

Meeting of the

# CABINET

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Wednesday, 11 June 2008 at 5.30 p.m.

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## SUPPLEMENT AGENDA – SECTION ONE

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### VENUE

Committee Room, 1st Floor, Town Hall, Mulberry Place, 5 Clove  
Crescent, London, E14 2BG

#### Members:

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Councillor Ohid Ahmed	– (Lead Member, Regeneration, Localisation and Community Partnerships)
Councillor Rofique U Ahmed	– (Lead Member, Culture and Leisure)
Councillor Anwara Ali	– (Lead Member, Health & Wellbeing)
Councillor Alibor Choudhury	– (Lead Member, Employment and Skills)
Councillor Marc Francis	– (Lead Member, Housing and Development)
Councillor Clair Hawkins	– (Lead Member, Children's Services)
Councillor Sirajul Islam	– (Deputy Leader of the Council)
Councillor Joshua Peck	– (Lead Member, Resources and Performance)
Councillor Lutfur Rahman	– (Leader of the Council)
Councillor Abdal Ullah	– (Lead Member, Cleaner, Safer, Greener)

[Note: The quorum for this body is 3 Members].

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:

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**LONDON BOROUGH OF TOWER HAMLETS**

**CABINET**

**WEDNESDAY, 11 JUNE 2008**

**5.30 p.m.**

**12. A BETTER PLACE FOR EXCELLENT PUBLIC SERVICES**

**12 .1 Tower Hamlets Community Plan 2020 and Local Area Agreement (CAB 006/089)**  
(Pages 1 - 48)

**12 .2 Strategic Plan, Annual Report and Best Value Performance Plan (CAB 007/089)**  
(Pages 49 - 200)

# Agenda Item 12.1

<b>Committee:</b> Cabinet	<b>Date:</b> 11 <sup>th</sup> June 2008	<b>Classification:</b> Unrestricted	<b>Report No:</b> CAB 006/089	<b>Agenda Item:</b>
<b>Report of:</b> Acting Chief Executive  <b>Originating officer(s)</b> Alan Steward, Interim Service Head, Strategy and Performance Kevin Kewin, Strategy Policy Manager		<b>Title:</b> Tower Hamlets Community Plan 2020 and Local Area Agreement  <b>Wards Affected:</b> All		

## Special Circumstances and Reasons for Urgency

- The report was unavailable for public inspection within the standard timescales set out in the Authority's Constitution, because of the continuation of negotiations with Government Office for London over the indicators and targets to be included within the Council's Local Area Agreement which it had been anticipated would be completed in time for publication of the agenda for this meeting of the Cabinet.
- The Local Area Agreement is the recognised delivery vehicle for the Community Plan and the principal target setting mechanism between central and local government. It was vital that the Community Plan and Local Area Agreement were consistent and aligned to allow proper consideration of the report by Members.

### **1 Summary**

- 1.1 This report presents – through its appendices – the Tower Hamlets Community Plan 2020 and Local Area Agreement (LAA) 2008-11.
- 1.2 This falls under the Council's Budget and Policy Framework and the comments of the Overview and Scrutiny Committee will be tabled at the Cabinet meeting on 11 June 2008 for Members' consideration.
- 1.3 Cabinet is required by the Council's Constitution to take account of the views of the Overview and Scrutiny Committee, before submitting recommendations to Full Council on 25 June 2008.

### **2 Recommendations**

- 2.1 That the Tower Hamlets Community Plan 2020 (appendix 1) and Local Area Agreement 2008-2011 (appendix 3) be endorsed and that full Council be recommended to approve the Plan and LAA, subject to any appropriate amendments to ensure that they are accurate and reflect the views of Members.
- 2.2 That the Chief Executive, after consultation with the Leader of the Council (and Chair of the Partnership) and Vice-Chair of the Partnership, be authorised to make appropriate amendments to the Tower Hamlets Community Plan 2020 and LAA 2008-11 in advance of final publication.

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

Brief description of “background papers”	Name and telephone number of holder and address where open to inspection.
Community Plan and LAA Working Papers	Kevin Kewin      020 7364 4075 Mulberry Place, 5 Clove Crescent, London E14 2BG

### **3 Background**

- 3.1 The Local Government Act, 2000, places on local authorities a duty to prepare “community strategies” for promoting or improving the economic, social and environmental well-being of their areas. Local authorities are now also required to produce a Local Area Agreement, which must be agreed by central government and should be based on the priorities identified in the Community Strategy.
- 3.2 The Community Plan 2020 is the borough’s community strategy. The Council has a statutory responsibility for its preparation and plays a leading role in developing and agreeing the Plan through the Tower Hamlets Partnership. The Community Plan falls within the Budget and Policy Framework and in accordance with the Council’s Constitution, must be agreed by Full Council.

### **4 Budget and Policy Framework Procedure Rules**

- 4.1 The Council’s Constitution, Part 4 – Rules of Procedure, Section 4.3 - Budget and Policy Framework Procedure Rules, as amended, sets out the process for the development of the Budget and Policy Framework, as defined by Article 4 of the Constitution.
- 4.2 Paragraph 2.1 of the Budget and Policy Framework Procedure Rules
- Require notification of the Chair of the Overview and Scrutiny Committee of the referral of such Policy Framework proposals.
  - Provide that the Overview and Scrutiny Committee receives 10 working days to respond to this consultation.
- 4.3 Paragraph 2.1.4 of these procedure rules requires the Executive (the Cabinet) to take account of the views of the Overview and Scrutiny Committee before submitting recommendations to full Council as appropriate.
- 4.4 Paragraph 2.1.5 makes provision for full Council to consider the proposals of the Cabinet and to subsequently adopt them, amend them, refer them back to Cabinet for further consideration or to substitute its own proposals in their place.

## **5 Community Plan 2020**

- 5.1 The existing Tower Hamlets Community Plan has served the Partnership and borough well producing significant outcomes and fostering joint working across the borough, not only with other agencies and organisations but also with local communities through the Local Area Partnerships (LAPs). The national and local context however has changed significantly including the:
- 2012 Olympic and Paralympics Games
  - Thames Gateway development
  - Changing Government legislation including the White Paper on Strong and Prosperous Communities and Comprehensive Spending Review 2007
  - Increasing importance of Community Cohesion and Sustainable Communities
- 5.2 It is therefore timely to refresh the Community Plan and for the Partnership to develop a renewed vision and refreshed priorities for Tower Hamlets looking towards 2020.
- 5.3 The involvement of local residents has been central to the Community Plan review with consultation and engagement activities beginning in summer 2007. Based on the key consultation messages from 2005 onwards, over 400 local residents took part in LAP-based events to provide their thoughts and experiences on the borough they want to live in 2020. This was followed up with further consultation with different groups including sessions with the Interfaith Forum, the Disabled Access Panel, Lesbian Gay Bisexual and Transgendered (LGBT) Forum and additional work with young and older people.
- 5.4 A cross-partnership working group was created to help develop the new Community Plan and LAA, as well as inform the emerging Local Development Framework. As part of their work, they brought together and considered a strategic needs analysis of the borough. The Partnership has also led wider engagement work with partner organisations and stakeholders to ensure that they are involved in the development of the Plan. This has included regular items at CPAGs, a bespoke session with local businesses, a Partnership Away-day in September and a Partnership-wide senior managers conference in November.
- 5.5 The new Community Plan is different in format to the existing plan and aims to:
- articulate the aspirations, needs and priorities in a way that is meaningful to everyone who lives and works in Tower Hamlets
  - strengthen the 'story of place' – in particular the uniqueness and local dimensions of Tower Hamlets
  - highlight the current and future challenges for the borough
  - outline the contributions required from all perspectives in achieving the vision, including everyone who lives and works in the borough
  - strengthen the key objectives and targets so they have a greater partnership focus
- 5.6 To achieve this, the Community Plan is structured in two parts. Part one sets out the Tower Hamlets context highlighting some of the key challenges and opportunities facing the borough through to 2020. It describes the process of producing the Plan and outlines the vision and themes.
- 5.7 Part two of the Plan identifies the specific challenges and aspirations, key priorities and objectives and outlines some of the underpinning strategies and delivery arrangements. The Plan highlights the role that everyone who lives and works in

Tower Hamlets has in contributing. The Plan includes the three year Local Area Agreement targets against which the Partnership will measure progress. These are blank in the draft awaiting final agreement of the Local Area Agreement (see section 6).

- 5.8 The draft Community Plan 2020 has been consulted on across the Partnership both through the Partnership's website, through meetings of the Community Plan Action Groups and a Reader's Panel drawn from the Residents Panel. The feedback from the consultation has been positive. In particular, there was strong support from residents, who generally felt that the plan addressed the main challenges facing the borough and was accessible. In addition, the Readers Panel highlighted the importance of ensuring that the Community Plan is promoted effectively and provided a number of suggestions to support its launch and distribution. The CPAG consultation provided partner organisations with an opportunity to confirm support for the Plan and provide further suggestions for improvement. This feedback has informed the Plan.
- 5.9 The Tower Hamlets Partnership Management Group (PMG) endorsed strongly the Community Plan 2020 at its meeting on 20 May 2008.
- 5.10 It may be necessary to make some amendments to the detail of the Community Plan 2020 before final publication and agreement. Any amendments will not materially affect them. Cabinet and Full Council will be asked to delegate the authority to make such amendments as are appropriate to the Chief Executive, after consultation with the Leader (and Chair of the Tower Hamlets Partnership) and Vice Chair of the Tower Hamlets Partnership.

## **6 Local Area Agreement 2008 - 2011**

- 6.1 Tower Hamlets, like all councils, is required to prepare a new Local Area Agreement (LAA) for approval by June 2008. The borough's existing agreement – which began in 2006 - has been a success, helping to improve partnership working and outcomes across a wide range of areas. Local Area Agreements are becoming more significant and a critical part of the new central-local relationship. For example, the Government views them as the primary delivery vehicle for Community Plans and they are the only mechanism through which local government will set targets with central government. The LAA is an agreement which must be based around up to 35 indicators taken from the government's new national indicator set of 198.
- 6.2 Our LAA has been developed alongside the Community Plan and is structured around its themes and priorities. There has been considerable Partnership discussion around the criteria and rationale for including particular indicators within the borough's agreement. The accompanying note submitted to GoL (appendix 2) provides a more detailed narrative justification of the Partnership's proposed indicators.
- 6.3 LAAs are a negotiation between the Partnership, represented by the Council, and Central Government, represented by GoL. During the negotiation process, government may question both the inclusion and potential exclusion of particular priorities and indicators, as well as the ambition and stretch of the associated targets. The borough's proposed agreement is attached as appendix 3. In a number of cases, targets cannot be set until 2009/10 and some indicators are still subject to ongoing negotiations.

6.4 The deadline for submitting the proposed LAA to Government Office for London was 30 May 2008. To allow full discussion of the LAA with the Council's new Leadership, we negotiated a submission date of 6 June with GoL, with the final LAA submitted with Full Council approval by 27 June 2008. This is a legal requirement through a direction from the Secretary of State.

6.5 The proposed LAA was submitted in consultation with the Leader of the Council (and Chair of the Tower Hamlets Partnership) and the Vice-Chair of the Tower Hamlets Partnership.

6.6 Once the LAA is agreed finally, the targets will be included in the Community Plan 2020.

## **7 Comments of the Chief Financial Officer**

7.1 The Community Plan and Local Area Agreement set out local priorities and specific targets for the next three year's for the Council and its key partners. The plan sets out a framework for allocating and directing financial resources both for the year ahead and the medium term, so that resources are aligned with priorities.

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

8.1 Section 4(1) of the Local Government Act 2000 imposes a duty on local authorities to prepare a community strategy for "promoting or improving the economic, social and environmental well-being of their area."

8.2 Under section 4(2) a local authority has the power to modify the community strategy to reflect changes in local needs. In preparing or modifying its community strategy, a local authority must consult and seek the participation "of such persons as they consider appropriate" and have regard to any guidance issued by the Secretary of State.

8.3 Article 4 of the Council's Constitution provides that the Community Strategy forms part of the Council's policy framework which must be approved by full Council. The process for developing the framework contained in Rule 2 of the Budget and Policy Framework Procedure Rules provides that recommendations to Council shall be submitted by Cabinet which shall have taken account of the responses received to the consultation and the views of the Overview and Scrutiny Committee. This report facilitates compliance with the procedure.

8.4 The Secretary of State has directed that the approved draft Local Area Agreement must be submitted to GoL by 27 June 2008.

## **9 Equal Opportunities Implications**

9.1 Equal opportunities are central to the Community Plan and Local Area Agreement and are articulated through the Plan's overarching aspiration to create One Tower Hamlets. The Plan has been informed by a full Equalities Impact Assessment.

## **10 Anti-Poverty Implications**

10.1 The Community Plan and Local Area Agreement support the delivery of the inclusive vision of the Tower Hamlets Partnership. There is a strong focus on poverty with the Plan, and the proposed LAA features a number of ambitious targets relating to the reduction of poverty.

## **11 Sustainable Action For A Greener Environment**

11.1 The Community Plan explicitly embraces priorities and objectives with a strong focus on environmental sustainability and a greener environment. The LAA features an ambitious target relating to the reduction of CO2 emissions within the borough.

## **12 Risk Management Implications**

12.1 The Community Plan provides a clear, public statement of the Tower Hamlets Partnership's strategic priorities. The LAA sets out some of the key performance indicators and targets against which the performance of the public services – including Council services – will be assessed.

12.2 Since the Community Plan is reflected in the service plans and resource allocation of all the service providers in the borough, financial and other services risks within the council are carried by individual Directorates. However, failure to achieve the substantive goals of the Community Plan would place the reputation of the Council at risk, both locally and nationally.

### **Appendices:**

Appendix 1: Tower Hamlets Community Plan 2020

Appendix 2: Tower Hamlets LAA Supporting Narrative

Appendix 3: Tower Hamlets LAA Targets



**2020 VISION  
THE TOWER HAMLETS COMMUNITY PLAN**

**CONTENTS**

**Part-One**

Challenges and Opportunities  
The Story So Far  
Living Up To People's Aspirations  
Building One Tower Hamlets

**Part-Two**

Turning the Vision into Reality

- A Great Place To Live
- A Prosperous Community
- A Safe And Supportive Community
- A Healthy Community

The Community Plan – Building One Tower Hamlets  
The Tower Hamlets Partnership and Getting Involved

## **CHALLENGES AND OPPORTUNITIES**

This plan explains our approach to improve the quality of life in Tower Hamlets over the next decade or so in a whole range of areas – from education for our children and young people to support and care for some of the oldest and most vulnerable people.

The Tower Hamlets Partnership has put this Community Plan together. The Partnership brings together all of the key stakeholders in the borough - residents, the council, the police, the health service, other public services, voluntary and community groups, housing associations, faith communities and businesses.

This plan therefore reflects the views, needs and aspirations of residents and people who work and invest in the borough.

The ideas set out here build on the Partnership's first Community Plan, published in May 2001, which has been a real focus for accelerating local improvements in a number of areas of concern for residents.

These include the performance of local schools, care and health services, and the condition of our parks and open spaces, as well as levels of crime and anti-social behaviour.

The following pages look at the way things are changing for the better in Tower Hamlets. They explain how the new 2020 Community Plan will help us to overcome the challenges that remain, and take advantage of available opportunities, to build a better borough.

## **THE STORY SO FAR**

Tower Hamlets is changing. It's changing fast – and for the better!

The landscape has altered vastly since the first Community Plan was published by the Tower Hamlets Partnership in 2001. The population has grown and diversified. East London is preparing to host the 2012 Olympic and Paralympic Games - and new local and national priorities have emerged.

All this at a time when significant investment in local public services is bearing fruit.

Crime has been cut by almost 24% over the past four years, thanks to a range of initiatives and campaigns targeting crime hotspots. Also, our success in reducing reoffending was recognised with a Beacon Award.

Health and fitness levels show signs of improving – with leisure centre attendances soaring to a record 1.45 million. The number of older people using local facilities in particular is up by around 5% – one of the many ways that the major review of Older People as Citizens has helped to boost local services for older people.

Our Children's Centres offer health, employment, education and parenting support to families with children under five. Education standards in the borough have improved dramatically- our 11 year olds now achieve above the national average and we are the most improved borough in the country for results at GCSE.

As a borough, we have invested in high quality activities and places to go for your young people. Around a third of all young people are in contact with our youth services and we are opening up our schools to local people providing sporting, recreational and cultural activities.

Since 1998, the number of jobs has increased in the borough by 41%, and it is projected that another 150,000 jobs will be created by 2020 – making Tower Hamlets one of the top growth areas in the country.

In recent years, over £450 million of much-needed investment has been secured for local estates – and through the setting up of Tower Hamlets Homes - a new way of managing Council housing – a further significant investment could be available.

As a result of all this activity, Tower Hamlets has been ranked among the most improved performers over the past three years – and the Council is one of only 10 councils reckoned to be 'improving strongly' for the past two years by the public service watchdog, the Audit Commission.

Throughout all of this change and improvement, Tower Hamlets remains a place of contrast, where wealth and affluence sit beside relative poverty in many areas. It is also a place of diversity, variety and considerable opportunity. The key facts below give a sense of some of these contrasts.

Expensive new private riverside housing developments rub shoulders with social housing estates. Tower Hamlets now has one of the highest population densities in inner London. As a result, it's projected that by 2017, there will be a further 31,500 new homes.

Housing affordability is low by national standards - with an average house price of £305,363; that's 60.5% higher than the average in England and Wales - and out of reach for most local people.

The inequality is stark with 23% of families living on less than £15,000 while the average salary for those in work is nearly £69,000.

Tower Hamlets is one of the most ethnically diverse areas in the country. About half of the total population are from black and minority ethnic communities, and around 110 different languages are spoken by our school pupils.

There are many new communities moving into the borough which will contribute to a changing profile of the community over the next ten years.

Our population is expected to reach 300,000 by 2020.

Although things are improving, average life expectancy at birth is 77.4 years, ranking Tower Hamlets 349<sup>th</sup> out of 408 boroughs in Britain.

The proportion of young people living in Tower Hamlets currently stands at 28%, which is much higher than the 18% average for the rest of inner London, and over 78% of our young people are from minority ethnic backgrounds.

When Tower Hamlets helps to host the Olympic and Paralympic Games in 2012, we will have the world's greatest sporting occasion on our doorstep. A number of events will be taking place right here in Tower Hamlets, including the marathon which will pass along Whitechapel Road, Mile End Road and Bow Road – our "High Street 2012".

Another emerging priority, which wasn't prominent in the borough's first Community Plan, is climate change. As a dense urban area with a high level of development, local energy use and CO<sub>2</sub> emissions are high. Helping to tackle climate change is therefore a new and significant challenge. Lifestyle changes and difficult choices will have to be made in future years.

The new Community Plan recognises that Tower Hamlets is a 'community of communities' - so a one-size-fits-all approach to problem solving, services and improvements will not work.

Our challenge is, and will continue to be, to make sure that the many different and specific needs that exist in Tower Hamlets are identified, understood and addressed.

The next section – Living Up To People’s Aspirations - explains how the Partnership has set about achieving these aims in preparing the new Community Plan to 2020.

## **LIVING UP TO PEOPLE'S ASPIRATIONS**

A Community Plan must represent the aspirations of the people it affects - recognising differences between people, as well as common issues affecting neighbourhoods and community groups.

That's why the Tower Hamlets 2020 Community Plan was produced only after comprehensive resident involvement. It takes on the views of partners and takes account of recent consultation findings and the latest research on population, social and economic trends.

The consultation process included four large community events, involving over 400 local residents from all eight Local Area Partnership areas. Residents of all ages and backgrounds came together to talk to senior managers and councillors about the issues that matter to them. There has also been consultation with different groups in the borough including sessions with the Interfaith Forum, the Disabled Access Group, the Lesbian, Gay, Bisexual and Transgender Forum, Tower Hamlets Housing Forum and additional work with young and older people.

In addition to consultation events with residents, the Partnership also consulted widely with local business groups and individuals, and organisations representing the diversity of our communities.

In short, residents, businesses and partner agencies have worked side by side in developing the 2020 Community Plan - so that the final vision is informed by the aspirations of the community as a whole. The Plan's priorities address the consultation findings, and these have helped shape the Local Area Agreement – which sets out our key targets for the next 3 years.

A number of common issues have emerged as significant priorities:

- The need for more affordable housing - particularly for families
- A concern about the level of crime and the fear of crime
- The need for more opportunities for residents to get into training and acquire the skills for employment to exploit job opportunities
- The importance of retaining the richness of Tower Hamlets' diversity
- The importance of place shaping and ensuring connected and cohesive communities through planning and design
- Reducing health inequalities
- The need to have, and encourage, respect among communities
- The importance of personal responsibility
- Making sure that the whole community benefit fully from growth

These priorities have shaped and informed the 2020 Community Plan.

The Partnership also looked at the hard evidence in the form of past and current research on performance and context – including a large-scale needs-analysis.

This highlighted current issues for different service areas; how well services were currently performing and levels of need expected over the life of the Plan. This part of the Plan's development included looking at existing service plans, policies and performance reports, in addition to analysis of London-wide and national research papers.

The Community Plan provides the long-term vision for Tower Hamlets. Many individuals and organisations have helped to develop it, and will help to deliver it. There are already a number of key long-term plans in place, such as the Health and Wellbeing Strategy and Children and Young People's Plan, which have helped to inform this Community Plan's development.

The new Community Plan has also been developed alongside the borough's Local Development Framework (LDF) – which sets out the plan for the physical changes taking place in the borough – so that the new LDF reflects the ambitions, aspirations and priorities of the Community Plan.

But the 2020 Community Plan is more than the sum of existing plans – it provides a new vision and framework, from which all future Partnership strategies will take their lead.

## **BUILDING ONE TOWER HAMLETS**

The aim of the 2020 Community Plan is to *“improve the quality of life for everyone who lives and works in the borough.”*

To turn this vision into reality, the Plan is split into four themes – each designed to confront the challenges and opportunities highlighted in previous sections and deliver lasting improvements for local people.

The four themes are

- ~ A Great Place to Live
- ~ A Prosperous Community
- ~ A Safe and Supportive Community
- ~ A Healthy Community

Underpinning all these themes is a desire to build One Tower Hamlets - a borough where everyone has an equal stake and status; where people have the same opportunities as their neighbours, and where people have a responsibility to contribute; and where families are the cornerstone of success.

Tower Hamlets has benefited from massive inward investment over the past ten years, along with a changing skyline and significant service improvements, but this has not filtered through to enough local residents' day to day lives. Given this, tackling inequality will be a prime focus of the Partnership so that over the life of this Community Plan such stark differences no longer remain a reality.

One Tower Hamlets also means bringing different parts of the community together, encouraging positive relationships and tackling divisions between communities – as well as providing strong leadership, involving people and giving them the tools and support to improve their lives.

It's also about the Partnership working together efficiently and effectively to achieve One Tower Hamlets. Making sure that we join up our resources and services to drive the community plan priorities and provide value for money to local people.

There's more detailed information about the four themes, and how they support One Tower Hamlets, in the later section headed TURNING THE VISION INTO REALITY. Below is a taste of how the Partnership would like to see Tower Hamlets develop through the Community Plan by 2020.



### **A great place to live**

By 2020 Tower Hamlets will continue to be a place that attracts people – to settle and raise families, work in a thriving local economy and enjoy the rich cultural life.

Many neighbourhoods and estates will undergo major investment to improve the quality of homes and public spaces.

Residents will benefit from improved transport networks, linking communities to different areas of the borough and key services.

There will be access to affordable housing in the borough, for single people, couples and families.

Older residents will enjoy fulfilling retirements with access to first class leisure and support services

Our focus on long lasting and environmentally-friendly improvements will benefit current and future generations.

The huge economic growth in Canary Wharf and elsewhere in the borough will be used as a vital tool to secure improvements for local people.

Our town centres will be vibrant places to shop, spend our leisure time and do business.

The Olympic Park will be a distinctive, high quality new place providing world class sporting venues and parkland for local people.

Schools, children's centres and youth services will be at the heart of their communities.

### **A prosperous community**

By 2020 partnership working with both large and small businesses throughout Tower Hamlets will help ensure that employment opportunities are available to all local people.

Our children and young people will learn from the best teachers and gain qualifications that allow them to pursue their career goals.

Tower Hamlets will be known as a place where entrepreneurship and local enterprise is successful.

Local people have the skills and training to get employment and the spectrum of issues associated with joblessness such as poor housing and debt, will be tackled together.

Fewer children will be living in poverty.

### **A safe and supportive community**

By 2020 crime and antisocial behaviour will be greatly reduced in our neighbourhoods so that all residents and visitors, young and old, feel safe and confident in their homes and on the streets.

Tackling the root causes of crime will pay off as schemes designed to turn people away from crime and onto more productive paths succeed.

Everyone will have a choice of quality support services so that they can achieve their full potential and receive support in the way they want and need.

Services will ensure everyone, particularly the vulnerable, is protected from risk of harm and enabled to live a full and independent life.

Parents will get the support they need to give children the best possible start in life.

Schemes which address the problems of families and individuals at an early stage – and offer support - will be key to improving the safety of local communities.

### **A healthy community**

By 2020 local people will live longer and healthier lives.

The wider influences on health such as poverty, housing and employment will have improved making it easier for people to lead healthy lives.

Everyone in our communities will be aware of how lifestyle choices affect their own and their family's health and wellbeing and there will be more opportunities and support to make healthy choices.

Health inequalities will be greatly reduced as people choose to stop using tobacco, have safer sex, eat a balanced diet, be more active and get advice sooner for health concerns.

Health care will focus more on health promotion and prevention of illness and schools, workplaces and all partners will promote health lifestyles.

More children and young people will make healthy lifestyle choices, improving their health now and as they grow up.

Everyone will have access to high-quality, local health and social care services, from primary care at GP surgeries to maternity care and mental health services.

In the following section – TURNING THE VISION INTO REALITY - we explain how the 2020 Community Plan aims to achieve the goals it has set itself. It looks at the priorities and objectives set under each of the four themes – and also attempts to show the results residents can expect over the next three years.

The vital role that everyone who lives and works in Tower Hamlets has in the Plan's success is also highlighted - stressing that we all have a part in delivering each theme's objectives and supporting One Tower Hamlets.

## **TURNING THE VISION INTO REALITY**

In the Looking to the Future section, we gave a brief run through of the four main themes contained in the 2020 Community Plan – and looked at where we wanted to be by the year 2020.

This section looks at each of the themes in detail, including charting the key objectives and priorities that have been set by the Partnership to deliver the 2020 Community Plan.

### **A Great Place to Live**

A Great Place to Live reflects our aspiration that Tower Hamlets should be a place where people enjoy living and working and take active pride in belonging.

The Partnership will support this by seeking to provide good quality affordable housing for families, well designed public spaces and better transport links.

We face a number of challenges in achieving this, (not least the cost of land, the scale and speed of local growth) but have many unique opportunities that will help us ensure all residents believe Tower Hamlets is a great place to live.

Whilst the borough has seen major development and improvements in public services over the past ten years, there are still many areas that require attention and improvement.

Residents want quality services in their communities - located in buildings that are easy to use and get to - and attractive to visit. Where these services don't currently exist, the Partnership must work together to provide them.

As a small inner London borough, green open space is at a premium - so challenges lie in providing more and better quality open space for recreation and ensuring old and new urban environments are designed or remodelled to high standards of safety and cleanliness.

A commitment to environmentally-friendly improvements is also at the heart of this theme. With so many changes taking place in people's neighbourhoods, partners must ensure that developments don't harm the local environment – and improve it wherever possible. This means contributing to national and local targets for improving energy efficiency as well as tackling and adapting to climate change.

Decent, affordable housing – particularly for families - is another major factor determining the quality of a person's life – but access to decent housing is not yet a reality for many residents in Tower Hamlets. In particular, the Partnership has to deal with the legacy of poor quality social housing erected in the past, which is now in need of renovation.

To ensure all local social housing meets the Government's Decent Home Standard, the Council has transferred many estates to Registered Social

Landlords (RSLs), mostly housing associations, who have the money to make the necessary improvements. Community Plan housing targets will also be supported by a new Arms Length Management Organisation, Tower Hamlets Homes, which is being set up to attract much-needed investment into homes retained by the council.

It's not just the standard of local housing that needs improving. The affordability of homes is also a key concern for local people – whether they've grown up in the area or recently moved in. House prices have gone up significantly over the last decade – making home ownership unrealistic for many who live and work here.

In response, the Partnership is working with housing associations to ensure that help is available in the shape of shared ownership, key worker home-buy and other schemes to address our particular affordability issues - offering families and single people the opportunity to own a home of their own.

Helping people to rent homes in the private sector is another important part of this theme. The Partnership's commitment to affordable housing is also reflected in its Local Area Agreement, which contains ambitious targets for the number of affordable new homes built by 2011.

Decent living conditions are not defined simply by providing high-quality affordable housing, important though this is. They are also about the availability of local community facilities - like schools, parks and health services. The Partnership will work so that housing is not developed in isolation, and that schools, transport and other services are developed side by side. Schools will be at the heart of their communities, opening their doors to people of all ages.

Ensuring the effective management of social housing is also of paramount importance. The Partnership will work closely with the RSLs to ensure residents are getting a high quality service both in terms of the quality of the housing and the quality of community activities designed to improve the quality of life of residents.

Local people also want access to services and opportunities that bring fun and enjoyment into everyday life. With this in mind, the Partnership will work to ensure that more leisure, sport, entertainment and cultural opportunities are developed and delivered in the area - building on the success of well-received projects like Spa London, Mile End Park and Leisure Centre, Tower Hamlets' four Idea Stores and the over 80 community festivals delivered every year. We will also work to make the Olympic Park site (the largest urban park to be created in Europe in the last 150 years) and its venues accessible to local people.

Something else local people want are vibrant communities and prosperous town centres – easy-to-get-to places where they can meet friends and neighbours. It is the Partnership's vision that Tower Hamlets, and particularly

our town centres, should offer a variety of opportunities for entertainment, shopping, culture and enterprise befitting both residents and visitors.

Central London's venues, landmarks and job opportunities are nearby - so decent transport links are also very important. We have secured important transport improvements such as Cross Rail and increased capacity on the Docklands Light Railway and will continue to work closely with partners such as Transport for London so that people can move around as easily as possible and minimise any disruption during improvement works. We also want to promote the value of green transport like cycling and walking.

All of these improvements will contribute to making Tower Hamlets a good place to live - but they cannot succeed without the active involvement of local communities, particularly through our thriving Third Sector. It is the residents and businesses that shape local improvements - by making positive use of better public facilities, while respecting public spaces and each other.

### **The Priorities**

Providing affordable housing and strong neighbourhoods by:

- Increasing the overall supply of housing for local people including a range of affordable, family housing
- Providing decent homes in well designed streets and neighbourhoods
- Planning new neighbourhoods with supporting services like primary schools, healthcare facilities and local parks
- Improving the quality of housing management and related services provided to tenants and leaseholders

Strengthening and connecting communities by:

- Improving public transport networks and enabling more residents to walk and cycle safely
- Bringing together communities to foster mutual understanding, a collective sense of wellbeing and avoid people being isolated
- Ensuring communities have good access to a full range of facilities - including health services, schools and leisure

Supporting vibrant town centres and a cleaner, safer public realm by:

- Providing first-class and well managed centres where people come together for business, shopping, leisure and recreation
- Supporting and improving open spaces
- Improving street lighting and reducing graffiti and litter

Improving the environment and tackling climate change by:

- Reducing energy use and using more renewable energy sources
- Focusing on reusing wherever possible and recycling more
- Adapting our built environment to cope with the changing climate and weather patterns

**We can all help to achieve this by:**

Committing to Tower Hamlets' fight against climate change by reducing the amount of energy and water used in the home, cutting back on waste and recycling wherever possible

Taking pride in, and responsibility for, community facilities such as local open spaces for the benefit of everyone

Being considerate of others by not littering - and by reporting problems like antisocial behaviour and graffiti

Supporting local business and enterprise initiatives by shopping locally – including using Tower Hamlets' vibrant markets

Recognising what new and existing communities have in common - and valuing the borough's diversity

Getting involved in our community – perhaps by volunteering to help a local organisation or group

For those building in the borough – by prioritising environmental sustainability and quality design

and make **One Tower Hamlets** by:-

- ~ improving access to facilities and services that exist in different parts of the borough
- ~ thinking about how our actions affect our neighbours – and taking tough decisions when it comes to personal responsibility for things like not using cars, turning off lights and not dropping litter
- ~ engaging communities in important decisions so that choices are made with the community, not on their behalf
- ~ using culture, leisure and sport to bring together communities across all ages and backgrounds
- ~ ensuring the built environment is designed to high quality standards so it is inclusive and safe for all
- ~ helping people to get decent homes

**Over the next three years we will:**

Increase residents overall satisfaction with the local area by xx%

Increase the proportion of people from different backgrounds who get on well together in their local area by xx%

Reduce the level of CO2 emissions that are produced in the borough by xx%

Increase the proportion of waste that households recycle or compost by xx%

Make our streets cleaner and reduce incidents of graffiti and fly tipping

Support the supply of xxx more new homes, including xxx more affordable homes and xxx more family homes

Increase social housing tenants' satisfaction with the overall service provided by their landlord by xx% and increase the proportion of Decent Homes by xx%

Reduce the number of people that are killed or seriously injured on our roads in road traffic accidents by xx%

Create a thriving environment for the Third Sector with xx% of local voluntary and community organisations recognising this support

### **Delivering success**

The Partnership's Local Area Agreement (LAA) will set targets to drive progress over the first three years of the Community Plan – to help keep Tower Hamlets as a Great Place to Live. The LAA includes ambitious targets around cutting local CO2 emissions, the amount of waste recycled and new homes built.

A number of key strategies are being put in place to deliver specific priorities and objectives identified in this theme - most notably the Local Development Framework (LDF), which is being developed alongside the 2020 Community Plan. The LDF will set out a programme of investment in infrastructure for the next 10-15 years as well as setting criteria to guide new development and regeneration projects.

The LDF along with other local strategies will ensure that community facilities are in place to support the large number of new jobs and homes expected in particular areas – whilst also improving the quality of life for existing residents. For example the Council and Primary Care Trust will work together to implement its Health and Wellbeing Strategy, including an investment programme to bring local health facilities up to the highest modern standards.

The Council will establish an Arms Length Management Organisation or ALMO as part of a borough wide housing investment programme to make improvements to our social housing estates.

The Council is also developing a Public Realm Strategy to improve the quality and safety of our neighbourhoods, particularly town centres, and link this extended investment programme to the borough's open space network. We will use High Street 2012 as a model project to improve the quality of our road corridors as places for people.

The 2012 Olympics and Paralympics in East London are a real opportunity for the borough and our existing Legacy Strategy is helping to ensure that the Games really benefit local people. We will continue to work with other boroughs, the London Development Agency and Greater London Authority and the Olympic Authorities on the Legacy Master Plan to shape development beyond 2012.

**Changing People's Lives**

Case studies - Millennium Quarter / St Paul's Way

**A Prosperous Community**

Much of Tower Hamlets is booming - thanks largely to the unprecedented growth of Canary Wharf and our closeness to the City.

The average business size is the second highest in the capital, because there are so many major employers, and there is also a healthy enterprise culture. The economic activity has led to Tower Hamlets having the fastest employment growth in the country.

Yet, despite this, unemployment levels are higher than both the London and national averages, mainly because of comparatively low levels of basic skills but also due to a range of other factors which affect worklessness, such as access to housing, health, transport, debt and essential skills.

We will help people to confront the many different causes of worklessness – whether this is in the shape of barriers faced by some groups, like disabled people and vulnerable adults, the existence of ageism or because some people lack family role models to see employment as an option.

One thing is common; worklessness traps families - denying them the money and choices to improve their quality of life.

In short, there is no shortage of jobs in the borough – but many local people don't have the necessary skills to take advantage of the work on their doorstep.

We know that education is the best way to break the cycle of poverty and give people a step-up into employment, so a key priority for the Prosperous Community theme is to ensure that local people have access to lifelong learning opportunities. This means making high quality education available for residents of all ages - from those entering nursery and primary school to older people and pensioners wanting to learn new skills or pursue a change in career.

Many nurseries and schools in Tower Hamlets are offering our children and young people an outstanding education that gives them the opportunity to thrive. But we know that there is more to do so that every child makes the progress they are capable of, especially in English and mathematics.

We are putting considerable investment into our schools buildings so that every local child has the best possible start in life in terms of schooling. This investment will pay dividends by 2020, when more young people will leave



school with qualifications and skills that will help them into employment and successful careers. We also recognise that people learn in different ways- so more high-quality and stretching apprenticeships and vocational studies will be made available to young people, alongside or instead of, academic studies, leading to stable jobs.

The Partnership chose to include a number of employment and skills related targets in Tower Hamlets' Local Area Agreement - reflecting the importance of this issue in making Tower Hamlets a more prosperous place.

These targets will help drive our progress against our ambitions as we improve skills and the employment rate in the borough, increase the number of disabled residents in work and reduce the number of residents on out of work benefits.

The Local Area Agreement, and the work that supports it, will bring about real and significant improvements for local people by 2011; progress that will be further built upon up to 2020.

It will also be important for the Partnership to shape national and regional regeneration programmes so that they meet the needs of local people.

Tower Hamlets is a 2012 Olympics and Paralympics host borough and the importance of this cannot be understated. 30,000 new jobs will be created in nearby Stratford and the Olympic Village in East London will create 4 million square feet of commercial space – providing additional opportunities for local residents and businesses.

Tower Hamlets is experiencing growth in every sense - with more and more people moving in to live and work, new businesses and employment sectors relocating here and the economy growing fast. In addition, the development of the Thames Gateway is set to bring even more growth for Tower Hamlets.

But prosperity is not just about wealth. It is about ensuring all residents have the support, skills and encouragement to make the best of their lives. Jobs provide people with fulfilment, purpose and the means to enjoy life.

We are committed to making this a reality for all residents by actively supporting more people into work, giving people access to the training they need to be job-ready and by encouraging enterprise and fostering new industries.

### **The Priorities**

Supporting excellent learning opportunities for all by

- Investing in the under 5s whose development provides the best possible foundation for long term success
- Providing high quality schools, so that young people acquire the knowledge and skills they need to fulfil their full potential
- Providing continuous learning opportunities, so everyone can learn basic and new skills at any age

Reducing worklessness by

- Helping families escape poverty, by providing employment support and advice on debt management
- Identifying and removing barriers to employment for target groups
- Helping people to get and keep employment by ensuring there is support and training before and after they get a job

Fostering enterprise by

- Providing incentives that encourage both business and social entrepreneurship
- Maximising the opportunities for local businesses to benefit from key growth sectors, and the Olympic and Paralympic Games.
- Promoting Tower Hamlets businesses and encouraging growth and tourism, with particular emphasis on the Olympics and Paralympics

**We can all help to achieve this by:**

Taking responsibility for our own learning and development - by pursuing lifelong learning opportunities to gain new skills and knowledge

Encouraging young people to get the most out of their education

Creating more employment and training opportunities for local people, if they run a business

and make **One Tower Hamlets** by:

~ continuing to focus on improving school results and skill levels, further narrowing the gap between ourselves and the best performing parts of the country

~ highlighting opportunities, and supporting people to seize them, including the employment potential offered by the 2012 Olympic and Paralympic Games

~ recognising that people have individual needs when designing and delivering services – and ensuring that nobody is discriminated against on account of their race, disability, gender, age, sexuality or faith

~ recognising the importance of the family in supporting prosperous communities

**Over the next three years we will:**

Increase the proportion of local people in jobs by **xx%** - around **xxxx** people additional people into work.

Reduce the number of local people on out of work benefits by **xx%**

Increase the number of adults with learning difficulties in jobs by **xx**

Increase the number of adults, who are getting support from mental health services, in jobs by xx

Ensure the proportion of 19 year olds achieving a level 2 qualification (GCSE, Intermediate GNVQ, BTEC First Diploma, NVQ 2), rises by xx%

Ensure the proportion of 16 year olds with a level 3 (Intermediate GNVQ, 4 GCSEs) qualification rises by xx%

Increase the proportion of young people achieving 5 or more A\*-C grades at GCSE including English and mathematics and equivalent by xx%

Reduce the proportion of 16-18 year olds who aren't in education, employment or training by xx% - a reduction of around xxx young people

Increase the number of young people from families with low incomes going on to higher education to xx%

Reduce the number of children living in poverty by xx%

Increase the number of young people participating in positive activities by xx%

### **Delivering success**

In addition to the Partnership's Local Area Agreement, a number of important strategies and plans will help to deliver results within this theme.

Most notable are the Children and Young People's Plan (CYPP) and the borough's Regeneration Strategy. The CYPP outlines how we will deliver services for children and young people, and is focused on the Partnership commitment to continuous improvement.

It brings together, in one place, the most important actions planned to make sure that services work together and make a difference to the lives of all children and young people – particularly around skills and achievement.

The borough's Regeneration Strategy aims to bring more investment into the borough and ensure that all our residents and businesses are in a position to benefit from, and contribute to, increasing economic prosperity.

This strategy sits within various sub-regional and regional economic development strategies, most importantly the London Economic Development Strategy. At the same time, it supports other key strategies such as the London Plan and the London Thames Gateway Development and Investment Framework. As Europe's largest regeneration project the scale of the Gateway development is breathtaking. It will create thousands of new jobs and better connect London to the South East.

**Changing People's Lives**  
Case-study - To be agreed

## **A Safe and Supportive Community**

The Safe and Supportive Community theme represents a desire for Tower Hamlets to be a place where everyone can achieve their full potential.

This means a place where crime is rare and tackled effectively, and where communities live in peace together. It also means somewhere where everyone has equal access to choices, chances and power.

The Partnership recognises that the disadvantages faced by many local residents - in terms of employment, housing and health - increases the risk of them not feeling part of the local community. Local public services need to identify those who are most at risk and support them so that they can fulfil their potential.

Reducing inequality and removing the causes of crime are strongly linked. Although local crime has fallen by a quarter over the past four years, it remains significantly higher than the national average – and a sizeable stumbling block to progress. It is recognised that the most disadvantaged people are often most at risk of becoming both perpetrators and victims of crime. This knowledge places us in a strong position to focus resources and action over the coming years.

Delivering a Safe and Supportive Community has two key aspects.

The first is providing excellent services to everybody - including high-quality housing, schools and healthcare. Such services form part of every theme in this plan. The second involves providing excellent services for our most excluded groups, and to those at risk of becoming excluded. Over time, work on both of these areas will make a powerful impact on both disadvantage and crime.

Alongside this long-term approach, we will continue to crack down on crime through effective law enforcement and crime prevention. Violence – especially domestic violence and hate crimes – will not be tolerated. Fear of crime will be reduced, so that local people feel safe in their homes and in their neighbourhoods.

Another challenge within this theme is to ensure our crime and antisocial behaviour services are transparent and accountable to local people - seeking, and responding to, local views.

Victims of crime will be provided with timely and appropriate support and we will continue to encourage residents to report incidents of crime whilst publicising enforcement successes. Action will be focussed on crime and anti social behaviour hotspots - such as Whitechapel, Bethnal Green and Brick Lane, along with some housing estates.

