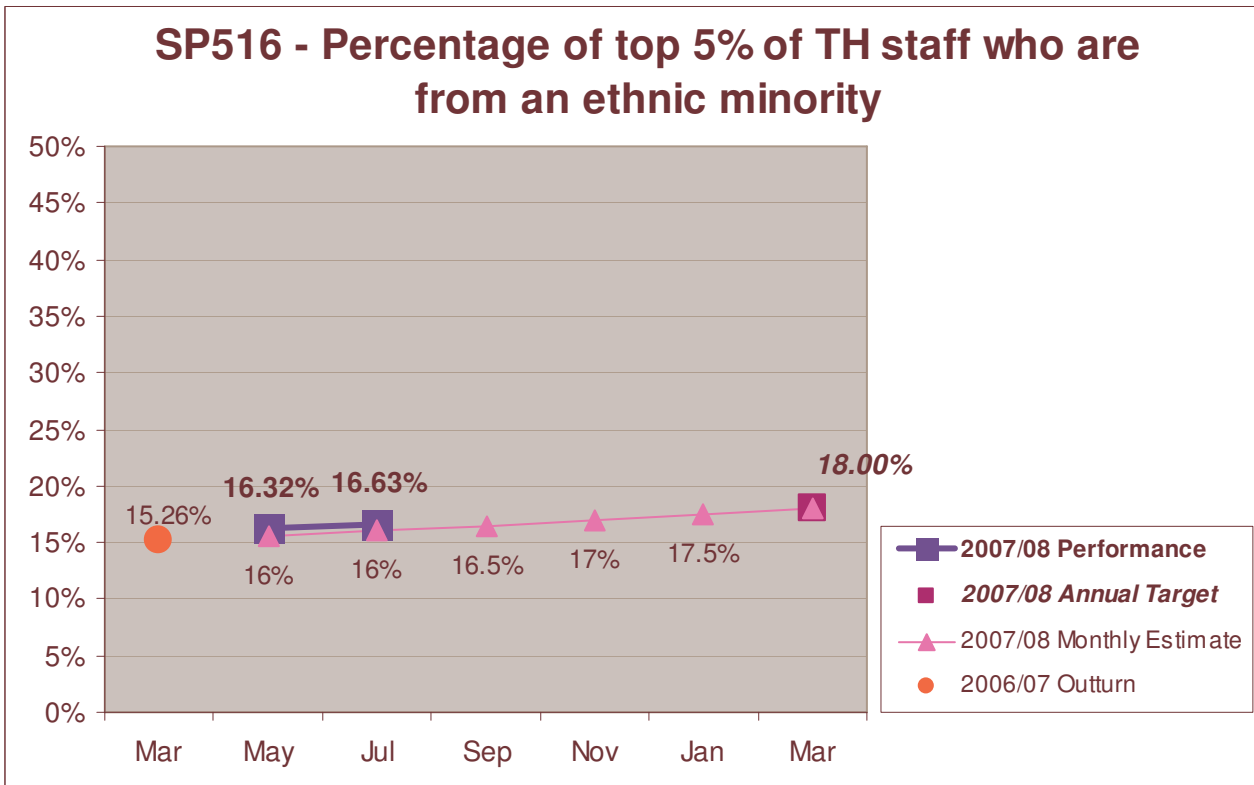


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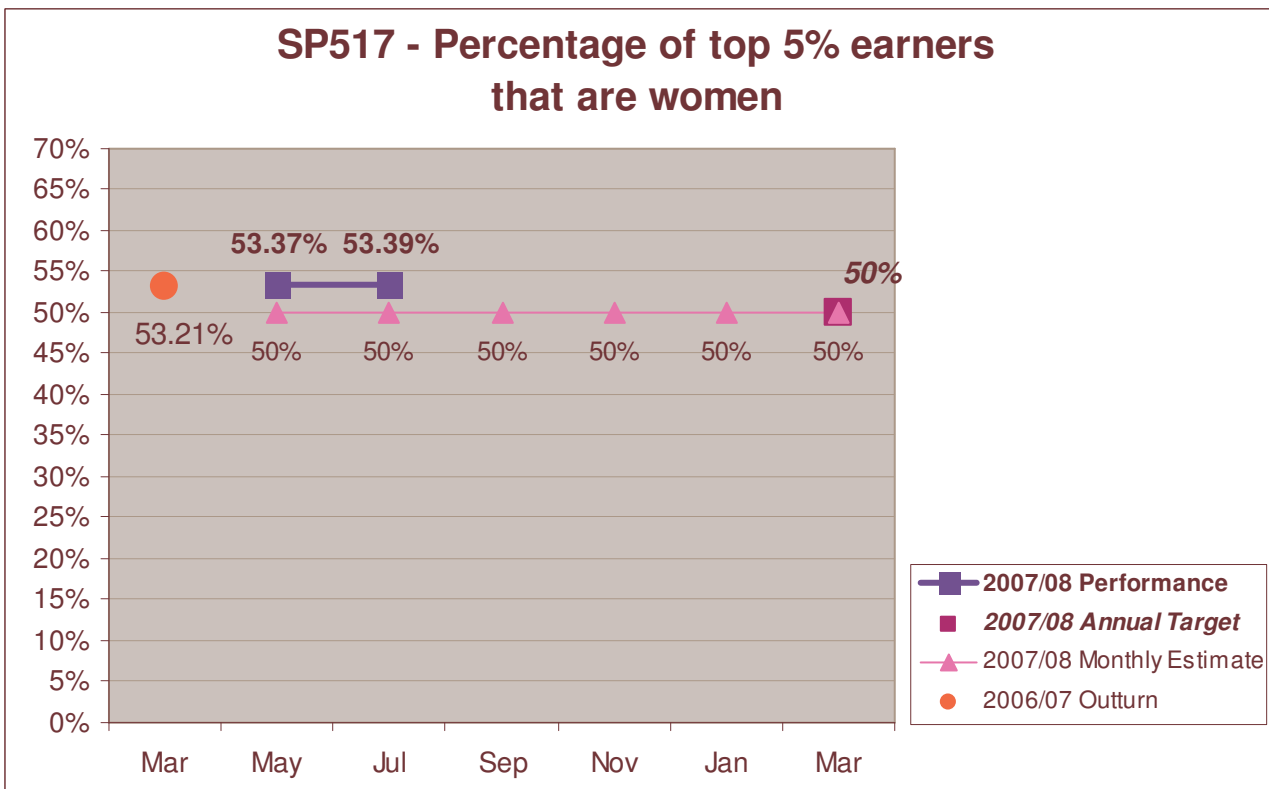
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Higher Performance is better



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Higher Performance is better



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Agenda Item 9.2

Committee Overview & Scrutiny	Date 2 nd October 2007	Classification Unrestricted	Report No.	Agenda Item No.
Report of Assistant Chief Executive Originating Officer(s): John S Williams/Beverley McKenzie	Title Members' Enquiries Wards affected: All			

1. SUMMARY

- 1.1 On 6 March 2007, the Overview & Scrutiny Committee received a report on the Members' Enquiries Business Process Improvement (BPI) project and the actions proposed to improve both response times and quality of responses to enquiries. This report updates Members on progress since March in taking forward the BPI project and sets out current performance data in relation to Members' Enquiries.
- 1.2 Implementation of the BPI project activities began in May and a number of key milestones have been achieved:
- In relation to quality of responses, a cross-departmental team has been established and a draft protocol and Best Practice Guide have been developed.
 - The technical specifications are now in place to enable the Members' Hotline to be piloted from October. This will be a key element in improving responses, providing Members with the highest priority access into the Contact Centre, tracked on the Siebel system along with all other Members' Enquiries.
 - Development work has now taken place on the necessary modifications identified to the Siebel IT system. Testing is scheduled for October, and adjustments have been made to a number of the milestones in the BPI Project Plan dependent on these modifications, which will be the key to significant further improvements in efficiency.
- 1.3 In relation to response times, a new indicator is in place (% of enquiries answered within 10 days) which gives a more accurate reflection of performance than the previous 'average days for response'. In recent months there has been a gradual improvement in performance and the actions described above should see this maintained and further improved in future months.
- 1.4 The Seibel upgrade necessary for the modification work unfortunately caused a period of instability in the system which affected performance during August and necessitated the temporary suspension of automatic acknowledgement letters to enable new enquiries to be entered as quickly as the system would allow. The system has now stabilized and it will be possible to re-introduce an acknowledgement system with immediate effect.