When looking at both the causes of this crime, and the roots of disadvantage, the family is the single most important factor in shaping a child's well-being,

achievements and prospects. Poor parenting and early exposure to dangers like drug abuse, domestic violence and offending increase the likelihood of children not making the most of their potential.

Against this background, we will make sure a family-inclusive approach is taken to these problems. We will focus on families who are at risk or experiencing serious disadvantage and make sure that in doing so we co-ordinate the right services around them. We will also offer more support to those families who, with a little extra help, might avoid more complex problems later.

Delivering improvements for all our residents means a focus on easily available and high quality support services for key groups - such as older people, 'looked-after' children, youngsters leaving care, disabled people, offenders, victims of domestic violence, those with drugs and alcohol issues, homeless people and new communities. Research also shows us that it is not enough simply to provide a strong set of services to tackle deep disadvantage affecting all age groups. The most disadvantaged often fall through the net. What enables people to access and stay engaged with services are qualities - such as resilience, confidence, and the ability to develop strong relationships.

There is strong evidence that raising young children in a supportive and nurturing environment has a very significant impact on their later life chances. We have a range of services to work with families with children under five, from our 21 children's centres that reach out to all families in the borough to specialist services designed to support those most at risk as they prepare to start a family. We were awarded Beacon status for Early Intervention for Children at Risk for this support.

Building on this approach is a priority, and essential in making Tower Hamlets a borough where everyone can achieve their full potential.

### **The priorities**

Empowering older and vulnerable people and supporting families by:

- Providing responsive and appropriate services for adults which promote independence, choice, security and community
- Protecting children from harm and neglect
- Preventing and reducing homelessness, and helping more people into settled homes and employment
- Improving support for children and young people with disabilities and their families

Tackling and preventing crime by:

- Reducing crime and promoting successes effectively to reduce fear of crime
- Reducing re-offending through holistic intervention with all who become involved with the criminal justice system

- Making crime prevention a key element of all service planning - and improving community trust and engagement in strategic planning and service development

Focussing on early intervention by

- Improving parental engagement and support
- Using joined-up approaches to address links between health, drugs, alcohol, education, skills, employment, accommodation, mental health, debt and benefits across all age groups
- Tackling the causes of crime by working with 'at-risk' groups, to nip problems in the bud

**We can all help to achieve this by:**

Having a zero-tolerance approach to crime and antisocial behaviour – and by reporting incidents

Supporting family, friends and neighbours who have been victims of crime, encouraging them to seek professional advice and support

Teaching young children the consequences of crime - and the value of taking responsibility for one's own actions

Recognising that we all need help sometimes - and that vulnerability may affect us all over our lifetime

Respecting, valuing and safeguarding our older citizens

Working with local service providers to improve services - by telling us what we want and need to live more independent, fulfilled lives

Challenging prejudice and making Tower Hamlets 'no place for hate'

and make **One Tower Hamlets** by:

~ recognising the strong link between reducing inequality and removing the causes of crime

~ making sure that nobody is discriminated against on account of their race, disability, gender, age, sexuality or faith – and that hate crime is reported and dealt with

~ supporting everyone to access the services they need, and making sure nobody feels excluded

~ recognising that tackling issues effectively sometimes involves a family-inclusive approach

**Over the next three years we will:**

Reduce the number of serious violent crimes in the borough by xx% - that's around xxxx fewer incidents

Reduce the proportion of local people that think drug use or drug dealing as a problem by xx%

Increase the number of residents who believe that the Police and council are dealing with local concerns about antisocial behaviour by xx%

Cut reoffending by adults under probation supervision – reducing the rate by xx%

Build resilience to violent extremism

Cut reoffending by young people – reducing the rate by xx%

Reduce the number of arson incidents by xx%

Increase the proportion of carers who are receiving a specific carer's service, or advice and information by xx%

Increase the number of drug users in effective treatment by xx%

**Delivering success**

There are a number of key strategies already in place to deliver the desired results outlined within this theme - including the Partnership's Crime and Drugs Reduction Strategy, Children and Young People's Plan and Alcohol Harm Reduction Strategy.

Tower Hamlets Homelessness and Supporting People strategies outline the approach, and support available, to people most vulnerable in terms of housing – helping to enable residents to remain at home and keep their tenancies while going through a rough patch.

There are also a number of local networks that play a key role in delivering the Community Plan objectives identified in this theme. The Safer Neighbourhood Teams provide ward-based community policing - while the Better Tower Hamlets teams bring together service providers at a local level to have a greater impact on tackling residents' community safety concerns. The teams are made up of police, safer neighbourhood team officers and staff from cleaner, safer services. They are located together in local teams to support close working and deliver coordinated responses to local crime, ASB and environmental issues.

**Changing People's Lives**

Case-study - Sonali Gardens / Reducing Reoffending



## **A Healthy Community**

Local residents want Tower Hamlets to be a place where more people lead healthy and longer lives, where differences within the borough are reduced and where everyone has access to world class primary care, community, mental health and hospital services.

At the moment, there are some stark differences in the quality of health experienced by Tower Hamlets residents. Although life expectancy is improving, and now stands at 73 years for men and 79 years for women, this compares with 82 years for men and 86 for women in Kensington and Chelsea.

There are also substantial inequalities between groups *within* the borough, with the average life expectancy for men in Millwall more than eight years greater than for those in Bethnal Green North.

A poor diet, smoking and physical inactivity increase the risk of serious illness, leading to a less enjoyable and shorter life. This is of course true everywhere but Tower Hamlets currently has some of the worst health figures in the country. Although improving, the borough's cancer mortality rate is the highest in London and circulatory disease deaths are second highest. These stark statistics are linked to Tower Hamlets having one of the highest rates of tobacco use in the country, with a growing number of people diagnosed with diabetes and other long-term conditions. The proportion of people who are overweight or obese is also predicted to increase.

It is important to recognise that the wider improvements across all the plan themes - in housing, employment and safety - will have considerable impact on improving people's health and encouraging healthy lifestyles.

The 2012 Olympic and Paralympic Games in East London will provide an excellent opportunity to promote better health through exercise and sport. Residents will have the chance to attend the Games and be inspired by a historic sporting legacy, as well as having access to world-class sporting facilities right on their doorsteps.

Throughout a resident's life, key objectives for the Partnership are to make high quality prevention and health care services available and support healthy lifestyles. The starting point is providing excellent maternal care for all expectant mothers in Tower Hamlets. The end point should be the care given to older people for chronic conditions later in life.

Local people increasingly want more control and choice when getting health care and the Partnership is committed to giving people the power to shape and control their own services.

Residents want access to services locally within the community and for these services to be delivered by the most appropriate agency - whether that is the Primary Care Trust, a social care service or local community organisation.

The Partnership is committed to delivering this, and co-ordinating and bringing together services so that they are better for those that use them.

Good and timely access to services and treatment is essential. For some residents this may mean home visits or an appointment with a female health practitioner. For others, it may mean access to an interpreter or other support assistance.

The Partnership will also radically improve primary and community care premises and provide services in or close to people's homes, whenever possible, rather than in hospitals and other institutions.

Improving children's health is a particularly high priority for the Partnership. With such a large, young population, it is essential that children are given the best start in life and make lifestyle choices that will safeguard their health in future years. Currently, the proportion of young people who smoke, are obese, do not exercise regularly, and eat poorly are higher than the national averages. We have the third highest proportion of 4-5 year olds who are obese in the country. The Partnership is committed to achieving major improvements in children and young people's health.

Sexual health is a key issue for Tower Hamlets. The incidence of sexually transmitted infections, including HIV, is higher than the national average and cases of chlamydia and syphilis have risen in recent years. Despite real progress in reducing teenage pregnancy there also remain high levels of sexually transmitted infections among young people. This will be reversed through effective advice and education initiatives, readily available screening and treatment services and, of course, through residents taking personal responsibility for their sexual health.

Mental health issues affect one in four people sometime during their life. And people with serious mental illness have a higher risk of physical illness and reduced life expectancy. Raising the profile of mental health services, and improving access to them, will be an important focus over the coming years.

### **The Priorities**

Improving health and reducing differences in people's health by promoting healthy lifestyles to:

- Reduce the use of tobacco
- Reduce rates of diabetes, high blood pressure and high cholesterol
- Slow down the increase in obesity
- Improve sexual health

Supporting mental health services to improve mental health by

- Providing high-quality accessible services
- Combating discrimination against individuals and groups with mental health problems
- Ensuring integrated planning and treatment for patients with multiple health needs

Improving access to, and experience of, local health services by

- Improving access to GPs, developing out-of-hospital services and improving access to high quality maternity care
- Reducing waiting times
- Promoting self-care and improving management of long term conditions

**We can all help to achieve this by:**

Making responsible lifestyle choices which promote good health - such as exercising, adopting a healthy diet and practising safe sex

Understanding the dangers of tobacco, drug taking, and binge drinking - and seeking support when facing addiction

Having regular health checkups and attending screening and immunisation appointments

Taking an active interest in the health of family, friends and neighbours - ensuring that the most vulnerable are getting the health care services they need

Taking part in consultation that seeks to improve local services

and make **One Tower Hamlets** by:

~ focusing on reducing the health inequalities that exist within the borough and narrowing the gap between Tower Hamlets and the healthiest parts of the country

~ supporting people to lead healthier lifestyles

~ making sure that health services are accessible – including at a time and place that suits them

~ recognising the strong links between health and other areas such as employment, housing and the environment

**Over the next three years we will:**

Reduce the number of obese primary school age children in year six by xx%

Reduce the proportion of under 18s getting pregnant by xx%- that's xx fewer young women

Increase the number of people who quit smoking every year by xx% to xx residents

Increase life expectancy

Increase resident satisfaction with local health services by xx%

**Delivering success**

Strong links and a co-ordinated approach are already in place between the council, Primary Care Trust and health care providers in Tower Hamlets.

In 2006, the Partnership published the first Tower Hamlets Health and Well-being Strategy, developed by the Council and the Primary Care Trust. This strategy outlines the vision for primary and community services until 2016. The Joint Strategic Health Needs Assessment will further inform the delivery of the strategy.

More recently, the Partnership has agreed with government an ambitious three-year Local Area Agreement, featuring targets that will help drive partnership action in a number of key areas - including tobacco, obesity and participation in sport. The Partnership's "Time for Health" campaign will also target health inequalities around heart disease, diabetes, cancer and stroke.

There are also a number of major building projects in place that will support efforts to achieve objectives within this theme. One example is a new hospital at Whitechapel, which will blend world class specialist and teaching resources with excellent local hospital services.

Another is new mental health inpatient services on the Mile End Hospital site – which will see the transformation of Victorian facilities at St Clement's into new modern buildings better equipped to respond to the needs of 21<sup>st</sup> century patients.

<p><b>Changing People's Lives</b> Case-study - Barkantine Centre</p>
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## **The Community Plan: Building One Tower Hamlets**

This booklet has highlighted the main issues facing the borough and what the Partnership will do to tackle them over the next decade. At the heart of this Community Plan is the idea of One Tower Hamlets: reducing inequality, bringing local communities closer together, strong local leadership and personal responsibility.

Tower Hamlets' diversity is a major strength - and this Community Plan recognises the richness, vibrancy and energy that our communities provide. But with diversity also comes challenge, and the Partnership is firmly committed to making sure people are treated with respect and fairness regardless of their differences. Everyone living, working or visiting Tower Hamlets has the right to live in freedom from discrimination, prejudice and inequality. And everyone in the borough has a responsibility to stop other people from being treated in these ways.

The Partnership is committed to improving the quality of life of everyone who lives and works in Tower Hamlets. Together, we can address the inequalities that can arise from people's income, race, age, disability, gender, faith or sexual orientation or from living in different areas. The Community Plan is about narrowing these gaps – reducing inequalities and making the borough a fairer place.

Reducing inequality and fostering cohesion is not easy. It requires strong local leadership and active community participation. Councillors are a key part of this; providing leadership and transparent decision making.

But in the consultation events, residents also highlighted strongly the personal responsibility that we all have to make the borough better - recognising that everyone that lives, works or visits Tower Hamlets can by their own actions improve not only the borough but their own lives. We've highlighted some of these throughout the Plan.

The 2020 Community Plan is a plan for, and by, the community. Produced in consultation with local residents, we all have a stake in its delivery. The participation of those who live and work in Tower Hamlets is essential in supporting One Tower Hamlets and delivering the Community Plan vision.

## **The Tower Hamlets Partnership**

Brief content to be inserted about the Partnership's new structure – including LAPs

## **Getting Involved**

The Tower Hamlets Partnership wants everyone to be involved – you can attend a nearby Partnership fun day, participate in your local LAP meeting - a platform for everyone to have their say on the improvements in their area – or simply see what's happening.

To find out more contact:

The Tower Hamlets Partnership

Email: [towerhamletspartnership@towerhamlets.gov.uk](mailto:towerhamletspartnership@towerhamlets.gov.uk)

Web: [www.towerhamlets.gov.uk/partnership](http://www.towerhamlets.gov.uk/partnership)

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## Tower Hamlets Local Area Agreement 2008-2011

### 1. Introduction

The Tower Hamlets Partnership welcomes the opportunity to negotiate a new Local Area Agreement for 2008/09-2010/11. Performance against the current LAA has been strong and the existing agreement has supported the delivery of key local priorities through strong local leadership, enhanced partnership working and improved mechanisms for service planning and delivery.

The new agreement will set out some of Tower Hamlets' key priority areas for the next 3 years. The Partnership's proposed priorities have been identified following extensive consultation and are based on hard evidence. The Partnership's proposals strike a good balance between national and local priorities, and reflect the impact of major regional developments including the Olympics and Thames Gateway.

The delay in providing some aspects of the national Local Area Agreement framework, including the recently released national indicator set and operational guidance, has not impeded the development of the agreement in Tower Hamlets; significant work has taken place over the past year to ensure that we are well placed to negotiate a new three-year LAA.

### 2. Development Process, LAA Structure and Shape

It is a government expectation that local priorities from the Sustainable Community Strategy will form the core of the negotiated improvement targets within the LAA. During the course of 2007/08, the Tower Hamlets Partnership has undertaken a full review of its SCS - known locally as the Community Plan - and this renewed strategy, providing a vision and priorities for Tower Hamlets to 2020, will be launched alongside the new LAA over the summer of 2008.

The LAA will help deliver the refreshed Community Plan vision and they have been developed together. The emerging agreement is the result of consultation with local residents and detailed discussions with local partners. A strong local evidence base has been prepared to help inform its development, including a detailed borough profile and needs analysis. A cross-partnership working group has been created to help develop the new Community Plan and LAA, and this group will continue to operate in 2008 as it develops further the priorities and actions, and the framework to deliver them.

Tower Hamlets Community Plan to 2020, and the new LAA, will be structured around four themes:

- A Great Place to Live - including housing, transport and waste
- A Prosperous Community – covering learning, worklessness and enterprise
- A Safe and Supportive Community – bringing together support for the most vulnerable residents with community safety issues
- A Healthy Community – including public health, access to primary care and mental health

Underpinning these four themes is the idea of One Tower Hamlets - reducing inequalities, bringing local communities together, strong local leadership and personal responsibility.

Although the refreshed Community Plan and LAA have been developed together, there are a number of significant differences. Most obviously, the Partnership's refreshed Community Plan is a long term strategic document based on a vision of the borough to 2020, whereas the LAA is a three-year agreement. The requirement for the LAA's designated 35 targets to be taken from the national indicator set also restricts the Partnership: many of its priorities are not captured adequately within the 198 indicators, and where this is the case local targets will also be used.

There has been significant discussion within the Partnership about the shape of the LAA. The national guidance makes clear that the agreement should not be a collection of unrelated performance indicators but seen as a package. The Partnership's focus in developing the LAA, and identifying the designated 35 targets, has been on ensuring that it is cohesive, reflects resident and elected Member priorities, is based on sound evidence and will have an impact over the three year timescale. Prioritised inclusion criteria were agreed to support the inter-Partnership negotiation process and ensure a consistent approach. In particular, two criteria were given a significant weighting in the development process:

- LAA priorities should have a strong partnership focus and not relate solely to one Partnership organisation as a service provider
- One Tower Hamlets should be the primary focus within the agreement – reducing inequality and supporting cohesion

### **3. Priorities and Indicators**

The development process and guiding principles which have supported the agreement's development are set out above. The proposed improvement priorities and designated indicators for the LAA are attached. Below is a textual summary of the LAA, providing an outline of the reasoning behind the selection of some of the key priorities and accompanying indicators.

#### **A Great Place to Live**

The central focus of One Tower Hamlets – fostering cohesion and tackling inequality – is strong throughout the agreement. Meeting housing need, raising educational attainment and addressing the skills gap to improve employment opportunities are all vital in addressing the underlying inequalities that undermine cohesion. In addition, it was felt important that improving resident perceptions of cohesion should be represented within the LAA's designated targets through the indicator from the new Place Survey which measures the proportion of people who believe people from different backgrounds get on well together.

Improved outcomes for residents are at the heart of the borough's vision and the Partnership recognises its role in helping to improve the quality of place. The indicator relating to general satisfaction of local people with their area has been included within the borough's designated targets, acknowledging the importance of the Partnership, and partnership-working, in helping to drive resident satisfaction.

Sustainable development is central to the Partnership's approach and the integration, and balance, of economic, social and environmental needs is a key consideration in the new Community Plan. Tackling climate change is an increasingly important priority for the area and was a strong theme from this year's resident consultation. The Partnership's emphasis on issues with a strong partnership focus within the LAA means that the potentially more challenging indicator – the reduction of CO2 emissions in the area, rather than from local



authority operations – has been identified for inclusion within the borough’s designated 35 targets.

It is acknowledged that recycling rates are low in comparison to both the London and national averages and that there is a need for continuing performance improvement over the next three years. Recycling will feature in the borough’s LAA and the Partnership will maintain its strategic approach on moving management of waste up the agenda, in line with both the national and regional strategies.

Environmental cleanliness remains a key concern of residents, and issues such as graffiti and litter play a significant role in driving local perceptions. Effective partnership working is essential in this area and the indicator has been identified for inclusion within the LAA to support the improvement focus.

There is insufficient housing in the borough to accommodate the level of need and availability of affordable housing is a growing concern of local people. Nearly a quarter of the borough’s residents included affordable housing as one of their top three concerns in the last borough-wide perception survey, which is significantly more than both the London average and opinion within Tower Hamlets in the previous year. Increasing long term housing supply and affordability is a key Partnership priority that will be reflected within the borough’s agreement. It is proposed that the indicators relating to net additional homes provided and the number of affordable homes delivered will be included within the LAA’s designated targets. It is felt that a particular area of focus within this needs to be on family homes.

The Partnership is committed to improving housing across all providers in the borough and was disappointed to note that the indicator from the national set relating to Decent Homes includes only Council stock. In addition to the inclusion of the Decent Homes NI, the Partnership intends to capture its priority relating to housing standards and tenant satisfaction across all social landlords with local indicators, which cannot form part of the LAA 35.

Reducing road casualties is an LAA priority for the borough. There has been an increase in the number of people killed or seriously injured on roads within the borough in the past year and partnership working is essential in this area, particularly to improve performance on Transport for London’s road network.

The Partnership recognises that a thriving Third Sector is a key part of creating a strong and cohesive community and an essential partner in delivering the Local Area Agreement and the wider aspirations of the Community Plan.

### **A Prosperous Community**

Tower Hamlets has the highest economic growth rate in the country with high levels of productivity and business enterprise. The working population of Canary Wharf alone is now in excess of 90,000 people and Tower Hamlets is expected to accommodate some 150,000 additional jobs by 2016, through the expansion of Canary Wharf and the development of the Thames Gateway. Up to 40,000 of these jobs will be generated by the Olympics and Olympic legacy development. However, Tower Hamlets still has a relatively weak labour market with a low level of skills; many residents are unable to take advantage of the employment opportunities that are available in the borough. Unemployment is over double the national rate and over a quarter of these residents are long-term unemployed. Tackling worklessness is a key partnership priority and is essential to delivering the Community Plan’s vision. Tower Hamlets

has already signed up to a 3% improvement in the employment rate across the 5 Olympic boroughs by 2012 through the City Strategy. It is proposed that the indicators from the national set relating to the employment rate and working age people on out of work benefits are included within the LAA's designated targets.

The proportion of people living in Tower Hamlets aged under 19 stands at 28%, which is significantly above the inner-London average of 18%. Ensuring that these young people have the skills for employment is a major challenge. Although the proportion of Tower Hamlets pupils achieving grades A\*-C has increased to 56.7%, up from 26% in 1996, this is still below the national average. Five indicators from the national set relating to positive activities, skills and employment for young people have been included within the provisional 35, in addition to the statutory 16 DCSF indicators, reflecting their importance in the borough.

Child poverty is strongly associated with families experiencing worklessness and the effects of poverty in terms of education, health, crime and future life prospects are well documented. Although there are concerns with the specific indicator in the national set, reducing the incidence and effects of child poverty has been identified as a designated improvement priority.

The Tower Hamlets Partnership has designated a basket of four of its LAA indicators for Working Neighbourhoods Fund reward grant: working age population claiming out of work benefits in the worst performing neighbourhoods (NI 153), achievement of level 2 and level 3 qualifications by 19 (NIs 79 and 80) and the proportion of 16-18 year olds who are not in education, employment or training (NI 117). These indicators reflect the Partnership's approach to targeting worklessness, including both a commitment to impacting on the employment and benefit rate in the short term and a long-term, early intervention and preventative approach.

### **A Safe and Supportive Community**

Crime remains the main concern of residents in Tower Hamlets as evidenced in perception surveys and other consultation, despite year on year reductions in overall crime levels within the borough. Both the violent crime and serious acquisitive crime rates remain higher than the London average and have been identified for inclusion within the borough's 35 designated targets. There is a very strong partnership dimension to tackling these issues through preventative work, communications and enforcement. This includes not just the Council and the Police but others including RSLs, the third sector and, of course, residents.

Tower Hamlets also has the second highest perception level of ASB in London and tackling this is a local priority; the indicator from the national set relating to dealing with local concerns about anti-social behaviour and crime by the local Council and Police has also been identified for inclusion. In addition, the indicator relating to arson incidents features within the designated 35. Deliberate fires are a key component of anti-social behaviour and Tower Hamlets has a higher number of arson incidents relative to population than any other London Borough.

Half of all crime is committed by those who have come into contact with the criminal justice system previously; it is estimated that reoffending in Tower Hamlets costs the borough in excess of £45 million every year. Reducing reoffending will remain a Partnership priority and it is proposed that the indicators relating to the reoffending of young offenders and offenders under probation supervision will be included within the designated LAA targets.

Drug treatment will also feature within the borough's LAA. Drug misuse is a major component of anti-social behaviour and custody drug treatment shows high levels of usage amongst those

responsible for acquisitive crime. The importance of reducing drug supply and use, and addressing residents concerns, is also reflected within the agreement with the inclusion of the indicator relating to perceptions of drug use or drug dealing as a problem.

The Partnership supports the preventing violent extremism agenda and acknowledges its central importance to community cohesion. The Partnership also understands the importance of a locally developed partnership approach and, as a Preventing Violent Extremism Pathfinder, has led innovative work in this area. The indicator relating to building resilience to violent extremism has been selected for inclusion within the borough's designated LAA targets.

Support for vulnerable adults is an important priority for Tower Hamlets and plays a significant role in delivering the One Tower Hamlets vision. This priority is captured throughout the agreement, for example, through the inclusion of targets relating to people with learning disabilities and mental ill health in employment. The Partnership recognises the significance of support to carers, and its strong partnership dimension, within the agreement. This is important both in terms of support to vulnerable people and in enabling carers to continue with their lives, families, work and contribution to the community.

### **A Healthy Community**

It is acknowledged that health, as a local priority, must be reflected significantly within the LAA. Tower Hamlets has poor health compared to the London and UK benchmarks: the borough records an average life expectancy of 77.4 years, ranking 349<sup>th</sup> out of 408 local authority districts in Britain. Mortality rates from both the 'big killers' (cancer and circulatory disease) are high; the borough's cancer mortality rate is the highest in London, and the circulatory disease mortality rate is second highest. Poor health has a wider socioeconomic impact and Tower Hamlets has a high rate of incapacity benefit claimants relative to London as a whole. It is felt that the health indicators in the national set do not capture well local priorities. However, a number of indicators have been identified for improvement targets within the LAA which will have a significant impact in improving health outcomes for local people within the three year-timescale.

Recent data shows that obesity levels in Tower Hamlets children are above the London average and rising in line with the national trend. A strong partnership approach to tackling childhood obesity is essential, encouraging lifestyle change and addressing environmental barriers. The indicator relating to obesity among children in year 6 has been identified for inclusion within the LAA designated improvement targets. Teenage pregnancy remains a concern and will also feature within the LAA. Although the under 18 conception rate has been declining, there is evidence that this improvement is slowing and Tower Hamlets' rate remains higher than the national average.

Mortality rates for cancer are high in Tower Hamlets and this is linked to high smoking rates, particularly for Bangladeshi men. The adult smoking indicator will provide a strong focus for improvement within the LAA. In addition, the indicator relating to all-age all cause mortality is included within the LAA, providing a good proxy for life expectancy.

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## Local Area Agreement 2008/09: priorities and national set indicators

Priority	Indicator	Provisional Targets				Delivery Partners
		2008/09	2009/10	2010/11	2010/11	
Support vibrant town centres and a cleaner, safer public realm	<b>A Great Place to Live</b>	<b>Baseline</b>				
	<b>NI186:</b> Per capita reduction in CO2 emissions in the LA area	2,015,000t - 9.5 tonnes CO2/cap (2005)	2%	6%	10%	Council, Primary Care Trust, Transport for London, RSLs, Private Developers
	<b>NI192:</b> Household waste recycled and composted	11.76% (Waste Data Flow) (2006/07)	19%	26%	32%	Council, Third Sector
Support vibrant town centres and a cleaner, safer public realm	<b>NI195:</b> Improved street and environmental cleanliness	Litter 14 (21.4) Detritus 15 (23.5) Graffiti 9 (13.4) Fly posting 4 (5.9) (2006/07)	12% 13% 8% 3%	10% 12% 7% 3%	8% 10% 6% 2%	Council, Tower Hamlets Partnership, Transport for London, RSLs
	<b>NI154:</b> Net additional homes	2370 (2006/07)	2999 (av)	2999 (av)	2999 (av)	Council, RSLs, Private Developers
	<b>NI155:</b> Affordable homes delivered	1047(2006/07)	1688 (av)	1688 (av)	1688 (av)	Council, RSLs, Private Developers
Strengthen and connect communities	<b>NI47:</b> People killed or seriously injured in road traffic accidents	124 (2006/07)	117	111	105	Council, Transport for London, Police, Schools
	<b>NI158:</b> Decent Homes	59% (2007/08)	51%	49%	47%	Council, Tower Hamlets Homes
Provide affordable housing and strong neighbourhoods						

Priority	Indicator	Provisional Targets				
		Baseline	2008/09	2009/10	2010/11	
<b>A Prosperous Community</b>					<b>Delivery Partners</b>	
Reduce worklessness	<b>NI151:</b> Employment rate	53.2 (June 2007)	54%	54.9%	55.7%	Council, Job Centre Plus, Learning and Skills Council
Reduce worklessness	<b>NI153:</b> Working age people claiming out of work benefits in the worst performing neighbourhoods	18.8% (May 2007)	18.3%	17.7%	16.8%	Council, Job Centre Plus, Learning and Skills Council
Reduce worklessness	<b>NI 152:</b> Working age people on out of work benefits	29.8% (May 2007)	29%	28%	26.8%	Council, Job Centre Plus, Learning and Skills Council
Reduce worklessness	<b>NI 116</b> Proportion of children in child poverty	46.4% (April 2006/07)	45.3%	44%	42.4%	Council, Job Centre Plus, Learning and Skills Council
Support lifelong learning opportunities for all	<b>NI79:</b> Achievement of a level 2 qualification by age 19	58% (2006/07)	67%	69.5%	71.8%	Council, Tower Hamlets HUB: Schools, Tower Hamlets College, Queen Mary University and the University of East London, Tower Hamlets Education Business Partnership, Connexions and Learning and Skills Council
Support lifelong learning opportunities for all	<b>NI80:</b> Achievement of a level 3 qualification by age 19	37% (2006/07)	40%	43%	46%	Council, Tower Hamlets HUB: Schools, Tower Hamlets College, Queen Mary University and the University of East London, Tower Hamlets Education Business Partnership, Connexions and Learning and Skills Council
Reduce worklessness	<b>NI117:</b> 16-18 year olds who are NEET	8.2% (Nov 07-Jan 08)	7%	6.25%	6%	Council, Tower Hamlets HUB: Schools, Tower Hamlets College, Queen Mary University and the University of East London, Tower Hamlets Education Business



Priority	Indicator	Provisional Targets				Delivery Partners
		Baseline	2008/09	2009/10	2010/11	
Reduce differences in people's health and promote health lifestyles	<b>A Healthy Community</b>					
	<b>NI156:</b> Obesity among primary school age children in year 6	23.0% (2007/08)	22.9%	23.6%	23.7%	Council, Schools, PCT
Reduce differences in people's health and promote health lifestyles	<b>NI112:</b> Under 18 conception rate	-24.2% (2006/07)	-47%	-48.7	-55%	Council, Schools, PCT
	<b>NI123:</b> Stopped smoking	1276	1,025	1,043	1,061	Council, PCT
Reduce differences in people's health and promote health lifestyles	<b>NI120:</b> All-age all-cause mortality rate	856 (male) 578 (female)	821 (m) 563 (f)	804 (m) 555 (f)	787 (m) 547 (f)	Council, PCT



## **Indicators where target setting is deferred**

### **A Great Place to Live**

- NI11**: % of people who believe people from different backgrounds get on well together in their local area
- NI15**: Overall / general satisfaction with the local area
- NI 7**: Environment for a thriving third sector

### **A Prosperous Community**

- NI106**: Young people from low income backgrounds progressing to higher education (to be formally confirmed)
- NI110**: Young people's participation in positive activities
- NI146**: Adults with learning disabilities in employment
- NI150**: Adults in contact with secondary mental health services in employment

### **A Safe and Supportive Community**

- NI15**: Serious violent crime rate
- NI18**: Adult re-offending rates for those under probation supervision
- NI19**: Rate of proven reoffending by young offenders
- NI21**: Dealing with local concerns about anti-social behaviour and crime by the local Council and Police

The following Statutory 16 Education Indicator targets were submitted to DCSF in January 2008:

<b>Community Plan Priority</b>	<b>National Indicator</b>	<b>Target</b>
Prosperous Communities: Support Lifelong Learning Opportunities for all	NI. 72: Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	45.3%
	NI. 76: Achievement at level 4 or above in both English and Maths at KS2 (Floor)	79%
	NI. 77: Achievement at level 5 or above in both English and Maths at KS3 (Floor)	71%
	NI. 78: Achievement of 5 or more A*-C grades at GCSE and equivalent including GCSEs in English and Maths (Floor)	50%
	NI. 83: Achievement at level 5 or above in Science at Key Stage 3	71%
	NI. 87: Secondary school persistent absence rate	5.94%
	NI. 92: Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	31.8%
	NI. 93: Progression by 2 levels in English between Key Stage 1 and Key Stage 2	92%
	NI. 94: Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	85%
	NI. 95: Progression by 2 levels in English between Key Stage 2 and Key Stage 3	39%
	NI. 96: Progression by 2 levels in Maths between Key Stage 2 and Key Stage 3	62%
	NI. 97: Progression by 2 levels in English between Key Stage 3 and Key Stage 4	62%
	NI. 98: Progression by 2 levels in Maths between Key Stage 3 and Key Stage 4	46%
	NI. 99: Children in care reaching level 4 in English at Key Stage 2 PSA 11	53%
NI. 100: Children in care reaching level 4 in Maths at Key Stage 2	53%	
NI. 101: Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths)	23%	

# Agenda Item 12.2

<b>Committee:</b> Cabinet	<b>Date:</b> 11 June 2008	<b>Classification:</b> Unrestricted	<b>Report No:</b> CAB 007/089	<b>Agenda Item:</b>
<b>Report of:</b> Chief Executive		<b>Title:</b> Strategic Plan, Annual Report and Best Value Performance Plan		
<b>Originating officer(s)</b> Louise Russell, Head of Performance Improvement Lucy Sutton, Performance Manager		<b>Wards Affected:</b> All		

## Special Circumstances and Reasons for Urgency

- The report was unavailable for public inspection within the standard timescales set out in the Authority's Constitution, because of the continuation of negotiations with Government Office for London over the indicators and targets to be included within the Council's Local Area Agreement which it had been anticipated would be completed in time for publication of the agenda for this meeting of the Cabinet.
- The Local Area Agreement is the recognised delivery vehicle for the Community Plan and the principle target setting mechanism between central and local government. The Strategic Plan sets out the Council's contribution to delivering both the Community Plan and the Local Area Agreement. It was vital that the Community Plan, Local Area Agreement and Strategic Plan were consistent and aligned to allow proper consideration of the report by Members.

### 1. Summary

- 1.1 This report presents Tower Hamlets Council's Strategic Plan (2008/09) (Section 3), the end of year monitoring update on the full 12 months of the 2007/08 Strategic Plan (Section 4), the Best Value Performance Plan and Annual Report (Section 5), and information on how these relate to our financial outturns (Section 6).

The advice and comments of the Overview and Scrutiny Committee will be tabled at the Cabinet meeting for Members' consideration.

The final, integrated document will go to Full Council on 25<sup>th</sup> June 2008.

### 2. Recommendations

- 2.1 That the Council's Strategic Plan 2008/09, end of year monitoring, Best Value Performance Plan and Annual Report be endorsed and that full Council be recommended to approve these Plans, attached at Appendix 1 and 3 to this report, subject to necessary and appropriate amendments to ensure that the plans are accurate, coherent and reflect the views of Members.
- 2.2 That the Chief Executive, after consultation with the Leader of the Council, be authorised to make appropriate and necessary amendments to the Strategic Plan 2008/09 and BVPP (2007/2008) in advance of final publication.

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**Local Government Act, 1972 Section 100d (As Amended)  
List Of Background Papers Used In Preparation Of This Report**

<b>Brief description of “background papers”</b>	<b>Name and telephone number of holder and address where open to inspection.</b>
Strategic Plan 2008 - 2011	Lucy Sutton 020 7364 4361 Mulberry Place, 5 Clove Crescent, London E14 2BG

### **3. Strategic Plan 2008/09**

The Strategic Plan 2008/09 has been developed to ensure that it:

- reflects the Council’s contribution to delivering the Community Plan for 2008/09;
- establishes a new set of Strategic Indicators based on the indicators within our new Local Area Agreement plus other priority National Indicators; and
- provides a strategic focus on Key Initiatives which contribute to the delivery of agreed priorities; more detailed activities will be incorporated within Directorate and Team Plans.

The plan has been informed by discussions with Cabinet members to prioritise key initiatives. As the Strategic Plan falls under the Budget and Policy Framework, following this Cabinet meeting the reports will be considered by Full Council on 25 June.

#### **3.1 Structure and Content of Strategic Plan 2008/09**

The structure and content of the current draft is as follows:

1. Vision – drawn from the vision developed for the new Community Plan
2. Context – summarised from the new Community Plan
3. The Strategic Plan and the Council’s role
4. Measuring our Progress
5. Key Initiatives and Milestones
6. Planning and Monitoring Framework
7. Use of Resources

#### **3.2 Summary of Strategic Themes and Priorities**

##### *One Tower Hamlets*

Priority: 1.1 To reduce inequalities, foster strong community cohesion and provide strong leadership and inclusive services

Objectives;

- 1.1.1 To reduce inequalities
- 1.1.2 Foster strong community cohesion
- 1.1.3 Provide strong community leadership and inclusive services

Priority: 1.2 Working efficiently and effectively as One Council

Objectives;

- 1.2.1 Ensuring value for money across the Council
- 1.2.2 Recruiting, supporting and developing an effective workforce
- 1.2.3 Providing effective and joined up corporate services to ensure the delivery of Council priorities

### *A Great Place to Live*

Priority: 2.1 Provide affordable housing and strong neighbourhoods

Objectives;

- 2.1.1 Increasing the overall supply of housing for local people including a range of affordable, family housing
- 2.1.2 Provide decent homes in well designed streets and neighbourhoods
- 2.1.3 Planning new neighbourhoods with supportive services like primary schools, healthcare facilities and local parks.
- 2.1.4 Improving the quality of housing management and related services provided to tenants and leaseholders

Priority; 2.2 Strengthen and Connect Communities

Objectives;

- 2.2.1 Improving public transport networks and enabling more residents to walk and cycle safely
- 2.2.2 Bringing together communities to foster mutual understanding, a collective sense of wellbeing and avoid people being isolated
- 2.2.3 Ensuring communities have good access to a full range of facilities - including health services, schools and leisure

Priority; 2.3 Support vibrant town centres, and a cleaner, safer public realm

Objectives;

- 2.3.1 Providing first-class and well managed centres where people come together for business, shopping, leisure and recreation
- 2.3.2 Supporting and improving open spaces
- 2.3.3 Improving street lighting and reducing graffiti and litter

Priority: 2.4 Improve the environment and tackle climate change

Objectives;

- 2.4.1 Reducing energy use and using more renewable energy sources
- 2.4.2 Focusing on reusing wherever possible and recycling more
- 2.4.3 Adapting our built environment to cope with the changing climate and weather patterns

### *A Prosperous Community*

Priority: 3.1 Support lifelong learning opportunities for all

Objectives;

- 3.1.1 Investing in the under 5s whose development provides the best possible foundation for long term success
- 3.1.2 Providing high quality schools, so that young people acquire the knowledge and skills they need to fulfil their full potential
- 3.1.3 Providing continuous learning opportunities, so everyone can learn basic and new skills at any age

Priority: 3.2 Reduce worklessness

Objectives;

- 3.2.1 Helping families escape poverty, by providing employment support and advice on debt management
- 3.2.2 Identifying and removing barriers to employment for target groups

3.2.3 Helping people to get employment by ensuring there is support and training before and after they get a job

Priority: 3.3 Foster enterprise

Objectives;

3.3.1 Providing incentives that encourage both business and social entrepreneurship

3.3.2 Maximising the opportunities for local businesses to benefit from key growth sectors, and the Olympic and Paralympic Games.

3.3.3 Promoting Tower Hamlets businesses and encouraging growth and tourism, with particular emphasis on the Olympics and Paralympics

*A Safe and Supportive Community*

Priority; 4.1 Empower vulnerable people and support families

Objectives;

4.1.1 Providing responsive and appropriate services for adults which promote independence, choice, security and community

4.1.2 Protecting children from harm and neglect

4.1.3 Preventing and reducing homelessness, and helping more people into settled homes and employment

4.1.4 Improving support for children and young people with disabilities and their families

Priority; 4.2 Tackle and Prevent Crime

Objectives;

4.2.1 Reducing crime and promoting successes effectively to reduce fear of crime

4.2.2 Reducing re-offending through holistic intervention with all who become involved with the criminal justice system

4.2.3 Making crime prevention a key element of all service planning - and improving community trust and engagement in strategic planning and service development

Priority; 4.3 Focus on Early Intervention

Objectives;

4.3.1 Improving parental engagement and support

4.3.2 Using joined-up approaches to address links between health, drugs, alcohol, education, skills, employment, accommodation, mental health, debt and benefits across all age groups

4.3.3 Tackling the causes of crime by working with 'at-risk' groups, to nip problems in the bud

### *A Healthy Community*

Priority; 5.1 Improving health and reducing differences in people's health by promoting healthy lifestyles

Objectives;

5.1.1 Reduce the use of tobacco

5.1.2 Reducing rates of diabetes, high blood pressure and cholesterol

5.1.3 Slow down the increase in obesity

5.1.4 Improving sexual health

Priority; 5.2 Support mental health services to improve mental health

Objectives;

5.2.1 Providing high-quality accessible services

5.2.2 Combating discrimination against individuals and groups with mental health problems

5.2.3 Ensuring integrated planning and treatment with patients with multiple health needs

Priority; 5.3 Improve access to, and experience of, health services

Objectives;

5.3.1 Improving access to GPs, developing out-of-hospital services and improving access to high quality maternity care

5.3.2 Reducing waiting times

5.3.3 Promoting self-care and improving management of long term conditions

### **3.3 Outturns, targets and benchmarks**

At this stage the outturn, target and benchmarks for key measures are not completed or finalised. This information is currently being collated following year end and will be included within the final draft to Full Council. As a number of the measures and indicators are new, it may not be possible to provide baselines or benchmarks in all areas but efforts will be made to provide complete data where possible.

## **4. Strategic Plan 2007/08 Monitoring Report**

The Council's performance framework requires CMT and Members to consider our progress against Strategic Plan Activities every 6 months. This monitoring report provides an update on the full 12 months of the 2007/08 Strategic Plan, including the number and proportion of milestones achieving red, amber or green traffic lights and analysis of the milestones, in particular the reasons for unsuccessful implementation.

- Appendix 3a lists all the activities with green status – those which have been completed.
- Appendix 3b lists those activities that have red status – those which have not been completed. It provides detail on the status of milestones and a comment to explain performance.

The 2007/08 Strategic Plan set out our 12 strategic priorities and targets for the four-year period 2006-2010. It includes the objectives and targets for the year, the activities to be carried out to achieve those objectives, and milestones by which progress is monitored.

There are 363 activities, and 766 milestones in the 2007/08 Strategic Plan that were due for completion by 31 March 2008.

Strategic Plan performance is measured against the progress milestones for each key activity. Depending on progress against milestones, the activity is allocated one of three performance levels:

- RED = Activity Overdue; deadline has expired
- AMBER = Activity not yet achieved; deadline not yet reached
- GREEN = Activity Completed; outcomes achieved.

#### 4.1 Progress Update

Tables 1 and 2 provide a progress update by Community Plan Theme and directorate respectively for activities and milestones due by the end of 2007/08. The percentage figure for green and red activities is as a percentage of all activities and milestones due for completion by the 31 March 2008.

Table 1: Total activities and milestones by Theme:

	Total		Total Completed (Green)		Total Overdue (Red)	
	Activities	Milestones	Activities	Milestones	Activities	Milestones
Living Safely	72	184	59 (81.9%)	162 (88%)	13 (18.1%)	22 (12%)
Living Well	61	123	46 (75.4%)	102 (82.9%)	15 (25.6%)	21 (17.1%)
Creating and Sharing Prosperity	40	80	36 (90%)	75 (93.75%)	4 (10%)	5 (6.25%)
Learning, Achievement and Leisure	55	131	45 (81.8%)	120 (91.6%)	10 (18.2%)	11 (8.4%)
Excellent Public Services	135	248	91 (67.4%)	190 (76.6%)	44 (32.6%)	58 (23.4%)
<b>Total</b>	<b>363</b>	<b>766</b>	<b>277 (76.3%)</b>	<b>647 (84.7%)</b>	<b>86 (23.7%)</b>	<b>117 (15.3%)</b>



Table 2: Total activities and milestones by Directorate:

	Total		Total Completed (Green)		Total Overdue (Red)	
	Activities	Milestones	Activities	Milestones	Activities	Milestones
Adults Health & Well Being	17	32	13 (76.5%)	25 (78.1%)	4 (23.5%)	7 (21.9%)
Chief Executives	41	78	32 (78%)	66 (84.6%)	9 (22%)	12 (15.4%)
Children's Services	77	173	59 (76.6%)	150 (86.7%)	18 (23.4%)	23 (13.3%)
Communities & Localities	106	258	85 (80.2%)	227(88%)	21 (19.8%)	31(12%)
Development & Renewal	41	83	34 (82.9%)	72 (86.7%)	7 (17.1%)	11 (13.3%)
Housing	15	32	12 (80%)	29 (90.6%)	3 (20%)	3 (9.4%)
Resources	66	110	42 (63.6%)	80 (72.7%)	24 (36.4%)	30 (27.3%)
<b>Total</b>	<b>363</b>	<b>766</b>	<b>277 (76.3%)</b>	<b>647 (84.7%)</b>	<b>86 (23.7%)</b>	<b>117 (15.3%)</b>

## 4.2 Outstanding activities

There are 86 Activities that are currently overdue and Appendix 3b includes comments to explain why the deadlines were not met for these activities.

## 5. BVPP and Annual Report

The Council's Annual Report and Best Value Performance Plan, including an Annual Report on the progress made in 2007/08 will be presented to Full Council on 25 June. This is the last year that we are statutorily required to publish the Best Value Performance Plan by 30<sup>th</sup> June.

This report comprises the following key documents which, once finalised and approved, will make up the final report:

- Appendix 2 Draft Annual Report for 2007-08, compiled from Strategic Plan monitoring information;
- Appendix 4 BVPI, LAA, LPSA and SP – outcomes against targets for 2007/08; and
- Appendix 5 Tables explaining any significant variances between targets and outcomes – above target and below target.
- Appendix 6 Statement on Workforce Matters
- Appendix 7 Summary of Statement of Accounts – *to follow*.

The final accounts are still being prepared; the Summary of Statement of Accounts will follow by separate cover.

A brief commentary on each document is provided below:

### 5.1 Annual Report (Appendix 2)

Cabinet is asked to review the Annual Report (Appendix 2) which reports on our progress against key activities and performance indicators in the Strategic Plan. The Annual Report differs from the Strategic Plan monitoring in Section 3 and Appendix 3, as the content of the Annual Report is prescribed by the statutory requirements relating to the Best Value Performance Plan, and the report is aimed principally at local residents. The Annual Report is published on our website alongside the BVPP. The report has been compiled from Directorate monitoring returns.

## **5.2 Key Performance Indicators (Appendix 4)**

The tables at Appendix 4 provide outturn and target data for all Best Value Performance Indicator (BVPI), Local Area Agreement (LAA), Local Public Service Agreement (LPSA) and Strategic Plan (SP) performance indicators. Whilst every effort has been made to provide comprehensive and accurate outturn data for this report, work is still ongoing to verify the outturn data and there may therefore be amendments to the final tables before submission to Full Council and before final publication.

The final columns of the table provide an at-a-glance indication of whether we have achieved our target and whether we have improved as compared to last year. Green or red (both in colour and text) is used to indicate whether we have hit targets or not; in addition, up or down arrows are used to indicate direction of travel from last year. In summary, from data so far available:

Of 233 indicators where data is available currently, 122 indicators (52.4%) are red; 111 indicators (47.6%) are green [with 73 outstanding]. We have improved in 129 indicators (60.8%) with 63 (29.7%) deteriorating. 20 indicators remain the same – a number of these are ones where we have already achieved the maximum. 60 indicators have no previous year data for comparison; these are mainly LAA, LAAP and LAAS indicators.

The percentages are similar to the final figures for 2006/07. Of 247 indicators 52.6% were red, with 47.4% green. We improved on 60.9%, while 28.2% deteriorated. 22 of the indicators remained the same.

## **5.3 Tables explaining variances (Appendix 5)**

In addition, we have provided explanations of any variances of 10% or more between targets and actual performance, as these need particular attention by managers and Members. We do this in two tables; one which highlights where performance has exceeded target (Appendix 5a) and one where we have failed to meet the target (Appendix 5b). Explanations of reasons for the variances are included within the reports.

## **5.4 Statement on Workforce Matters (Appendix 6) and Summary Statement of Accounts (to follow as Appendix 7)**

These statements are required by Best Value legislation. The statement on Workforce Matters meets our requirement to confirm that we are adopting the Code of Practice in our approach to workforce matters and contracting.

## **6. Finance**

- 6.1 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.
- 6.2 The last corporate financial monitoring information available relates to the third quarter of 2007/08 to 31st December indicating an under spend for the year for 2007/08.
- 6.3 The final outturn figures for 2007/2008 are still being prepared and will be finalised before the submission on 2nd July of the General Fund Service Outturn report to Cabinet. However the Council is not currently expected to overspend based on current projections.
- 6.4 As part of our Best Value obligations we will be publishing a Summary of Statement of Accounts alongside the BVPP. This document will follow under separate cover as Appendix 7.

## **7. Consultation**

- 7.1 Consultation on the new Community Plan has been extensive and on-going during the year, through a range of mechanisms. Consultation on budget priorities, areas for improvement and council tax and the Annual Residents Survey have contributed to the development of the Strategic Plan 2008/09. Cabinet members have also been involved, both through the Community Plan process and Strategic Plan prioritisation sessions.

## **8. Comments of Chief Financial Officer**

- 8.1 This report seeks approval to the Strategic Plan and its implementation for the year ahead. The plan sets out the framework for allocating and directing financial resources both for the year ahead and the medium term, so that resources are aligned with priorities.
- 8.2 This year's plan was developed in tandem with the 2008/09 – 2010/11 revenue budgets and capital programme. The strategic planning goals are taken into account in setting these financial plans and the priorities outlined in this document are reflected within them.
- 8.3 The plan also includes a number of activities to maintain and further improve the quality of the authority's financial management and use of resources. Without sound financial management, including achievement of value for money, the achievement of the authority's strategic priorities would be hampered.
- 8.4 Provision exists within the Chief Executive's Directorate Budget for the costs of publishing the Strategic Plan.

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

- 9.1 The Council's Best Value Performance Plan (BVPP) which is appended to the Strategic Plan forms part of the Policy Framework and is required to be approved by Full Council.
- 9.2 This is the last year that the Council is required to prepare a BVPP. A summary of the BVPP for 2007/08 must be published by 31 March 2008 and the full plan by 30 June 2008. We are also required to publish alongside the BVPP a Statement on Workforce Matters and a Summary of Statement of Accounts.

## **10. Equal Opportunities Implications**

- 10.1 Equalities considerations are central to the inclusive vision of the Council and its partners in the Tower Hamlets Partnership and their promotion and support are fully reflected in the Strategic Plan. It represents the Council's service delivery commitments to improve the quality of life for all who live and work in Tower Hamlets and includes specific actions targeted at the different equalities groups.
- 10.2 An Equalities Impact Assessment on the Plan completed in January 2005 confirmed the comprehensive focus on equalities issues in the strategic planning process, and its recommendations for monitoring a broad range of equalities indicators are reflected in the proposed Plan.

## **11. Anti-Poverty Implications**

- 11.1 The Strategic Plan is the Council's key vehicle for delivering the inclusive vision of the Council and its partners and reflects the borough's Community Plan and strategy for neighbourhood renewal, which is intended to make sure that minimum standards of quality of life are achieved for all communities in the borough.

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

- 12.1 The Strategic Plan embodies objectives, activities and milestones that work to create a greener more sustainable environment within the Great Place to Live theme.

## **13. Risk Management Implications**

- 13.1 The Strategic Plan provides a clear, public statement of the Council's strategic priorities, which fully reflect the views of the Tower Hamlets Partnership, including local residents.
- 13.2 Since the Strategic Plan is reflected in the service plans and resource allocation of all Directorates, financial and other services risks are carried by individual Directorates. These are reflected in the Council-wide and Directorate risk registers.

### **Appendices:**

- Appendix 1 – Strategic Plan 2008/09
- Appendix 2 – Annual Report for 2007/08
- Appendix 3a – Strategic Plan 2007/08 Monitoring: Completed Activities
- Appendix 3b – Strategic Plan 2007/08 Monitoring: Overdue Activities
- Appendix 4 – Outcomes against targets for BVPI, LAA, LPSA and SP indicators in 2007/08

- Appendix 5a – Variances between targets and outcomes: target exceeded
- Appendix 5b – Variances between targets and outcomes: target not met
- Appendix 6 – Statement on Workforce Matters
- Appendix 7 – Summary of Statement of Accounts – to follow

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# **Tower Hamlets Council Strategic Plan 2008-2009 DRAFT**

**Year 1 2008-2009**

# Tower Hamlets Council Strategic Plan 2008-2009

Year 1 2008 - 2009

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## 1. Our Vision: The Community Plan 2020

The Council's vision, developed in the Community Plan 2020, and to be achieved with our partners and with the active participation of all those with a stake in the borough, is to *"improve the quality of life for everyone who lives and works in the borough"*.

This is our headline vision for Tower Hamlets in 2020. We have further developed our Vision around four themes that capture the key issues of importance to local people and partners. Underpinning the Vision is the desire to build One Tower Hamlets - a borough where everyone feels they have an equal stake and status; where people feel they have the same opportunities as their neighbours, and responsibility to contribute irrespective of their background or age; and where families are the cornerstone of success.

Tower Hamlets is a place of immense opportunities for positive change, opportunities that can be used to bring about the many improvements local people want and deserve. A focus on sustainability is essential so that our actions are environmentally considerate and long-lasting for future generations. Access to affordable housing provision must be increased and communities better connected through improved transport networks, and supported through more and better community facilities. The shared vision is of Tower Hamlets being *'A Great Place to Live'*.

The huge economic growth in Canary Wharf and elsewhere in the borough will be a vital factor in securing improvements for local people. Support for local enterprise and partnership working with both large and small businesses will help ensure that employment opportunities are available and that local people have the skills and training they need to get them. Tackling the problem of worklessness, which is widespread in many of our communities, is a key priority for Tower Hamlets. Our young people will learn from the best teachers and successfully gain qualifications that allow them to pursue their career goals. Taking advantage of the 2012 Olympic Games and its legacy, by 2020, Tower Hamlets will be recognised as a place with highly skilled ambitious communities and where entrepreneurship and local enterprise is successful. The shared vision is of *'A Prosperous Community'*.

By 2020 crime and antisocial behaviour will be greatly reduced in our neighbourhoods so that all residents and visitors, young and old, feel safe and confident in their homes and on the streets of Tower Hamlets. Everyone will have access to quality support services that enable them to achieve their potential in life. Choice will be integral to these services, so individuals receive care in the way they want and need. These support services will ensure everyone, and particularly the vulnerable, are protected from risk of harm and supported to live independent and empowered lives. Early intervention and whole-family partnership approaches to issues of community safety and support will ensure these issues are tackled holistically. The shared vision is of *'A Safe and Supportive Community'*.

Local residents will live long and fulfilled lives, aware of how their lifestyle choices affect their own and their family's health and wellbeing. All will be able to access high quality health and social care in their communities. Health care will focus on health promotion and prevention as fewer residents will need acute long-time care for avoidable health concerns. We will use the power of the 2012 Games to promote more active lifestyles. Our shared vision is of *'A Healthy Community'*.

### **Local Area Agreement**

To turn our vision into reality, the Council and our partners have agreed a set of priority targets which our partners will work to achieve over the next 3 years. These are being negotiated and agreed with national government in our **Local Area Agreement**, to be finalised in June 2008. The action priorities set out in the LAA were arrived at through extensive consultation through the Partnership, and are intended to deliver the aspirations within the Community Plan vision. These provide the foundation for the Council's strategic priorities set out in this document. All Local Area Agreement targets are included as Strategic Indicators within the Council's Strategic Plan.

The full LAA will be available on the Council's website at [www.towerhamlets.gov.uk](http://www.towerhamlets.gov.uk).

## 2. Tower Hamlets Context – the story so far

The Council's Strategic Plan will be delivered in the context of a fast-changing Borough. The landscape has altered vastly over recent years. The population has grown and diversified. East London is preparing to host the 2012 Olympic and Paralympic Games - and new local and national priorities have emerged.

At the same time, significant investment in local public services is beginning to impact on the quality of life.

Crime has been cut by almost 24% over the past four years, thanks to a range of initiatives and campaigns targeting crime hotspots. Also, our success in reducing reoffending was recognized with a Beacon Award. Local estates could soon get up to £190 million of much-needed investment, through the setting up of Tower Hamlets Homes - a new way of managing local housing.

Health and fitness levels show signs of improving – with leisure centre attendances up to 1.45 million. The number of older people using local facilities in particular is up by around 5% – one of the many ways that the major review of Older People as Citizens has helped to boost local services for older people.

As a result of all this activity, Tower Hamlets has been ranked among the most improved performers over the past three years – and the Council is one of only 12 councils reckoned to be judged as 'improving strongly' for the past two years by the Audit Commission.

Throughout all of this change and improvement, Tower Hamlets remains a place of contrast, where wealth and affluence sit beside relative poverty in many areas. Expensive new private riverside housing developments rub shoulders with social housing estates. Tower Hamlets is London's second densest borough in terms of housing. The average annual income of those working locally is nearly £40,000; yet one in five households currently live on less than £15,000. Housing affordability is low by national standards - with an average house price of £305,363; that's 60.5% higher than the average in England and Wales - and out of reach for most local people.

Other facts and figures reflecting the array of challenges and opportunities include that:

~ Tower Hamlets is one of the most ethnically diverse areas in the country. About half of the total population are from black and minority ethnic communities, and around 110 different languages are spoken by our school pupils.

~ Although things are improving, average life expectancy is 77.4 years, ranking Tower Hamlets 349<sup>th</sup> out of 408 local authority areas in Britain.

~ The proportion of young people living in Tower Hamlets currently stands at 28%, which is much higher than the 18% average for the rest of inner London, and over 78% of our young people are from minority ethnic backgrounds.

~ As a dense urban area with a high level of development, local energy use and Co2 emissions are high. Helping to tackle climate change is therefore a new and significant challenge. Lifestyle changes and difficult choices will have to be made in future years.

~ Tower Hamlets has benefited from massive inward investment over the past ten years, along with a changing skyline and significant service improvements, but this has not filtered through to enough local residents' day to day lives. Given this, tackling inequality will be a prime focus of the Council and the Partnership.

The new Community Plan recognises that Tower Hamlets is a 'community of communities' - so a one-size-fits-all approach to problem solving and improvements will not work. The challenge is, and will continue to be, to make sure that the many different and specific needs that exist in Tower Hamlets are identified, understood and addressed.

The Council's Strategic Plan 2008/09 sets out the particular activities that the Council will prioritise in the year ahead to ensure that we can respond to the challenges of the Tower Hamlets context and make a key contribution to achieving our shared partnership vision.

### 3. The Strategic Plan and the Council's role

The Council has a key role in delivering the Community Plan 2020 vision. The Council's Strategic Plan 2008/09, covering the period April 2008- March 2009, sets out key targets for the Council and the key initiatives planned to deliver the improved outcomes we aspire to. Many of these initiatives will involve working with partners and the local community.

In all of our work we are driven by the Council's **Core Values**:

- **Achieving results**  
We are passionate about achieving the best for our communities. We want to be the best in the country at what we do and keep getting better and better, moving beyond excellence. We actively ensure we achieve value for money in everything we do.
- **Valuing diversity**  
Equalities and diversity is at the heart of what we do and how we do it. It is built into leadership, consultation and involvement, services to our customers and recruitment and development of staff. We recognise that having a workforce that reflects the community is essential in order to deliver high quality services.
- **Engaging with others**  
In order to achieve results, we need to engage positively with others, the community, our staff and our partners. We need to ensure that we communicate effectively and create opportunities for involvement and engagement.
- **Learning effectively**  
We are a learning organisation. We take responsibility for our own learning and share our learning with others.

#### Key Priorities

The Council has identified a number of key priorities for its Strategic Plan, which directly reflect the borough's Community Plan priorities set out overleaf.

Community Plan Theme	Priority Outcomes for 2008 – 2009
A Great Place to Live	<ul style="list-style-type: none"> <li>• Provide Affordable Housing and Strong Neighbourhoods</li> <li>• Strengthen and connect communities</li> <li>• Support vibrant town centres and a cleaner, safer public realm</li> <li>• Improve the environment and tackle climate change</li> </ul>

A Prosperous Community	<ul style="list-style-type: none"> <li>• Support lifelong learning opportunities for all</li> <li>• Reduce worklessness</li> <li>• Foster enterprise</li> </ul>
A Safe and Supportive Community	<ul style="list-style-type: none"> <li>• Empower vulnerable people and support families</li> <li>• Tackle and prevent crime</li> <li>• Focus on early intervention</li> </ul>
A Healthy Community	<ul style="list-style-type: none"> <li>• Reduce differences in people's health and promote healthy lifestyles</li> <li>• Support mental health services to improve mental health</li> <li>• Improve access to and experience of local health services</li> </ul>

Underpinning these four key themes is the commitment to *One Tower Hamlets*.

In addition to its contribution to the Community Plan priorities, the Council has identified a specific priority for the Council – *Working efficiently and effectively as One Council*. This reflects our commitment to:

*Ensuring value for money across the Council;  
Recruiting, supporting and developing an effective workforce; and  
Providing effective and joined up services to drive the delivery of Council priorities.*

The Strategic Plan specifies the key targets the Council expects to achieve against these priorities by April 2009. It also sets out the key initiatives which the Council will undertake in 2008/09 to deliver our targets. These key initiatives reflect the significant change or improvement activity which will be our focus for the year ahead. Within the Council each Directorate and each service, will also develop more detailed action plans demonstrating how they contribute to the achievement of the priority outcomes.

#### 4. Measuring Our Progress

In order to measure the Council's progress towards achieving the priority outcomes in the Strategic Plan we have established a set of key indicators and targets. These encompass our LAA targets plus additional Council- specific targets in priority areas.

Priority	Indicator
<b>Theme 1: One Tower Hamlets</b>	
Working efficiently and effectively as One Council	<b>SI1</b> A workforce to reflect the community: percentage of top 5% earners that are from minority ethnic communities
	<b>SI2</b> A workforce to reflect the community: percentage of top 5% earners that are women
	<b>SI3</b> A workforce to reflect the community: percentage of top 5% earners that are disabled
	<b>SI4</b> Number of working days/shifts lost to sickness absence per employee
	<b>SI5</b> Percentage of Undisputed Invoices Paid on Time
	<b>SI6</b> Percentage of Stage 1 complaints completed in time
	<b>SI7</b> Percentage of residents agreeing that the Council "provides value for money for the Council Tax I pay"
	<b>SI8</b> a) % of calls to Hotlines answered b) Average waiting time for calls to Hotlines c) % first contact resolution of calls to Hotlines
<b>Theme 2: A Great Place to Live</b>	
Provide Affordable Housing and Strong Neighbourhoods	<b>SI9</b> (LAA) NI 154: Net additional homes
	<b>SI10</b> (LAA) NI 155: Affordable homes delivered
	<b>SI11</b> (LAA) NI 158: Percentage of decent council homes
	<b>SI12</b> (LAA) NI 1: % of people who believe people from different backgrounds get on well together
	<b>SI13</b> (LAA) NI 47: People killed or seriously injured in road traffic accidents
Strengthen and connect communities	<b>SI14</b> Percentage of residents who agree that the Council is doing a good job: (a) Borough average (b) Gap between the overall borough average and the LAP area with the lowest performance
	<b>SI15</b> NI 4 Percentage of people who feel they can influence decisions in their locality
Support vibrant town centres and a cleaner, safer public realm	<b>SI16</b> (LAA) NI 195: Improved street and environmental cleanliness (a) graffiti (b) litter (c) detritus (d) fly posting
	<b>SI17</b> (LAA) NI 5: Overall / general satisfaction with the local area
	<b>SI18</b> Percentage of residents who view rubbish and litter lying around as a serious problem.
	<b>SI19</b> Percentage of residents who think that parks, playgrounds and open spaces are good, very good or excellent

Priority	Indicator		
Improve the environment and tackling climate change	SI20	Percentage of residents who think that street cleaning is good, very good or excellent	
	SI21	Percentage of residents asked who think that leisure and sports facilities are good, very good or excellent	
	SI22	(LAA) NI 186: Per capita reduction in CO2 emissions in the LA area	
	SI23	(LAA) NI 192: Household waste recycled and composted	
<b>Theme 3: A Prosperous Community</b>			
Support lifelong learning opportunities for all	SI24	(LAA stat) NI72 Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	
	SI25	(LAA stat) NI76: Achievement at level 4 or above in both English and Maths at KS2 (Floor)	
	SI26	(LAA stat) NI77: Achievement at level 5 or above in both English and Maths at KS3 (Floor)	
	SI27	(LAA stat) NI 78: Achievement of 5 or more A*-C grades at GCSE and equivalent including GCSEs in English and Maths (Floor)	
	SI28	(LAA stat) NI 87: Secondary school persistent absence rate	
	SI29	(LAA stat) NI 101: Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths)	
	SI30	(LAA) NI 79: Achievement of a level 2 qualification by age 19	
	SI31	(LAA) NI 80: Achievement of a level 3 qualification by age 19	
	SI32	(LAA) NI 106: Young people from low income backgrounds progressing to higher education	
	SI33	(LAA) NI 110: Young people's participation in positive activities	
	SI34	(LAA) NI 151: Employment rate	
	SI35	(LAA) NI 152: Working age people on out of work benefits	
	SI36	(LAA) NI 153: Working age people claiming out of work benefits in the worst performing neighbourhoods	
	SI37	(LAA) NI 117: 16-18 year olds who are NEET	
Reduce worklessness	SI38	(LAA) NI 146: Adults with learning disabilities in employment	
	SI39	(LAA) NI 150: Adults in contact with secondary mental health services in employment	
	SI40	(LAA) NI 116: Proportion of children in child poverty	
	<b>Theme 4: A Safe and Supportive Community</b>		
	Empower vulnerable people and support families	SI41	(LAA) NI 135: Carers receiving needs assessment or review and a specific carer's service, or advice and information
		SI42	(LAA) NI 15: Serious violent crime rate
		SI43	(LAA) NI 16: Serious acquisitive crime rate



Priority	Indicator
	<b>SI44</b> (LAA) NI 42: Perceptions of drug use or drug dealing as a problem
	<b>SI45</b> (LAA) NI 21: Dealing with local concerns about anti-social behaviour and crime by the local Council and Police
	<b>SI46</b> (LAA) NI 18: Adult re-offending rates for those under probation supervision
	<b>SI47</b> (LAA) NI 19: Rate of proven re-offending by young offenders
	<b>SI48</b> (LAA) NI 33: Arson Incidents
	<b>SI49</b> (LAA) NI 35: Building resilience to violent extremism
	<b>SI50</b> Percentage of residents identifying crime as an area of concern
Focus on early intervention	<b>SI51</b> (LAA) NI 40: Drug users in effective treatment
<b>Theme 5: A Healthy Community</b>	
Reduce differences in people's health and promote healthy lifestyles	<b>SI52</b> (LAA) NI 56: Obesity among primary school age children in year 6 (a) total number children with height & weight recorded who are obese (b) number children with height & weight recorded (c) total number year 6 children (d) % children with height & weight recorded who are obese (e) % of children with height & weight recorded
	<b>SI53</b> (LAA) NI 112: Under 18 conception rate
	<b>SI54</b> (LAA) NI 123: Stopping smoking
	<b>SI55</b> (LAA) NI 8 : Adult participation in sport
	<b>SI56</b> (LAA) NI 120: All-age all-cause mortality rate

**5. Key Initiatives Year 3: April 2008 – April 2009**

The Key Initiatives for 2008/09 to support the delivery of the longer term goals of the Community Plan are set out in the following pages. Each initiative identifies some key progress milestones to enable progress to be effectively monitored. More detail about the Council's performance monitoring arrangements is set out in section 6.

## ONE TOWER HAMLETS

The theme of One Tower Hamlets runs through all of our Community and Strategic Plan, reflecting our desire to build One Tower Hamlets - a borough where everyone feels they have an equal stake and status; where people feel they have the same opportunities as their neighbours, and responsibility to contribute irrespective of their background or age; and where families are the cornerstone of success.

One Tower Hamlets also means bringing different parts of the community together, encouraging positive relationships and tackling divisions between communities – as well as providing strong leadership, involving people and giving them the tools and support to improve their lives. Whilst the One Tower Hamlets approach runs through all the activities within this Plan, there are particular activities which we will undertake to build and develop One Tower Hamlets across all our work. Within the Strategic Plan, One Tower Hamlets also reflects our commitment to working efficiently and effectively as One Council.

We will use the following specific measures to measure our progress towards achieving One Council – a number of the other measures within other sections of the plans will contribute to the goal of One Tower Hamlets.

	Performance Indicators	2006/07 Top Quartiles: - London - England	Outturn 2006/07	Outturn 2007/08	Target 2008/09	Target 2009/10	Target 2010/11
<b>Working efficiently and effectively as One Council</b>							
<b>SI1</b>	A workforce to reflect the community: percentage of top 5% earners that are from minority ethnic communities	- 18.53 - 4.53	15.26	17.43	22	25	25
<b>SI2</b>	A workforce to reflect the community: percentage of top 5% earners that are women	- 48.36 - 43.56	53.21	52.71	50	50	50
<b>SI3</b>	A workforce to reflect the community: percentage of top 5% earners that are disabled	- 5.39 - 5.49	4.62	3.51	5.50	6.00	
<b>SI4</b>	Number of working days/shifts lost to sickness absence per employee	- 7.59 - 8.09	7.92	8.75	7.50	7.00	
<b>SI5</b>	Percentage of Undisputed Invoices Paid on Time	- 93 - 97	91.87	91	97	98	
<b>SI6</b>	Percentage of Stage 1 complaints completed in time	<b>Not national</b>	65	74	80		
<b>SI7</b>	Percentage of residents agreeing that the		37	41	45	48	

	<b>Performance Indicators</b>	<b>2006/07 Top Quartiles: - London - England</b>	<b>Outturn 2006/07</b>	<b>Outturn 2007/08</b>	<b>Target 2008/09</b>	<b>Target 2009/10</b>	<b>Target 2010/11</b>
<b>S18</b>	<p>Council "provides value for money for the Council Tax I pay"</p> <p>(a) % of calls to Hotlines answered                      (b) Average waiting time for calls to Hotlines                      (c) % first contact resolution of calls to Hotlines</p>						

Theme	1. One Tower Hamlets		
Priority	To reduce inequalities, foster strong community cohesion and provide strong leadership and inclusive services.		
<b>Objective</b> 1.1.1 To reduce inequalities 1.1.2 Foster strong community cohesion 1.1.3 Provide strong community leadership and inclusive services	<b>Key Initiatives</b> Ensure that the Council achieves Level 5 of the revised Equality Standard	<b>Leads</b> Michael Keating, Acting Assistant Chief Executive Lead Member: Cllr Sirajul Islam	<b>Milestones</b> Level 5 self-assessment review completed by November 2008 Assessment extended by March 2009
The Development of the Cultural Olympiad	Paul Martindill, Head of Cultural Services Lead Member: Cllr Lutfur Rahman	Publication of 5 Borough Festival Brochure May 2008 Project scoped by September 2008 5 Borough Olympic Art Project commissioned September 2008 Draft Framework completed by March 2009	Initial proposals developed by June 2008
Develop and implement a programme to respond to the report of the Commission on Cohesion and Integration to include bridging communities work, inter faith, responding to new communities, etc	Michael Keating, Acting Assistant Chief Executive Lead Member: Cllr Sirajul Islam	LSP revised information governance arrangements agreed September 2008. New Participation and Engagement strategic work ready for roll out September 2008. Partnership Communications strategy developed. September 2008. LAP Action plans developed and agreed. September 2008	Implement Councillor Call for Action by October 2008 Implement 'roving' Council or committee meetings in local venues - by October 2008 Introduce web-casting of Council/Cabinet other meetings – pilot project by January 2009
Modernise the Council's democratic structures	Shazia Hussain, Director Tower Hamlets Partnership Lead Member: Cllr Lutfur Rahman  John Williams, Head of Democratic Services Lead Member: Cllr Sirajul Islam		

<b>Theme</b>		<b>1. One Tower Hamlets</b>	
<b>Priority: Working efficiently and effectively as One Council</b>			
<b>Objective</b>			
1.2.1 Ensuring value for money across the Council		the delivery of Council priorities	
1.2.2 Recruiting, supporting and developing an effective workforce			
1.2.3 Providing effective and joined up corporate services to ensure			
<b>Key Initiatives</b>		<b>Leads</b>	<b>Milestones</b>
Develop a Workforce Strategy to recruit and develop a workforce to deliver local priorities and reflect the community		Deb Clarke, Joint Director of Human Resources Lead Member: Cllr Joshua Peck	Complete consultation with PCT and other key partners by June 2008  Strategy approved by Cabinet and PCT Board September 2008
Develop an Information Strategy to ensure the effective use of information across the Council and its Partners		Jim Roberts, Head of ICT Lead Member: Cllr Joshua Peck	Strategy completed by December 2008
Create a community wide IT Infrastructure Network that enables residents to have greater access to services		Jim Roberts, Head of ICT Lead Member: Cllr Joshua Peck	Pilot Scheme approved by July 2008  Pilot evaluated by March 2009
Develop a Channel Strategy to ensure access to service is delivered in a manner that maximises customer satisfaction and reduces the overall cost to serve		Claire Symonds, Head of Customer Access Lead Member: Cllr Joshua Peck	Develop strategy by March 2009  Achieve external accreditation of Customer Access by December 2008
Further embed a strategic approach to efficiency and value for money		Alan Finch, Head of Corporate Finance Lead Member: Cllr Joshua Peck	Use Council's unit cost index to identify services for detailed efficiency review by June 2008 Develop approach to resource planning which links resource allocation more directly to strategic planning by March 2009 Develop project appraisal for all capital schemes and major procurements by March 2009 Ensure that efficiency is appropriately reflected in all resource strategies by March 2009
Co-ordinate the Council's		Charles Skinner, Head of	Review council-wide marketing activity and prepare report by June

<b>Theme</b>		<b>1. One Tower Hamlets</b>	
<b>Priority: Working efficiently and effectively as One Council</b>			
<b>Objective</b>			
1.2.1	Ensuring value for money across the Council		
1.2.2	Recruiting, supporting and developing an effective workforce		
1.2.3	Providing effective and joined up corporate services to ensure the delivery of Council priorities		
<b>Key Initiatives</b>		<b>Leads</b>	<b>Milestones</b>
marketing and communications activity under the Brighter Borough theme to maximise impact and improve value for money		Communications Lead Member: Cllr Sirajul Islam	2008 with recommendations for a corporate policy.
Improve the effective and efficient utilisation of our property portfolio		Colin Bradley, Interim Service Head of Corporate Property Lead Member: Cllr Joshua Peck	Update of joint AMP and capital strategy by December 2008 Review of maintenance and WLC strategies by December 2008 Strategy for area asset reviews agreed by March 2009

## A Great Place to Live

A Great Place to Live reflects the Community Plan aspiration that Tower Hamlets should be a place where people enjoy living and take active pride in belonging. The Council will support this by seeking to provide good quality affordable housing, well designed public spaces and better transport links. A commitment to environmental sustainability is also at the heart of this theme.

This action plan identifies our activities over the coming year. In the three years to 2011, we also plan to:

- invest in the quality of homes and public spaces
- set out a programme of infrastructure investment in our Local Development Framework
- develop a Public Realm strategy to improve the quality and cleanliness of town centres and open spaces
- increase the amount of housing in the borough, for single people, couples and families.
- Further improve our recycling services and undertake measures to encourage greater participation from residents and businesses.
- Further improve the quality of our parks, green spaces and open play spaces
- Develop and implement the Public Art Strategy
- Ensure the Borough continues to be the venue for some of the most exciting festivals and events in the UK
- Improve the capacity of our playing pitch infrastructure through implementation of the playing pitch strategy.

We will use the following specific measures to measure our progress towards achieving A Great Place to Live.

	Performance Indicators	2006/07 Top Quartiles: - London - England	Outturn 2006/07	Outturn 2007/08	Target 2008/09	Target 2009/10	Target 2010/11
<b>Provide Affordable Housing and Strong Neighbourhoods</b>							
<b>SI9</b>	(LAA)NI 154: Net additional homes	<b>New PI</b>	2730		2999 (av)	2999 (av)	2999 (av)
<b>SI10</b>	(LAA)NI 155: Affordable homes delivered	<b>New PI</b>	1047 (source AMR) 2006/7		1688 (av)	1688 (av)	1168 (av)
<b>SI11</b>	(LAA) NI 158: Percentage of decent council homes						
<b>Strengthen and connect communities</b>							
<b>SI12</b>	(LAA) NI 1: Percentage of people who believe people from different backgrounds get on well together		67		Target setting deferred		
<b>SI13</b>	(LAA) NI 47: People killed or seriously injured in road traffic accidents	- 85 - 77	111	124	114	104	94



	Performance Indicators	2006/07 Top Quartiles: - London - England	Outturn 2006/07	Outturn 2007/08	Target 2008/09	Target 2009/10	Target 2010/11
<b>SI14</b>	Percentage of residents who agree that the Council is doing a good job: (a) Borough average (b) Gap between the overall borough average and the LAP area with the lowest performance		(a) 68 (b) 7	(a) 76 (b) 10	(a) 78 (b) 10	(a) (b)	(a) (b)
<b>SI15</b>	NI 4 Percentage of people who feel they can influence decisions in their locality	- 43 - 36	41	55			
<b>SuppSI16</b> <b>vibrant town centres and a cleaner, safer public realm</b>							
<b>SI16</b>	(LAA) NI 195: Improved street and environmental cleanliness (a) graffiti (b) litter (c) detritus (d) fly posting	<b>Recalculated PI</b> (a) 14% (b) 15% (c) 9% (d) 4%		(a) 8% (b) 12% (c) 13% (d) 3%	(a) 7% (b) 10% (c) 12% (d) 3%	(a) 6% (b) 8% (c) 10% (d) 2%	
<b>SI17</b>	(LAA) NI 5: Overall / general satisfaction with the local area	<b>New PI</b>	62		<i>Target setting deferred</i>		
<b>SI18</b>	Percentage of residents who view rubbish and litter lying around as a serious problem.		32	32.9	20	19	
<b>SI19</b>	Percentage of residents who think that parks, playgrounds and open spaces are good, very good or excellent		50	54	54	56	
<b>SI20</b>	Percentage of residents who think that street cleaning is good, very good or excellent			51			
<b>SI21</b>	Percentage of residents asked who think that leisure and sports facilities are good, very good or excellent			46			
<b>Improve the environment and tackling climate change</b>							
<b>SI22</b>	(LAA) NI 186: Per capita reduction in CO2 emissions in the LA area	<b>New PI</b>	2,015,00t (2005)			-0.4%	-0.8%
<b>SI23</b>	(LAA) NI 192: Household waste recycled and composted	<b>Recalculated PI</b>	11.76% (Waste Data Flow)		20%	32%	42%

Theme	2. A Great Place to Live	
Priority	2.1 Provide affordable housing and strong neighbourhoods	
<b>Objective</b>	<p>2.1.1 Increasing the overall supply of housing for local people including a range of affordable, family housing</p> <p>2.1.2 Provide decent homes in well designed streets and neighbourhoods</p> <p>2.1.3 Planning new neighbourhoods with supportive services like primary schools, healthcare facilities and local parks</p> <p>2.1.4 Improving the quality of housing management and related services provided to tenants and leaseholders</p>	
<b>Key Initiatives</b>	<b>Leads</b>	<b>Milestones</b>
Through effective place shaping policy ensure supply of affordable and low cost home ownership	Jackie Oduoye, Head of Strategy and Development Lead Member: Cllr Marc Francis	Encourage and enable partner providers to create 1545 new affordable homes in line with the London Plan by March 09 45% of all new affordable rented housing to be family sized accommodation by March 09
Develop and start to implement, with key partners, major estate renewal programmes	Jackie Oduoye, Head of Strategy and Development Lead Member: Cllr Marc Francis	Competitive dialogue and selection of preferred partner for Ocean by January 2009 Interim Board for Ocean Regeneration Trust determined by May 2008 Resolution of landowners agreement process for Blackwall Reach by October 2008 Outline planning application for Blackwall Reach submitted by March 2009
Commission a strategic review of our retained housing stock	Jackie Oduoye, Head of Strategy and Development Lead Member: Cllr Marc Francis	Agreed 5 year housing investment programme by July 2008 Procurement strategy for delivery of decent homes by July 2008
Develop the Local Development Framework core strategy	Jamie Ounan, Strategy Planning Manager Lead Member: Cllr Marc Francis	Draft core strategy preferred option by January 2009 Draft Masterplans for public consultation prepared for Fish Island, Aspen Way and News International site by November 2008 Masterplans adopted by March 2009 Borough-wide infrastructure delivery plan by March 2009
Engage in Olympic legacy masterplan process to secure maximum benefits for Tower Hamlets from legacy	Nick Smales, Head of Olympic and Paralympic Games Lead Member: Cllr Lutfur Rahman	Consultation on Olympic Masterplan in October 2008 Borough views incorporated with acceptable Master plan by March 2009

<b>Theme</b>	<b>2. A Great Place to Live</b>	
<b>Priority</b>	<b>2.1 Provide affordable housing and strong neighbourhoods</b>	
<b>Objective</b>	<p><b>2.1.1</b> Increasing the overall supply of housing for local people including a range of affordable, family housing</p> <p><b>2.1.2</b> Provide decent homes in well designed streets and neighbourhoods</p> <p><b>2.1.3</b> Planning new neighbourhoods with supportive services like primary schools, healthcare facilities and local parks</p> <p><b>2.1.4</b> Improving the quality of housing management and related services provided to tenants and leaseholders</p>	
<b>Key Initiatives</b>	<b>Leads</b>	<b>Milestones</b>
Refresh the housing strategy	Jackie Oduoye, Head of Strategy and Development Lead Member: Cllr Marc Francis	Consultation on housing strategy by March 09 Overcrowding strategy and action plan by January 2009

<b>Theme</b>		<b>2. A Great Place to Live</b>	
<b>Priority</b>		<b>2.2 Strengthen and Connect Communities</b>	
<b>Objective</b>			
2.2.1 Improving public transport networks and enabling more residents to walk and cycle safely			
2.2.2 Bringing together communities to foster mutual understanding, a collective sense of wellbeing and avoid people being isolated			
2.2.3 Ensuring communities have good access to a full range of facilities - including health services, schools and leisure			
<b>Key Initiatives</b>		<b>Leads</b>	<b>Milestones</b>
Complete project implementation plan for council's new Sustainable Transport Strategy – 'Making Connections' – towards a climate-friendly transport future 2008-2033		Owen Whalley, Head of Major Project Development Lead Member: Cllr Marc Francis	Draft project implementation plan completed by December 2008
Develop a strategic commissioning approach to mainstream grants and other 3 <sup>rd</sup> sector support		Chris Holme, Head of Resources Lead Member: Cllr Marc Francis	Mainstream grants commissioning process 2009-11 finalised by March 2009 Review of assets to support third sector and local enterprise by December 2008 Update of third sector strategy by March 2009
Improve uptake of out of school activities by young people to ensure cross – community engagement		Mary Durkin, Head of Youth and Community Learning Lead Member: Cllr Clair Hawkins	Link out of school management information systems with youth service to monitor uptake by March 2009

<b>Theme</b>		<b>2. A Great Place to Live</b>	
<b>Priority</b>		<b>2.3 Support vibrant town centres, and a cleaner, safer public realm</b>	
<b>Objective</b>			
2.3.1 Providing first-class and well managed centres where people come together for business, shopping, leisure and recreation			
2.3.2 Supporting and improving open spaces			
2.3.3 Improving street lighting and reducing graffiti and litter			
<b>Key Initiatives</b>	<b>Leads</b>	<b>Key Milestones</b>	
Undertake a strategic review of indoor leisure facility provision to inform the building schools for the future programme and future developments within the Borough	Paul Martindill, Head of Cultural Services Lead Member: Cllr Rofique U. Ahmed	Demand and supply mapping completed based on future population growth by June 2008  Feasibility study undertaken to determine potential for swimming pool to be located at John Orwell centre by January 2009  Strategy approved for public consultation by November 2008 Strategy finalised by March 2009	
Develop a Playing Pitch Strategy for the Borough	Paul Martindill, Head of Cultural Services Lead Member: Cllr Rofique U. Ahmed	Heritage Lottery Fund decision on support for progress to Phase 2 by September 2008 Detailed scheme design completed by October 2008	
Complete master planning and options prioritisation for Victoria park Heritage Lottery bid	Paul Martindill, Head of Cultural Services Lead Member: Cllr Rofique U. Ahmed	Project Scope agreed by September 2008 Consultation by January 2009 Strategy completed by March 2009	
Develop a Public Arts Strategy	Owen Whalley, Head of Major Project Development Lead Member: Cllr Ohid Ahmed	Borough-wide Town Centre strategy and action plans completed by December 2008 Launch Roman Road Town Centre Implementation Plan by September 2008 Vision study completed by September 2008	
Develop Borough-wide Town Centre strategy	Nick Smales, Head of Olympic and Paralympic Games Lead Member: Cllr Lutfur Rahman		
Progress the High Street 2012 concept including public realm improvements, improved provision for pedestrians reductions in street clutter and accessibility improvements			

Theme	2. A Great Place to Live	
Priority	2.4 Improve the environment and tackle climate change	
<b>Objective</b>		
2.4.1 Reducing energy use and using more renewable energy sources		
2.4.2 Focusing on reusing wherever possible and recycling more		
2.4.3 Adapting our built environment to cope with the changing climate and weather patterns		
<b>Key Initiatives</b>	<b>Leads</b>	<b>Key Milestones</b>
Develop and implement the Recycling Improvement Plan	Heather Bonfield, Interim Head of Public Realm Lead Member: Cllr Abdal Ullah	Procurement of integrated recycling contract April 2008 Recycling Improvement Plan for Tower Hamlets approved October 2008 Revised recycling scheme approved October 2008 Municipal Waste Management Strategy Report agreed October 2008
Develop the Municipal Waste Strategy	Heather Bonfield, Interim Head of Public Realm Lead Member: Cllr Abdal Ullah	
Prepare a Public Realm Management Plan to improve the coordination of environmental services and better target scarce resources	Heather Bonfield, Interim Head of Public Realm Lead Member: Cllr Abdal Ullah	Project scoped September by 2008 Draft Management Plan by October 2008 Plan finalised by January 2009
Prepare and implement a Public Realm Cleanliness Improvement Plan	Heather Bonfield, Interim Head of Public Realm Lead Member: Cllr Abdal Ullah	Project Board in place April 2008 Outline Improvement Plan by May 2008 Final detailed improvement plan completed by July 2008

## A Prosperous Community

We want to build on a strong local economy and business growth, to ensure that we create prosperous communities across the borough and for all our residents. A key priority is to ensure that local people have access to lifelong learning opportunities through high quality education available for residents of all ages. We will also help people to confront the many different causes of joblessness and improve skills and the employment rate in the borough. In addition we will encourage enterprise and fostering new industries

This action plan identifies our activities over the coming year. In the three years to 2011, we also plan to:

- Invest heavily in the under 5s to ensure the best start in life in terms of schooling
- Develop young people's employability skills through apprenticeships and vocational studies
- Develop a new Children and Young People's Plan to respond to the needs analysis to be undertaken this year
- Ensure local residents and businesses can take advantage of the jobs and commercial opportunities of the 2012 Olympics and Paralympics
- Focus on transforming the opportunities and the support available to people with disabilities and people with mental health difficulties, to enable them to take their rightful place in the employment market
- Develop specific support and development programmes for the cultural industries through the implementation of the cultural industries strategy
- Work with our Leisure and Public Realm contractors to increase opportunities for local people to access training and job opportunities.