2. RECOMMENDATIONS

- 2.1 That the Committee notes the current activities and progress made in the Members' Enquiries Business Process Improvement project.
- 2.2 That the improvement in timeliness of responding to Members' Enquiries is noted.
- 2.3 That a further progress report and performance data be submitted in March 2008.

LOCAL GOVERNMENT ACT, 2000 (SECTION 97) LIST OF "BACKGROUND PAPERS" USED IN THE DRAFTING OF THIS REPORT	
Brief description of background papers: None	Name and telephone number of holder and address where open to inspection:

1. INTRODUCTION

- 1.1 Members' Enquiries are the formal requests for information from a Councillor and are logged onto the Siebel IT system and distributed to the relevant Directorate or external body for response. Raising an enquiry is one way in which Members can act for their ward constituents and provides a valuable opportunity for local issues to be brought to the attention of officers delivering services.
- 1.2 A BPI project for Members' Enquiries was initiated in the spring following concern amongst some Members regarding variable speed and quality of responses to enquiries. The aims of the BPI project can be summarized as follows:
- To increase Members' satisfaction with responses;
 - To increase the proportion of enquiries answered within the target time; and
 - To reduce the amount of staff time spent dealing with enquiries
- 1.3 The project comprises delivery of an improvement action plan with three themes:
- (i) **Providing information to Members** through briefings, improvements to the intranet etc., to help reduce the number of enquiries raised.
 - (ii) **Improving the Quality of Responses** - including the development of Best Practice Guidance and implementation of quality monitoring at the Directorate level to ensure the quality of responses received are to the satisfaction of Members.
 - (iii) **Streamlining the end-to-end process** including the introduction of a Members' Hotline and improvements to the Siebel IT system and related processes to allow for quicker responses and improved tracking.

2. PROGRESS UPDATE

- 2.1 Implementation of the Improvement Action Plan began in May 2007 and regular activity has been taking place since then.

Quality Process

- 2.2 In terms of the quality of response to Members' Enquiries, officers are advised to respond in full in accordance with the required timescales. Where a complete response is not possible within the 10 working day deadline, officers are advised to send an interim response, to be followed by a full response as soon as possible. The target for responding to Members' Enquiries is also set out clearly in the Constitution (Member Officer Protocol – paragraph 10.5).
- 2.3 Regular meetings of the Directorates Members' Enquiries Officers have been held to share best practice and develop quality guidelines for processing Members Enquiries. This has resulted in two draft documents: (1) The Members' Enquiries Protocol and

Policy and (2) a Best Practice Guide. These documents provide specific direction to Officers on the timeliness, format, accuracy and quality of the responses for Members Enquiries. Consultation is ongoing with a view to achieving a final agreed version in November 2007. This will help to ensure that responses drafted across the whole organization are of a consistently high standard.

Members' Hotline

- 2.4 The Members' Hotline will be a restricted telephone number for the exclusive use of Members. The response to the calls will receive a very high priority level, next to race & hate crime reporting. All enquiries will be tracked on the Siebel systems and reports are to be generated to reflect enquiries completed by the CCC, in addition to those processed by Members Support. Members will receive an automated e-mail advising them when the service requested has been completed.
- 2.5 The technical specifications to permit the introduction of the Members' Hotline have been put in place and it is anticipated that the Customer Contact Centre (CCC) infrastructure will expand to accommodate the Members' Hotline in October 2007. Work is underway to the Siebel system (which is used to track all enquiry information) to include the tracking of issues raised via the Members' Hotline and the provision of automated e-mail responses to Members to advise when actions are completed. It is anticipated that these works will be available for testing during the second week of October and pending successful outcomes the Hotline will then be piloted.
- 2.6 A phased approach will be taken to implementation with initially Street Services being the primary service supported by the Contact Centre. Over the past year, Street Services have accounted for approximately 10% of Members' Enquiries. Members who have generated the greatest volume of enquiries in this area will be approached to participate in the piloting of the hotline. Following evaluation of the pilot the intention is to expand the provision to all Members in November and then determine additional service areas that could be provided in this manner.

Siebel upgrade

- 2.7 The Members' Enquiries (ME) Process Improvement Support Team and Members Support staff have identified a number of enhancements to the Siebel IT system that are required to better support the processing of enquiries. The Siebel team have dedicated time since August to attend to these issues. It is projected that these enhancements will be ready for user acceptability testing at the beginning of October. This will enable some of the ME processing to be streamlined, and specifically will allow direct updating of information and response dates by service departments once an enquiry has been logged by Members' Services.
- 2.8 The enhancements will also provide better management information reports and allow for more in-depth performance management. Tracking reports will be made available to Members to support them in managing their casework.