We will use the following specific measures to measure our progress towards achieving a Prosperous Community.

	Performance Indicators	2006/07 Top Quartiles: - London - England	Outturn 2006/07	Outturn 2007/08	Target 2008/09	Target 2009/10	Target 2010/11
<b>Support lifelong learning opportunities for all</b>							
<b>SI24</b>	( <b>LAA stat</b> ) NI72 Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy		37.6	39.1			
<b>SI25</b>	( <b>LAA stat</b> ) NI76: Achievement at level 4 or above in both English and Maths at KS2 (Floor)						
<b>SI26</b>	( <b>LAA stat</b> ) NI77: Achievement at level 5 or above in both English and Maths at KS3 (Floor)						

	Performance Indicators	2006/07 Top Quartiles: - London - England	Outturn 2006/07	Outturn 2007/08	Target 2008/09	Target 2009/10	Target 2010/11
<b>SI2</b>	(LAA stat) NI 78: Achievement of 5 or more A*-C grades at GCSE and equivalent including GCSEs in English and Maths (Floor)						
<b>SI28</b>	(LAA stat) NI 87: Secondary school persistent absence rate						
<b>SI29</b>	(LAA stat) NI 101: Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths)	<b>New PI</b>			AWAITING DATA SETS OWNED BY DCFS/DIUS TO BE PUBLISHED SO TARGETS CAN BE SET		
<b>SI30</b>	(LAA) NI 79: Achievement of a level 2 qualification by age 19		58%		67%	69.50%	71.80%
<b>SI31</b>	(LAA) NI 80: Achievement of a level 3 qualification by age 19		37%		37.90%	69.50%	71.80%
<b>SI32</b>	(LAA) NI 106: Young people from low income backgrounds progressing to higher education				Target setting deferred		
<b>SI33</b>	(LAA) NI 110: Young people's participation in positive activities	<b>New PI</b>			Target setting deferred		
<b>Reduce worklessness</b>							
<b>SI34</b>	(LAA) NI 151: Employment rate	<b>New PI</b>					
<b>SI35</b>	(LAA) NI 152: Working age people on out of work benefits	<b>Recalculated PI</b>					
<b>SI36</b>	(LAA) NI 153: Working age people claiming out of work benefits in the worst performing neighbourhoods	<b>New PI</b>					
<b>SI37</b>	(LAA) NI 117: 16-18 year olds who are NEET	<b>Recalculated PI</b>	10.9%		7%	6.25%	6%
<b>SI38</b>	(LAA) NI 146: Adults with learning disabilities in employment	<b>New PI</b>	46 paid employment / 24 unpaid		Target setting deferred		
<b>SI39</b>	(LAA) NI 150: Adults in contact with secondary mental health services in employment	<b>New PI</b>	Estimate 5.15%		Target setting deferred		
<b>SI40</b>	(LAA) NI 116: Proportion of children in child poverty	<b>New PI</b>					



<b>Theme</b>		<b>3. A Prosperous Community</b>	
<b>Priority</b>		<b>3.1 Support lifelong learning opportunities for all</b>	
<b>Objective</b>		Investing in the under 5s whose development provides the best possible foundation for long term success	
		Providing high quality schools, so that young people acquire the knowledge and skills they need to fulfil their full potential	
		Providing continuous learning opportunities, so everyone can learn basic and new skills at any age	
<b>Key Initiatives</b>		<b>Key Milestones</b>	
<b>Leads</b>		Initial scoping completed May 2008	
		Consultation completed September 2008	
		Report finalised January 2008.	
		Early Years Foundation Stage training programme in place each term for settings and providers Annual Programme published July 2008	
		Settings Support Evaluation reviewed in line with the Early Years Foundation Stage by end July 2008	
		Monitor attendance to ensure that all settings have received training to prepare them for the implementation of the Early Years Foundation Stage by September 2008	
		Support schools with identification of pupils in Y8 and Y9 unlikely to achieve attainment levels without extra intervention through analysis of assessment data, by December 2008	
		Training provided for schools in appropriate intervention strategies and materials, including the use of Study Plus strategy, by March 2009	
		Training provided for schools with Question level Analysis and appropriate intervention strategies/materials to be used with identified pupils, by March 2009	
		Complete consultation on vision for primary school investment by April 2008	
		Launch primary strategy for change (primary school capital improvement programme) by June 2008	
		Select preferred bidder for Building Schools for the Future (Secondary school capital improvement programme) by July 2008	
		Implement early identification of young people at risk of becoming NEET by November 2008	
		Commission a range of "taster" and introductory activities to engage young people not in employment, education or training (NEET) and	
	Complete a refresh of the Idea Store Strategy	Robin Beattie, Head of Strategy and Programmes Lead Member: Cllr Abdal Ullah	Initial scoping completed May 2008 Consultation completed September 2008 Report finalised January 2008.
	Ensure all children have the opportunity to attend high quality early education provision	Helen Jenner, Head of Early Years Children & Learning Lead Member: Cllr Clair Hawkins	Early Years Foundation Stage training programme in place each term for settings and providers Annual Programme published July 2008 Settings Support Evaluation reviewed in line with the Early Years Foundation Stage by end July 2008 Monitor attendance to ensure that all settings have received training to prepare them for the implementation of the Early Years Foundation Stage by September 2008
	Target pupils at risk of not achieving level 5 in both English and mathematics by age 14, and those at risk of not achieving A-C grade or better in both English and mathematics by age 16 but whose prior attainment suggests that they should be capable of achievement at this level.	Carmel Littleton, Head of Young People and Learning Lead Member: Cllr Clair Hawkins	Support schools with identification of pupils in Y8 and Y9 unlikely to achieve attainment levels without extra intervention through analysis of assessment data, by December 2008 Training provided for schools in appropriate intervention strategies and materials, including the use of Study Plus strategy, by March 2009 Training provided for schools with Question level Analysis and appropriate intervention strategies/materials to be used with identified pupils, by March 2009
	Implement school capital improvement programmes-	Isobel Cattermole, Head of Resources and Anne Sutcliffe, Head of Building Schools for the Future Lead Member: Cllr Clair Hawkins	Complete consultation on vision for primary school investment by April 2008 Launch primary strategy for change (primary school capital improvement programme) by June 2008 Select preferred bidder for Building Schools for the Future (Secondary school capital improvement programme) by July 2008
	Reduce the number of young people who are not in employment, education or training (NEET) and commission a range of "taster" and introductory	Mary Durkin, Head of Youth and Community Learning Lead Member: Cllr Clair Hawkins	Implement early identification of young people at risk of becoming NEET by November 2008 Commission a range of "taster" and introductory activities to engage young people not in employment, education or training (NEET) and

<b>Theme</b>		<b>3. A Prosperous Community</b>	
<b>Priority</b>		<b>3.1 Support lifelong learning opportunities for all</b>	
<b>Objective</b>		Investing in the under 5s whose development provides the best possible foundation for long term success	
3.1.1		Providing high quality schools, so that young people acquire the knowledge and skills they need to fulfil their full potential	
3.1.2		Providing continuous learning opportunities, so everyone can learn basic and new skills at any age	
<b>Key Initiatives</b>		<b>Leads</b>	<b>Key Milestones</b>
activities to engage young people not in employment; education or training (NEET) and offer 200+ young people support through New Start programmes.			offer 200+ young people support through New Start programmes by March 2009
Implement action plan to improve educational outcomes for looked after children		Kamini Rambellas, Head of Children's Social Care Lead Member: Cllr Clair Hawkins	Develop a quality assurance system for personal education plans by April 2008 Develop a protocol to ensure priority school admissions for looked after children resident in other local authority areas by September 2008 Review progress and predictions for every looked after child in years 2 and 11 by November 2008 Develop a communications strategy and framework April 2008
Develop new ways of communication and engagement with children and young people, parents, families and partners. Use this to promote take-up and access to services, and inform service design and delivery.		Natalie Parish, Head of Strategy, Partnerships and Performance Lead Member: Cllr Clair Hawkins	Develop a communication plan for all stakeholders July 2008 Develop a draft engagement and commissioning strategy for children & young people by November 2008 Redeveloped AMP website for children and young people launched by June 2008. Over 5000 young people vote in the Young Mayor elections by February 2009 Over 180 young people engaged in the Tower Hamlets Youth Partnership, through activities held in every LAP area by March 2009
Increase the participation of children & young people in decision making and community life		Mary Durkin, Head of Youth and Community Learning Lead Member: Cllr Clair Hawkins	

<b>Theme</b>		<b>3. A Prosperous Community</b>	
<b>Priority</b>		<b>3.2 Reduce worklessness</b>	
<b>Objective</b>			
<b>3.2.1</b>	Helping families escape poverty, by providing employment support and advice on debt management		
<b>3.2.2</b>	Identifying and removing barriers to employment for target groups		
<b>3.2.3</b>	Helping people to get employment by ensuring there is support and training before and after they get a job		
<b>Key Initiatives</b>		<b>Leads</b>	<b>Key Milestones</b>
Increase employment opportunities for vulnerable people		Deborah Cohen Head of Disability and Health Lead Member: Cllr Anwara Ali	Overarching employment strategy for the borough for vulnerable adults and for those with disabilities developed by July 2008 Increased numbers case managed by services referred to employment projects (over 07-08 numbers) by 50% by March 2009 Increase proportion of adults in contact with secondary mental health services in employment by 7% by March 2009. Review existing employment projects operating in Children's Centres by May 2008.
Work through our network of Children's Centres and childcare providers to support parents into work. Audit current childcare provision and full and part-time places in nursery classes/schools and work with the Financial Services Authority to pilot a financial guide to support parents who wish to return to work.		Helen Jenner, Head of Early Years Children & Learning Lead Member: Cllr Clair Hawkins	Develop a strategic plan for supporting parents into work through Children's Centres, bringing together relevant partners and funding streams by July 2008
Implement and commence delivery of City Strategy Single Point of Access pilot programme integrating Council led employment activities and advice into current Council activities such as Extended schools provision, Children's Centres, Community Hubs and Ideas Stores.		Sue Hinds, Access to Employment Manager Lead Member: Cllr Alibor Choudhury	600 workless residents into employment, 100 from workless families by March 2009 Evaluate the activities within the pilot to determine future priorities by March 2009 Integrated approach to debt management agreed by March 2009.
Update evidence base and develop a economic development strategy to better inform key priorities for the borough.		Sue Hinds, Access to Employment Manager Lead Member: Cllr Alibor Choudhury	Employment strategy paper drafted for consultation by July 2008 Wider economic development strategy paper drafted by Sept 2008.
			Report of key interventions to CPAG in July 2008

<b>Theme</b>	<b>3. A Prosperous Community</b>	
<b>Priority</b>	<b>3.2 Reduce worklessness</b>	
<b>Objective</b>	Helping families escape poverty, by providing employment support and advice on debt management	
<b>3.2.1</b>	Identifying and removing barriers to employment for target groups	
<b>3.2.2</b>	Helping people to get employment by ensuring there is support and training before and after they get a job	
<b>3.2.3</b>		
<b>Key Initiatives</b>	<b>Leads</b>	<b>Key Milestones</b>
Develop joint partnership programmes of employability interventions to augment/improve mainstream provision	Sue Hinds, Access to Employment Manager Lead Member: Cllr Ailbor Choudhury	Report of key interventions to CPAG in July 2008 Quarterly updates provided to relevant CPAG Strategy for community hubs developed agreed by October 2008 Development of construction related recruitment and training centre on major development site agreed by November 2008

<b>Theme</b>		<b>3. A Prosperous Community</b>	
<b>Priority</b>		<b>3.3 Foster enterprise</b>	
<b>Objective</b>			
3.3.1 Providing incentives that encourage both business and social entrepreneurship			
3.3.2 Maximising the opportunities for local businesses to benefit from key growth sectors, and the Olympic and Paralympic Games.			
3.3.3 Promoting Tower Hamlets businesses and encouraging growth and tourism, with particular emphasis on the Olympics and Paralympics			
<b>Key Initiatives</b>		<b>Leads</b>	<b>Key Milestones</b>
Work with key partners to develop a coordinated approach to facilitate business growth for local SMEs		Jackie Odunoye, Head of Strategy, Regeneration and Sustainability Lead Member: Cllr Ohid Ahmed	Action plan for enterprise support, including social enterprise, agreed by September 2008 Cultural industries strategy agreed by February 2009 £8m worth of contracts secured by local SMEs through the East London Business Place programme by March 2009
Develop a Cultural Industries Strategy		Paul Martindill, Head of Cultural Services Lead Member: Cllr Rofique U. Ahmed	Project Scope Agreed by July 2008 Consultation by December 2008 Final Draft Strategy by March 2008
Develop a 5 Borough strategy to use the Olympic Games as a catalyst for economic development as first step to developing a sub-regional partnership in response to new Government guidance		Nick Smales, Head of Olympic and Paralympic Games Lead Member: Cllr Lutfur Rahman	5 Borough business plan developed by September 2008 Integrate into relevant strategies supporting enterprise growth, tackling worklessness and improving skills – by December 2008

### A Safe and Supportive Community

The Safe and Supportive Communities theme represents a vision for Tower Hamlets as a place where everyone can achieve their full potential. This means a place where crime is rare and tackled effectively, and where communities live in peace together. It also means somewhere where everyone has equal access to choices, chances and power. Local public services need to identify those who are most at risk and support them so that they can fulfil their potential.

We will provide uniquely excellent services for our most excluded groups, and to those at risk of becoming excluded. Over time, work on both of these areas will make a powerful impact on both disadvantage and crime. Alongside this long-term approach, we will continue to crack down on crime through effective law enforcement and crime prevention.

This action plan identifies our activities over the coming year. In the three years to 2011, we also plan to:

- Extend the offer of self directed support and care via an individualised budget allocation to all our 5500 social care service users by that date.
- Focus on carers through our strategy for improving health care for carers, access to flexible personalised support, access to employment, and access to universal services such as leisure, lifelong learning, and community engagement.
- Reduce the numbers in temporary accommodation to 1500 by 2010 through focusing in particular on improving multi agency support to vulnerable families, transforming our offer to vulnerable single people, improving access to permanent housing options across all sectors, tackling the association between homelessness and worklessness, and implementing a workforce development strategy for the homelessness sector.
- Further develop our award winning re-offending scheme to reduce levels of re-offending in the Borough
- Improve our community justice support services to ensure residents secure excellent support when at their most vulnerable
- Introduce joint enforcement services to improve efficiency and better join up enforcement responses.

We will use the following specific measures to measure our progress towards achieving a Safe and Supportive Community.

Performance Indicators	2006/07 Top Quartiles: - London - England	Outturn 2006/07	Outturn 2007/08	Target 2008/09	Target 2009/10	Target 2010/11
<b>Empower vulnerable people and support families</b>						
<b>SI41</b>	(LAA) NI 135: Carers receiving needs assessment or review and a specific carer's service, or advice and information	Recalculated PI	15.9%	20.9%	25.9	30.9%
<b>Tackle and prevent crime</b>						
<b>SI42</b>	(LAA) NI 15: Serious violent crime rate	Recalculated PI	396 incidents per 1000 population	Target setting deferred		

	Performance Indicators	2006/07 Top Quartiles: - London - England	Outturn 2006/07	Outturn 2007/08	Target 2008/09	Target 2009/10	Target 2010/11
<b>SI43</b>	(LAA) NI 16: Serious acquisitive crime rate	<b>Recalculated PI</b>	35.5 incidents per 1000 population		-4.2%	-1.4%	-1.4%
<b>SI44</b>	(LAA) NI 42: Perceptions of drug use or drug dealing as a problem		68%		65%	62%	60%
<b>SI45</b>	(LAA) NI 21: Dealing with local concerns about anti-social behaviour and crime by the local Council and Police	<b>New PI</b>			Target setting deferred		
<b>SI46</b>	(LAA) NI 18: Adult re-offending rates for those under probation supervision	<b>New PI</b>			Target setting deferred		
<b>SI47</b>	(LAA) NI 19: Rate of proven re-offending by young offenders	<b>New PI</b>			Target setting deferred		
<b>SI48</b>	(LAA) NI 33: Arson Incidents	<b>Recalculated PI</b>	1077		1045	114	984
<b>SI49</b>	(LAA) NI 35: Building resilience to violent extremism	<b>New PI</b>		3	4	4.5	5
<b>SI50</b>	Percentage of residents identifying crime as an area of concern			55			
<b>Focus on early intervention</b>							
<b>SI51</b>	(LAA) NI 40: Drug users in effective treatment	<b>Recalculated PI</b>	1169		1263	1276	1289

Theme	4. A Safe and Supportive Community	
Priority	4.1 Empower vulnerable people and support families	
<b>Objective</b>	<p>4.1.1 Providing responsive and appropriate services for adults which promote independence, choice, security and community</p> <p>4.1.2 Protecting children from harm and neglect</p> <p>4.1.3 Preventing and reducing homelessness, and helping more people into settled homes and employment</p> <p>4.1.4 Improving support for children and young people with disabilities and their families</p>	
<b>Key Initiatives</b>	<b>Leads</b>	<b>Key Milestones</b>
Progress Implementation of agreed programme for integrating commissioning and service provision across health and social care	Helen Taylor, Head of Commissioning and Strategy Lead Member: Cllr Anwara Ali	Integrated commissioning teams established in AHWB and PCT by June 2008 Proposals for integrated provider services structure and care pathways developed by September 2008 Integrated services for older people and people with long term conditions in place by March 2009 Joint Strategic Needs Assessment completed by September 2008 Integrated services for older people and people with long term conditions in place by March 2009
Develop systems, processes and cultures that empower individuals to determine how their care, support, and citizenship needs are met	Helen Taylor, Head of Commissioning and Strategy Lead Member: Cllr Anwara Ali	Project Initiation Document and outline project plan agreed by April 2008 Detailed plans for years 2 and 3 of the strategy to achieve total transformation developed by December by 2008. Tower Hamlets Resource Allocation System (RAS) developed by March 2009
Improve support and information for carers	Helen Taylor, Head of Commissioning and Strategy Lead Member: Cllr Anwara Ali	Action plan to meet LAA target agreed with TH Partnership by October 2008. Revised carers strategy agreed following consultation by October 2008.
Further reduce the incidence of homelessness in the borough and improve support to individuals and families experiencing homelessness	Colin Cormack, Head of Homelessness and Housing Advice Services Lead Member: Cllr Anwara Ali	Revised homelessness strategy agreed by Cabinet by July 2008 10% fall in homeless acceptances in 2008/9 compared to 2007/8 by March 2008 Numbers in temporary accommodation reduced to 2100 by March 2008.



<b>Theme</b>		<b>4. A Safe and Supportive Community</b>	
<b>Priority</b>		<b>4.1 Empower vulnerable people and support families</b>	
<b>Objective</b>			
4.1.1 Providing responsive and appropriate services for adults which promote independence, choice, security and community			
4.1.2 Protecting children from harm and neglect			
4.1.3 Preventing and reducing homelessness, and helping more people into settled homes and employment			
4.1.4 Improving support for children and young people with disabilities and their families			
<b>Key Initiatives</b>		<b>Leads</b>	<b>Key Milestones</b>
Following the implementation of the Common Assessment Framework, to further develop the role of the Lead Professional and the team around the Child, developing the potential of our Children's Centres and Extended Schools to offer early support for families at risk.		Helen Jenner, Head of Early years, children and learning Lead Member: Cllr Clair Hawkins	eCAF pilot to be operational by May 2008.
Develop systems of multi-agency referral, assessment and service delivery through an intensive whole-family model of support with an emphasis on early intervention and prevention. The work will be steered by a Think Family Group with high level representation from agencies across Tower Hamlet		Helen Jenner, Head of Early years, children and learning Lead Member: Cllr Clair Hawkins	Annual CAF progress report to be submitted to Safeguarding Board by October 2008 Think Family Project to be established in Children's Centres by October 2008 Think Family Terms of Reference and membership to be agreed by June 2008 Audit and review of staying safe elements of Family Support and Parental Engagement Strategy to be completed by December 2008
Improve access to and quality of support to children and young people with disabilities and their families		Kamini Rambellas, Service Head- Children's Social Care Lead Member: Cllr Clair Hawkins	New Family Intensive Project referral structures and programme delivery to be in place by September 2008 Implement a positive parenting programme for parents of children with disabilities to assist in achieving sustainable care in the home, with SLA in place with CAMHS and Eva Armsby Centre by July 2008. Develop eligibility criteria for short breaks by July 2008. To produce and distribute leaflets to promote direct payments and complete staff training by September 2008 Recruit transition worker to develop person centred planning for transition to Adults Services by September 2008.

<b>Theme</b>		<b>4. A Safe and Supportive Community</b>	
<b>Priority</b>		<b>4.2 Tackle and Prevent Crime</b>	
<b>Objective</b>			
<b>4.2.1</b>	Reducing crime and promoting successes effectively to reduce fear of crime		
<b>4.2.2</b>	Reducing re-offending through holistic intervention with all who become involved with the criminal justice system		
<b>4.2.3</b>	Making crime prevention a key element of all service planning - and improving community trust and engagement in strategic planning and service development		
<b>Key Initiatives</b>		<b>Leads</b>	<b>Key Milestones</b>
Introduce Neighbourhood Enforcement Officers to provide a 'joined up' and high visibility presence providing a front line response to anti-social behaviour		Andy Bamber – Head of Community Services Lead Member: Cllr Abdul Ullah	Project report to Director by 14th July  CLC Call over by 22 July  LAB 1 by 4th August
To set up a commission into the Public Safety of children and young people in Tower Hamlets to address the dual issues of violence by groups of young people and the safety of the local community, particularly of young people themselves		Mary Durkin – Head of Youth and Community Learning Lead Member: Cllr Clair Hawkins	Commission to be set up by September 2008 Commission concluded by December 2008 Action plan agreed by March 2009
To set up a Remand Fostering (RF) provision to impact on the number of young people remanded into custody by the courts		Mary Durkin – Head of Youth and Community Learning Lead Member: Cllr Clair Hawkins	In house provision to be set up by July 2008  Project group to receive initial analysis of RF cohort by March 2009

<b>Theme</b>	<b>4. A Safe and Supportive Community</b>	
<b>Priority</b>	<b>4.3 Focus on Early Intervention</b>	
<b>Objective</b>	<p><b>4.3.1</b> Improving parental engagement and support</p> <p><b>4.3.2</b> Using joined-up approaches to address links between health, drugs, alcohol, education, skills, employment, accommodation, mental health, debt and benefits across all age groups</p> <p><b>4.3.3</b> Tackling the causes of crime by working with 'at-risk' groups, to nip problems in the bud</p>	
<b>Key Initiatives</b>	<b>Leads</b>	<b>Key Milestones</b>
Create a coherent parenting support offer, inclusive of family learning and parenting programmes-	Helen Jenner, Head of Early Years, Children and Learning Lead Member: Cllr Clair Hawkins	<p>Offer joint training for staff working with parents related to the National Occupational Standards by March 2009</p> <p>Develop a shared Quality Assurance framework for Family Learning and Parenting programmes, including ensuring all programmes are inclusive of families living with learning difficulties and/or disabilities by December 08.</p> <p>Integrate parenting support provision into localised planning through LAP and extended service cluster groups by September 2008</p>

### A Healthy Community

Local residents want Tower Hamlets to be a place where differences in the quality of people's health and life expectancy are reduced, where people lead healthy lives and where everyone has access to world class primary care, community, and mental health and hospital services. At the moment, there are some stark differences in the quality of health experienced by Tower Hamlets residents. We want to work with all our partners, including residents to lower those differences.

This action plan identifies our activities over the coming year. In the three years to 2011, we also plan to:

- Work with the PCT to progress ambitious plans for the development of a network of new health and social care resource centres across the borough. These are expected to come on stream between 2009 and 2019
- Implement the Get Active programme to increasing participation of the physically inactive population
- Implement the Young Carers Participation in Sport initiative
- Introduce a Young @ Heart initiative – providing weekly sessions at all Leisure Centres for people over 50's to increase their health and well being.
- Continue to target children and young people's weight management through partnership with the PCT, Schools and the 3<sup>rd</sup> Sector.
- Further develop actions to improve access to exercise and sports for Muslim Women and girls who for cultural and faith based reasons find it hard to engage.
- Further develop our award winning programmes for improving access to sports and exercise for people with disabilities.

We will use the following specific measures to measure our progress towards achieving a Healthy Community:

	Performance Indicators	2006/07 Top Quartiles: - London - England	Outturn 2006/07	Outturn 2007/08	Target 2008/09	Target 2009/10	Target 2010/11
<b>SI52</b>	<b>Reduce differences in people's health, and promote healthy lifestyles</b> (LAA) NI 56: Obesity among primary school age children in year 6 (a) total number children with height & weight recorded who are obese (b) number children with height & weight recorded (c) total number year 6 children (d) % children with height & weight recorded who are obese (e) % of children with height & weight recorded		(a) (b) (c) (d) 23.0% (e)	(a) (b) (c) (d)2 (e)	(a) (b) (c) (d) 22.9% (e)	(a) (b) (c) (d) 23.6% (e)	(a) (b) (c) (d)23.7% (e)
<b>SI53</b>	(LAA) NI 112: Under 18 conception rate	- 22.18	-25.3	-24.2	-43	-47	-50

Performance Indicators	2006/07 Top Quartiles: - London - England - 18.73	Outturn 2006/07	Outturn 2007/08	Target 2008/09	Target 2009/10	Target 2010/11
<b>SI54</b> (LAA) NI 123: Stopping smoking (LAA) NI 8 : Adult participation in sport	<b>Recalculated PI</b> <b>Recalculated PI</b>	1276 19.7% 26.6% (adjusted) Active People's Survey 2006		1,025	1,043	1,061
<b>SI55</b>				+0.33%	+0.33%	+0.33%
<b>SI56</b>	<b>Recalculated PI</b>	856 (male) 578 (female)		821 (m) 563 (f)	804 (m) 555 (f)	787 (m) 547 (f)

Theme	<b>5. A Healthy Community</b>	
Priority	<b>5.1 Improving health and reducing differences in people's health by promoting health lifestyles</b>	
Objective		
<b>5.1.1</b> Reduce the use of tobacco		
<b>5.1.2</b> Reducing rates of diabetes, high blood pressure and cholesterol		
<b>5.1.3</b> Slow down the increase in obesity		
<b>5.1.4</b> Improving sexual health		
Key Initiatives	Leads	Key Milestones
Develop an Olympic Sports Legacy Development Programme	Paul Martindill, Head of Cultural Services Lead Member: Cllr Rofique U. Ahmed	Identify a package of sports courses and competitions for Olympic branding by June 08.  Complete a feasibility study to secure leisure water in the Olympic Aquatics Centre as in partnership with London Development Agency and London Borough of Newham by September 08
To introduce targeted programme to improve the health of adults by increasing the number who undertake regular physical activity (3X30 minutes per week)	Paul Martindill, Head of Cultural Services Lead Member: Cllr Rofique U. Ahmed	To review the structure and programmes of the sport and physical activity team to focus on adults who have lowest levels of physical activity by September 08  To deliver a programme that targets the areas within the Borough with the lowest levels of physical activity by October 08
Reduce the take up of smoking, drugs and alcohol and ensure prompt access	Natalie Parish, Head of Strategy, Partnerships and Performance	Review treatment and discharge protocols to increase the percentage of young people who leave substance misuse treatment in a planned way by September 2008

<b>Theme</b>	<b>5. A Healthy Community</b>		
<b>Priority</b>	<b>5.1 Improving health and reducing differences in people's health by promoting health lifestyles</b>		
<b>Objective</b>	<p>5.1.1 Reduce the use of tobacco</p> <p>5.1.2 Reducing rates of diabetes, high blood pressure and cholesterol</p> <p>5.1.3 Slow down the increase in obesity</p> <p>5.1.4 Improving sexual health</p>		
<b>Key Initiatives</b>	<b>Leads</b>	<b>Key Milestones</b>	
to treatment and support for young people who misuse substances	Lead Member: Cllr Clair Hawkins	Increase access to appropriate and high quality substance misuse services, so that the number of young people under 18 accessing drug treatment rises by 3% over the next year by March 2009	
Ensure schools encourage children to eat healthily and exercise regularly	Mary Durkin, Head of Youth and Community Learning Lead Member: Cllr Clair Hawkins	Roll out the pilot peer led stop smoking intervention project (ASSIST) to remaining year 8 schools in the Borough, by March 2009. School Nutritional Awards assessments by July 2008 Increase percentage of children having 2 or more hours of PE a week to 85% by August 2008 Increase proportion of schools with a whole school food policy to 50% by March 2009	
Implement ASPIRE pilot project with year 9 & 10 to prevent unplanned pregnancy, doing targeted work with girls at risk, to improve educational achievement and boost self-esteem	Mary Durkin, Head of Youth and Community Learning Lead Member: Cllr Clair Hawkins	Work with 30 girls at risk by March 2009	

<b>Theme</b>	<b>5. A Healthy Community</b>		
<b>Priority</b>	<b>5.2 Support mental health services to improve mental health</b>		
<b>Objective</b>	<p>5.2.1 Providing high-quality accessible services</p> <p>5.2.2 Combating discrimination against individuals and groups with mental health problems</p> <p>5.2.3 Ensuring integrated planning and treatment with multiple health needs</p>		
<b>Key Initiatives</b>	<b>Leads</b>	<b>Key Milestones</b>	
Prevention and early intervention and improved access to emotional health services for Children and YP	Helen Jenner, Head of Early Years, Children and Learning	SEAL implemented in all Primary schools by July 2008 Transition worker support programme extended to support 20% more young people by June 2008	

<b>Theme</b>	<b>5. A Healthy Community</b>	
<b>Priority</b>	<b>5.2 Support mental health services to improve mental health</b>	
<b>Objective</b>	<p>5.2.1 Providing high-quality accessible services</p> <p>5.2.2 Combating discrimination against individuals and groups with mental health problems</p> <p>5.2.3 Ensuring integrated planning and treatment with patients with multiple health needs</p>	
<b>Key Initiatives</b>	<b>Leads</b>	<b>Key Milestones</b>
Promote the recovery agenda across adult mental health community services	Lead Member: Cllr Clair Hawkins	Extend amount of early intervention mental health support delivered through schools and Children's Centres by September 2008
	Deborah Cohen, Head of Disabilities and Health	20% increase in the numbers worked with by the newly established Rehab and Recovery Team during 2008-09
	Lead Member: Cllr Anwara Ali	Establish a Community Services Forum by September 2008 Strategy for Community Services in place by March 2009

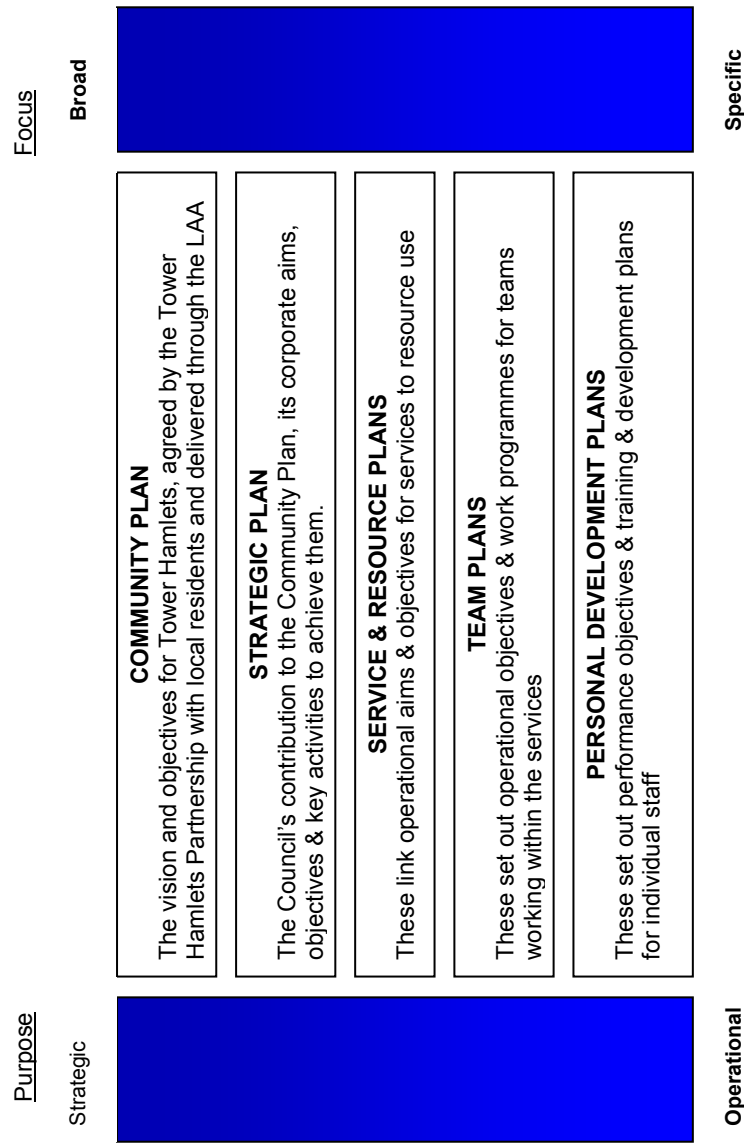
<b>Theme</b>	<b>5. A Healthy Community</b>		
<b>Priority</b>	<b>5.3 Improve access to, and experience of, health services</b>		
<b>Objective</b>	<p>5.3.1 Improving access to GPs, developing out-of-hospital services and improving access to high quality maternity care</p> <p>5.3.2 Reducing waiting times</p> <p>5.3.3 Promoting self-care and improving management of long term conditions</p>		
<b>Key Initiatives</b>	<b>Leads</b>	<b>Key Milestones</b>	
Ensure the Health Scrutiny Panel work programme helps the Council and PCT to achieve their shared objective to reduce the gap in health inequalities	Michael Keating, Acting Assistant Chief Executive Lead Member: Cllr Sirajul Islam	Develop proposals to incorporate the LINKs into the work of the Health Scrutiny by September 2008. Deliver year 3 of four year work programme by March 2009.	



## 6. The Council's Planning and Monitoring Framework

The Council's Strategic Plan is our core planning document. It sits within a planning and monitoring framework with explicit processes for monitoring and evaluating progress, so that all stakeholders – both within and outside the Council – can understand exactly what goals we are working towards and assess our progress. The framework sets out the role of all those within the Council, its services and teams – and also of each individual within those services and teams – in achieving those goals, and sets out how our performance will be judged.

The framework is made up of a series of plans linked by a 'golden thread' through which high level objectives cascade to individual goals and targets. The diagram below illustrates the links between each of these plans.



## Monitoring and Evaluation

Monitoring and evaluation of progress towards achieving our goals set out in the Strategic plan takes place at a number of levels. At Council level, this plan is agreed by members and is subject to monitoring and evaluation by the Corporate Management Team (CMT), Cabinet and the Overview and Scrutiny Committee.

Progress against the Strategic performance targets within the Plan is reported to CMT and Cabinet Members at two-monthly intervals in the Tower Hamlets Index report. Progress updates on the Plan are undertaken at mid and end year. Progress on key indicators is reported to our residents annually through a supplement which goes to all homes in the Borough.

Monitoring and evaluation	Who considers the report	Dates for reporting
Monitoring reports based on progress against strategic performance indicators via the Tower Hamlets Index	CMT/Cabinet / Overview and Scrutiny Committee	Bi-monthly
Six monthly monitoring report, based on: <ul style="list-style-type: none"> <li>• Activity analysis</li> <li>• Data analysis</li> </ul>	CMT / Cabinet/ Overview and Scrutiny Committee	November / December and June / July
Annual Report to residents	Distributed to all homes in the Borough	June/July

The six monthly mid-year monitoring report is considered, together with key financial information, and used to inform resource and service planning for the year ahead to ensure that resources are properly targeted at key priorities and linked to performance goals and progress.

A key aspect of effective performance management is ensuring that the performance information against which we measure our progress towards key goals and targets is accurate, reliable and timely. Whether the monitoring takes place annually or more frequently, the quality of our information is essential to ensure we meet our Strategic aims. In order to ensure the quality of our information, all performance data is collected with regard to our Data Quality policy, and in particular our objective to:

*Ensure that all information which contributes to the Council's performance management, whether produced internally or externally, is accurate, reliable and timely.*  
To ensure that our data quality is continuously improving, we monitor our progress against a stretching action plan, which is reviewed by the Performance Review Group and Audit Committee

## 7. Use of Resources

### Introduction and Background

During the financial year 2008-09, the Council will spend nearly £1.03 billion providing a wide range of local services. Of this, £961 million is revenue spending, and £70 million capital.

### Integrated Service and Financial Planning

The Council's financial planning and budgeting takes place alongside its planning for the delivery and improvement of services: -

- We have a medium term financial plan which ensures that our service plans are affordable.
- The financial implications of proposals to improve and develop services are identified and considered.
- Resources are directed to meeting the Council's strategic objectives, and the budget process ensures that money flows to the highest priorities.
- We monitor both the performance of services and their finances to ensure plans are delivered within budget. Value for money, budgets and high quality services are deeply embedded in the way the Council reviews its budget for future years.

### Medium Term Plan

Medium term financial planning is an important component of the Council's strategic planning. While many key decisions, such as setting the Council Tax, can only be taken annually, those decisions need to be set in the context of a longer term plan.

We prepare a rolling three-year financial plan with indicative forecasts of spending, government grant and Council Tax levels. This plan takes account of the issues set out in the Financial Context section below as well as demographic changes, changes in responsibilities, inflation, ongoing costs associated with our capital programme, efficiency targets and the impact of planned service developments in the Strategic and Service Plans. The Medium Term Plan helps ensure that the Council's financial plans are sustainable and to identify opportunities for moving resources into strategic priority areas.

The table below summarises the Council's Medium Term Financial Projection for the period 2008/09-2010/11. Figures for 2009/10 and 2010/11 are projections and decisions on these will be taken as part of future budget rounds.

<b>MEDIUM TERM FINANCIAL PROJECTION</b>			
	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Opening Budget Requirement</b>	286,357	295,498	300,067
Inflation	5,932	6,222	6,494

Committed Growth				
Approved	7,864	2,378	2,398	
Provision for unidentified growth	504	1,900	0	
Revenue Provision for Capital	1,697	-1,461	-236	
Savings	-6,346	-3,970	-2,694	
	<u>296,008</u>	<u>300,567</u>	<u>306,029</u>	
Changes in contributions to Reserves	-510	-500	0	
<b>Budget Requirement</b>	<b>295,498</b>	<b>300,067</b>	<b>306,029</b>	
Formula Grant	-224,997	-228,816	-232,204	
Collection Fund Surplus	-1,505	0	0	
	<u>68,996</u>	<u>71,251</u>	<u>73,825</u>	
Band D Council Tax	£865.64	£887.28*	£909.46*	
Change in Council Tax	3.50%	2.50%*	2.50%*	

\* Please note, Council Tax figures for 2009/10 and 2010/11 have not been approved by the Council and are for illustration only.

### Financial Management

The Council's financial management systems are there to:

- Maximise the resources available to deliver the objectives of the Council and the Partnership
- Measure performance against budgets
- Monitor both financial and non-financial indicators in a consistent manner
- Optimise the use of existing resources through effective procurement, delivering value for money, and partnership working
- Balance the need for service development with the demands placed on Council Tax payers.
- Align our spending plans with the priorities set out in the Community and Strategic Plans

- Maintain and enhance confidence in the Council's stewardship of public money
- Contribute to the overall arrangements for corporate governance
- Deliver efficiency improvements in excess of Government targets

**Resources for the Year Ahead**

The table below sets out our estimated revenue spending for the year 2008/09. Revenue expenditure is the day-to-day costs of running services.

*Revenue Budget for 2008/09*

Directorate	Gross Expenditure (£'000)	Income (£'000)	Net Expenditure (£'000)
Adult Services	149,617	63,683	85,934
Children's Services	360,011	280,005	80,006
Development & Renewal and Housing General Fund	216,696	200,688	16,008
Communities & Localities	102,251	31,232	71,019
Chief Executive's & Other Corporate	18,452	7,381	11,071
<b>Total</b>	<b>961,689</b>	<b>668,247</b>	<b>293,342</b>

**Capital Investment**

Capital spending is about investing in the buildings and other assets we need to deliver services. Our Capital Strategy provides the basis for evaluating capital proposals and prioritising capital investment. Capital resources are allocated to investment programmes and projects that offer the most cost-effective contribution to achieving corporate priorities. Closely aligned to the Capital Strategy is our Asset Management Plan, which sets out our approach to the management of our existing property portfolio and its role in supporting corporate and service objectives.

The table below shows how capital investment programmed for the next three years is allocated to each of the Community Plan themes.

<b>CAPITAL PROGRAMME 2008/09- 2010/11</b>				
Community Plan Theme	2008/09 (£'000)	2009/10 (£'000)	2010/11 (£'000)	Total (£'000)
Living safely	1,663	1,300	1,270	<b>4,233</b>
Living well	48,150	40,250	40,886	<b>129,286</b>
Creating & sharing prosperity	0	0	0	<b>0</b>
Learning, achievement & leisure	16,204	26,271	43,955	<b>86,430</b>
Excellent public services	1,400	1,150	1,150	<b>3,700</b>
<b>TOTAL</b>	<b>67,417</b>	<b>68,971</b>	<b>87,261</b>	<b>223,649</b>

**Financial Context**

The Council faces a number of major strategic and service issues over its strategic planning cycle, many of which have financial implications. In addition, our planning processes are taking place against the background of significant changes to the external financial environment. Together these mean a challenging agenda for the Council, and must be considered as part of the context for our strategic planning. Some of the key issues are set out below.

**Spending Review 2007 and Changes to the Local Government Finance System**

The Government announced the results of its latest public sector spending review in October 2007 and reviewed the distribution of grants to local authorities at the same time. The impact of the two announcements is that Tower Hamlets will receive increases in grant funding at below the rate of inflation for the next three years and probably for longer. The Government also took the opportunity of the spending review to announce a three year financial settlement for local authorities for the first time. Tower Hamlets has taken advantage of the three year settlement and its Medium Term Financial Plan for 2008-2011 takes account of the tighter grant position and sets balanced budgets for the next three years, while continuing to improve priority services and maintain a low Council Tax.

**Capital Funding**

Funding for the Council's capital programme comes from a variety of sources: previously one of the most significant of these has been capital receipts from the sale of Council assets. Funding from this source has reduced significantly, principally due to changes in legislation governing the right to buy Council houses. The authority has therefore reviewed its strategy for funding affordable capital investment in the light of this, revisiting its spending priorities and identifying alternative sources of funding as necessary.

**Local Public Service Agreement and Local Area Agreement**

The Council and its partners in the Tower Hamlets Partnership negotiated a second Local Public Service Agreement (LPSA) to run from April 2005 to May 2008. The full achievement of these stretching LPSA targets would bring additional reward grant funding of approximately £10.196M. A new Local Area Agreement will be negotiated by June 2008, providing a further opportunity to achieve a reward grant in 2011.

**Decent Homes**

The Council has adopted a long term strategy to lever in as much funding as possible towards the Decent Homes Standard. The number of dwellings directly managed by the Council has reduced as a result of ongoing transfer of ownership to Registered Social Landlords. This has significant implications for the Council as a whole, as it has needed to reshape both direct services and support services to reflect lower levels of activity. For the remaining housing stock, management has been transferred to an Arm's Length Management Organisation, Tower Hamlets Homes. For some estates, notably Ocean and Blackwall Reach, specific redevelopment plans are being shaped to draw in the additional investment funding required.

#### **Office Accommodation Strategy**

The Council has developed and is currently implementing a long-term strategy for the rationalisation of its office accommodation. The Strategy has centralised back-office services at the East India Dock complex and introduced new working practices, telephone and ICT, with the aim of delivering significant ongoing financial savings, other efficiency improvements, improved access to Council services and customer service,, better communications and a more productive working environment for Council staff. The project will be paid for by selling off surplus office accommodation vacated through the Strategy.

#### **Efficiency and Value for money**

The Council's approach to efficiency is embedded in the strategic planning framework summarised in this document. That framework is designed to ensure that all resources available to the Council are directed towards maximising impact in terms of improved service outcomes and the achievement of strategic objectives.

The delivery of efficiency improvements has also been a consistent objective of the Council's financial management processes. Financial planning and budgetary processes are designed to identify and realise annual efficiency gains, and this continues to contribute to Tower Hamlets' Council Tax being one of the lowest of all 33 London Councils.

**The Council will seek further opportunities for efficiencies in all of its main areas of resource consumption and incorporate these into its strategies for human resources, information & communications technology, asset management, and procurement. We will also consider new opportunities for efficiency improvement, including those presented by national and regional initiatives e.g. shared services, business process reengineering, Priority Outcomes, and the national transformational e-government programme.**

#### **Procurement Strategy**

The term 'procurement' covers the processes for acquisition of goods, works and services. All Council services are involved in some form of procurement. The Council's Procurement Strategy provides a serious of strategic objectives around the acquisition of goods, works and services. The Procurement Strategy supports the Council's vision and will assist it to achieve the corporate objectives and to deliver Best Value. Procurement is based on the fundamental principle that the provision of a service should be carried out by the supplier best suited, whether that be in-house, other public providers, private or voluntary sectors. The Strategy requires that each procurement is evaluated on the basis of a number of criteria. These include:

- Strategic Challenge
- Delivery/performance against need
- Quality
- Future Service Requirements
- Whole life cost

- Market Conditions
- Risk Analysis
- Cost/price
- The Local Environment
- Operational need

Mechanisms to measure the contribution of procurement will be in place in 2008/09 with a view to enhancing processes, ensuring better value for money and improving service outcomes.

### **Risk Management**

Risk management is defined as the effective management of both potential opportunities and threats to the Council achieving its objectives.

The Council firmly believes that effective risk management is an essential element of corporate governance and has a strategy to manage risks arising from its operations, initiatives and partnerships. The aim is to enable the achievement of strategic and service objectives in the most optimum way, recognising opportunities and controlling negative factors or risks that could impact success.

The Council seeks to minimise unnecessary risk and manage residual risk commensurate with its status as a public body. However, the Council will positively decide to take risks in pursuit of its ambitions for local people where it has sufficient assurance that risks:-

- Have been properly identified and assessed
- Will be appropriately managed, including taking mitigating actions, and regular review of likelihood and impact
- Are justified in relation to the potential benefits accruing to the community

The Council has formally adopted a *Risk Management Policy and Strategy* to support its approach to risk management. Risks are generally identified at project level and managed by the project manager. Key legal and financial risks associated with particular projects are specifically highlighted in reports seeking decisions or approval for action. The risks associated with working in partnership are captured in a partnership risk register and are monitored through the risk-reporting framework. The risks to the achievement of corporate and service objectives are actively considered as part of service planning and the identification of risks is a key part of the planning framework at all levels.

The Authority maintains a *Corporate Risk Register* that identifies the most significant corporate and strategic risks. The register contains details of the principal risks to the achievement of the objectives and targets in this plan. These are:

- those that are inherent in the business of a local authority - for example responsibilities to vulnerable people, the need to house homeless people and maintenance of effective financial and information management systems;
- those that arise from strategic initiatives of the Council - for example the development of an Arms Length Management Organisation and improvements to customer access to Council services; and
- those that arise from initiatives to improve the business infrastructure of the Council - for example the accommodation strategy, the ICT/e-Government programme, and management of change.



Each of these risks is assessed for likelihood and impact and has a responsible owner and programme of mitigating actions/controls. The register is updated throughout out the year and reported quarterly to the Corporate Management Team. Each service maintains its own register of risks that feeds into the corporate monitoring and evaluation process. In this way senior managers assess risks, develop mitigating actions, and monitor progress in a systematic manner. This approach is intended to strengthen the overall corporate governance environment.

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## **Appendix 2**

# **ANNUAL REPORT FOR YEAR 2 (2007 – 2008)**

# **DRAFT**

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## Our Vision and Objectives

The Council's vision is to improve the quality of life for everyone living and working in Tower Hamlets. This involves helping to create a thriving, achieving community in which people feel at ease with one another, learn and perform well and have positive employment prospects, experience a higher standard of living and good health, and enjoy a safe and an attractive environment together with a wide range of cultural and leisure opportunities.

The strategy for delivering this vision was set out in the Council's Strategic Plan 2006 – 2011, which takes from the borough's Community Plan. These are:

*Living Safely* – reducing crime, making people feel safer and creating a more secure and cleaner environment.

*Living Well* – improving housing, health and social care and promoting healthy living.

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

*Learning, Achievement and Leisure* – raising educational aspirations, expectations and achievement, providing the widest range of arts and leisure opportunities for all and celebrating the rich diversity of our communities.

*Excellent Public Services* – improving public services for local people to make sure that they are of high quality, represent good value for money and are provided in ways that meet local needs.

Within each of these areas we have set challenging but realistic targets for change, which focus on the critical areas that will make a lasting difference to people's life chances. The Council identified 12 key priorities to deliver this:

<b>Community Plan Theme</b>	<b>Priority Outcomes for 2006 – 2011</b>
<i>Living Safely</i>	1. A cleaner, greener, safer Tower Hamlets
<i>Living Well</i>	2. Decent homes in decent neighbourhoods 3. Healthier communities 4. Improved outcomes for vulnerable children and adults
<i>Creating and sharing prosperity</i>	5. Securing sustainable communities 6. Increased local employment
<i>Learning, Achievement and Leisure</i>	7. Increased educational attainment 8. Increased participation in sporting, leisure and cultural activities
<i>Excellent Public Services</i>	9. Efficient and effective services 10. Locally focused services empowering local people 11. Stronger and more cohesive communities 12. Improved equality of opportunity

The Tower Hamlets Partnership has refreshed its Community Plan from 2008/09 through to 2020 to take account of the many changes in the borough. Tied into this, the Council has reviewed its Strategic Plan for 2008/09 through to 2010/11. This takes account of the new three- year Local Area Agreement and budget settlement.

## Overall Performance: Comprehensive Performance Assessment

Comprehensive Performance Assessment (CPA) was introduced by the government in 2002 as a way of supporting councils to deliver improvements in services to local people. CPA brought together existing information on service performance in each council with an assessment of its ability to improve. This was used by the Audit Commission to reach an annual overall judgement of whether a council was excellent, good, fair, weak, or poor. In December 2005 a new system of judgement was introduced. Tower Hamlets was rated as a 3-star authority (the star rating runs from 0- stars being the worst to 4-star being the best) and was given a direction of travel judgement as *improving strongly*. The annual qualitative assessment of the Audit Commission of our performance for 2007 stated:

*Tower Hamlets Council is improving strongly. Three-quarters of performance indicators show improvement which brings the Council into the top six improving councils in the country. Both children's and adult services maintained excellent status and housing benefits provision has moved to excellent this year, but recycling rates require improvement. The Council has also made significant progress in reducing crime, with innovative work done to reduce re-offending. Key health indicators are improving; the healthy lifestyle team won a national award and the innovative mobile dental unit has been a success. The Council is working effectively to secure local benefits from the Olympic and Paralympic Games. Resident satisfaction has also risen. The Council has robust plans for improvement with agreed milestones and effective monitoring processes; also the efficiency board yielded improvement in value for money. A council-wide staff survey showed improved confidence in managerial leadership and innovative joint posts with the Primary Care Trust for human resources and public health have improved capacity and partnership working; all with potential for sustained improvement for the Council.*

Each major service area is scored on a scale of 1 to 4, where 1 is the lowest and 4 the highest. Overall, our services were scored 3 out of 4.

### Individual Service scores

Service	Rating 2005	Rating 2006	Rating 2007
<b>Children and Young People*</b>	4 out of 4	4 out of 4	4 out of 4
<b>Social Care (Adults)</b>	4 out of 4	4 out of 4	4 out of 4
<b>Environment</b>	2 out of 4	2 out of 4	2 out of 4
<b>Housing</b>	3 out of 4	3 out of 4	3 out of 4
<b>Culture**</b>	2 out of 4	3 out of 4	3 out of 4
<b>Benefits</b>	3 out of 4	3 out of 4	4 out of 4
<b>Use of Resources</b>	3 out of 4	3 out of 4	3 out of 4

\*In 2005 Education and Social Care (Children's) blocks were amalgamated to form a new block entitled Children and Young People

\*\* Previously Libraries and Leisure

### **Corporate Assessment**

The Corporate Assessment looks at how the Council is performing and its capacity to improve. For Tower Hamlets this was last carried out in 2002. Independent inspectors spent two weeks inside the Council looking at all areas of its management and operation. Their report assessed Tower Hamlets as having a clear sense of direction, good political leadership, strong management and staff with a sense of clarity and purpose, and gave the Council a score of 3 out of 4. The report said:

*“...The Council’s objectives are clearly expressed and are widely owned ... new methods of communication are helping to ensure that staff at all levels have a sense of clarity and purpose.”*

*“Despite significant challenges, the Council is confident that its determination to work more closely with local people to accelerate improvement will enable it to become one of the best authorities in the country.”*

In March 2008, Tower Hamlets was subject to another Corporate Assessment. The results will be due in July 2008.



## Key Achievements in 2007/08

- Delivering outstanding Adults and Children's Services with 'excellent' capacity for continuing improvement and the only Council to have both "top-rated" for the last two years.
- One of only four councils to have achieved level 5 of the Local Government Equality Standard and the first to receive the Equality Mark.
- One of the first councils to have achieved the new Investors in People Profile.
- Continuing the long run of success in the Beacon scheme, the Council was pleased to be awarded its seventh Beacon award in 2008 in the theme of Reducing-Re-offending.
- The council was also recognised for its achievements at this year's Local Government Chronicle Awards, winning the Efficiency and Modernisation award for our office Accommodation Strategy and new flexible working practices which are delivering efficiency savings whilst improving customer service, accessibility and working environments.
- Children's Services shone at the CIPFA Public Servant of the Year awards this year. The Independent Travel Trainers team won both the 'Changing Lives - Community Facing Services' category, and the Outstanding Public Services Team of the Year award.
- In the most recent Annual Residents Survey, almost all questions concerning the image of the council have resulted in increased satisfaction ratings over the last year. Local residents are significantly more likely to agree that the council involves residents in decision making and that it is efficient and well run. Three quarters of residents agree that staff are friendly and polite (up 4 to 75%) while over two thirds agree that the council is doing a good job, keeping residents informed and that it makes the local area a better place to live.

## Performance against Community Plan Themes and Key Priorities

Performance in each of the 12 key priorities is closely monitored throughout the year. A selection of indicators are used for each priority to allow us to accurately measure our performance. The Council sets robust and challenging targets each year. The tables below indicate the targets for each indicator for this year, our actual achievement for this year, for comparison our achievement in the past year, and whether success is determined by a higher or lower figure.

The table below give an overall performance colour code and a direction of travel indicator. This gives a quick view for how we are doing for each indicator:

Symbol	Meaning
<b>GREEN</b>	A green background indicates that the target for 2007/08 was met or exceeded
<b>RED</b>	A red background indicates that the target for 2007/08 was not met
<b>+</b>	This means performance has improved compared to 2006/07
<b>-</b>	This means performance has deteriorated compared to 2006/07
<b>=</b>	This means performance has stayed the same compared to 2006/07

N/A in any cell means that either the information was not collected at that time or a comparison cannot be made.

### Overall Performance of Indicators

Of the 87 performance indicators that have the 2007/08 information available, 43.7% met the 2007/08 target, while 56.3% did not. The table below gives further details by theme.

	Target Achieved (Green)	Target Not Met (Red)
<b>Living Safely</b>	14 (51.9%)	13 (48.1%)
<b>Living Well</b>	9 (52.9%)	8 (47.1%)
<b>Creating and Sharing Prosperity</b>	5 (55.6%)	4 (44.4%)
<b>Learning, Achievement and Leisure</b>	4 (25%)	12 (75%)
<b>Excellent Public Services</b>	7 (38.9%)	11 (61.1%)
<b>TOTAL</b>	<b>39 (44.8%)</b>	<b>48 (55.2%)</b>

Furthermore of the 80 performance indicators with information available, 66.3% showed an improvement since 2006/07, 30% showed a decline in performance, and 3.7% equalled the 2006/07 performance. The table below gives further details by theme.

	<b>Improved +</b>	<b>Maintained =</b>	<b>Deteriorated -</b>
<b>Living Safely</b>	17 (68%)	1 (4%)	7 (28%)
<b>Living Well</b>	9 (64.3%)	1 (7.1%)	4 (28.6%)
<b>Creating and Sharing Prosperity</b>	8 (88.9%)	0	1 (11.1%)
<b>Learning, Achievement and Leisure</b>	12 (75%)	1 (6.2%)	3 (18.8%)
<b>Excellent Public Services</b>	7 (43.8%)	0	9 (56.2%)
<b>TOTAL</b>	<b>53 (66.3%)</b>	<b>3 (3.7%)</b>	<b>24 (30%)</b>

### **Overall Performance of Activities and Milestones**

As well as performance indicators, the Strategic Plan contains 363 activities and 766 milestones that were due for completion by 31 March 2008.

By the end of 2007/08, 76.6% of activities and 84.5% of milestones were completed. Further detail on activity and milestone performance is contained within each theme section.

# 1. Living Safely

## Activity and Milestone Performance

There were 72 activities and 184 milestones due for completion in the Living Well theme. Of these, 81.9% of activities and 88% of milestones were completed.

### 1.1 A safer Tower Hamlets

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Overall crime rate (BCS comparator offences): percentage reduction since 2003/4 baseline (22,636 incidents)	17.9% reduction (18,585 incidents)	24.2% reduction (17,199 incidents)	20.0% reduction (18,109 incidents)	LOWER	+
Number of violent crimes (common assault plus ABH/GBH)	46.7 per 1000 population	20.9 per 1000 population	41.3 per 1000 population	LOWER	+
Youth-on-youth violent crime (number of incidents where victim is under 19 and accused is under 19 or suspect is thought to be under 19)	605	394	570	LOWER	+
Percentage of population who view as a "very big problem" the following issues: a) Youths hanging around on the streets b) Graffiti and other deliberate damage to property or vehicles c) People using or dealing drugs d) People being drunk or rowdy in public places	a) 49%	a) 32.2%	a) 27%	LOWER	+
	b) 27%	b) 23.7%	b) 35%		+
	c) 47%	c) 32.2%	c) 41%		+
	d) 22%	d) 15.3%	d) 21%		+
Number of young people under 18 accessing drug treatment services	711	1034	732	HIGHER	+
Length of time domestic violence is experienced before it is initially reported to a specialist agency: percentage reduction since 2004/5 baseline (4.7 years)	31.9% reduction	3.85% reduction	6.4% reduction	LOWER	-
Number of adults and children killed or seriously injured on the roads	111	124	113	LOWER	-
Reduced recorded convictions of PPOs	30%	31%	30%	HIGHER	+
Reduced percentage of Drug Intervention Programme clients reoffending	28%	N/A	24%	LOWER	N/A

Symbol	Meaning
GREEN	Target met or exceeded
RED	Target not met
+	Performance has improved
-	Performance has deteriorated
=	Performance has stayed the same

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Increased proportion of offenders accessing housing or tenancy related support through key agencies	29%	N/A	38%	HIGHER	N/A
Increased number of unemployed offenders obtaining and keeping employment for at least four weeks	42 offenders	N/A	46 offenders	HIGHER	N/A
Youth Reoffending rate after 12 months: a) pre-court decisions b) first tier penalties c) community penalties d) custodial penalties	a) 28.8%	a) 23.3%	a) 22.5%	LOWER	+
	b) 46.9%	b) 45.5%	b) 49.6%		+
	c) 55.0%	c) 66.7%	c) 58.5%		-
	d) 44.4%	d) 40.0%	d) 71.3%		+
Percentage of residents identifying crime as an area of concern	51%	55%	45%	LOWER	-
Increase in percentage of people who feel informed about what is being done to tackle antisocial behaviour in their local area	26%	27%	32%	HIGHER	+
Percentage of people who feel that parents not taking responsibility for the behaviour of their children is a problem	75%	81%	73%	LOWER	-
Percentage who think that people not treating other people with respect and consideration is a problem	58%	53.6%	56%	LOWER	+

### Key Achievements

- We have achieved a considerable reduction in overall crime of 24.2% which exceeds our target of 20% and is an improvement on last year's reduction of 17.9%.
- We have achieved significant reductions in violent crime and youth on youth crime as a result of our work with the Violent Crime Action Group and our domestic violence awareness campaigns which include reducing the impact of domestic violence on children.
- We continue to provide constructive and law abiding activities for young people at risk of offending such as providing over 900 volunteering and community action opportunities, the Youth Opportunity Fund which has provided funding for over 95 groups, and the Youth Intervention Programme which has supported over 150 young people.
- Our focus on anti-social behaviour has resulted in a number of multi-agency enforcement operations including six Special Operations with

Symbol	Meaning
GREEN	Target met or exceeded
RED	Target not met
+	Performance has improved
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=	Performance has stayed the same

Police and Safer Neighbourhood Teams and support provided to 150 victims and perpetrators of anti-social behaviour.

- We are reducing substance misuse and related crime through effective treatment, prevention, enforcement and community engagement, for example we have delivered 12 Community Drug Education workshops, delivered substance misuse awareness training to 25% of youth workers, and carried out 30 drug supply closure operations.
- Through the Race and Hate Crime Interagency Forum we have delivered five major projects that tackle hate crime and encourage community cohesion through arts and media, training and other community based initiatives such as the All Different, All Equal Youth Project and the Beat Hate Crime Campaign.
- We have increased community safety on estates through a programme of estate lighting schemes and by carrying out security works on over 200 homes.
- Our focus on making streets, public areas, residential areas and open spaces safer has seen the introduction of 4 new safe routes to school schemes at schools with approved travel plans, the establishment of the Junior Road Safety Officer Scheme in 50% of schools as well as the delivery of Child Pedestrian Training volunteer programmes in 30 schools, 2 Drink Drive Campaigns and 2 Junior Citizen Schemes for 2000 pupils.

## 1.2 A cleaner, greener Tower Hamlets

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Proportion of relevant land and highways that is assessed as having combined deposits of litter and detritus that fall below an acceptable level	22.0%	N/A	12.0%	LOWER	N/A
Improved perceptions of antisocial behaviour: reduced percentage of the population who view rubbish and litter lying around as "a very serious problem"	32%	32.9%	23%	LOWER	-
Percentage of people asked who think that parks, playgrounds and open spaces are good, very good or excellent	50%	54%	52%	HIGHER	+
Percentage of household waste which has been sent by the authority for recycling	11.7%	13.6%	22.0%	HIGHER	+
Percentage of people who think that street cleaning is good, very good or excellent	54%	51%	63%	HIGHER	-
Quality of surroundings – Number of green flag award parks	5	5	5	HIGHER	=

Symbol	Meaning
GREEN	Target met or exceeded
RED	Target not met
+	Performance has improved
-	Performance has deteriorated
=	Performance has stayed the same

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Increase in the percentage of abandoned vehicles removed within 24 hours from the point where the local authority is legally entitled to remove the vehicle	95.8%	99.4%	96.0%	HIGHER	+
Percentage of municipal waste landfilled	N/A	88.4%	81.0%	LOWER	N/A
Percentage of municipal waste recycled	N/A	10.3%	19.0%	HIGHER	N/A

### Key Achievements

- To improve the cleanliness of the borough's streets we have carried out 'spring clean' treatment on over 65 blocks, increased prosecution for littering and dumping by 100%, assisted 60 properties with graffiti and fly posting removal, and signed up 20 'fast food' outlets to a 'keep your scene clean- responsible business commitment'.
- To improve recycling in the borough we have undertaken a programme of awareness raising through door-knocking 15,000 low rise properties and 65,000 high rise properties which has resulted in recycling rate increases from 11.72% in 2006/07 to 13.61% in 2007/08.
- We have adopted and implemented a Staff Travel Plan, organised and advertised 12 local wildlife events, improved wildlife/ habitat sustainability at eight parks and green spaces and increased the membership of Freecycle from 1,260 to 2,800 which all contribute to protecting the environment in the borough.
- We have improved the physical environment in the borough by introducing whole corridor improvements on three key streets including improvements for pedestrians and better street lighting and by increasing the percentage of abandoned vehicles removed within 24 hours to 99.41%, exceeding last year's performance and our target.
- We retained all existing Green Flag Awards for our parks.

Symbol	Meaning
GREEN	Target met or exceeded
RED	Target not met
+	Performance has improved
-	Performance has deteriorated
=	Performance has stayed the same

## 2. Living Well

### Activity and Milestone Performance

There were 61 activities and 123 milestones due for completion in the Living Well theme. Of these, 75.4% of activities and 82.9% of milestones were completed.

#### 2.1 Decent homes in decent neighbourhoods

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Number of empty and unfit private-sector dwellings brought back into use	17	25	17	HIGHER	+
Percentage change in proportion of non-decent homes	15.1%	17.9%	17.9%	HIGHER	-
Percentage of specified urgent repairs completed in government time limits	96.8%	97.8%	97.2%	HIGHER	+
Average re-let time for local authority dwellings (days)	34.3	33.8	31.0	LOWER	+
Percentage of residents satisfied with the Council's repairs service	90.2%	N/A	84.0%	HIGHER	N/A
Proportion of LA homes which are non decent	61.7%	58.9%	58.9%	LOWER	+
Percentage reduction of non-decent homes in homes transferred to RSLs in previous years	N/A- data available 2007/08	3.2%	15%	HIGHER	N/A

#### Key Achievements

- To contribute to an increase in the supply of affordable homes, we helped RSLs to create 1,100 new affordable homes.
- We have completed 97.83% of specified urgent repairs in government time limits which exceeded both last year's performance and the 2007/08 target.
- As well as reducing the proportion of council homes which are non decent by exceeding both last year's performance and the 2007/08 target, we brought back 25 empty and unfit private sector dwellings back into use and re-housed 230 over-crowded families.

Symbol	Meaning
GREEN	Target met or exceeded
RED	Target not met
+	Performance has improved
-	Performance has deteriorated
=	Performance has stayed the same



## 2.2 Healthier communities

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Prevalence of (a) obesity (b) overweight in sample of year 6 children	N/A- data available 2007/08	a) 22.9%	a) 22%	LOWER	N/A
	N/A- data available 2007/08	b) 37.1%	b) 36%		N/A
Smoking status of (a) 8-12 year olds (b) 13-15 year olds	a) N/A	a) N/A	a) N/A	LOWER	N/A
	b) N/A	b) N/A	b) N/A		N/A
Percentage of primary age pupils having 2 hours + PE per week	62%	93.1%	80%	HIGHER	+
Teenage conceptions: percentage reduction 1998 baseline (57.8 conception per 1000 females aged 15-17)	25.3%	24.2%	43.0%	LOWER	+

### Key Achievements

- We established a Tobacco Control Unit to implement smoke free enclosed spaces, build a sustainable tobacco control partnership and promote smoking cessation to residents, visitors and workers in the borough.
- We significantly exceeded last year's performance and the 2007/08 target for the percentage of primary age pupils having 2 hours + PE per week (at 93.1%) and we also provided three nine week weight management programme for obese children which is contributing to improving the health of children and young people.

## 2.3/ 2.4 Improved outcomes for vulnerable adults and children

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Average length of stay in bed and breakfast accommodation (weeks)	3.67	N/A	3.50	LOWER	N/A
Number of supported admissions of older people to permanent residential and nursing care per 10,000 population aged 65 or over	74.6	71.8	70.0	LOWER	+
Adult and older clients receiving a review as a percentage of those receiving a service	84.9%	77.5%	86.0%	HIGHER	-
Number of households receiving intensive home care per 1,000 population aged 65 or over	40.33	39.4	38.00	HIGHER	-
Percentage of child protection cases which should have been reviewed during the year that were reviewed	100%	100%	100%	HIGHER	=

Symbol	Meaning
GREEN	Target met or exceeded
RED	Target not met
+	Performance has improved
-	Performance has deteriorated
=	Performance has stayed the same

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Percentage of children looked after with three or more placements during the year (stability of children looked after)	10.9%	10.9%	10.0%	LOWER	+
Percentage of children looked after, leaving care aged 16 or over with at least 1 GCSE at grade A-G or a GNVQ <sup>1</sup>	50.0%	48.0%	56.0%	HIGHER	-
Average time for processing new housing benefit and Council Tax benefit claims (days)	28.5	25.2	28.0	LOWER	+
Percentage of Adult Social Service users who rate services as good, very good or excellent	61%	N/A	63%	HIGHER	N/A

### Key Achievements

- We have supported vulnerable adults in making a positive contribution to their community with over 30 people completing the 'Way Ahead' programme, over 50 people completing the 'Life begins at...' programme, 120 people known to mental health services supported into or maintained in employment, voluntary work, education or training, and 35 people with physical disabilities supported into voluntary or paid employment.
- We have rolled out our LinkAge Plus programme with 180 adults supported through outreach and rolled out the telecare programme to 200 new service users.
- We reduced the average time for processing new housing benefits and Council Tax claims to 25.13 days, exceeding our 2007/08 target and improving on last year's performance.
- Continuing to protect children from risk of harm and neglect, we worked proactively with schools to improve their practice for safeguarding children and delivered safeguarding children training to 20 schools.
- We reviewed the current provision of respite care to improve consistency and accessibility of services and increased foster carer provision by six carers and increased child-minding provision by three carers.
- We have achieved top performance for the percentage of child protection cases which should have been reviewed during the year that were reviewed, matching our target of 100% last year.

Symbol	Meaning
GREEN	Target met or exceeded
RED	Target not met
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### 3. Creating and Sharing Prosperity

#### Activity and Milestone Performance

There were 40 activities and 80 milestones due for completion in the Living Well theme. Of these, 90% of activities and 93.75% of milestones were completed.

#### 3.1 Securing sustainable communities

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Percentage of major planning applications determined within 13 weeks	38.3%	56.9%	60.0%	HIGHER	+
Percentage of minor applications determined within 8 weeks	80.5%	84.4%	80.5%	HIGHER	+
Percentage of other planning applications determined within 8 weeks	84.2%	86.7%	88.3%	HIGHER	-
Number of SMEs assisted to be competitive through seminars/workshops	43	N/A	75	HIGHER	N/A
Worth of contracts secured by local businesses through the Canary Wharf Local Business Liaison Office (private sector supply chain)	£6 million	N/A	£7 million	HIGHER	N/A

#### Key Achievements

- 84.40% of minor applications were determined within 8 weeks, exceeding both the 2007/08 target and last year's performance while we improved on last year's performance with 56.32% of major planning applications determined within 13 weeks, compared to 38.33% in 2006/07.
- We worked to promote the borough to key stakeholders and promote key business sectors as reflected by a 15% improvement in the number of business tourism enquiries from the previous year.
- To develop an enterprising Third Sector we supported the sustainability of 23 social enterprises created through the NRF Programme.

#### 3.2 Increased local employment

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Percentage of young people in Tower Hamlets aged 16-18 not in education, employment or training	9.8%	8.2%	8.2%	LOWER	+

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Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
The number of people aged 24 and under in receipt of Jobseekers Allowance (and not on New Deal) helped into paid employment of over 16 hours a week for 13 consecutive weeks or more	139	220	250	HIGHER	+
Proportion of people under 25 claiming unemployment-related benefits	20.7%	18.2%	16.0%	LOWER	+
Percentage of local residents claiming unemployment-related benefits	8.6%	7.4%	8.5%	LOWER	+
Overall benefits claim rate for those living in the Local Authority wards identified by DWP as having the worst initial labour market position	22.6%	N/A	21.6%	HIGHER	N/A
Percentage of registered NEETs assisted into sustainable employment	35.8%	N/A	38.0%	HIGHER	N/A
Develop and implement a work placement model for Incapacity Benefit clients and Lone Parents	N/A- data available 2007/08	N/A	10 work placements leading to secured employment	HIGHER	N/A
Number of employer activities to increase aspiration and information about job opportunities in the labour market for young people.	12 events with employers in key sectors	13 events with employers in key sectors	10 events with employers in key sectors	HIGHER	+
Number of local job seekers assisted to secure employment through Earn to Learn programmes	116	149	120	HIGHER	+
Increase in the percentage of young people on New Deal programme entering and sustaining employment	26%	N/A	32%	HIGHER	N/A

### Key Achievements

- We reduced the number of young people not in education, employment or training from 9.8% in 2006/07 to 8.2% which met our 2007/08 target, and we also achieved a drop in the percentage of local residents claiming unemployment-related benefits to 7.4%, exceeding last year's performance and the 2007/08 target.
- To ensure young people benefit from economic growth, we expanded the New Start Programme which provides more opportunities for young people not in education, training and employment with 120 young people referred and engaged.
- Through Skillsmatch, a cost effective job brokerage service, we assisted 600 local residents into work and increased the capacity of local residents to compete for jobs.

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- 149 local job seekers were helped to secure employment through Earn to Learn programmes.
- We increased the number of employer activities to increase aspiration and information about job opportunities in the labour market for young people to 13 events with employers in key sectors, exceeding the 2007/08 target and last year's performance.

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<b>=</b>	Performance has stayed the same

## 4. Learning, Achievement and Leisure

### Activity and Milestone Performance

There were 55 activities and 131 milestones due for completion in the Living Well theme. Of these, 81.8% of activities and 91.6% of milestones were completed.

#### 4.1 Increased educational attainment

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Percentage of pupils achieving 5 or more GCSEs at grade A*-C, including English and Maths	33.5%	36.3%	39.0%	HIGHER	+
Average A-Level points score per student in Tower Hamlets	219.5	621.5	635.0	HIGHER	+
Increase in the percentage of pupils achieving level 5 in both English and mathematics at Key Stage 3	54%	57.6%	69%	HIGHER	+
Improved overall attendance rates a) Primary b) Secondary	a) 93.4%	a) 93%	a) 95.50%	HIGHER	-
	b) 92.5%	b) 92.6%	b) 93.00%		+
Unauthorised absence rates a) Primary b) Secondary	a) 1.2%	a) 1.2%	a) 0.9%	LOWER	+
	b) 2.1%	b) 1.9%	b) 1.9%		+
Percentage of pupils achieving level 4 or above in Key Stage 2 English	79.9%	81.0%	85.0%	HIGHER	+
Satisfaction of users with a) Primary education b) Secondary education	a) 36%	a) N/A	a) 44	HIGHER	N/A
	b) 29%	b) N/A	b) 41		N/A
Percentage of schools in which at least 50% of pupils achieve level 5 or above in each of English, maths and science	80%	80%	87%	HIGHER	=
Percentage of schools with an approved school travel plan	50%	83.8%	85%	HIGHER	-

#### Key Achievements

- We have improved upon our 2006/07 performance in 2007/08 for the percentage of pupils achieving 5 or more GCSEs at grade A\*-C, including English and Maths; the average A-Level points score per student in Tower

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Hamlets; the percentage of pupils achieving level 4 or above in Key Stage 2 English; the percentage of pupils achieving level 5 in both English and mathematics at Key Stage 3; and the unauthorised absence rates in both primary and secondary schools.

- We have increased the take up of bookstart to 87% and increased the registration at libraries which is contributing to an improvement in the standards of early years provision.
- To support the development of arts education in schools we have assisted five schools in applying for Artsmark accreditation and increased the number of pupils in schools accessing instrumental provision and music making by 30%.
- We have actively involved 150 young people in Council decision making through the Tower Hamlets Youth Partnership and provided two consultation groups and three events for children looked after, thereby increasing the participation of children and young people in decision making and community life.
- We have increased opportunities for family engagement and opportunities to learn and play together by arranging four family fun days, running curriculum related workshops in 20 primary schools and six secondary schools, and organising for 200 families to visit museums and galleries.
- To provide high quality places to go and exciting things to do for young people, we have redesigned service delivery through the new Youth Service contract which has resulted in an increase in the number of young people accessing youth work provision to 31% of the 13-19 population.

#### 4.2 Increase participation in sporting, leisure and cultural activities

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Number of under 16s who are active users of the Council's Idea Stores and libraries	13,473	12,158	19,272	HIGHER	-
Total number of library items issued to under 16s	266,303	333,319	317,000	HIGHER	+
Number of under 16s regularly attending study support sessions	750	1,252	765	HIGHER	+
Number of under 19s completing a course in Idea Stores, libraries and learning centres	1,741	1778	1,760	HIGHER	+
Number of physical visits to public library premises per 1000 population	9,182	9710.70	9,386	HIGHER	+
Percentage of people asked who think that leisure and sports facilities are good, very good or excellent	43%	46%	48%	HIGHER	+
Cost per visit to libraries	£3.37	N/A	£3.26	LOWER	N/A

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## Key Achievements

- We are achieving an improvement in participation in Idea Store, library and lifelong learning activities which has led to increases that have exceeded both the 2007/08 target and last year's performance in a number of areas, including: the total number of library items issued to under 16s; the number of under 16s regularly attending study support sessions; number of under 19s completing a course in Idea Stores, libraries and learning centres; and the number of physical visits to public library premises per 1000 population.
- We have increased community engagement and participation in cultural activities through a number of initiatives including holding 70 festivals with an audience of at least 100 and delivering a football development programme for 7-11s in schools and at the Football Development Centre from 25,000 in 2006/07 to 26,000 in 2007/08.
- We have increased the usage of leisure centres by key target groups such as young people, older people, people with disabilities, BME and women.
- We have trained 80 volunteers to support the delivery of sport in the borough, upgraded the qualifications of 40 sports coaches and entered 40 teams in the London Youth Games including six teams in disability sports activities.
- We have delivered a programme of arts activity at youth centres for 636 young people with 381 young people taking part for an average of 10 weeks.
- We have increased the percentage of people who think that leisure and sports facilities in the borough are good, very good or excellent to 46% from 43% in 2006/07.

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## 5. Excellent Public Services

### Activity and Milestone Performance

There were 135 activities and 248 milestones due for completion in the Living Well theme. Of these, 67.4% of activities and 76.6% of milestones were completed.

#### 5.1 Efficient and effective services

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Budget performance	£500k under-spend	N/A	Nil - Balanced Budget	LOWER	N/A
CPA Use of Resources Indicator (a) Overall score (b) VFM score	a) 3	a) N/A	4	HIGHER	N/A
	b) 2	b) N/A	3		N/A
Percentage of Gershon efficiency savings achieved	100%	N/A	100%	HIGHER	N/A
Percentage of residents agreeing that the Council "provides value for money for the Council Tax I pay"	37%	41%	42%	HIGHER	+
Number of working days / shifts lost due to sickness absence per employee	7.9	N/A	7.8	LOWER	N/A
Percentage of undisputed invoices paid within 30 days	91.9%	91.0%	94.0%	HIGHER	-

#### Key Achievements

- We have invested in staff through new leadership programmes including programmes aimed at black and minority staff, put in place a number of coaching and mentoring schemes, and developed the role of the Corporate NVQ centre and extended NVQ provision to offer five new NVQ programmes.
- As a reflection of our work to develop organisational performance across the Council, we received extremely positive results from the Staff Survey and achieved the Investors in People Profile following our assessment in 2007/08.
- To improve risk management in the Council, we have provided four training sessions during 2007/08 for staff and two training sessions for Members.
- To contribute to an improvement in levels of attendance and the health and well being of employees, we delivered over 10 health screening events during 2007/08.

Symbol	Meaning
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- We completed the implementation of the Council's Accommodation Strategy generating estimated savings of at least £50,000 on energy efficiency.
- We have continued to provide support and assistance to frontline Third Sector organisations to enhance their ability to shape and deliver local priorities, for example, by giving capacity building support to 10 London Borough of Tower Hamlets funded organisations.
- We have improved our performance from 2006/07 from 37% to 41% for the percentage of residents agreeing that the Council "provides value for money for the Council Tax I pay".

## 5.2 Locally focused services empowering local people

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Percentage of residents who agree that the Council is doing a good job: a) Borough average b) Gap between the overall borough average and the LAP area with the lowest performance	a) 64%	a) 68%	a) 73%	HIGHER	+
	b) Ave =64% Min = 60% (LAP 4) Gap = 4%	b) 7%	b) No LAP to fall 10% below the borough average		-
Percentage of residents who feel that they can influence decisions affecting their local area	41%	48%	65%	HIGHER	+
Number of residents attending LAP events	5,202	N/A	5,250	HIGHER	N/A
Percentage of Council hotlines answered within the Customer Promise standard of 15 seconds	69%	68%	77%	HIGHER	-
Percentage of letters responded to within the Customer Promise Standard	N/A	75.1	90%	HIGHER	N/A
Percentage of calls handled by Council Call Centres	N/A	42.7%	45%	HIGHER	N/A
Percentage of complaints handled within target – Stage 1	65%	74%	80%	HIGHER	+
An increase in the number of people recorded as or reporting that they have engaged in formal volunteering on an average of at least two hours per week over the past year	14.5%	12%	15%	HIGHER	-
Percentage of residents who are satisfied with their local area as a place to live	N/A	N/A	N/A	HIGHER	N/A

Symbol	Meaning
GREEN	Target met or exceeded
RED	Target not met
+	Performance has improved
-	Performance has deteriorated
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### Key Achievements

- The percentage of residents who agree that the Council is doing a good job has increased from 64% in 2006/07 to 68% in 2007/08 while the percentage of residents who feel that they can influence decisions affecting their local area has risen from 41% to 48% in 2007/08.
- We have increased the number of THIS Borough registered users to 1,500 to ensure the distribution of reliable information, research and analysis across the Council and the Borough.
- We have improved our Members' Enquiries process with new guidance, a Members' Hotline, a cross-departmental Members' Enquiry Quality Forum and improvements to the Siebel system.

### 5.3 Stronger and more cohesive communities

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Percentage of residents who feel that Tower Hamlets is a place where people from different backgrounds can get on well together:  a) Borough average b) Gap between the overall borough average and the LAP area with the lowest performance	a) 70%	a) 71%	a) 77%	a) HIGHER	+
	b) Ave = 70% Min = 53% (LAP 6) Gap = 17%	b) 6%	b) No LAP to fall 10% below the borough average	b) LOWER	+
Percentage of attendants at LAP events who are from targeted communities: a) BME residents b) Bangladeshi residents c) Somali residents d) Young residents (16-25)	a) 54%	a) 48%	a) 48%	HIGHER	-
	b) 39%	b) 33%	b) 33%		-
	c) 5%	c) 10%	c) 5%		+
	d) 35%	d) 21%	d) 15%		-

### Key Achievements

- The gap between the borough average and the LAP area with the lowest performance for the percentage of residents who feel that Tower Hamlets is a place where people from different backgrounds can get on well together has fallen significantly from 17% in 2006/07, to 6% which exceeded the 2007/08 target.
- We met the target for the percentage of attendants at LAP events who are from targeted communities for BME residents, Bangladeshi residents, and young residents and for Somali residents we not only met the target but improved our performance by 100%.

Symbol	Meaning
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- To promote and support community cohesion across all communities we undertook a number of initiatives including: the completion of three cultural exchanges between young people in Tower Hamlets through schools, youth work and other settings; the devising and running of 10 diversity awareness and reporting of racist and other hate crimes training workshops for schools; and increasing the number of schools offering Key Stage 2 language opportunities as part of their mainstream curriculum by 18%.

## 5.4 Improved equality of opportunity

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
A workforce to reflect the community: percentage of top 5% earners that are from minority ethnic communities	15.3%	17.4%	18.0%	HIGHER	-
A workforce to reflect the community: percentage of top 5% earners that are women	53.2%	52.7%	50.0%	HIGHER	-

### Key Achievements

- We continue to operate to the highest standards of equalities practice and have maintained Level 5 of the Local Government Equality Standard and are looking to extend this to the Tower Hamlets Partnership.
- We have implemented recruitment and development initiatives to support the achievement of all Workforce to Reflect the Community strategy targets, both Council wide and within Directorates.
- We have introduced the new Aspiring Leader Programme for targeted staff in middle-grade posts, especially BME and disabled staff that consists of an accredited management development programme, secondments, placements and projects with support from mentors and coaches.
- As a result of our initiatives, 17.43% of the top 5% of earners in the Council are from ethnic minority communities and 52.71% are women.
- To ensure a positive response to the new statutory requirement to promote disability equality, age discrimination legislation, and changes in employment legislation we have delivered training to staff through the Corporate Learning and Development Programme and provided briefings to managers.