2.9 Initial works were carried out on the Siebel system from June 2007 to prepare for the required enhancements to support the improvement project. Unfortunately, this upgrade resulted in some instability in the system for a period from mid-June, which impacted significantly on performance. As a result of the technical difficulties it was decided temporarily to suspend the routine issuing of acknowledgement letters so as to enable resources to be concentrated on entering new enquiries as quickly as the system would allow. It is recognised that this does not provide Members with the desired level of support. Following considerable efforts by the ICT department, it would appear that as of mid-September the system is again stabilized and it is a priority to re-introduce an acknowledgement system with immediate effect. Options are being considered to determine how best this service can be provided without negatively impacting on the remainder of enquiries.

3. PERFORMANCE DATA

3.1 Since 1st April 2005, statistics have been collected for the Corporate Management Team on the average response time for Members' Enquiries. Recently the performance indicator has been changed to measure the volume (by percentage) of enquiries completed within the target of 10 working days. This provides a more accurate reflection of the performance than the previous 'average working days per enquiry' figure, which could be distorted by a small number of very slow or very quick responses.

3.2 The figures from April 2007 indicate that there has been a gradual improvement in performance. However, further improvement is still required and it is expected that this will be achieved in the coming months as the impact of the actions outlined in this report is increasingly felt. The summary monthly performance figures for 2007/08 to August, the last month for which final figures are available at the time of writing, are set out below and the full analysis by directorate is attached at Appendix 1.

Month	Total MEs closed	% closed within 10 working days (target 85%)	% closed within 20 working days	(Former indicator: average working days per ME)
April 2007	394	61.68%	69.04%	25
May 2007	480	56.04%	63.96%	30
June 2007	453	72.63%	89.85%	11
July 2007	455	74.51%	90.33%	9
August 2007	526	71.48%	87.83%	10

4. CONFIDENTIALITY OF MEMBERS' ENQUIRIES

- 4.1 Confidentiality and trust is central to an effective Members' Enquiries process and the Council's Constitution includes a Member/Officer Protocol which sets out the key requirements in this regard.
- 4.2 In order to reinforce this message and ensure consistent application of the protocol all managers were reminded during August of the need to ensure not only that responses to MEs are timely and of high quality, but that answers should be sent only to the Member who made the enquiry and to anyone they have specifically asked to be copied in. Members Enquiries and/or responses should not be copied on to other Members for information at officers' instigation, but only at the enquiring Member's specific request.

5. EQUALITIES IMPLICATIONS

- 5.1 The Members' Enquiries system seeks to ensure that all local residents, including those who require advocacy or support from their elected representatives, have access to the Council's services and information. Improving the process is therefore key to ensuring equal access for all.

6. COMMENTS FROM THE CHIEF FINANCE OFFICER

- 6.1 There are no direct financial implications arising from the recommendations contained in this report.

7. CONCURRENT REPORT OF THE ASST. CHIEF EXECUTIVE (LEGAL SERVICES)

- 7.1 There are no immediate legal implications relating to the recommendations contained in this report.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 8.1 Many of the Members' enquiries relate to reports of environmental issues such as dumped rubbish or conditions of street and estates. The rapid resolution of these issues via the Members' Hotline will support the Council's Living Safely and Cleaner, Greener objectives. The movement of these enquiries to the Hotline will allow for more of a paper-free process, which is environmentally desirable.

9. ANTI POVERTY COMMENTS

- 9.1 The Members' Enquiries system seeks to ensure that all local residents are provided advocacy or support from their elected Member to access Council services and information. Improving the process will support our anti-poverty activity.

10. RISK MANAGEMENT IMPLICATIONS

- 10.1 There are no risk management implications arising from this report.