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## **Appendix 3a Strategic Plan 2007/08 End of Year Monitoring**

### Completed Activities from the Strategic Plan

#### **1. LIVING SAFELY**

##### **01.01.01 To reduce crime and the fear of crime**

- 01.01.01a Implement a comprehensive action plan, through Crimes Against Property Action Group (CAPAG) to reduce acquisitive crime
- 01.01.01b Target hardening vulnerable properties and businesses
- 01.01.01c Target the most prolific offenders for multi-agency action
- 01.01.01e Improve street lighting levels in areas with high levels of fear of crime
- 01.01.01f Undertake with the Police joint anti crime and enforcement initiatives within Markets

##### **01.01.02 To reduce violent crime, with a focus on youth and domestic violence**

- 01.01.02a Implement an action plan, through the Violent Crime Action Group, to reduce violent crime, including GBH, ABH and common assault
- 01.01.02b Raise awareness and reduce tolerance of domestic violence
- 01.01.02c Improve service co-ordination to support victims of domestic violence
- 01.01.02d Reduce the impact of domestic violence on children

##### **01.01.03 To extend engagement in constructive and law abiding activities**

- 01.01.03a Increase the number of opportunities for volunteering and community action by children and young people
- 01.01.03b Continue to roll out the Youth Opportunity Fund
- 01.01.03c Increase the provision of Positive Activities for Young People (PAYP)
- 01.01.03d Develop the Youth Intervention Programme in two further LAPs, providing diversionary activities for young people at risk of falling into crime or anti-social behaviour by March 2008

##### **01.01.04 To reduce the level of anti-social behaviour and the impact which ASB has on the quality of life of our communities**

- 01.01.04a Implement a comprehensive action plan, through the ASB Action Group, to reduce ASB
- 01.01.04c Support the delivery of the RSL Action Plan for reducing crime and ASB
- 01.01.04d Strengthen actions against ASB through partnership operations to reduce criminal damage
- 01.01.04f Use Partnership resources effectively to identify perpetrators of ASB and take appropriate enforcement action
- 01.01.04i Effective use of Restorative Justice Conferences effectively to empower victims and address the impact of ASB on their lives
- 01.01.04j Develop the use of CCTV to prevent crime and bring offenders to justice
- 01.01.04k Provide appropriate support to victims, witnesses and vulnerable perpetrators of ASB
- 01.01.04l Ensure that Parking Services' Abandoned Vehicle Team work with the Police, Safer Neighbourhood Teams and other Groups to provide a co-ordinated approach to tackling ASB and the impact on the community
- 01.01.04m Undertake a review of the licensing policy

##### **01.01.05 To reduce substance misuse and related crime through effective treatment, prevention, enforcement and community engagement**

- 01.01.05a Continue to promote treatment uptake and increase retention
- 01.01.05b Continue to develop drug treatment provision to meet local needs

- 01.01.05c Improve service user participation in the development of drug treatment services
- 01.01.05d Deliver effective prevention and early intervention through training and development and a focus on treatment for young people
- 01.01.05e Promote awareness and understanding in the community of drug and alcohol misuse
- 01.01.05f Reduce rates of re-offending by drug misusing offenders
- 01.01.05g Develop and implement an action plan with the Police to tackle drugs availability and dealing

**01.01.06 To reduce hate crime and promote community cohesion**

- 01.01.06a Implement a comprehensive and effective action plan, through the Race and Hate Crime Interagency Forum, to prevent and reduce hate crime and promote community cohesion
- 01.01.06b Design and implement projects that change attitudes and behaviour and build cohesive communities
- 01.01.06c Collate and disseminate good practice around race and hate crime to all within the service and the borough
- 01.01.06d Support Hate Crime victims that report through 24 hour Hate Crime Line
- 01.01.06e Development of a sub-group to the Gold Group to work at an operational level

**01.01.07 To reduce the fear of crime and anti-social behaviour and engage the community in the development of policy**

- 01.01.07a Ongoing management of Community Safety Service and Living Safety CPAG communications agenda
- 01.01.07b Deliver effective, high profile campaigns
- 01.01.07c To further involve the community in developing services

**01.01.08 To improve service delivery across the Community Safety Service**

- 01.01.08a Complete a review of customer feedback mechanisms in the Community Safety Service
- 01.01.08b Further develop clear and productive relationships between Community Safety and housing providers
- 01.01.08c Ensure that Community Safety is well placed to contribute to the CPA Corporate Assessment in 2008
- 01.01.08d Utilise benchmarking to deliver business benefits

**01.01.09 To increase community safety on estates**

- 01.01.09a Agree a programme of security improvement works for communal areas, and estate lighting and horticulture
- 01.01.09b Sign up to the Respect Standard of Housing Management for Tower Hamlets

**01.01.10 To make streets, public areas, residential areas and open spaces safer**

- 01.01.10b Improve the profile of the Park Community Ranger Service with community
- 01.01.10d Introduce 3 local safety schemes targeting locations with the worst road accident casualty records
- 01.01.10e Introduce 4 new safe schools with approved School Travel Plans
- 01.01.10f Deliver targeted road safety education and awareness programmes to vulnerable groups to help them be safer on the roads

**01.02.01 To improve the cleanliness of the borough's streets including housing estates and parks**

- 01.02.01a Develop a programme of minor estate improvement works to communal areas on Council estates
- 01.02.01b Improve the management of cleansing in parks

- 01.02.01d To work with fast food outlets to reduce the litter impact on the surrounding environment

#### **01.02.03 To protect the environment**

- 01.02.03a Consider a parking permit scheme linked to vehicle emissions
- 01.02.03b Formal adoption and implementation of Staff Travel Plan
- 01.02.03c Continue to raise awareness and stimulate interest in the protection and enhancement of biodiversity, local wildlife species and their (potential) habitats, among all people living and working in Tower Hamlets
- 01.02.03d Develop a working relationship with local universities on environmental and sustainability issues
- 01.02.03e Further develop membership of the Tower Hamlets Freecycle initiative that links up with unwanted items with new owners
- 01.02.03f To develop an Environmental Strategy for the Council

#### **01.02.04 To improve the physical environment**

- 01.02.04a Prioritise the removal of abandoned vehicles from the public highway, estate and private land
- 01.02.04b Whole corridor improvements introduced on 3 key streets, involving improved provision for pedestrians, revised waiting and loading, street lighting improvements, reduction in street clutter, highway maintenance, accessibility improvements particularly around bus stops and cycle facilities (Sites probably- Bethnal Green Road, Poplar High St, Roman Road or Westferry Road)

#### **01.02.05 To improve the provision and quality of public open space**

- 01.02.05b Progress quality improvements in parks and open spaces

## **2. LIVING WELL**

#### **02.01.01 To provide decent homes and decent neighbourhoods**

- 02.01.01a Deliver a programme of major repair and improvement works to Council homes and estates
- 02.01.01b Develop a Tower Hamlets Housing Investment Strategy
- 02.01.01c Local Area Agreement partnership with RSLs to develop shared standards/ strategic framework

#### **02.01.02 To increase the supply of affordable homes**

- 02.01.02a Secure new affordable housing through planning contribution process, Housing Corporation funding and Local Authority Grant
- 02.01.02b Reduce the number of empty properties through the Private Sector Renewal and Empty Property Framework. Use grants to increase the number of non-decent vacant homes brought back into use as affordable rented homes

#### **02.01.03 To provide excellent housing services in consultation with the residents who use them**

- 02.01.03a Develop a resident involvement strategy for Housing Services
- 02.01.03b Consult on and develop arrangements for the future delivery of landlord services by July 2007
- 02.01.03c Implement a Landlord Service Improvement Programme to achieve a minimum two star rating at inspection

#### **02.02.01 To reduce the number of residents who smoke or are exposed to tobacco smoke of others**

- 02.02.01a In partnership with the PCT formulate a smoking cessation strategy
- 02.02.01b Form a Tobacco Control unit whose main objectives are to:- To implement smoke free enclosed spaces within Tower Hamlets; To build a sustainable tobacco control partnership for Tower Hamlets; To promote smoking cessation to residents, visitors and workers in Tower Hamlets

**02.02.02 To improve the health of children and young people**

- 02.02.02b Provide 3x9 weight management programmes for obese children (7-11 and 12-16)
- 02.02.02c Develop a service specification for provision of mainstream and specialist health services within Children's Centres, maximising efficiency and value for money
- 02.02.02d Review and develop the core offer for school-based health services
- 02.02.02f Promote good nutrition and physical activity for the under 5s through Children's Centres including support for breastfeeding and weaning, and providing active 'stay and play' sessions
- 02.02.02g Ensure 80% of schools are delivering at least 2 hours of high quality PE every week in survey carried out- July 2007
- 02.02.02h Support schools to ensure that the emotional wellbeing of pupils is addressed effectively through the curriculum, through training of school staff, bringing in specialist mental health workers, and implementing the SEAL strategy effectively

**02.03.01 To deliver accessible, responsive, timely and appropriate adult care services for a diverse community**

- 02.03.01a Maintaining top performance on all national performance indicators including unit costs and value for money indicators
- 02.03.01b Full implementation of review of carers' services
- 02.03.01c Deliver improvements in services for people with sensory impairments to enable increased access to the range of services provided by the Council
- 02.03.01d Improve interpretation and translation facilities through building local voluntary sector capacity

**02.03.02 To promote independence and choice for vulnerable adults**

- 02.03.02c Develop strategy for implementation of individualised budgets, maximising efficiency by aligning resource allocation with individual choices
- 02.03.02d Full roll out of telecare programme
- 02.03.02e Develop electronic monitoring of home care services to deliver projected efficiency savings in 2008/09

**02.03.03 To ensure that care and support services are experienced by service users as 'joined-up' across organisational boundaries**

- 02.03.03b Integrate commissioning function across Adults Health and Wellbeing and PCT to improve value for money

**02.03.04 To promote effective working between Adult Social Care and Children's Services**

- 02.03.04a Ensure robust arrangements for joint working in place
- 02.03.04b Develop an integrated service approach to children whose parents are in receipt of adult mental health services

**02.03.05 To support vulnerable adults in making a positive contribution to their community**

- 02.03.05a To commission employment support services for people with disabilities and mental health problems

**02.03.06 To improve the links between targeted services for vulnerable adults and universal public and commercial services**

- 02.03.06a Roll out fully the LinkAge Plus programme
- 02.03.06b Ensure full opportunities for older and disabled people within developing Olympics strategy

**02.03.07 To reduce homelessness and meet the needs of vulnerable residents**

- 02.03.07a Review and redevelop Homelessness Strategy for completion in March 2008



**02.03.08 To maximise financial security and provide more effective financial advice to vulnerable groups**

- 02.03.08a Design and deliver a range of activities with key partners to: (i) improve levels of financial literacy, (ii) increase access to affordable banking and credit facilities and (iii) promote quality assured debt advice provision
- 02.03.08b Support the development of a corporate approach to dealing with debt particularly when dealing with vulnerable clients
- 02.03.08c Promote welfare benefit and tax credit take up in partnership with key Third Sector and statutory partners

**02.04.01 To continue to protect children from risk of harm and neglect**

- 02.04.01b Work proactively with schools to improve their practice in safeguarding children
- 02.04.01c Pilot a child and adult mental health project (CHAMP) to address the needs of children living with adults with mental health issues by March 2008

**02.04.02 Improve access and quality of support to children and young people with disabilities and their families**

- 02.04.02a Commission new support to families caring for disabled children to help them establish routines to assist in achieving sustainable care and promote their child's independence in the home
- 02.04.02b Review current provision of respite care, and improve consistency and accessibility of services
- 02.04.02c Undertake a holistic review of all services commissioned for children with disabilities and recommission according to need in March 2008, stripping out duplication, identifying gaps in service provision and achieving better value for money
- 02.04.02d Continue to develop an integrated approach to assessment of children with disabilities across the range of professionals and agencies providing support services
- 02.04.02e Clarify and refine support thresholds for children with disabilities
- 02.04.02f Implement the Lead Professional role
- 02.04.02g Participation Officer to undertake consultation with looked after young people with a disability to inform how the service is developed

**02.04.03 Strengthen our approach to partnership working in Children's Services, building on our Children and Young People's Strategic Partnership to provide effective governance and ensure delivery of priority outcomes**

- 02.04.03a Strengthen the interface between the CYPSPG and integrated delivery arrangements to ensure accountability and performance management are embedded
- 02.04.03b Maintain the Children and Young People's Plan (CYPP) as the key strategic document for guiding the partnership to deliver outcomes for children and young people

**02.04.04 To integrate assessment processes for children across the agencies and ensure that information is shared appropriately**

- 02.04.04a Use our Common Assessment Framework (CAF) evaluation framework to ensure our systems are embedded and effective in meeting children's needs

**02.04.05 Improve the database infrastructure in Children's Services, so that we can improve the ability of all children's services, including those in partner agencies, to offer a faster, more relevant and integrated service to vulnerable children**

- 02.04.05a Work towards improved tracking of vulnerable children through ContactPoint (previously known as the Information Sharing Index), by completing preparation for deployment by March 2008

**3. CREATING AND SHARING PROSPERITY**

**03.01.01 To develop the strategic framework to promote sustainable and socially inclusive development**

- 03.01.01a Adopt a statement of community involvement
- 03.01.01c Complete preferred options consultation on the central Area Action Plan

- 03.01.01d Complete consultation on issues and options for Waste Development Plan document
- 03.01.01e Complete Annual Monitoring Return
- 03.01.01f Develop effective relationships with key strategic stakeholders including the ODA, GLA, LTGDC, TfL and LDA and influence the development of their strategies
- 03.01.01h Develop a carbon reduction strategy, engaging the development industry and other stakeholders
- 03.01.01g Initiate a sustainable transport strategy
- 03.01.01i Undertake a refresh of the Regeneration Strategy

**03.01.02 To implement the Local Development Framework based area initiatives and secure benefits for borough residents**

- 03.01.02a Determine priorities for local development framework delivery
- 03.01.02b Preparing local development framework delivery documents
- 03.01.02c Representing the borough's interests in the development of major public infrastructure projects
- 03.01.02d Delivering high quality design and urban space which enhances built heritage
- 03.01.02e Working with the ODA, GLA/ TfL and LTGDC on planning for the Olympics and developing legacy initiatives such as the Olympic Boulevard, the Greenway, and Victoria Park as a means to develop Olympic places

**03.01.03 To improve the effectiveness of development control and building control processes**

- 03.01.03a Improve the pre-application advice process, particularly for major developments to support delivery of a more efficient development control process
- 03.01.03b Improve the process of negotiating and completing S106 legal agreements
- 03.01.03c Improve performance in processing Land Charges searches by the digital capturing of all data in the Land Charges, Planning and Building Control Services to secure projected medium term efficiency savings

**03.01.04 To support business information and networking**

- 03.01.04a Develop the East London Business Place demand/ supply chain model for SMEs in partnership with Canary Wharf Group and the other 4 host Olympic boroughs
- 03.01.04b Improve evidence based information on business community
- 03.01.04c Develop a co-ordinated approach to enterprise and business which maximises utilisation of resources

**03.01.05 To promote the borough to key stakeholders and promote key business sectors**

- 03.01.05a Raise the profile of the borough through effective marketing

**03.01.06 To develop an enterprising Third Sector**

- 03.01.06a Support entrepreneurial activity amongst the local population

**03.01.07 To harness community benefits by securing and effectively managing external resources**

- 03.01.07a Maximise external funding opportunities in line with Community Plan priorities

**03.02.01 Ensure young people benefit from economic growth in Tower Hamlets**

- 03.02.01a Support the transition of young people post 16 into further education, training or employment by more effective tracking and follow up through Personal Advisors
- 03.02.01c Improve career pathways through enhancing links between schools, other learning providers and employers in key growth sectors
- 03.02.01d Expand the New Start project, to provide more opportunities for young people not in education, training and employment by March 2008
- 03.02.01e Offer more employer-led career development programmes, including work experience and internship opportunities, in partnership with the Education Business Partnership by March 2008

- 03.02.01f Provide every young person with access to information about the range of employment, education and training opportunities
- 03.02.01g Develop and adopt of Tower Hamlets NEET (not in employment, education or training) reduction strategy, coordinating the work of all key stakeholders by September 2007

**03.02.02 To increase the capacity of local residents to compete for jobs**

- 03.02.02a Continue to deliver cost-effective Skillsmatch job brokerage service
- 03.02.02b To develop joint partnership programme of employability interventions to augment/ improve mainstream provision through the Employment Task Group
- 03.02.02c In conjunction with the other 4 host boroughs develop the business plan for the Local Employment and Training Framework (LETf)

**03.02.03 To increase access to employment for target groups**

- 03.02.03a Develop a pilot programme in partnership with PCT and Jobcentre Plus for clients on Incapacity Benefit seeking to return to work
- 03.02.03b Increase the percentage of NEETs entering employment
- 03.02.03c Number of under 25s (not on New Deal programme) assisted into employment by Skillsmatch

**03.02.04 To improve information and understanding of the complexity of worklessness and unemployment**

- 03.02.04a Continue to support the development of the City Strategy pilot
- 03.02.04b Understanding worklessness document produced

**03.02.05 To support parents who wish to return to work**

- 03.02.05a Audit current childcare provision and full and part time places in nursery classes/ schools and revise plan for development of provision accordingly

**4. LEARNING, ACHIEVEMENT AND LEISURE**

**04.01.01 To improve the standards of early years provision to give every child the best possible start in life**

- 04.01.01b Provide additional support to improve outcomes for language and communication and personal and emotional development in a range of settings including libraries

**04.01.02 Extend the opportunities for all children, including those with disabilities, to enjoy a range of activities outside of school including participation in play, culture, arts and school**

- 04.01.02a Provide a range of dedicated unsupervised outdoor play areas, skate parks, etc
- 04.01.02b Integrate 1 O'Clock Club services into a combined model managed by Children's Services
- 04.01.02c Develop with partners a play strategy for Tower Hamlets

**04.01.03 Through personalised learning accelerate improvements in attainment with a particular focus on Key Stage 1 and 3 and English and mathematics at GCSE**

- 04.01.03b Intervene more quickly to support children with special educational needs, reducing the need for statements and continue to support schools to develop inclusive teaching and learning programmes
- 04.01.03d Develop a borough-wide strategy for the effective use of a managed learning environment to promote a personalised learning
- 04.01.03f Ensure provision mapping links with prevention strategy, wider extended provision and common assessment and referral processes

**04.01.04 Maintaining a strong focus on securing the best possible outcomes for looked after children**

- 04.01.04a Work with schools and personal tutors to make sure that children and young people who are looked after by the local authority are encouraged to maintain high aspirations and are actively involved in setting their own learning targets

**04.01.05 As part of our 14-19 learner entitlement, raise both aspirations and skills to lead to increased level 2 and level 3 achievement at 19**

- 04.01.05a Plan 14-19 provision in order to meet the range of needs for all learners and secure better progression

**04.01.06 Improve behaviour and attendance and reduce exclusions from school**

- 04.01.06a Support schools in developing a wide range of school improvement strategies to improve behaviour and reduce incidents which lead to exclusion, by focussing on teaching and learning to improve pupil engagement, implementing the DfES Social and Emotional Aspects of Learning (SEAL) programme as part of our school partnership arrangements and working with the police, youth workers and the Third Sector to generate innovative ways to reduce levels of violence in schools
- 04.01.06b Establish secondary school partnership arrangements to support behaviour
- 04.01.06c Review multi-agency Pastoral Support Programmes (PSP) for pupils at risk of permanent exclusion
- 04.01.06d Extend work with faith groups, to increase attendance, particularly at primary level by addressing issues like term-time leave
- 04.01.06e Reduce exclusions in schools and their impact, by supporting schools to develop a wide range of strategies to reduce incidents which lead to exclusion
- 04.01.06g Increase training for governing bodies

**04.01.07 Enrich the curriculum offer, both within and beyond school, for all our children so that they enjoy learning, to offer a broad curriculum including creative and sporting activities**

- 04.01.07b Work through school sports partnerships and capitalise on the 2012 Paralympic and Olympics to increase the extent and quality of sports provision in schools, particularly in primary schools; ensuring children with disabilities are fully included
- 04.01.07c Develop the curriculum to address wider citizenship issues including violence and crime
- 04.01.07d Deliver schools and community based projects to increase awareness of hate crime and promote community cohesion

**04.01.08 To increase the participation of children and young people in decision making and community life**

- 04.01.08b Develop improved opportunities for involvement for Looked After Children

**04.01.09 To improve information, advice and guidance to all young people aged 10-19**

- 04.01.09a Through schools provide better early information advice and guidance to all young people, aligned with the curriculum
- 04.01.09b Personalise the advice and guidance available to young people at risk of becoming NEET
- 04.01.09c Renegotiate the delivery and outputs within the careers company contract, continuing to improve quality of information, advice and guidance being offered in schools, by March 2008

**04.01.10 To increase parental engagement in children's learning**

- 04.01.10a Develop integrated family support and parental engagement strategy across Children's Services
- 04.01.10b Increase the opportunities for family engagement and opportunities to learn and play together
- 04.01.10c Improve information families and children so that they are aware of the range of activities available to them, and their responsibilities, and improve home/school liaison through ICT
- 04.01.10d Consult with parents to develop services that support them and that ensure that their children achieve in an inclusive, effective education system

**04.01.11 To provide high quality places to go and exciting things to do that meet the needs of young people**

- 04.01.11a Redesign service delivery through the new Youth Service contract to increase the number of young people accessing youth work provision
- 04.01.11b Increase the number of schools that achieve local and national quality assurance awards for their extended services and out of hours learning

**04.02.01 To improve the quality of leisure provision and customer experience**

- 04.02.01a Establish a Leisure Centre Public Consultation Group
- 04.02.01b Increase the proportion of residents within 20 minutes' walking distance of a quality accredited facility to over 90% of the borough's population by increasing quality 'Quest' accredited leisure facilities from three to four by March 2008
- 04.02.01c Complete stage 3 of York Hall redevelopment plan

**04.02.02 To increase community engagement and participation in cultural activities**

- 04.02.02a Support and deliver a borough-wide programme of festivals and events reflecting the diverse needs of the community
- 04.02.02b Establish the Football Development partnership forum
- 04.02.02c Deliver a football development programme for 7-11s in schools and at the Football Development Centre
- 04.02.02e Increase usage of leisure centres of key target groups
- 04.02.02f Train 80 volunteers to support the delivery of sport in the borough
- 04.02.02g Utilise the Sport Search programme to improve young peoples' participation in sport
- 04.02.02h Upgrade the qualifications of 40 sports coaches
- 04.02.02i Enter 40 teams in the London Youth Games including 6 teams in disability sports activities
- 04.02.02j Deliver a programme of arts activity for young people (13 to 19 years old) at youth centres across the borough

**04.02.03 To improve participation in Idea Store, library and lifelong learning activities**

- 04.02.03a Improve user access to books, DVDs, CDs, the library catalogue, on-line services and information in Idea Stores, libraries and learning centres to services and increase participation to assist achieving reduction in unit costs
- 04.02.03b Undertake Idea Stores users' survey for people under 16 to improve knowledge and understanding of needs of under 16s
- 04.02.03c Increase the use of libraries and Idea Stores as a resource for children and young people in the borough

**04.02.04 To increase participation in sport and physical activity for the community**

- 04.02.04a Improve fixed play equipment on a range of sites
- 04.02.04b Increase visits to leisure centres by 15,000 in comparison to 2006/07 outturn

**5. EXCELLENT PUBLIC SERVICES**

**05.01.01 To ensure that the Council's response to greater and flexible freedoms for local government maximises benefits to local people**

- 05.01.01a Implement reorganisation of Council Services
- 05.01.01b Identify key elements of response and action to new local government legislation in terms of accountability arrangements

**05.01.03 To develop a high performance culture by investing in Council staff**

- 05.01.03a Implement new leadership programmes including programmes targeted at black and minority staff
- 05.01.03b Put processes in place to support and track the progression of staff
- 05.01.03c Develop the role of the Corporate NVQ centre and extend NVQ provision

**05.01.04 To develop organisational performance across the Council**

- 05.01.04a Undertake the second Council-wide staff survey
- 05.01.04b Co-ordinate the corporate liP assessment

**05.01.05 To champion further improvements in performance management across the Council and Partnership**

- 05.01.05a Co-ordinate agreed programme of service review and improvement work, including Business Process Improvement reviews
- 05.01.05b Further develop joint approaches to financial and performance management across the Council and Partnership
- 05.01.05c Oversee the implementation of the Council's approach to data quality
- 05.01.05d Develop and improve the Excelsis system to support consistent and embedded performance management across the Council
- 05.01.05e Support preparation for the CPA Corporate Assessment

**05.01.06 To provide a dynamic, outward-facing Overview and Scrutiny function**

- 05.01.06b Further strengthen the Health Scrutiny function
- 05.01.06d Raise the profile of Overview and Scrutiny with Members, partners and local communities

**05.01.07 Improve the quality of the Council's financial management**

- 05.01.07a Continue to integrate service and financial planning
- 05.01.07e Implement changes to the Local Government Pension Scheme
- 05.01.07f Continue to improve the Council's treasury management

**05.01.08 To ensure value for money in providing services**

- 05.01.08a Develop information on comparative value for money/ unit costs
- 05.01.08b Develop a strategic response to efficiency targets
- 05.01.08c Embed a culture of value for money in the organisation
- 05.01.08d Support service managers to embed value for money and generating efficiencies in their on going planning and service evaluation in Children's Services
- 05.01.08e Identify where unit costs are high in Children's Services and undertake more in depth benchmarking analysis to understand these better
- 05.01.08f Within Children's Services strengthen the interface between our medium term financial planning and the development of our commissioning intentions in order to maximise the opportunities for efficiencies
- 05.01.08g Maximise the potential for contracted work to deliver better value for money and efficiency in Children's Services
- 05.01.08h Complete an efficiency review of the Community Safety service

**05.01.09 To enhance the delivery of excellent public services through improved procurement**

- 05.01.09a Deliver cashable efficiency savings of 0.5% by March 2008
- 05.01.09b Introduce a whole life costing methodology to be utilised when planning projects and assessing tenders
- 05.01.09d Develop and implement contract management methodologies for both corporate and directorate managed contracts
- 05.01.09e Ensure that SMEs and the Third Sector are able to compete for Council business and that system changes cater for SME and Third Sector need
- 05.01.09f Use spend analysis to more effectively manage Council expenditure through demand management
- 05.01.09g Develop and implement sustainability policy for procurement
- 05.01.09j Gateway Review all procurement in excess of £250k in value
- 05.01.09m Further develop and embed the Children's Services commissioning unit to achieve better value for money and alignment across outsourced delivery

**05.01.10 To improve the quality of the Council's risk management**

- 05.01.10a Continue integration of risk management into Personal Performance Management training and ensure it refers to guidance
- 05.01.10b Continue to provide comprehensive up to date risk management training to Members and all third tier managers
- 05.01.10c Review and update the intranet information
- 05.01.10d Develop compliance checklist
- 05.01.10e Undertaking Directorate level review of compliance
- 05.01.10f Revise service planning guidance to ensure more explicit consideration about risk
- 05.01.10h Implement recommendations of the Audit Commission review of Risk Management

**05.01.11 To improve levels of attendance and health and well-being of employees**

- 05.01.11b Deliver high quality Occupational Health services to support managers to increase levels of attendance at work and reduce levels of sickness absence
- 05.01.11d Produce and deliver health promotions for 2007 which seek to improve the health and wellbeing of our staff
- 05.01.11e Market Health Screening services

**05.01.12 To enhance workforce and HR capacity**

- 05.01.12a Use workforce planning to identify priority areas for LBTH to implement initiatives to 'grow its own' workforce of the future
- 05.01.12c Develop joint working with Primary Care Trust and identify other possible joint initiatives with partner organisations to build capacity of human resources services

**05.01.13 To support the delivery of excellent public services through the appropriate use of technology**

- 05.01.13d Complete new ICT Working Environment in support of the Council's Accommodation and Flexible Working Strategies

**05.01.14 To develop internal communications that are targeted and purposeful**

- 05.01.14a Develop a refreshed internal communications strategy and action plan, including key messages
- 05.01.14b Review Pulling Together, to reduce costs and encourage greater interactivity with readers

**05.01.15 To ensure the efficient and effective use of Council accommodation resources**

- 05.01.15a Continue the implementation of the Council's agreed Office Accommodation strategy
- 05.01.15b Improve energy use in Council office buildings

**05.01.17 To increase the capacity of the Third Sector to participate in the planning and delivery of excellent public services**

- 05.01.17a Improve understanding of how resources are used with the Third Sector to ensure efficiency and value for money
- 05.01.17b Monitor the methodology to measure the impact of Third Sector work on the outcomes for service users
- 05.01.17c Develop Third Sector commissioning capacity within the Council
- 05.01.17d Implement a refreshed strategic framework for the funding relationship by: - Improved co-ordination of mainstream grants round;- Introduction of commissioning approach to allocation of Third Sector advice funding;- Embedded understanding across Council, statutory partners and Third Sector
- 05.01.17e Provision of support and assistance to frontline Third Sector organisations to enhance their ability to shape and deliver local priorities and increase participation and involvement of residents
- 05.01.17g Develop a Joint Programme of environmental projects and capacity building with Muslim Women's groups (Subject to outcome of 2006/07 LAA faith group initiative and 2007/08 funding)

**05.02.01 To improve the co-ordination and responsiveness of services to better reflect local people's needs**

- 05.02.01a Further develop the Partnership's approach to localisation, in the light of the Local Government White Paper and Bill
- 05.02.01c Enabling greater participation of LAP Steering Groups in designing interventions to support LAP action plans
- 05.02.01d Facilitating improved local coherence in service provision (e.g. through Better Tower Hamlets Teams, Associate Directors of Primary Care)

**05.02.02 To provide and co-ordinate the use of reliable information, research and analysis across the Council and the Partnership to inform effective decision making and evaluation**

- 05.02.02b Develop systems for more targeted information on performance and perceptions (communities and localities) and reporting to local people
- 05.02.02c Improve understanding of demographic trends and the nature of our local population and their implications for service development and delivery

**05.02.03 To support effective Member contribution**

- 05.02.03a Develop new approach to role of ward councillors in view of Local Government White Paper and best practice
- 05.02.03b To establish and ensure achievement of Service Standards for dealing with Members' enquiries

**05.02.05 To improve public understanding of Council services**

- 05.02.05a Implement Cabinet recommendations regarding East End Life to improve communications with local residents
- 05.02.05b Review the Council's advertising policies and practices to ensure they continue to represent best value and best practice
- 05.02.05d Develop a refreshed external communications strategy and action plan, including key messages and clear link to directorate priorities
- 05.02.05e Implement the recommendations of the communications review

**05.02.06 To improve access to services**

- 05.02.06a Develop a Corporate Customer Access Strategy, based on user choice customer preferences and demands
- 05.02.06d Develop and implement a strategic approach to the handling of face to face contact across the Authority
- 05.02.06f Continue to develop the call centre approach to maximise benefit from investment in Customer Relationship Management (CRM) technology
- 05.02.06g Establish targets and monitoring/ measuring methodologies for customer satisfaction with service contacts

**05.03.01 To promote and support community cohesion across all communities**

- 05.03.01a Extend the role of the Bridging Communities project
- 05.03.01b Implement agreed approach to more systematic tension monitoring
- 05.03.01c Work with the Interfaith Forum to facilitate cohesion work with new communities
- 05.03.01f Continue to strengthen partnerships between children and young people and faith institutions, developing children and young people's involvement in the Interfaith Forum by March 2008
- 05.03.01g Roll out a programme of cultural exchanges between young people in Tower Hamlets, through schools, youth work and other settings by March 2008
- 05.03.01h Continue to combat racism and all forms of discriminatory behaviour by continuing the roll out of all diversity awareness training and reporting of racist incidents and other hate crimes by March 2008
- 05.03.01i Disseminate best practice in support for newly arrived young children and young people with English as an additional language (EAL) in schools
- 05.03.01j Disability and gender equality schemes in place



**05.03.02 To support the continued effective development of the Tower Hamlets Partnership, ensuring both strategic and operational integration with the work of the Council**

- 05.03.02a Implement a comprehensive review of the borough's Community Plan (Tower Hamlets 2020), using the Olympics and their legacy to stimulate engagement
- 05.03.02c Implement robust systems for programme management, performance management and evaluation of the neighbourhood renewal programme

**05.03.03 To ensure a strategic approach across services to consultation with the public**

- 05.03.03b Build on good practice to maximise the impact of consultation and involvement exercises

**05.04.01 To ensure that the Council operates to the highest standards of equalities practice**

- 05.04.01a Maintain Level 5 of the Local Government Equality Standard and extend this to the Tower Hamlets Partnership
- 05.04.01b Refresh the Equality Action Plan with specific links to Equality Schemes (Gender, Race and Disability) and age, faith, and sexuality regulations and guidelines
- 05.04.01d Interpretation and Translation Guidance refreshed and agreed by Partnership

**05.04.02 To support the Tower Hamlets Partnership in ensuring that it engages effectively with all communities in the borough**

- 05.04.02a Work with Third Sector partners to implement Stronger Communities strand of Local Area Agreement
- 05.04.03a Implement recruitment and development initiatives to support achievement of all Workforce to Reflect the Community Strategy targets; Council wide and within Directorates

**05.04.03 To improve the extent to which the workforce reflects the community**

- 05.04.03b Developing programmes to support career pathways through the organisation so that BME staff can progress more readily into senior management positions- market these opportunities to BME staff, and mentors and coaches to support the programmes
- 05.04.03c Introduce new Aspiring Leader Programme for targeted staff in middle-grade posts (especially BME and disabled staff), to develop leadership skills through an accredited management development programme, secondments, placements and project work
- 05.04.03d Underpinning supervisory/ management training with an option for professional qualification training where appropriate
- 05.04.03e Positively respond to the new statutory requirement to promote the new statutory requirement to promote disability equality, age discrimination legislation, and changes in employment legislation

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**Appendix 3b**  
**Strategic Plan 2007/08 End of Year Monitoring**

Overdue Activities from the Strategic Plan

**1. LIVING SAFELY**

<b>01.01.01 To reduce crime and the fear of crime</b>		
<b>Key Activity</b>		
01.01.01d Provide support to offenders to reduce reoffending		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
3. Effective multi-agency support provided to 100 offenders by end March 2008	31/03/2008	Due to delays with the commissioning of the Looking Out service we have not met our target of supporting 100 ex-offenders in 2007/08. To the end of March there have been 78 ex-offenders supported. When the Looking Out service has been running for a full year it is anticipated that the 100 ex-offenders target will be significantly exceeded.
<b>01.01.02 To reduce violent crime, with a focus on youth and domestic violence</b>		
<b>Key Activity</b>		
01.01.02e Work in partnership to ensure that children and families affected by domestic violence are offered appropriate support and protection		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
3. Agree a clear monitoring framework to monitor the effectiveness of the revised protocol by March 2008	31/03/2008	Monitoring framework for revised protocol on children and DV carried over to 2008/09 plan as all-London procedures for Safeguarding Children Abused Through Domestic Violence was not published until March 2008.
<b>01.01.04 To reduce the level of anti-social behaviour and the impact which ASB has on the quality of life of our communities</b>		
<b>Key Activity</b>		
01.01.04b Provide a joined- up local approach to preventing ASB through the rollout of multi-agency Better Tower Hamlets Teams		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
2. LAP 7 and 8 and LAP 3 and 4 Better Tower Hamlets Teams co-located and operational by September 2007	30/09/2007	LAP 7&8 will co-locate from 1st of May 2008 due to slippage in securing new location for the team. The new site is located with Poplar Harca at Crisp Street and has been authorised. All MPS security checks have now been completed and refurbishment work on the site has started.
3. Better Tower Hamlets Teams evaluation complete by March 2008	31/03/2008	It was agreed that an evaluation on the project at this stage is not appropriate as two of the four Better Tower Hamlets Teams have not yet co-located. An evaluation will be completed once the two remaining teams co-locate and are operational.
<b>Key Activity</b>		
01.01.04e Investigate all reported cases of ASB and race and hate crime within the procedure adhering to set timescales with appropriate enforcement action taken		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
3. Active enforcement actions maintain levels of ABCs and ASBOs and achieve 30 ASB injunctions and 30 Drug Access Closure Orders- March 2008	31/03/2008	The specified number of ASBIs and drug address closures have not been obtained due to an alternative focus of our drug enforcement activities
<b>Key Activity</b>		
01.01.04g Proactive work with the perpetrators of ASB and their families to address the offending behaviour		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
1. 40 families identified through ASB investigations by March 2008	31/03/2008	30 Families have been referred to Parenting Practitioner to date. 26 Families have been assessed and another 4 to be assessed. 11 parents have been engaged in SFSC parenting programmes. 6 Families will be finishing their programmes in March 08 and the remaining parents will be finishing their programmes in June 08. This is due to the initial delay in appointing and training the parenting officer. As this was a completely new project it took time to encourage parents to take up the courses on offer to improve their parenting skills.
2. 40 referrals made to Parenting Support Worker by March 2008	31/03/2008	30 Families have been referred to Parenting Practitioner to date. This is due to the initial delay in appointing and training the parenting officer. As this was a completely new project it took time to encourage parents to take up the courses on offer to improve their parenting skills.

3. 20 successful referrals to family support services by March 2008	31/03/2008	11 parents have been engaged in SFSC parenting programmes. 6 Families will be finishing their programmes in March 08 and the remaining parents will be finishing their programmes in June 08. This is due to the initial delay in appointing and training the parenting officer. As this was a completely new project it took time to encourage parents to take up the courses on offer to improve their parenting skills.
<b>Key Activity</b>		
01.01.04h Use CCTV and Professional Witness to effectively monitor adherence to Acceptable Behaviour Contracts (ABCs) and Anti Social Behaviour Orders (ASBOs) and enforce all breaches		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
2. All ASBO and ABC breaches reported to Investigation Officer with one working days and followed up through Partnership enforcement action- March 2008	31/03/2008	Monitored by ASBO certification group. On going work.
<b>01.01.10 To make streets, public areas, residential areas and open spaces safer</b>		
<b>Key Activity</b>		
01.01.10a Continue to contribute towards ensuring the free flow of traffic and improving pedestrian and road-user safety by developing and implementing a new Parking Enforcement Plan		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
2. Benchmark enforcement practices against other similar boroughs by October 2007	31/10/2008	The delay in undertaking this is because preparation for the introduction of the Traffic Management Act 31 March 2008 demanded considerably more resource time than was originally envisaged. That said, initial work has been undertaken on benchmarking and a draft Parking & Traffic Enforcement Policy has been written. A review of the Enforcement protocol will be undertaken resulting in a revised enforcement plan & this will be included in the appendix of this policy document.
3. Parking Enforcement Plan submitted for approval by December 2007	31/12/2007	The delay in undertaking this is because preparation for the introduction of the Traffic Management Act 31 March 2008 demanded considerably more resource time than was originally envisaged. That said, initial work has been undertaken on benchmarking and a draft Parking & Traffic Enforcement Policy has been written. A review of the Enforcement protocol will be undertaken resulting in a revised enforcement plan & this will be included in the appendix of this policy document.
4. Action Plan produced detailing schedule of 'works' by December 2007	31/12/2007	The delay in undertaking this is because preparation for the introduction of the Traffic Management Act 31 March 2008 demanded considerably more resource time than was originally envisaged. That said, initial work has been undertaken on benchmarking and a draft Parking & Traffic Enforcement Policy has been written. A review of the Enforcement protocol will be undertaken resulting in a revised enforcement plan & this will be included in the appendix of this policy document.
<b>Key Activity</b>		
01.01.10c Develop and implement a wider programme to reduce crime and anti social behaviour in parks and open spaces in consultation with the LAPs		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
2. Improvement in number of people feeling unsafe or very unsafe in parks from 19% (2006/07) to 16%( 2007/08) as measured by the Parks KPMC survey- March 2008	31/03/2008	The consultation results indicate that the proportion of residents that feel unsafe or very unsafe has increased from 19% to 26%. It is believed that high profile media reports may have had a negative affect on this indicator. More research is required to understand the specific issues underlying this result.
<b>Key Activity</b>		
01.01.10g Introduce new 20 mph zones to reduce the speed of traffic in residential areas		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
1. Complete consultation on Isle of Dogs 20 mph zones by June 2007	30/06/2007	All work on 20 mph zones has been delayed due to completion of 2006/07 works and statutory work plans affecting the programming of work, particularly on the Isle of Dogs. New deadlines for the work on the Isle of Dogs are under discussion.
3. Construction of Isle of Dogs zones complete by October 2007	31/10/2007	Due to extensive programme of utilities works in the area, this work is postponed to 2008/9
4. Construction on Bethnal Green (27N) zone complete by December 2007	31/12/2007	Work is progressing slowly but will not complete until August 2008.
5. Construction of Bethnal	31/03/2008	Same target as above - work will complete by August 2008.

Green (27N) zone complete by March 2008		
<b>01.02.01 To improve the cleanliness of the borough's streets including housing estates and parks</b>		
<b>Key Activity</b>		
01.02.01c Implement enforcement activities to tackle enviro crime		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
1. Number of fixed penalty notices for littering and dumping increased by 20% from 1,500 to 1,800 by March 2008	31/03/2008	Fixed Penalty Notices issued in 2007/08 totalled 706 well below the target of 1800. An action plan to boost numbers of FPNs was implemented in October 2007 but whilst an improved rate was recorded the total was not achieved. Factors that contributed are: Virement of funds to support the change to recycling contractors and inability to fill vacancies, two secondments and one long term sick person led to staff shortages amounting to about 7 FTEs (approx 20% reduction) which impacted on the number of investigations that could be carried out and hence FPNs issued. Implemented in 2007/08 was a decision to remove coloured trade waste bags from service and their replacement by, in effect, black bin bags. This had an adverse impact on the level of effective enforcement in the Borough. LETs Officers found it very difficult to identify legitimate trade waste deposited in the public realm and so in enforcement terms many Officer hours were spent examining waste they would normally not have to look at. The FPN return rate per officer hour of such enforcement activity was reduced. A wider range of general enforcement activities were undertaken and in real terms the absolute number of enforcement activities (FPNs, prosecutions, issue of statutory notices etc) was slightly greater in 2007/08 than the previous year.
<b>01.02.02 To improve recycling activity and performance and reduce waste in the borough</b>		
<b>Key Activity</b>		
01.02.02a To reduce municipal waste, improve recycling activity and increase efficiency in managing waste		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
1. Re-let integrated recycling contract by March 2008 to increase recycling levels and to reduce the average cost of collection per tonne (all recycling) by 14% in 2008/09	31/03/2008	We will continue to implement the Recycling and Waste Prevention Improvement Plan. The integrated recycling contract is on target to be let by March 08. High rise canvassing began in September and will continue until February, 75,000 properties are due to be visited. It is proposed to convert 118 blocks per month from October 07 giving a total of 708 blocks up to March 08. This will exceed the target of 1500 properties.
4. Implement the provisions of the Recycling and Waste Prevention Improvement Action Plan 2007/08 by March 2008	31/03/2008	We will continue to implement the Recycling and Waste Prevention Improvement Plan. The integrated recycling contract is on target to be let by March 08. High rise canvassing began in September and will continue until February, 75,000 properties are due to be visited. It is proposed to convert 118 blocks per month from October 07 giving a total of 708 blocks up to March 08. This will exceed the target of 1500 properties.
<b>01.02.04 To improve the physical environment</b>		
<b>Key Activity</b>		
01.02.04c Continued investigation of potentially contaminated land in the borough, as required by the LBTH Contaminated Land Strategy		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
1. Following re-issue of DEFRA guidance, recommendations for all 5 intrusive investigations undertaken in 2006/07 will be formulated with partners by March 2008	31/03/2008	Still awaiting re-issue of DEFRA guidance.
<b>01.02.05 To improve the provision and quality of public open space</b>		
<b>Key Activity</b>		
01.02.05a Construction of Meath Gardens pedestrian and cycle bridge to increase accessibility to Mile End Park		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
3. Construction complete by March 2008	31/03/2008	Stage 2 (construction enabling works) started March 08 - final completion target Mar 09.