**APPENDIX 1:
MEMBERS' ENQUIRIES RESPONSE PERFORMANCE: Monthly analysis by directorate**

APRIL 2007

Directorate	Total completed in month	0-10 Working Days		11-20 Working Days		Over 20 Working Days	
		No.	%	No	%	No	%
Adults Health & Wellbeing	17	14	82.35%	0	0.00%	3	17.65%
Chief Executives	22	14	63.64%	2	9.09%	6	27.27%
Children's Services	8	5	62.50%	0	0.00%	3	37.50%
Development & Renewal	32	25	78.13%	1	3.13%	6	18.74%
Housing	203	116	57.14%	18	8.87%	69	33.99%
Environment & Culture	52	28	53.85%	2	3.85%	22	42.30%
Metropolitan Police	1	1	100.00%	0	0.00%	0	0.00%
Registered Social Landlord	57	38	66.67%	6	10.53%	13	22.80%
Other	2	2	100.00%	0	0.00%	0	0.00%
Totals	394	243	61.68%	29	7.36%	122	30.96%

MAY 2007

Directorate	Total completed in month	0-10 Working Days		11-20 Working Days		Over 20 Working Days	
		No.	%	No	%	No	%
Adults Health & Wellbeing	24	16	66.67%	0	0.00%	8	33.33%
Chief Executives	28	17	60.71%	2	7.14%	9	32.15%
Children's Services	15	9	60.00%	0	0.00%	6	40.00%
Development & Renewal	19	12	63.16%	0	0.00%	7	36.84%
Housing	236	133	56.36%	21	8.90%	82	34.74%
Environment & Culture	87	44	50.57%	9	10.34%	34	39.09%
Metropolitan Police	0	0	0.00%	0	0.00%	0	0.00%
Registered Social Landlord	69	36	52.17%	6	8.70%	27	39.13%
Other	2	2	100.00%	0	0.00%	0	0.00%
Totals	480	269	56.04%	38	7.92%	173	36.04%

JUNE 2007

Directorate	Total completed in month	0-10 Working Days		11-20 Working Days		Over 20 Working Days	
		No.	%	No	%	No	%
Adults Health & Wellbeing	35	29	82.86%	6	17.14%	0	0.00%
Chief Executives	30	21	70.00%	5	16.67%	4	13.33%
Children's Services	16	14	87.50%	2	12.50%	0	0.00%
Development & Renewal	30	22	73.33%	6	20.00%	2	6.67%
Housing	210	156	74.29%	35	16.67%	19	9.04%
Environment & Culture	72	42	58.33%	16	22.22%	14	19.45%
Metropolitan Police	2	2	100.00%	0	0.00%	0	0.00%
Registered Social Landlord	57	42	73.68%	8	14.04%	7	12.28%
Other	1	1	100.00%	0	0.00%	0	0.00%
Totals	453	329	72.63%	78	17.22%	46	10.15%

JULY 2007

Directorate	Total completed in month	0-10 Working Days		11-20 Working Days		Over 20 Working Days	
		No.	%	No	%	No	%
Adults Health & Wellbeing	36	34	94.44%	1	2.78%	1	2.78%
Chief Executives	28	20	71.43%	7	25.00%	1	3.57%
Children's Services	19	18	94.74%	1	5.26%	0	0.00%
Development & Renewal	36	29	80.56%	5	13.89%	2	5.55%
Housing	185	151	81.62%	23	12.43%	11	5.95%
Environment & Culture	74	39	52.70%	14	18.92%	21	28.38%
Metropolitan Police	3	2	66.67%	1	33.33%	0	0.00%
Registered Social Landlord	64	41	64.06%	17	26.56%	6	9.38%
Other	10	5	50.00%	3	30.00%	2	20.00%
Totals	455	339	74.51%	72	15.82%	44	9.67%

AUGUST 2007

Directorate	Total completed in month	0-10 Working Days		11-20 Working Days		Over 20 Working Days	
		No.	%	No	%	No	%
Adults Health & Wellbeing	31	31	100.00%	0	0.00%	0	0.00%
Chief Executives	37	28	75.68%	4	10.81%	5	13.51%
Children's Services	14	11	78.57%	1	7.14%	2	14.29%
Development & Renewal	42	29	69.05%	9	21.43%	4	9.52%
Housing	220	178	80.91%	25	11.36%	17	7.73%
Environment & Culture	93	43	46.24%	28	30.11%	22	23.65%
Metropolitan Police	5	3	60.00%	1	20.00%	1	20.00%
Registered Social Landlord	76	48	63.16%	16	21.05%	12	15.79%
Other	8	5	62.50%	2	25.00%	1	12.50%
Totals	526	376	71.48%	86	16.35%	64	12.17%