## 2. LIVING WELL

<b>02.01.01 To provide decent homes and decent neighbourhoods</b>
<b>Key Activity</b>
<b>02.01.01d To improve the thermal comfort of Council homes</b>

Progress Milestone	Deadline	Comments
1. To improve the SAP rating of Council homes to 65.41 by March 2008	31/03/2008	Information on all the completed programmes in respect to energy efficiency and thermal insulation is still being collected and will be available for reporting early May.
<b>02.01.02 To increase the supply of affordable homes</b>		
<b>Key Activity</b>		
02.01.02c Assist in the reduction of overcrowding through targeted initiatives to tackle under-occupation and enable access to home ownership options for existing tenants		
Progress Milestone	Deadline	Comments
1. 110 lettings to under-occupied dwellings by March 2008	31/03/2008	65 lettings to under-occupying households were made during the year. Priority was given to dealing with overcrowding where the rehousing target was exceeded.
<b>02.01.03 To provide excellent housing services in consultation with the residents who use them</b>		
<b>Key Activity</b>		
02.01.03d Deliver VFM improvements through the implementation of the value for money Improvement Plan		
Progress Milestone	Deadline	Comments
3. Housing Procurement Strategy developed by December 2007	31/12/2007	Procurement Strategy is now due to be completed by May 2008.
<b>02.02.02 To improve the health of children and young people</b>		
<b>Key Activity</b>		
02.02.02a Support the Third Sector to deliver an active play in parks scheme		
Progress Milestone	Deadline	Comments
1. Develop programme with Third Sector and LAP Directors by April 2007	30/04/2007	The programme was not delivered as the Third Sector were unable to get the necessary funding.
2. Provide a programme on a minimum of 4 sites between July- September 2007	30/09/2007	The programme was not delivered as the Third Sector were unable to get the necessary funding.
<b>Key Activity</b>		
02.02.02e Ensure 75% of schools and Pupil Referral Units have achieved National Healthy Schools Status by March 2008		
Progress Milestone	Deadline	Comments
3. By March 2008 75% of schools to have achieved Healthy Schools Status	31/03/2008	A target of 75% was agreed at start of year, however due to change in definition, this targets has now been revised down to 62%. We have narrowly missed target this year with 61% of schools achieving healthy schools status.
<b>02.02.03 To improve the health of adults at risk of coronary heart disease</b>		
<b>Key Activity</b>		
02.02.03a Deliver six 10-week GP exercise referral programmes at 3 leisure centres		
Progress Milestone	Deadline	Comments
2. Increase Cardiac Rehabilitation Programme Phases 3 and 4 from 1 leisure centre (Whitechapel) to 2 leisure centres (Mile End Park LC)	31/03/2008	This has not happened due to Barts & London recruitment process and their SLA being rewritten with the PCT. Therefore no funding at present. This target was always subject to funding.
<b>02.03.02 To promote independence and choice for vulnerable adults</b>		
<b>Key Activity</b>		
02.03.02a Further expand of Direct Payments to enable people to manage their own care		
Progress Milestone	Deadline	Comments
1. 250 people receiving Direct Payments by March 2008	31/03/2008	The performance indicator for Direct Payments is based, not on raw numbers of people, but on numbers per 10,000 population, weighted by age. It is not possible, therefore, to directly compare performance on the performance indicator against the strategic plan target of 160, as performance at the end of September was 144. Performance above 150 per 10,000 will place us in the top band of performance nationally.
<b>Key Activity</b>		
02.03.02b Progressing development of Centre for Independent Living		
Progress Milestone	Deadline	Comments
1. Agree the contract for development of the new facilities by January 2008	31/01/2008	The approval of the PFI Credits by the Department of Health has taken longer than anticipated and it is not envisaged that agreement will be reached with East London and the City LIFT Co until after March 2008.
<b>02.03.03 To ensure that care and support services are experienced by service users as 'joined-up' across organisational boundaries</b>		
<b>Key Activity</b>		
02.03.03a Integrate services for older people and people with long term conditions to improve value for money and customer		

experience		
Progress Milestone	Deadline	Comments
1. Agree the design of the new service for older people and people with long term conditions by December 2007	31/12/2007	The PCT have indicated that timescales for this piece of work will need to be revised due to a number of service development issues within their services.
2. Integrated service in place by May 2008	31/05/2008	The PCT have indicated that timescales for this piece of work will need to be revised due to a number of service development issues within their services.
<b>02.03.05 To support vulnerable adults in making a positive contribution to their community</b>		
<b>Key Activity</b>		
02.03.05b Expansion of volunteering opportunities		
Progress Milestone	Deadline	Comments
1. Steering group established by September 2007	30/09/2007	Strategic decision to focus on supporting corporate initiative.
2. Volunteering protocol agreed by January 2008	31/01/2008	Strategic decision to focus on supporting corporate initiative.
3. 25 volunteers engaged with adult social care by March 2008	31/03/2008	Strategic decision to focus on supporting corporate initiative.
<b>02.04.01 To continue to protect children from risk of harm and neglect</b>		
<b>Key Activity</b>		
02.04.01a Continue to safeguard and promote the welfare of children through the work of the Local Safeguarding Children Board (LSCB)		
Progress Milestone	Deadline	Comments
2. Review and relaunch procedures on forced marriage- September 2007	30/09/2007	The plan was for the forced marriages procedures to be revised by September 2007, and to be launched within children's social care and its partners by the end of the 2007. However, there was a delay in the publication in the Pan London Child Protection Procedures which did not happen until the start of 2008. This will now take place in 2008 -09.
5. Written information on services (including safeguarding) for parents to be distributed through schools, children's centres and community organisations by September 2007	30/09/2007	This was due to be completed by Sept 2007 but did not happen due to on going discussions as to the nature of the publication.
6. Recruit project team of midwives and health visitors to offer intensive parenting support to 100 teenage parents by April 2007	30/04/2007	The project managed to recruit 100 young mothers who signed up to the programme. The local project consists of family nurses, who have a background in midwifery or health visiting. There are four family nurses that undertake intensive home visits with young first time parents. These visits start early pregnancy, through until the child is 2 years of age. Intensive home visits are either weekly or every 2 weeks. The services delivered through Children Centers are an integral part of the work with these families. The sustainable plan is still be negotiated locally. The evaluation of the intensive home visiting programme is being undertaken nationally by Birbeck. Monthly each of the ten pilot sites must submit a collection of data.
<b>Key Activity</b>		
<b>02.04.01d Increase the number of 16-17 year olds accessing supported housing</b>		
Progress Milestone	Deadline	Comments
1. Develop a new initiative to accommodate homeless 16-17 year olds in appropriate supported housing by November 2007	30/11/2007	The work programme to complete this activity has been reviewed and should now be completed by March 2008. The target to develop new initiatives to accommodate homeless 16-17 year olds in appropriate supported housing by November 2007 has not been met because the process is turning out to be more complicated and long-term than initially expected. The plans have been revised to establish support needs profile of annual cohort of 16-17 year olds accepted as homeless, by March 2008 and establish referral processes based on assessment of housing and support needs, by March 2008.
<b>Key Activity</b>		
02.04.01e Improve on placement stability for children looked after through more effective care planning and reviewing through active tracking and provision of support packages to those children at risk of multiple placements		
Progress Milestone	Deadline	Comments
1. Pilot the use of family conferencing as a means of gathering information and materials regarding the wider family network for children who	30/04/2007	The pilot started within time (April 2007) The pilot has not been reviewed because this was expected to take place on completion of the first 10 FGCs for this group. However, to date, there have only been 2 such conferences. This is because getting the referral routes and appropriate case selection for these meetings proved quite complex and they seem to be taking longer to



are leaving their birth parents permanently, in 10 family conferences- to April 2007		arrange than normal FGCs.
<b>Key Activity</b>		
02.04.01f Continue to produce appropriate publicity to make it easier for people to raise concerns they might have about a child		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
3. Publish and launch 'safe parenting/ your teenager' handbook by September 2007	31/03/2008	None of the planned milestones have been completed on target. The structure and support for the LSCB has been reviewed and enhanced, and workplans put in place to ensure this work should now be completed by March 2008.
<b>02.04.05 Improve the database infrastructure in Children's Services, so that we can improve the ability of all children's services, including those in partner agencies, to offer a faster, more relevant and integrated service to vulnerable children</b>		
<b>Key Activity</b>		
02.04.05b Implement the next phase of the Integrated Children's System (ICS) to further improve the quality of record keeping		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
1. Implement the Child Protection Plan element of ICS, the replace the Child Protection Register by March 2008	31/03/2008	Phase 1b of ICS will now be rolled out during Summer 2008.

### 3. CREATING AND SHARING PROSPERITY

<b>03.01.01 To develop the strategic framework to promote sustainable and socially inclusive development</b>		
<b>Key Activity</b>		
03.01.01b Adopt core strategy and development control document and initial 3 Area Action Plans		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
1. Core Strategy independent examination August 2007- adoption March 2008 (timetable subject to approval of PINS)	31/03/2008	Council has withdrawn plans following GOLs comments. A new delivery timetable (Local Development Scheme) has been agreed by Cabinet. A detailed delivery timetable has been agreed by CMT.
2. Area Action Plans independent examination January 2008 (timetable subject to approval of PINS)	31/03/2008	Council has withdrawn plans following GOLs comments. A new delivery timetable (Local Development Scheme) has been agreed by Cabinet. A detailed delivery timetable has been agreed by CMT.
<b>Key Activity</b>		
03.01.01h Develop a carbon reduction strategy, engaging the development industry and other stakeholders		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
1. Strategy scoping document to Cabinet- September 2007	30/09/2007	This can be taken to Cabinet when CMP is completed.
<b>03.01.05 To promote the borough to key stakeholders and promote key business sectors</b>		
<b>Key Activity</b>		
03.01.05b Promote the borough and East London's offer for business tourism and the meetings, incentives, conferences and exhibitions (MICE) market		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
1. Evaluation report on the cost-effectiveness of local marketing produced by August 2007	31/08/2007	Awaiting further evaluation from 'Gateway To London' and LDA.
<b>03.02.01 Ensure young people benefit from economic growth in Tower Hamlets</b>		
<b>Key Activity</b>		
03.02.01b Develop, deliver and commission programmes with key employers for school leavers and young job seekers		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
1. Commission at least 10 entry level activity programmes for young people by May 2008	31/05/2008	5 done, the other 5 on track for late 2008

### 4. LEARNING, ACHIEVEMENT AND LEISURE

<b>04.01.01 To improve the standards of early years provision to give every child the best possible start in life</b>
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<b>Key Activity</b>		
04.01.01a Ensure all children have the opportunity to attend high quality early education provision		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
2. 92% of 3 year olds in early years provision by January 2008	31/01/2008	Although more places are available cohort size has increased. New target needs to be set.
<b>Key Activity</b>		
04.01.01c Provide opportunities for all young children to play and express themselves, including those with disabilities and complex needs by March 2008		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
1. At least 75% occupancy of Stay and Play Sessions by March 2008	31/03/2008	Commissioning of the service to be reconsidered during 2008. Delays in establishing programmes due to building works.
<b>04.01.03 Through personalised learning accelerate improvements in attainment with a particular focus on Key Stage 1 and 3 and English and mathematics at GCSE</b>		
<b>Key Activity</b>		
04.01.03a Identify those at risk of not achieving at all Key Stages and put in place early intervention programmes, working across agencies to reduce underachievement and more expensive interventions at a later date, thereby achieving better outcomes and value for money. This includes continuing to support newly arrived pupils and those with English as an additional language and continuing to address boys' under achievement		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
4. All schools trained on use of RAISE online to evaluate interventions- December 2007	31/12/2007	All secondary schools trained however, training for primary schools not completed. Expected completion date is this summer term 2008.
<b>Key Activity</b>		
04.01.03c Target pupils disaffected with school pre-16, EBD (Emotional and Behaviour Disorder), post-16 and those recognised as ASD (Autistic Spectrum Disorder) as well as those achieving 4 A*-C but not English and maths at C+		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
1. Electronic Common assessment framework training for schools completed- December 2007	31/12/2007	This activity not been completed due to delay in National decision. The local eCAF system is now live and CAF cases are being uploaded. It is to be piloted first with two lead teams: Attendance Welfare Advisory Service and Behaviour Support Team. The training of these two teams will be undertaken in the Autumn term. Following the pilot the training will be rolled out to schools from the Summer term 2008. Some delay in activity due to deferment of national decision making. A national eCAF is now planned but unlikely to be fully operational for some years.
<b>Key Activity</b>		
04.01.03e Work with schools to ensure our Building Schools for the Future vision and implementation enables a transformation in learning opportunities and environment across the borough		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
2. Secure sign off to 'Strategy for Change' for wave 5 schools by September 2007	30/09/2007	Overdue due to change of programme date by DCSF. New date set by DCSF is 30 June 2008.
3. Agree 'Outline Business Case' for wave 5 schools by December 2007	31/12/2007	Overdue due to change of programme date by DCSF. New date set by DCSF is 30 June 2008.
<b>04.01.06 Improve behaviour and attendance and reduce exclusions from school</b>		
<b>Key Activity</b>		
04.01.06f Help pupils who have been excluded from school to reintegrate		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
2. Re-integration protocol reviewed with feedback on progress through BEHAVE monthly newsletter- December 2007	31/12/2007	Completing this work required a decision from the secondary B&A partnership. The secondary head teachers deferred the review of the FAP until the end of March 2008. Further work is now required based on the outcome of that review before the FAP can be completed and feedback provided through BEHAVE monthly newsletter.
<b>04.01.07 Enrich the curriculum offer, both within and beyond school, for all our children so that they enjoy learning, to offer a broad curriculum including creative and sporting activities</b>		
<b>Key Activity</b>		
04.01.07a Support the development of arts education in schools by using the Artsmark framework and increase the number of pupils and schools accessing instrumental provision and music making		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
4. Meet Idea Stores targets for youth engagement by March 2008	31/03/2008	CYPSPG to consider future strategy.
<b>04.01.08 To increase the participation of children and young people in decision making and community life</b>		

<b>Key Activity</b>		
04.01.08a Strengthen and update the Tower Hamlets Strategy for Children and Young People's participation, reflecting the development of Children's Services by June 2007		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
4. Monitor the quality of children and young people's involvement, undertaking Hear By Right assessment within 5 services across the partnership by March 2008	31/03/2008	Hear By Right assessments have been completed with 1 primary school, Youth and Community Services and the Development and Renewal Strategy Team. We have yet to complete the assessments with the secondary school, the Police or the PCT. Other service areas and teams have expressed interest in assessments, including Lifeline London and we plan to undertake further assessments in 2008/09. Self-assessment against the Hear By Right framework is a key element of the revised Children and Young People's Participation Strategy and we are planning for how best to ensure these take place in the associated implementation plan.
<b>04.02.02 To increase community engagement and participation in cultural activities</b>		
<b>Key Activity</b>		
04.02.02d Deliver a Learn to Swim programme for schools		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
1. Increase numbers of children achieving 25m standard to 1,000 by July 2007, with an additional 1,000 by December 2007 and a further 1,000 by March 2008	31/03/2008	Final figures for this will not be available until end of April due to the academic year. On receipt of the updated figures this milestone will be amended if necessary.
<b>04.02.03 To improve participation in Idea Store, library and lifelong learning activities</b>		
<b>Key Activity</b>		
04.02.03d Develop activities to increase and widen the number of older people participating in the Idea Store service		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
1. Increase the active members who are aged 60 and over from 4.8% to 7.0% of total active membership by March 2008	31/03/2008	Active members over 60 are 2594 out of a total membership of 42555. This is 6% of active membership. The service is currently carrying out an Equalities Impact Assessment (EQIA) which will be used to help target and focus activities for older people. Following the EQIA, an action Plan to increase active members will be implemented in early in 2008. It is unclear how quickly this will increase the numbers of active members who are aged over 60 although improvement is expected by March 2008. This will continue to be a priority in 2008-09.

## 5. EXCELLENT PUBLIC SERVICES

<b>05.01.02 To support the Council's performance in delivering the Strategic Plan, Community Plan and Local Area Agreement</b>		
<b>Key Activity</b>		
05.01.02a Co-ordinate development and delivery of Year 2 of the borough's Local Area Agreement		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
4. Negotiation and agreement of 'new style' LAA by March 2008	31/03/2008	Timescales slipped due to continuing negotiations with Central Government.
<b>05.01.04 To develop organisational performance across the Council</b>		
<b>Key Activity</b>		
05.01.04c Produce a corporate workforce development plan		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
2. Delivery of milestones and progress against targets monitored on a 6-monthly basis from March 2008	31/03/2008	A draft plan for the Council was completed in August 2007. Finalising the document was subject to the expected publication of the updated Local Government Workforce Strategy in November 2007 and the move to develop joint HR strategies with the PCT whose future workforce needs will be dependent of the outcome of NHS London's consultation on Healthcare for London launched in July 2007. Further work has been undertaken on the strategy to reflect these developments and will be finalised in during April and May 2008.
<b>Key Activity</b>		
05.01.04d Implement our corporate approach to the Charter Mark		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
1. Provide corporate evidence for all assessment criteria by	30/11/2007	Deferred until after liP profile assessment and subject to revision of Charter Mark assessment criteria.

November 2007		
<b>05.01.06 To provide a dynamic, outward-facing Overview and Scrutiny function</b>		
<b>Key Activity</b>		
05.01.06a Implement a Scrutiny work programme that contributes to the corporate improvement agenda and includes proposals from White Paper (on community call for action and external scrutiny)		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
2. Pilot proposals for community call for action by December 2007 with agreement for roll out including publicity by April 2008	30/04/2008	The pilot has been developed, however we are currently awaiting additional guidance from Central Government prior to roll out. Discussions are currently underway between the Council and partner agencies.
<b>Key Activity</b>		
05.01.06c Develop Scrutiny constructive challenge role in Local Area Agreement by using evaluation of year 1 to review to community leadership of frontline councillors		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
1. Review completed by October 2007 and action plan agreed by January 2008	31/12/2008	Progress has been made and Members receive bi-monthly monitoring reports on the Tower Hamlets Index at OSC. Work needs to be developed around further monitoring of Local Area Agreement targets.
<b>05.01.07 Improve the quality of the Council's financial management</b>		
<b>Key Activity</b>		
05.01.07b Improve reporting of the Council's financial results		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
3. Produce draft Statement of Accounts by end of June 2007 with full working papers and without material error by June 2007	30/06/2007	Deadline achieved, but audit revealed material error. Now subject to separate Action Plan.
<b>Key Activity</b>		
05.01.07c Improve the knowledge of financial management throughout the organisation		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
1. Develop learning and development programmes for Financial and non- Financial staff by September 2007	30/09/2007	This work was de-prioritised pending the appointment of the new Director of Resources, which resulted in a temporarily reduced senior management capacity in finance. The work is now in hand subject to review of financial management arrangements by Summer 2008.
<b>Key Activity</b>		
05.01.07d Improve the Council's financial systems and processes		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
1. Develop and begin to implement a programme for the upgrade and replacement of financial systems across the Council by March 2008	31/03/2008	In hand- subject to review of financial management arrangements by Summer 2008.
<b>Key Activity</b>		
05.01.07g Business management		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
1. Implement business management arrangements for the new Resources Directorate (Subject to implementation timetable for the new management structure- March 2008 at the latest)	31/03/2008	Subject to review by Corporate Director for Resources
<b>05.01.09 To enhance the delivery of excellent public services through improved procurement</b>		
<b>Key Activity</b>		
05.01.09c Identification and exploitation of opportunities for joint leverage with other public sector organisations		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
2. Develop a joint sourcing approach with Tower Hamlets Primary Care Trust by April 2007	30/04/2007	Discussions taking place with PCT and LCSG, and LCE. Opportunities of a high level identified. This is an ongoing activity and will never be considered completed.
<b>Key Activity</b>		
05.01.09h Put in place measures to improve local employment opportunity through Procurement		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
1. Liaise with Skillsmatch and top 100 suppliers by spend- April 2007	30/04/2007	Positive response from some suppliers - e.g. Comensura. Further work to embed during 2008/09.

<b>Key Activity</b>		
05.01.09i Provide consistent Requisition to Pay (R2P) processes		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
1. Increase the usage of procurement cards to 56000 transactions and £7 million by March 2008	31/03/2008	Actual achievement 41,000 transactions / £6million.
2. Deliver eProcurement project- March 2008	31/03/2008	The position is that e-procurement is not on target. Although a business case was produced in 2006/7, it was not approved, and therefore the funding was not granted, so the project could not proceed. The business case is now being reviewed, with a view to taking it to Corporate ICT / Transformation Board as an invest-to-save project. It is hoped approval will be granted in the Autumn, followed by a 12-18 month implementation.
<b>Key Activity</b>		
05.01.09k Put in place and report on the London Centre of Excellence procurement performance indicators and engage with benchmarking exercises		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
1. Quarterly review of Performance Indicators commencing April 2007	30/04/2007	LCE performance indicators not progressed. Further work required on procurement PIs as part of wider procurement review.
<b>Key Activity</b>		
05.01.09l Embedding of vendor managed service for agency staff		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
1. Savings realisation and process improvement to deliver £600k in 2007/08 rising to £700k in 2008/09 and £800k in 2009/10- report to Procurement Board May 2007	31/05/2007	Actual savings achievement £359,900 in 2007/08.
<b>05.01.10 To improve the quality of the Council's risk management</b>		
<b>Key Activity</b>		
05.01.10g Evaluate and implement automated risk management tool if this is deemed desirable		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
2. Automated tool implemented by January 2008	31/01/2008	The system we need to buy has been identified but a report for CMT is required to take this further. Visited LB Redbridge to get a fuller understanding of Grace, a risk management tool. Although this tool could be used at TH, it lacks sophistication, and is basically a recording tool of all risk registers. Jcad will be presenting their option shortly.
<b>05.01.11 To improve levels of attendance and health and well-being of employees</b>		
<b>Key Activity</b>		
05.01.11a To work with managers to ensure that the current improvement in sickness absence management is maintained and improved upon and that the procedure is applied robustly		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
1. To achieve target of 7.75 days as the average days lost due to sickness absence for 2007/08 and for the Council to achieve the top quartile position in London compared to other London Councils	31/03/2008	9.04 days in the year ending February 2008 (end of year figure not available until May 2008). Action plan to achieve reduction below target levels agreed with PRG.
<b>Key Activity</b>		
05.01.11c Identify system requirements that support delivery of Occupational Health service and measures performance against Occupational Health standards		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
1. Revised School Occupational Health Contracts from May 2007- new OPAS system upgrade in 2007	31/04/2007	Part completed- new contract in place with schools but OPAS upgrade not going to take place until 2008/09 following OH review.
<b>05.01.12 To enhance workforce and HR capacity</b>		
<b>Key Activity</b>		
05.01.12b Develop and update a children's workforce plan for LBTH		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
1. Conclude consultation with partners and develop new children's workforce strategy-	30/04/2007	Part completed. Draft to be finalised in time for Children's Workforce Conference. The fuller story is that the strategy and plan was adopted by CYPSPG (Children and Young People's Strategic Partnership Group) in

recommendations to Corporate Equalities Steering Group and CMT April 2007		January. Since then, other things have come to light, which we have decided to include in the Strategic Plan, so it has been agreed to have the formal completion date in line with the Children's Workforce Conference in July.
<b>05.01.13 To support the delivery of excellent public services through the appropriate use of technology</b>		
<b>Key Activity</b>		
05.01.13a Enable the transformation of Council services in a way that ensures value for money and cost efficiency		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
1. Establish a standard process for the development of ICT solutions by September 2007 and publicise across the Council by October 2007	31/10/2007	Due to the restructuring in ICT and changes in priorities.
<b>Key Activity</b>		
05.01.13b Develop a viable ICT capital programme of corporate projects in line with stated budgetary planning process		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
1. The Return on Investment (ROI) model in support of this process is fully implemented by December 2007	31/12/2007	The updated version of the ROI Model was not received until mid March 2008. A full ROI Model will be completed on each Project so implementation will commence in April 2008. As the model is to be adopted Corporately a full training programme is being developed which will be complete by 1st July 2008.
<b>Key Activity</b>		
05.01.13c Work with strategic partners on initiatives to empower the community and bridge the digital divide		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
3. Network strategy for the community developed by September 2007- strategy to include plans for Idea Stores, CCTV and support for SMEs	30/09/2007	This is now called the Connected Borough Strategy. At present the completion of the draft is still on target for Jun 2008'.
4. Business case to be agreed by December 2007	31/12/2007	Dependent on the above. Revised date of Sept 2008.
<b>Key Activity</b>		
05.01.13e Ensure that ICT services are managed according to industry best practice by seeking accreditation to the appropriate international standards		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
1. Compliance Audit undertaken by December 2007	31/12/2007	The deadline date has been revised to October 2008. This is due to a restructuring in ICT & changes to priorities. The 2008/09 Audit forward plan will be developed following risk assessment in April/May 2008.
2. Accreditation to ISO 20000 standard achieved by May 2008	31/05/2008	The deadline date has been revised to March 2009. This is due to restructuring in ICT & changes in priorities.
3. Accreditation to ISO 27001 standard achieved by June 2008	30/06/2008	The deadline date has been revised to March 2009. This is due to restructuring in ICT & changes in priorities.
<b>05.01.15 To ensure the efficient and effective use of Council accommodation resources</b>		
<b>Key Activity</b>		
05.01.15c Ensure the Council's commitment and compliance with the Disabilities Discrimination Act (DDA) is reviewed and an action plan developed to respond to any requirements		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
2. Programme of works developed and implemented by October 2007	31/10/2007	Some works now implemented, full plan of works is now supported by capital funding bid and due for implementation in 2008/09.
<b>05.01.16 To improve the use of the Council's property portfolio</b>		
<b>Key Activity</b>		
05.01.16a Continue the implementation of the Council's agreed Office Accommodation Strategy to utilise current facilities and generate planned efficiency savings		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
3. First tranche of disposals programme completed by December 2007	31/12/2008	No comments received.
<b>Key Activity</b>		
05.01.16b Improve environmental sustainability and energy use in Council office buildings		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
2. Implement Air Quality Programme by March 2008	31/03/2008	No comments received.
<b>05.01.16 To improve the use of the Council's property portfolio</b>		
<b>Key Activity</b>		



<b>05.01.16c Develop the utilisation of the Community Buildings Portfolio</b>		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
1. Establish usage, requirements and identify redundant buildings with potential for disposal by July 2007	31/07/2007	Information to inform the utilisation of Community assets is currently being collected. Bids to support the Quirk Review agenda are being prepared for submission.
2. Bring forward refreshed policy by September 2007	30/09/2007	It is projected that a refreshed policy can be made available in April 2008.
<b>Key Activity</b>		
<b>05.01.16d Develop the IT enabled Corporate Asset Management Plan database</b>		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
1. System selection confirmed May 2007	31/05/2007	Project management of the IT enabled Corporate Asset Management Plan database commenced in Sept 2007 and will continue to implementation in March 2008.
2. Database preparation completed by August 2007	31/08/2007	Project management of the IT enabled Corporate Asset Management Plan database commenced in Sept 2007 and will continue to implementation in March 2008.
3. System operational from September 2007	30/09/2007	Project management of the IT enabled Corporate Asset Management Plan database commenced in Sept 2007 and will continue to implementation in March 2008.
<b>05.01.17 To increase the capacity of the Third Sector to participate in the planning and delivery of excellent public services</b>		
<b>Key Activity</b>		
<b>05.01.17f Draft a Compact for Park Friends' and similar environmental groups</b>		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
3. Publicity programme and sign-up of groups by October 2007	31/10/2007	Draft compact has been completed following consultation with the groups. An event to mark the establishment and sign up of the compact has not yet taken place.
<b>05.02.01 To improve the co-ordination and responsiveness of services to better reflect local people's needs</b>		
<b>Key Activity</b>		
<b>05.02.01b Agreeing a partnership-wide approach to service standards</b>		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
1. By March 2008	31/03/2008	Overdue because of the Community Plan refresh. Meetings have been held with partners (March 2008). A framework is to be developed by September 2008.
<b>05.02.02 To provide and co-ordinate the use of reliable information, research and analysis across the Council and the Partnership to inform effective decision making and evaluation</b>		
<b>Key Activity</b>		
<b>05.02.02a Further develop THIS Borough functionality and reporting</b>		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
3. Evaluate use and user feedback and develop Forward Plan by July 2007	31/07/2007	Forward Plan will be completed early 2008/09.
4. Develop sustainability strategy for post March 2008 by January 2008	31/01/2008	Sustainability strategy will now be developed by September 2008.
<b>05.02.04 To increase public participation in the decision-making process</b>		
<b>Key Activity</b>		
<b>05.02.04a Review public involvement processes in view of Local Government Bill</b>		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
1. Implement relevant actions identified from User Voice, Choice and Co-Production improvement plan by March 2008	31/03/2008	We are currently in the process of full redeveloping our consultation and involvement framework, embedding the User Voice, Choice and Co-Production in all our work. This is due to be completed by Summer 2008.
<b>05.02.05 To improve public understanding of Council services</b>		
<b>Key Activity</b>		
<b>05.02.05c Further explore the possibility of shared communications services, joint commissioning and closer partnership working with other public agencies</b>		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
1. Ongoing discussions through the Borough Wide Communications Group- some arrangements to be piloted by	31/03/2008	The possibility of shared communications services and joint commissioning has been explored, but no arrangements have been put in place yet. Closer working relationships with other public bodies have been established, an example of this is the Tobacco Alliance.

March 2008		
<b>05.02.06 To improve access to services</b>		
<b>Key Activity</b>		
05.02.06b Monitor and improve the delivery of the Council's Customer Promise		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
1. Contact Centre to reach 77% of calls answered within target by March 2008	31/03/2008	Performance has dipped since the New Year, leaving the final year's outturn short of target. Key contributory factors are; - current vacancies in the Call Centre of 8 posts (staff joined the Call Centre on 31/03/08 and will now begin training.) - the need to brief or train existing staff on new Hotlines and for them to attend refresher training sessions on services e.g Pest Control, ALMO, Parking, Electoral Services. - Short Term and Long Term sickness which is being managed through the sickness procedure.
<b>Key Activity</b>		
05.02.06c Establish targets and measures to encourage greater take-up of e-enabled channels of service delivery		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
1. Target and robust measurement mechanisms in place by July 2007	31/07/2007	Dependant on EASy Project and relaunch of web site which has been delayed to spring 2008 due to technical issues.
2. Take-up action plan implemented by July 2007	31/07/2007	Dependant on EASy Project and relaunch of web site which has been delayed to spring 2008 due to technical issues.
<b>Key Activity</b>		
05.02.06e Continue to develop the Council's website and intranet to develop their use as prime access channels for both internal and external customers		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
4. Internet enhancements implemented by December 2007	31/12/2007	Internet enhancements now planned for summer 2008 due to technical issues on EASy project. SMS capability delayed by Global Crossing/Siemens corporate contract renewal issues. Web site relaunch now spring 2008 due to delays in EASy project. SMS project to be initiated, product suppliers currently being identified.
5. Short Message Service (SMS) capability implemented by September 2007	30/09/2007	SMS capability to be progressed once new telephony contract is in place.
<b>05.03.01 To promote and support community cohesion across all communities</b>		
<b>Key Activity</b>		
05.03.01d Commission further research to understand extent of demand for support for English language learning		
<b>Progress Milestone</b>	<b>Deadline</b>	<b>Comments</b>
1. Brief agreed by end of April 2007		This work has been delayed due to a range of other developments including research on the nature of new communities locally, the report from the Commission on Integration and Cohesion and the government's response to it as well as the refresh of the Community Plan. Within the Overview and Scrutiny work programme the Scrutiny Lead for Excellent Public Services will be undertaking a piece of work possibility with a neighbouring borough to explore provision of English language learning. No new target date has therefore yet been set although this will remain a key issue within the broad community cohesion agenda.
2. Commissioned by June 2007		This work has been delayed due to a range of other developments including research on the nature of new communities locally, the report from the Commission on Integration and Cohesion and the government's response to it as well as the refresh of the Community Plan. Within the Overview and Scrutiny work programme the Scrutiny Lead for Excellent Public Services will be undertaking a piece of work possibility with a neighbouring borough to explore provision of English language learning. No new target date has therefore yet been set although this will remain a key issue within the broad community cohesion agenda.
3. Report by September 2007		This work has been delayed due to a range of other developments including research on the nature of new communities locally, the report from the Commission on Integration and Cohesion and the government's response to it as well as the refresh of the Community Plan. Within the Overview and Scrutiny work programme the Scrutiny Lead for Excellent Public Services will be undertaking a piece of work possibility with a neighbouring borough to explore provision of English language learning. No new target date has therefore yet been set although this will remain a key issue within the broad community cohesion agenda.
<b>Key Activity</b>		
05.03.01e Work with Third Sector partners to increase volunteering as a means of building social capital and community participation		

Progress Milestone	Deadline	Comments
1. LAA volunteering targets met (6 monthly LAA reporting)	31/03/2008	Volunteer Centre Tower Hamlets has provided a volunteer brokerage service to 719 people and supported 286 third sector organisations to retain or increase volunteer involvement. Age Concern Tower Hamlets has recruited over 100 new volunteers
<b>05.03.02 To support the continued effective development of the Tower Hamlets Partnership, ensuring both strategic and operational integration with the work of the Council</b>		
<b>Key Activity</b>		
05.03.02b Review the structure and role of the Partnership in the context of the new Community Plan and the approach to LAP governance in the light of the Local Government White Paper		
Progress Milestone	Deadline	Comments
1. Partnership review completed Spring 2008	31/03/2008	This is still being developed. Again some delays due to the Community Plan refresh and want to ensure the two are aligned.
<b>Key Activity</b>		
05.03.02d Develop and implement a revised Communications Strategy for the Partnership		
Progress Milestone	Deadline	Comments
1. Interactive Partnership website launched Spring 2008	31/03/2008	Work on a new website is underway and will be launched in autumn 2008. It will be in place in line with the Community Plan refresh.
<b>05.03.03 To ensure a strategic approach across services to consultation with the public</b>		
<b>Key Activity</b>		
05.03.03a Revise the partnership consultation framework in light of the User Voice, Choice and Co-Production review		
Progress Milestone	Deadline	Comments
1. Revised framework by July 2007	31/07/2007	Team relocated to Partnership, which is refreshing its governance structures to enhance joint working.
2. Roll out through workshops and outreach sessions with service providers by Autumn 2007	31/10/2007	The Framework will be launched with the new structure, reflecting all partners' strategies of involvement (July 2008).
<b>05.04.01 To ensure that the Council operates to the highest standards of equalities practice</b>		
<b>Key Activity</b>		
05.04.01c Ensure that local equalities practice and policies match that of the new Commission for Equality and Human Rights		
Progress Milestone	Deadline	Comments
1. Assessment of local implications by December 2007 and resulting actions agreed by March 2008	31/03/2008	Due to be completed in June 2008. Delays due to a delay in the publication of guidance for local authorities from the CEHR.
<b>05.04.03 To improve the extent to which the workforce reflects the community</b>		
<b>Key Activity</b>		
05.04.03f Implement the Disability Action Plan that has a range of employment focused initiatives including a training programme for managers on supporting disabled staff and ensuring that all development and training programmes are accessible		
Progress Milestone	Deadline	Comments
1. Increase the percentage of disabled staff as a percentage of the top 5% of earners from 4 to 4.5% in 2007/08	31/03/2008	Not achieved. End of year performance 3.51%. New strategy in place to focus recruitment and development activities on improving. Priority allocated to disabled staff for places on accredited management training programmes.
<b>Key Activity</b>		
05.04.03g Develop and implement a package of initiatives targeting under-represented groups in the school workforce		
Progress Milestone	Deadline	Comments
1. Package of incentives publicised (July 2007) and taken up by 5 Somali young people wishing to train as teachers by September 2007	30/09/2007	We have set a target of a 1% increase year on year for recruiting BME teachers. We are undertaking a Training Needs Analysis across Children's Services. We are also employing a Workforce Development Officer to take on part of that work to build a better picture across the service. A range of routes in to teaching have been publicised and currently there are 3 people of Somali heritage who are benefiting from this.
<b>Key Activity</b>		
05.04.03h Increase the percentage of black and minority teachers moving into leadership positions through residential and twilight training programmes, together with individual coaching sessions, to enable 24 teachers to prepare for successful career moves		
Progress Milestone	Deadline	Comments
1. 6 month follow up shows that 50% of participants have applied for Leadership positions	30/09/2008	22 BME teachers undertook the residential weekend. The follow up work to see whether participants have achieved promotion is yet to take place, but will be undertaken before the end of the summer term.
2. 12 month follow up shows that 40% of participants have	31/03/2008	22 BME teachers undertook the residential weekend. The follow up work to see whether participants have achieved promotion is yet to take place, but



achieved promotion		will be undertaken before the end of the summer term.
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## BVPP Appendix 4 Outturns against Targets 07/08

PI Ref No	PI Description	Meas. In	Actual 06/07	Actual 07/08	Target 07/08	Top Quartile 06/07	Pref'd Outcm	Traffic Light	Actual Direction
<b>Adults Health &amp; Well-Being</b>									
<a href="#">BV053.</a> <a href="#">PAFC28.</a> <a href="#">SP213</a>	Number of households receiving intensive home care per 1000 population aged 65 or over.	number	40.33	39.4	38	23.15	Higher	GREEN	↓
<a href="#">BV054.</a> <a href="#">PAFC32</a>	Number of older people aged 65 or over helped to live at home per 1000 population aged 65 or over.	number	119.62	97.4	180	107.21	Higher	RED	↓
<a href="#">BV056.</a> <a href="#">PAFD54</a>	Percentage of items of equipment and adaptations delivered within 7 working days.	%	97.6	95.9	95	95.5	Higher	GREEN	↓
<a href="#">BV183b.</a> <a href="#">CPAH15</a>	The average length of stay in hostel accommodation of households that are unintentionally homeless and in priority need.	weeks	0		0	0	Lower		
<a href="#">BV195.</a> <a href="#">PAFD55</a>	Acceptable waiting times for assessment	%	86.2	91.2	94	91.7	Higher	RED	↑
<a href="#">BV196.</a> <a href="#">PAFD56</a>	For new older clients, the percentage for whom the time from completion of assessment to provision of all services in the care package is less than or equal to four weeks.	%	93.5	94.3	94	92.75	Higher	GREEN	↑
<a href="#">BV201.</a> <a href="#">PAFC51</a>	Number of adults and older people receiving direct payments per 100,000 population aged 18 years or over.	number	123	160.4	160	137.66	Higher	GREEN	↑
<a href="#">BV202</a>	Number of people sleeping rough on a single night within the area of the authority.	number	13		<5	1	Lower		
<a href="#">BV213.</a> <a href="#">XCPAH72</a> <a href="#">8</a>	The number of households who considered themselves as homeless, who approached the local authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation.	number	5		8	8	Higher		
<a href="#">PAF C72.</a> <a href="#">SP211.</a> <a href="#">THI010</a>	Number of supported admissions of older people to permanent residential and nursing care per 10,000 population aged 65 or over (formerly C26).	number	74.6	71.77	70		Lower	RED	↑
<a href="#">PAF D40.</a> <a href="#">SP212.</a> <a href="#">THI011</a> <a href="#">SP219</a>	Adult and older clients receiving a review as a percentage of those receiving a service.	%	84.9	77.5	86		Higher	RED	↓
	Percentage of Adult Social Service users who rate services as good, very good or excellent	%	61	92.6	63		Higher	GREEN	↑

PI Ref No	PI Description	Meas. In	Actual 06/07	Actual 07/08	Target 07/08	Top Quartile 06/07	Pref'd Outcm	Traffic Light	Actual Direction
<b>Chief Executive's</b>									
<a href="#">BV002a</a>	Level of the Equality Standard for Local Government to which the authority conforms.	Level	5	5	5	4	Higher	GREEN	⇒
<a href="#">BV002b</a>	Duty to Promote Race Equality	%	100	100	100	89	Higher	GREEN	⇒
<a href="#">BV016b</a>	Percentage of economically active disabled people in the authority area.	%	16.2	16.2	N/R	n/a	Higher	x	⇒
<a href="#">LAA201.</a> <a href="#">SP508</a>	Percentage of residents who feel that they can influence decisions affecting their local area	%	41	48	53	43	Higher	RED	↑
<a href="#">LAA202</a>	Percentage of residents who feel their local area is a place where people from different backgrounds can get on well together (proxy for LAA 116)	%	70	71	73	84	Higher	RED	↑
<a href="#">LAA203</a>	Percentage increase of local residents who engage in volunteering (including e.g. formal civic roles)	%	13	12	15		Higher	RED	↓
<a href="#">LAA204</a>	Percentage increase in the number of third sector organisations that meet agreed quality standards	%	N/A	560	50		Higher	GREEN	
<a href="#">LAA205</a>	Proportion of services in selected public service areas delivered by third sector organisations on behalf of partner organisations	%	27		40		Higher		
<a href="#">LAA206</a>	An increase in the number of people recorded as or reporting that they have engaged in formal volunteering on an average of at least two hours per week over the past year. (New mandatory for 2007/08)	Number	N/A		TBC		Lower		
<a href="#">LAA207</a>	Percentage of residents reporting an increase in satisfaction with their neighbourhoods: percentage of residents who are satisfied with their local area as a place to live	%	N/A		50		Higher		
<a href="#">LAAP201</a>	Number of people using volunteer brokerage service (proxy for LAA 203)	Number	1322	1506	1500		Higher	GREEN	↑
<a href="#">LAAP202</a>	Number of organisations completing self-assessment process for accreditation (proxy for LAA 204)	Number	10	73	70		Higher	GREEN	↑
<a href="#">LAAP203</a>	Number of organisations that are commission-ready (proxy for LAA 205)	Number	N/A	28	28		Higher	GREEN	
<a href="#">LAAP501</a>	JSA claimants aged 16-24 as percentage of people that are economically active (proxy for LAA 501)	%	20.7			7.9	Lower		
<a href="#">LAAS201a.</a> <a href="#">SP509.</a> <a href="#">XCE021</a>	Increased attendance at Local Area Partnership events	number	5202	5513	5250		Higher	GREEN	↑
<a href="#">LAAS201b</a>	Number of residents contributing to LAP events	number	525	955	475		Higher	GREEN	↑
<a href="#">LAAS202a</a>	Percentage increase in the number of residents from communities sometimes defined as hard to reach (to be defined for each LAP area) attending LAP events	Number	N/A		5		Higher		

PI Ref No	PI Description	Meas. In	Actual 06/07	Actual 07/08	Target 07/08	Top Quartile 06/07	Pref'd Outcm	Traffic Light	Actual Direction
<a href="#">LAAS202b</a>	Percentage increase in the number of residents from communities sometimes defined as hard to reach (to be defined for each LAP area) contributing to LAP events	Number	N/A	172	5		Higher	GREEN	
<a href="#">LAAS203</a>	LAP steering groups that are more reflective of their communities in terms of diversity	Number	N/A	See below			Higher		
<a href="#">LAAS204</a>	Percentage of residents who think that this is a place where people respect ethnic differences (proxy for LAA 116)	%	74	75	79		Higher	RED	↑
<a href="#">LAAS205</a>	Number of third sector organisations that have retained and / or increased local volunteer involvement	Number	268	307	300		Higher	GREEN	↑
<a href="#">LAAS205a</a>	Increase the number of people recorded as or reporting that they have engaged in formal volunteering on an average of at least two hours per week over the past year	Number	N/A		TBC		Lower		
<a href="#">LAAS206</a>	Number of young (16 - 24) volunteers	Number	696	1242	1000		Higher	GREEN	↑
<a href="#">LAAS207</a>	Number of third sector groups and organisations accessing capacity building help in the past year	Number	111	325	280		Higher	GREEN	↑
<a href="#">LAAS208</a>	Number of organisations engaged in Voluntary Sector Networks	Number	310	390	350		Higher	GREEN	↑
<a href="#">LAAS209</a>	Number of emerging groups - that have been established for under a year - that apply for and receive community chest funding	Number	95	106	100		Higher	GREEN	↑
<a href="#">LAAS210</a>	Number of people taking part in leadership training and community development opportunities	Number	200	250	250		Higher	GREEN	↑
<a href="#">LAAS211</a>	Number of public services delivery contracts held by the third sector during the last full financial year	Number	69		75		Higher		
<a href="#">LAAS212</a>	Value of public service delivery contracts held by the third sector during the last full financial year	£	3400000		4500000		Higher		
<a href="#">SP502a</a>	CPA use of resources indicator - overall score	Number	N/A		4		Higher		
<a href="#">SP502b</a>	CPA use of resources indicator - VFM score	Number	N/A		3		Higher		
<a href="#">SP507a</a>	Percentage of residents who agree that the Council is doing a good job: borough average	%	N/A	68	73		Higher	RED	
<a href="#">SP507b</a>	Percentage of residents who agree that the Council is doing a good job: gap between the overall borough average and the LAP area with the lowest performance	%	N/A	7	10		Higher	RED	
<a href="#">SP514a</a>	Percentage of residents who feel that Tower Hamlets is a place where people from different backgrounds can get on well together: borough average	%	N/A	71	77		Higher	RED	
<a href="#">SP514b</a>	Percentage of residents who feel that Tower Hamlets is a place where people from different backgrounds can get on well together: gap between the overall borough average and the LAP area with the lowest performance	%	N/A	6	10		Lower	GREEN	
<a href="#">SP515a.</a> <a href="#">XCE023a</a>	Percentage of attendees at LAP events who are from targeted communities: BME residents	%	54	48	48		Higher	GREEN	↓
<a href="#">SP515b.</a> <a href="#">XCE023b</a>	Percentage of attendees at LAP events who are from targeted communities: Bangladeshi residents	%	39	33	33		Higher	GREEN	↓
<a href="#">SP515c.</a> <a href="#">XCE023c</a>	Percentage of attendees at LAP events who are from targeted communities: Somali residents	%	5	10	5		Higher	GREEN	↑
<a href="#">SP515d.</a> <a href="#">XCE023d</a>	Percentage of attendees at LAP events who are from targeted communities: Young residents (16 - 25)	%	35	21	15		Higher	GREEN	↓

PI Ref No	PI Description	Meas. In	Actual 06/07	Actual 07/08	Target 07/08	Top Quartile 06/07	Pref'd Outcm	Traffic Light	Actual Direction
<b>Childrens Services</b>									
<a href="#">BV038.</a> <a href="#">PSA004</a>	Percentage of 15 year old pupils in schools maintained by the LEA achieving 5 or more GCSEs at grades A*- C or equivalent.	%	55.7	59.2	59	63.2	Higher	GREEN	↑
<a href="#">BV039</a>	Percentage of 15 year old pupils in schools maintained by the local education authority achieving 5 GCSEs or equivalent at grades A* to G including English and Maths.	%	88.3	88.7	93.5	92	Higher	RED	↑
<a href="#">BV040</a>	Percentage of pupils in schools maintained by the LEA achieving Level 4 or above in the Key Stage 2 Mathematics test.	%	78.1	78	85	78.4	Higher	RED	↓
<a href="#">BV041.</a> <a href="#">SP406</a>	Percentage of pupils in schools maintained by the LEA achieving Level 4 or above in the Key Stage 2 English test.	%	79.9	81	85	83.5	Higher	RED	↑
<a href="#">BV043a</a>	Percentage of statements of special educational need prepared within 18 weeks excluding those affected by "exceptions to the rule" under the SEN Code of Practice.	%	100	98.34	100	100	Higher	RED	↓
<a href="#">BV043b</a>	Percentage of statements of special educational need prepared within 18 weeks including those affected by "exceptions to the rule" under the SEN Code of Practice.	%	97.5	90.82	100	99.2	Higher	RED	↓
<a href="#">BV045.</a> <a href="#">THI023b</a>	Percentage of half days missed due to total absence in secondary schools maintained by the local education authority.	%	7.52	6.99	7	7.04	Lower	GREEN	↑
<a href="#">BV046.</a> <a href="#">THI023a</a>	Percentage of half days missed due to total absence in primary schools maintained by the local education authority.	%	6.61	5.41	5	5.92	Lower	RED	↑
<a href="#">BV049.</a> <a href="#">PAFA1.</a> <a href="#">PSA007.</a> <a href="#">SP215.</a> <a href="#">THI013</a>	Percentage of children looked after at 31 March with three or more placements during the year	%	10.95		10		Lower		
<a href="#">BV050.</a> <a href="#">PAFA2.</a> <a href="#">PSA006.</a> <a href="#">SP216</a>	Percentage of children looked after, leaving care aged 16 or over with at least 1 GCSE at grade A-G or a GNVQ.	%	50	48	57		Higher	RED	↓

PI Ref No	PI Description	Meas. In	Actual 06/07	Actual 07/08	Target 07/08	Top Quartile 06/07	Pref'd Outcm	Traffic Light	Actual Direction
<a href="#">BV161.</a> <a href="#">LPSA3a.</a> <a href="#">PAFA04</a>	Ratio of the percentage of those young people who were looked after on 1 April in their 17th year (aged 16) who were engaged in education, training or employment at the age of 19, to the percentage of all 19 year olds who were engaged in education, training or employment.	%	0.92	0.98	0.9		Higher	GREEN	↑
<a href="#">BV162.</a> <a href="#">PAFC20.</a> <a href="#">SP214.</a> <a href="#">THI012</a>	Percentage of child protection cases which should have been reviewed during the year that were reviewed.	%	100	100	100		Higher	GREEN	⇒
<a href="#">BV163.</a> <a href="#">PAFC23.</a> <a href="#">XTH015</a>	Percentage of children looked after that were adopted during the year.	%	16.5	10.62	9		Higher	GREEN	↓
<a href="#">BV181a.</a> <a href="#">LPSA1a</a>	Percentage of 14-year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 test in English.	%	64.68	67	73	79.75	Higher	RED	↑
<a href="#">BV181b.</a> <a href="#">LPSA1b</a>	Percentage of 14-year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 test in Mathematics.	%	67.72	67	73	80.49	Higher	RED	↓
<a href="#">BV181c.</a> <a href="#">LPSA001c</a>	Percentage of 14-year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 test in Science.	%	57.32	59	71	74	Higher	RED	↑
<a href="#">BV181d.</a> <a href="#">LPSA001d</a>	Percentage of 14-year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 test in ICT assessment.	%	61.55	65.3	71	72.5	Higher	RED	↑
<a href="#">BV194a</a>	Percentage of pupils in schools maintained by the local education authority achieving level 5 or above in Key Stage 2 in English.	%	25	29	33	36	Higher	RED	↑
<a href="#">BV194b</a>	Percentage of pupils in schools maintained by the local education authority achieving level 5 or above in Key Stage 2 in Mathematics.	%	29	29	33	36	Higher	RED	⇒
<a href="#">BV221a</a>	Percentage of young people aged 13-19 gaining a recorded outcome compared to the percentage of young people in the local authority area.	%	57	49	60	63	Higher	RED	↓
<a href="#">BV221b</a>	Percentage of young people aged 13-19 gaining an accredited outcome compared to the percentage of young people in the local authority area.	%	30	33	26	30	Higher	GREEN	↑
<a href="#">BV222a</a>	Percentage of integrated early education and childcare settings funded or part-funded by the local authority with a qualification at Level 4 or above.	%	64	58	25	45	Higher	GREEN	↓
<a href="#">BV222b</a>	Percentage of integrated early education and childcare settings funded or part-funded by the local authority which have input from staff with graduate or post graduate training in teaching or child development.	%	62	52	50	100	Higher	GREEN	↓
<a href="#">LAA112a</a>	Reduce the proportion of adult and young offenders and prolific and other priority offenders who reoffend: reduce the level of youth reoffending (by 5% in 2008/09 compared to baseline) (a) pre-court decisions	%	28.8	23.33	23.03		Lower	RED	↑
<a href="#">LAA112b</a>	Reduce the proportion of adult and young offenders and prolific and other priority offenders who reoffend: reduce the level of youth reoffending (by 5% in 2008/09 compared to baseline) (b) first tier penalties	%	46.9	45.45	49.57		Lower	GREEN	↑
<a href="#">LAA112c</a>	Reduce the proportion of adult and young offenders and prolific and other priority offenders who reoffend: reduce the level of youth reoffending (by 5% compared to baseline) (c) community penalties	%	55	66.67	58.46		Lower	RED	↓
<a href="#">LAA112d</a>	Reduce the proportion of adult and young offenders and prolific and other priority offenders who reoffend: reduce the level of youth reoffending (by 5% in 2008/09 compared to baseline) (d) custodial penalties	%	44.4	40	71.25		Lower	GREEN	↑
<a href="#">LAA115</a>	Percentage of people who feel that parents not taking responsibility for the behaviour of their children is a very big or a fairly big problem	%	75	81	73		Lower	RED	↓
<a href="#">LAA503.</a> <a href="#">LPSA008.</a> <a href="#">SP306.</a> <a href="#">THI020</a>	Percentage of young people in Tower Hamlets aged 16-18 not in education, employment or training	%	10.8	8.2	8.2		Lower	GREEN	↑
<a href="#">LAA601.</a> <a href="#">SP403</a>	Increase in the percentage of pupils achieving level 5 in both English and mathematics at KS3	%	54	57.6	69		Higher	RED	↑
<a href="#">LAA602.</a> <a href="#">LPSA011.</a> <a href="#">SP401</a>	The % of pupils in Tower Hamlets earning 5 or more GCSEs at grades A*-C, including English and Mathematics.	%	33.5	36.3	39		Higher	RED	↑
<a href="#">LAA603.</a> <a href="#">LPSA012.</a> <a href="#">SP402</a>	*Improving A Level attainment - A Level Average Points Score per student in Tower Hamlets.	number	219.5	621.5	635		Higher	RED	↑
<a href="#">LAA604a.</a> <a href="#">SP404a.</a> <a href="#">THI024a</a>	Improved overall attendance rates at primary school (proxy for LAA 601 & 602)	%	93.39	94.59	95.5	94.07	Higher	RED	↑
<a href="#">LAA605a.</a> <a href="#">SP405a.</a> <a href="#">THI025a</a>	Unauthorised absence rates - primary (proxy for 601, 602 & 603)	%	1.24	1.23	0.95	0.53	Lower	RED	↑
<a href="#">LAA605b.</a> <a href="#">SP405b.</a> <a href="#">THI025b</a>	Unauthorised absence rates - secondary	%	2.05	1.98	1.9		Lower	RED	↑
<a href="#">LAA606</a>	Number of parents participating in Family Learning programmes	number	1406	1030	1750		Higher	RED	↓
<a href="#">LAA607.</a> <a href="#">SP208</a>	Percentage of primary school pupils having 2 hours+ PE per week	%	62	93.1	80		Higher	GREEN	↑
<a href="#">LAA611</a>	By 2008 all schools to ensure at least 50% of pupils achieve level 5 or above in each of English, maths and science	%	80	80	87		Higher	RED	⇒
<a href="#">LAAP103a</a>	Take up of youth work a) number of 13 -19 year olds contacted	Number	N/A	6366	5929		Higher	GREEN	

PI Ref No	PI Description	Meas. In	Actual 06/07	Actual 07/08	Target 07/08	Top Quartile 06/07	Pref'd Outcm	Traffic Light	Actual Direction
<a href="#">LAAP103b</a>	Take up of youth work (b) number of 13-19 year olds regularly participating (related to BVPI 221 b and a proxy for LAA 103 a,b,c & d)	Number	2897	4000	3558		Higher	GREEN	↑
<a href="#">LAAS608</a>	Percentage of parent governor vacancies	%	8.7	17	7		Lower	RED	↓
<a href="#">LAAS609a</a>	Percentage achieving 6+ end of FS in dispositions and attitudes (DA)	%	83	83	86		Higher	RED	↔
<a href="#">LAAS609b</a>	Percentage achieving 6+ end of FS in emotional development (ED)	%	69	66	74		Higher	RED	↓
<a href="#">LAAS609c</a>	Percentage achieving 6+ end of FS in language for communication (LCT)	%	67	69	70		Higher	RED	↑
<a href="#">LAAS611</a>	Percentage of schools achieving level 3 of the Healthy Schools status	%	52	62	61		Higher	GREEN	↑
<a href="#">LAAS613</a>	*Proportion of 19 year olds who achieve at least level 2 (replaces LAAS 601, 6002 and 603)	%	58	62	59		Higher	GREEN	↑
<a href="#">SP404b</a>	Improved overall attendance rates at secondary school (proxy for LAA 601, 602 & 603)	%	92.48	92.6	93	92.98	Higher	RED	↑
<a href="#">SP407a</a>	Satisfaction of users with primary education	%	N/A				Higher		
<a href="#">SP407b</a>	Satisfaction of users with secondary education	%	N/A				Higher		

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<b>Communities Localities &amp; Culture</b>									
<a href="#">BV082a(i)</a> , <a href="#">CPAE06a</a> , <a href="#">LAA106</a> , <a href="#">SP111</a> , <a href="#">THI005</a>	Percentage of household waste which has been sent by the authority for recycling.	%	11.72	13.61	22	21.77	Higher	RED	↑
<a href="#">BV082a(ii)</a>	Total tonnage of household waste arisings which have been sent by the Authority for recycling.	number	9865.52	11,150.47	18889.1	21177.69	Higher	RED	↑
<a href="#">BV082b(i)</a> , <a href="#">CPAE06b</a>	The percentage of household waste sent by the Authority for composting or treatment by anaerobic digestion.	%	0.18	0.12	0.3	9.19	Higher	RED	↓
<a href="#">BV082b(ii)</a>	The tonnage of household waste sent by the authority for composting or treatment by anaerobic digestion.	number	153.52	99.75	257.58	8673.51	Higher	RED	↓
<a href="#">BV082c(i)</a>	Percentage of the total tonnage of household waste arisings which have been used to recover heat, power and other energy sources.	%	9.16	0	0	53.09	Higher	GREEN	↓
<a href="#">BV082c(ii)</a>	Tonnage of household waste arisings which have been used to recover heat, power and other energy sources.	number	7712.48	0	0	49620.68	Higher	GREEN	↓
<a href="#">BV082d(i)</a>	Percentage of household waste arisings which have been landfilled.	%	78.94	86.27	77.7	28	Lower	RED	↓
<a href="#">BV082d(ii)</a>	The tonnage of household waste arisings which have been landfilled.	number	66444.51	70,683.48	66712.87	12291.99	Lower	RED	↓
<a href="#">BV084a</a> , <a href="#">CPAE26</a>	Number of kilograms of household waste collected per head of the population	number	394.82	384.3	378.19	390.6	Lower	RED	↑
<a href="#">BV084b</a>	Percentage change from the previous financial year in the number of kilograms of household waste collected per head of the population.	number	4.51	-2.66	-4.21	-1.52	Lower	RED	↑
<a href="#">BV086</a>	Cost of waste collection per household.	£	60.89	N/A	75.48	45.87	Lower		
<a href="#">BV087</a>	Cost of waste disposal per tonne for municipal waste	£	70.45	N/A	51.77	45.89	Lower		
<a href="#">BV091a</a> , <a href="#">CPAE45</a>	Percentage of households resident in the authority's area served by kerbside collection of recyclables	%	93.2	92.22	100	100	Higher	RED	↓
<a href="#">BV091b</a> , <a href="#">CPAE077</a>	Percentage of households resident in the authority's area served by kerbside collection of at least two recyclables.	%	93.2	92.22	100	100	Higher	RED	↓
<a href="#">BV099ai</a> , <a href="#">CPAE12</a> , <a href="#">LAA107</a> , <a href="#">LPSA004</a> , <a href="#">SP103</a>	Number of people killed or seriously injured (KSI) in road traffic collisions.	number	111	124	105	85	Lower	RED	↓
<a href="#">BV099aii</a>	Percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions since the previous year.	%	-16.54	11.71	-5.41	-20.2	Lower	RED	↓
<a href="#">BV099aiii</a>	Percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions since the 1994-98 average.	%	-40.51	-33.55	-43.73	-50.4	Lower	RED	↓
<a href="#">BV099bj</a>	Number of children (aged under 16 years) killed or seriously injured (KSI) in road traffic collision	number	8	9	8	8	Lower	RED	↓
<a href="#">BV099bji</a>	Percentage change in the number of children (aged under 16 years) killed or seriously injured (KSI) in road traffic collisions since the previous year.	%	-52.94	12.5	0	-47.3	Lower	RED	↓
<a href="#">BV099bji</a>	Percentage change in the number of children killed or seriously injured (KSI) in road traffic collisions since the 1994-98 average.	%	-70.8	-67.15	-70.8	-73.1	Lower	RED	↓
<a href="#">BV099ci</a> , <a href="#">CPA023b</a> , <a href="#">PSA012</a>	Number of people slightly injured in road traffic collisions.	number	893	792	880	671	Lower	GREEN	↑
<a href="#">BV099cii</a>	Percentage change in the number of people slightly injured in road traffic collisions since the previous year.	%	4	-11.31	-1.46	-14.3	Lower	GREEN	↑
<a href="#">BV099ciii</a>	Percentage change in the number of people slightly injured in road traffic collisions since the 1994-98 average.	%	-12.67	-22.55	-12.67	-34.1	Lower	GREEN	↑
<a href="#">BV100</a>	Number of days of temporary traffic controls or road closure on traffic sensitive streets per km of traffic sensitive streets.	days	0.56	0.42	0.3	0	Lower	RED	↑
<a href="#">BV126</a> , <a href="#">THI002</a>	Number of domestic burglaries per 1,000 households.	number	16.95	15.98	18.5	14.1	Lower	GREEN	↑

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<a href="#">BV127a</a>	Violent crime per year, 1,000 population in the Local Authority area.	number	46.7	39.58	43.3	22	Lower	GREEN	↑
<a href="#">BV127b</a> <a href="#">LPSA001a</a> <a href="#">XCE016</a> <a href="#">XTH006</a>	Robberies per year, per 1,000 population in the Local Authority area.	number	8.97	6.42	6.5	3.7	Lower	GREEN	↑
<a href="#">BV128</a> <a href="#">THI007</a>	Number of vehicle crimes per 1,000 population.	number	19.95	19.57	18.3	14	Lower	RED	↑
<a href="#">BV165</a> <a href="#">CPAE16</a>	Percentage of pedestrian crossings with facilities for disabled people.	%	36	75	100	100	Higher	RED	↑
<a href="#">BV166a</a> <a href="#">CPAE27</a>	Score against a checklist of enforcement best practice for environmental health.	%	100	100	100	100	Higher	GREEN	⇒
<a href="#">BV166b</a> <a href="#">CPAE21</a>	Score against a checklist of enforcement best practice for trading standards.	%	100	100	100	100	Higher	GREEN	⇒
<a href="#">BV174</a> <a href="#">XCE013</a> <a href="#">XTH004</a>	Number of racial incidents recorded by the authority per 100,000 population.	number	227.48	146.34	285	n/a	Higher	RED	↓
<a href="#">BV175</a> <a href="#">CPAH19</a> <a href="#">XCE014</a>	Percentage of racial incidents that resulted in further action.	%	100	100	100	100	Higher	GREEN	⇒
<a href="#">BV178</a> <a href="#">CPAC01</a>	Percentage of the total length of footpaths and other rights of way that were easy to use by members of the public.	%	N/R	N/R	N/R		Higher		
<a href="#">BV186a</a>	Ratio of the percentage of the principal road network where major structural treatment is not considered necessary to the authority's average structural expenditure per kilometre on the principal road network over the past three years.	%	N/A				Higher		
<a href="#">BV186b</a>	Ratio of the percentage of the non-principal road network where major structural treatment is not considered necessary to the authority's average structural expenditure per kilometre on the non-principal road network over the past three years.	%	N/A				Higher		
<a href="#">BV187</a> <a href="#">CPAE18</a>	Percentage length of category 1, 1a and 2 footway network needing treatment.	%	19.07	21.5	9.8	16	Lower	RED	↓
<a href="#">BV199a</a> <a href="#">CPAE04</a> <a href="#">LAA105</a> <a href="#">LPSA003</a> <a href="#">SP108</a> <a href="#">THI004</a>	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		12	14.6	Lower		
<a href="#">BV199b</a> <a href="#">CPAE071b</a>	The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of graffiti are visible.	%	13		9	4	Lower		
<a href="#">BV199c</a> <a href="#">CPAE071c</a>	The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of fly-posting are visible.	%	6		5	1	Lower		
<a href="#">BV199d</a> <a href="#">CPAE071d</a>	The year-on-year reduction in total number of incidents and increase in total number of enforcement actions taken to deal with 'fly-tipping'.	grade	4		1	2	Lower		
<a href="#">BV215a</a>	The average number of days taken to repair a street lighting fault, which is under the control of the local authority - non DNO -	days	3.55	2.25	1.9	2.13	Lower	RED	↑
<a href="#">BV215b</a>	The average time taken to repair a street lighting fault, where response time is under the control of a DNO	days	15.71	17.6	15	15.21	Lower	RED	↓
<a href="#">BV216a</a>	Number of 'sites of potential concern' (within the local authority area), with respect to land contamination.	number	511	850	479	n/a	None		
<a href="#">BV216b</a>	Number of sites for which sufficient detailed information is available to decide whether remediation of the land is necessary, as a percentage of all 'sites of potential concern'.	%	8.59	11	8.98	39	Higher	GREEN	↑
<a href="#">BV217</a>	Percentage of pollution control improvements to existing installations completed on time	%	100	100	90	100	Higher	GREEN	⇒
<a href="#">BV218a</a> <a href="#">XTH009a</a>	Percentage of new reports of abandoned vehicles investigated within 24hrs of notification	%	98.8	99.46	98	98.78	Higher	GREEN	↑
<a href="#">BV218b</a> <a href="#">LAA122</a> <a href="#">XTH009b</a>	Percentage of abandoned vehicles removed within 24 hours from the point at which the Authority is legally entitled to remove the vehicle	%	95.8	99.12	96	97.3	Higher	GREEN	↑
<a href="#">BV220</a>	Compliance against the Public Library Service Standards	grade	12.5	12	17		Higher	RED	↓
<a href="#">BV223</a>	Percentage of the local authority principal road network where structural maintenance should be considered.	%	22	9	16	8	Lower	GREEN	↑
<a href="#">BV224a</a>	Percentage of the non-principal classified road network where maintenance should be considered.	%	32.17	12	24	10	Lower	GREEN	↑
<a href="#">BV224b</a> <a href="#">CPAE11</a>	Percentage of the unclassified road network where structural maintenance should be considered.	%	7.97	8.85	7.75	9	Lower	RED	↓
<a href="#">BV225</a> <a href="#">CPAH731</a>	Actions Against Domestic Violence.	%	100	100	100	n/a	Higher	GREEN	⇒
<a href="#">LAA101</a> <a href="#">SP105</a> <a href="#">THI003</a>	Reduction in overall crime rate (BCS Comparator Offences)	number	18592	17199	18109		Lower	GREEN	↑
<a href="#">LAA102</a> <a href="#">LPSA001b</a> <a href="#">SP101</a> <a href="#">THI001</a> <a href="#">XCE012</a>	Wounding: number of violent crimes (common assault plus ABH/GHB) per 1000 population	number	22.9	20.9	20.15		Lower	RED	↑

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<a href="#">LAA103a.</a> <a href="#">LPSA002b</a> <a href="#">(i), SP102a</a>	Perceptions of antisocial behaviour: percentage of population who view as a "very big problem" the following issue: - Youths hanging around on the streets	%	46	32.2	38		Lower	GREEN	↑
<a href="#">LAA103b.</a> <a href="#">LPSA002b</a> <a href="#">(ii), SP102b</a>	Perceptions of antisocial behaviour: percentage of population who view as a "very big problem" the following issue: - Graffiti and other deliberate damage to property or vehicles	%	24	23.7	35		Lower	GREEN	↑
<a href="#">LAA103c.</a> <a href="#">LPSA002b</a> <a href="#">(iii), SP102c</a>	Perceptions of antisocial behaviour: percentage of population who view as a "very big problem" the following issue: - people using or dealing drugs	%	43	32.2	41		Lower	GREEN	↑
<a href="#">LAA103d.</a> <a href="#">LPSA002b</a> <a href="#">(v), SP102d</a>	Perceptions of antisocial behaviour: percentage of population who view as a "very big problem" the following issue: - people being drunk or rowdy in public places	%	19	15.3	23		Lower	GREEN	↑
<a href="#">LAA104.</a> <a href="#">LPSA010a.</a> <a href="#">SP104.</a> <a href="#">THI002.</a> <a href="#">XCE017</a>	Increased number of under 18s accessing drug treatment	number	711	1034	732		Higher	GREEN	↑
<a href="#">LAA108</a>	Reduce the proportion of adult and young offenders and prolific and other priority offenders who reoffend: reduced recorded convictions of PPOs, excluding prisoners and those on the list under one year	%	30	31	30		Higher	GREEN	↑
<a href="#">LAA109</a>	Reduce the proportion of adult and young offenders and prolific and other priority offenders who reoffend: reduced percentage of Drug Intervention Programme clients reoffending	%	28	13	20		Lower	GREEN	↑
<a href="#">LAA110</a>	Reduce the proportion of adult and young offenders and prolific and other priority offenders who reoffend: increase the proportion of offenders accessing housing or other tenancy related support		29	48	45		Higher	GREEN	↑
<a href="#">LAA111</a>	Reduce the proportion of adult and young offenders and prolific and other priority offenders who reoffend: increased number of unemployed offenders obtaining and keeping employment for at least four weeks	Number	42		10		Higher		
<a href="#">LAA113</a>	Percentage of residents identifying crime within their top three concerns (ARS)	%	N/A	55	45		Lower	RED	
<a href="#">LAA114</a>	Increase in percentage of people who feel informed about what is being done to tackle antisocial behaviour in their local area	%	24	27	32		Higher	RED	↑
<a href="#">LAA116</a>	Percentage who think that people not treating other people with respect and consideration is a very big or fairly big problem	%	59	53.6	53		Lower	RED	↑
<a href="#">LAA121</a>	Quality of surroundings - increase in number of green flag awards	Number	N/A	5	5		Higher	GREEN	
<a href="#">LAA123</a>	Reduction in the percentage of municipal waste landfilled	%	N/A	88.39	81		Lower	RED	
<a href="#">LAA124</a>	Increase in the percentage of municipal waste recycled	%	N/A	10.28	19		Higher	RED	
<a href="#">LAA125</a>	Reduction in aggregated score for perception of 7 strands of ASB as measured in Best Value General Survey	%	44	49.2	41		Higher	GREEN	↑
<a href="#">LAA612</a>	The percentage annual increase in the number of schools with an approved travel plan (STP) required to achieve 100% STP coverage by March 2010	%	N/A	83.78	85		Higher	RED	
<a href="#">LAAP101</a>	Incidents of criminal damage (proxy for LAA 103 a,b,c,d)	number	17.05	15.63	15.83		Lower	GREEN	↑
<a href="#">LAAP104</a>	Percentage of people who think that street cleaning is good, very good or excellent (ARS) (proxy for LAA 119)	%	N/A	51	63		Higher	RED	
<a href="#">LAAP605</a>	Recorded users of leisure centres under the age of 19	Number	16263	26,908	16426		Higher	GREEN	↑
<a href="#">LAAS101.</a> <a href="#">SP106</a>	Reduced youth-on-youth violent crime (where victim is under 19 and accused is under 19 or suspect is thought to be under 19)	number	644	542	570		Lower	GREEN	↑
<a href="#">LAAS102</a>	Domestic violence sanctioned detection rate	%	45.1	47	37		Higher	GREEN	↑
<a href="#">LAAS103.</a> <a href="#">SP107</a>	Reduced length of time domestic violence is experienced before it is initially reported to a specialist agency	%	3.2	3.85	-6		Lower	RED	↓
<a href="#">LAAS104</a>	Non-accidental secondary fires (excluding vehicles) (BV206iii)	number	2.99	3.65	2.99		Lower	RED	↓
<a href="#">LAAS105</a>	Non-accidental secondary vehicle fires (BV206iv)	number	0.23	0.2	0.23		Lower	GREEN	↑
<a href="#">LAAS106.</a> <a href="#">SP110</a>	Percentage of people asked who think that parks, playgrounds and open spaces are good, very good or excellent (proxy for LAA 120)	%	50	54	52	n/a	Higher	GREEN	↑
<a href="#">LAAS107.</a> <a href="#">SP109a</a>	Improved perceptions of antisocial behaviour: reduced percentage of the population who view rubbish and litter lying around as "a very serious problem"	%	32	32.9	23		Lower	RED	↓
<a href="#">LAAS604.</a> <a href="#">LPSA010b.</a> <a href="#">SP408.</a> <a href="#">THI026</a>	Number of under 16s who are active users of the Idea Stores and libraries	number	13473	12158	19272		Higher	RED	↓
<a href="#">LAAS605.</a> <a href="#">LPSA010c.</a> <a href="#">SP409.</a> <a href="#">THI027</a>	Total number of library items issued to under 16s - Enhancing young people	number	266303	333319	317000		Higher	GREEN	↑
<a href="#">LAAS606.</a> <a href="#">LPSA010d.</a> <a href="#">SP410.</a> <a href="#">THI028</a>	Number of young people under 16 attending study support sessions - enhancing young people	number	750	1,252	765		Higher	GREEN	↑



PI Ref No	PI Description	Meas. In	Actual 06/07	Actual 07/08	Target 07/08	Top Quartile 06/07	Pref'd Outcm	Traffic Light	Actual Direction
<a href="#">LAAS607</a> , <a href="#">LPSA010e</a> , <a href="#">SP411</a> , <a href="#">THI029</a>	Total number of under 19s completing a course in Idea Stores, libraries and learning centres - enhancing young people	number	1741	1778	1,760		Higher	GREEN	↑
<a href="#">LPSA002a</a>	Reducing antisocial behaviour: - a. non-accidental secondary fires (per 1,000 residents)	number	N/A		9.17		Lower		
<a href="#">LPSA002b (iv)</a>	Perceptions of antisocial behaviour: percentage of population who view as a "very big problem" the following issue: - rubbish and litter lying around	%	32	32.9	28		Lower	RED	↓
<a href="#">LPSA002c</a>	Reducing antisocial behaviour: - % of residents who say that antisocial behaviour has got worse or not changed in the past 3 years	%	N/A	78.7	69		Lower	RED	
<a href="#">SP109b</a>	Improved perceptions of antisocial behaviour: reduced percentage of the population who view abandoned or burnt out cars as a "very serious problem"	%	8	6.5	18		Lower	GREEN	↑
<a href="#">SP413</a>	Percentage of people asked who think that leisure and sports facilities are good, very good or excellent	%	N/A	46			Higher		

PI Ref No	PI Description	Meas. In	Actual 06/07	Actual 07/08	Target 07/08	Top Quartile 06/07	Pref'd Outcm	Traffic Light	Actual Direction
<b>Development and Renewal</b>									
<a href="#">BV106</a> , <a href="#">CPAE23</a>	Percentage of new homes built on previously developed land.	%	100	100	100	100	Higher	GREEN	⇒
<a href="#">BV109a</a> , <a href="#">CPAE02a</a> , <a href="#">SP301</a> , <a href="#">THI017</a>	Percentage of major planning applications determined within 13 weeks.	%	38.33	56.92	60	82.56	Higher	RED	↑
<a href="#">BV109b</a> , <a href="#">CPAE02b</a> , <a href="#">SP302</a> , <a href="#">THI018</a>	Percentage of minor planning applications determined in 8 weeks.	%	80.49	84.4	80.5	85.15	Higher	GREEN	↑
<a href="#">BV109c</a> , <a href="#">CPAE02c</a> , <a href="#">SP303</a> , <a href="#">THI019</a>	Percentage of other planning applications determined in 8 weeks.	%	84.18	86.66	88.3	92.86	Higher	RED	↑
<a href="#">BV156</a>	Percentage of Authority buildings in which all public areas are suitable for and accessible to disabled people	%	54.39		70	n/a	Higher		
<a href="#">BV200a</a>	Did the local planning authority submit the Local Development Scheme (LDS) by 28th March 2005 and thereafter maintain a 3-year rolling programme?	Yes/No	Yes	Yes	Yes		None		
<a href="#">BV200b</a> , <a href="#">CPAE44</a>	Has the local planning authority met the milestones which the current Local Development Scheme (LDS) sets out?	Yes/No	No	Yes	Yes		None		
<a href="#">BV204</a> , <a href="#">CPAE44</a>	Percentage of appeals allowed against the authority's decision to refuse planning applications.	%	15	34.78	20	28.5	Lower	RED	↓
<a href="#">BV205</a> , <a href="#">CPAE43</a>	Score against a planning service quality checklist.	%	100	100	100	100	Higher	GREEN	⇒
<a href="#">BV219b</a>	Percentage of conservation areas in the local authority area with an up-to date character appraisal	%	70	100	80	65	Higher	GREEN	↑
<a href="#">BV226a</a>	Total amount spent by the Local Authority on Advice and Guidance services provided by external organisations.	£	1027612		1,048,164	n/a	Higher		
<a href="#">BV226b</a>	Percentage of monies spent on advice and guidance services provision which was given to organisations holding the CLS Quality Mark at 'General Help' level and above.	%	90.85		93	n/a	Higher		
<a href="#">BV226c</a>	Total amount spent on Advice and Guidance in the areas of housing, welfare benefits and consumer matters which is provided directly by the authority to the public.	£	717696		702900	n/a	Higher		
<a href="#">LAA502</a> , <a href="#">LPSA009</a> , <a href="#">SP307</a> , <a href="#">THI021</a>	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	number	139	220	250		Higher	RED	↑
<a href="#">LAA506</a> , <a href="#">SP305</a>	Worth of contracts secured by local businesses through the Canary Wharf Local Business Liaison Office (private sector supply chain)	£	6,000,000	8,000,000	6,000,000		Higher	GREEN	↑
<a href="#">LAA507</a> , <a href="#">SP304</a> , <a href="#">THI016</a>	Number of businesses / social enterprises assisted to improve their performance	number	43	184	40		Higher	GREEN	↑
<a href="#">LAA508</a>	Number of social enterprises created	number	4	6	6		Higher	GREEN	↑
<a href="#">LAA509</a>	A reduction of at least 2.0 percentage points in the overall benefits claim rate for those living in the local authority wards identified by DWP as having the worst initial labour market position	%	N/A		2		Higher		
<a href="#">LAA511</a>	Percentage of registered NEETs assisted into sustainable employment	%	N/A	108 clients	38		Higher		
<a href="#">LAA512</a>	Develop and implement a work placement model for IB clients and Lone Parents	Number	N/A	20	10		Higher	GREEN	
<a href="#">LAA513</a>	Number of employer activities to increase aspiration and information about job opportunities in the labour market for young people	Number	12	13	10		Higher	GREEN	↑
<a href="#">LAA514</a>	Number of local job seekers assisted to secure employment through Earn to Learn programmes	Number	116	149	120		Higher	GREEN	↑
<a href="#">LAA515</a>	Increase in the percentage of young people on New Deal programme entering and sustaining employment	%	26		32		Higher		
<a href="#">SP308</a> , <a href="#">THI022</a>	Percentage of young people in Tower Hamlets aged 18-25 claiming unemployment-related benefits	%	20.7	18.2	16		Lower	RED	↑

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<a href="#">SP309</a> <a href="#">THI023</a>	Percentage of local residents claiming unemployment-related benefits	%	8.6	7.4	8		Lower	GREEN	↑
<a href="#">SP310</a>	Increased supply of employment opportunities in key growth sectors prompted directly through the Employment Consortium	number	1354	1254	1400		Higher	RED	↓

PI Ref No	PI Description	Meas. In	Actual 06/07	Actual 07/08	Target 07/08	Top Quartile 06/07	Pref'd Outcm	Traffic Light	Actual Direction
<b>Housing</b>									
<a href="#">BV063</a> <a href="#">CPAE24</a> <a href="#">CPAH11</a>	Energy Efficiency the average SAP rating of local authority owned dwellings.	number	63.97	65.41	65	70	Higher	GREEN	↑
<a href="#">BV064</a> <a href="#">CPAH23</a>	Number of private sector vacant dwellings that are returned into occupation or demolished as a direct result of action by the local authority	number	337	275	302	396	Higher	RED	↓
<a href="#">BV066a</a> <a href="#">CPAH06</a>	Local authority rent collection and arrears: proportion of rent collected.	%	97.06	98.1	97.4	97.6	Higher	GREEN	↑
<a href="#">BV066b</a>	The number of local authority tenants with more than seven weeks of (gross) rent arrears as a percentage of the total number of council tenants.	%	6.8	6.68	6.5	6.58	Lower	RED	↑
<a href="#">BV066c</a>	Percentage of local authority tenants in arrears who have had Notices Seeking Possession served.	%	29.1	35.75	27	16.96	Lower	RED	↓
<a href="#">BV066d</a>	Percentage of local authority tenants evicted as a result of rent arrears.	%	0.35	0.36	0	0.21	Lower	RED	↓
<a href="#">BV074a</a> <a href="#">CPAH12</a>	Satisfaction of tenants of council housing with the overall service provided by their landlord: all tenants	%	56.32	56.32	63	72.5	Higher	RED	⇒
<a href="#">BV074b</a>	Satisfaction of tenants of council housing with the overall service provided by their landlord: with results further broken down by b) black and minority ethnic tenants.	%	51.58	51.58	63	70.5	Higher	RED	⇒
<a href="#">BV074c</a>	Satisfaction of non-ethnic minority local authority tenants with the overall service provided by their landlord.	%	59.04	59.04	63	77	Higher	RED	⇒
<a href="#">BV075a</a> <a href="#">CPAH13</a>	Satisfaction of council housing tenants with opportunities for participation in management and decision making in relation to housing services provided by their landlord: a: All tenants	%	45.42	45.42	51	62	Higher	RED	⇒
<a href="#">BV075b</a>	Tenant Satisfaction with Participation - Ethnic Minority Tenants	%	49.2	49.2	51	64.3	Higher	RED	⇒
<a href="#">BV075c</a>	Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord: b) non-black and minority ethnic tenants.	%	42.63	42.63	51		Higher	RED	⇒
<a href="#">BV076b</a>	Number of benefit fraud investigators employed, per 1,000 caseload.	number	0.3	0.29	0.396	n/a	None		
<a href="#">BV076c</a>	The number of Housing Benefit and Council Tax Benefit (HB/CTB) fraud investigations carried out by the Local Authority per year, per 1,000 caseload.	number	22.97	26.02	29	n/a	None		
<a href="#">BV076d</a>	The number of Housing Benefit and Council Tax Benefit (HB/CTB) prosecutions and sanctions, per year, per 1,000 caseload, in the Local Authority area.	number	4.9	5	4	n/a	None		
<a href="#">BV078a</a> <a href="#">SP218</a>	Average time for processing new housing benefit and council tax benefit claims (days).	days	28.49	25.18	28	27.5	Lower	GREEN	↑
<a href="#">BV078b</a> <a href="#">XTH031</a>	Average time for processing notifications of changes of circumstance, relating to housing benefit and council tax benefit claims (days).	days	13.3	13.03	7.5	12	Lower	RED	↑
<a href="#">BV079a</a>	Percentage of housing benefit and council tax benefit cases for which the calculation of the amount of benefit due was correct.	%	98.6	99.36	98.65	99.3	Higher	GREEN	↑
<a href="#">BV079b(i)</a>	The amount of Housing Benefit overpayments (HB) recovered as a percentage of all HB overpayments.	%	60.89	69.61	64.2	70.37	Higher	GREEN	↑
<a href="#">BV079b(ii)</a>	HB overpayments recovered as a percentage of the total amount of HB overpayment debt outstanding at the start of the year, plus amount of HB overpayments identified during the year.	%	23.54	27.06	39.6	28.35	Higher	RED	↑
<a href="#">BV079b(iii)</a>	Housing Benefit (HB) overpayments written off as a percentage of the total amount of HB overpayment debt outstanding at the start of the year, plus amount of HB overpayments identified during the year.	%	2.64	2.52	15.5	n/a	None		
<a href="#">BV184a</a> <a href="#">CPAH01</a> <a href="#">LAA405a</a>	The percentage of local authority dwellings which were non-decent at the start of the financial year.	%	61.74	58.95	58.95	23	Lower	GREEN	↑
<a href="#">BV184b</a> <a href="#">CPAH02</a> <a href="#">LAA405b</a> <a href="#">SP202</a>	The percentage change in the proportion of non-decent dwellings between the start and the end of the financial year.	%	15.05	17.9	17.9	18.2	Higher	GREEN	↑
<a href="#">BV212</a> <a href="#">CPAH08</a> <a href="#">SP204</a> <a href="#">THI007</a> <a href="#">CPAH04</a> <a href="#">SP203</a> <a href="#">THI006</a>	Average time taken to re-let local authority housing.	days	34.3	33.8	31	26	Lower	RED	↑
<a href="#">LAA401</a>	Percentage of urgent repairs completed in government time limits	%	96.59	97.83	97.2		Higher	GREEN	↑
<a href="#">LAA402a</a>	Development of a common 'quality framework' for key management standards (% complete)	%	30	70	70		Higher	GREEN	↑
<a href="#">LAA402b</a>	Increasing resident satisfaction with key services linked into the framework minimum standard in 2006/07: local authority stock	%	N/A		Tbc		Higher		
<a href="#">LAA402b</a>	Increasing resident satisfaction with key services linked into the framework minimum standard is baseline satisfaction in 2006/07: RSL stock	%	N/A		Tbc		Higher		

PI Ref No	PI Description	Meas. In	Actual 06/07	Actual 07/08	Target 07/08	Top Quartile 06/07	Pref'd Outcm	Traffic Light	Actual Direction
<a href="#">LAA403</a> , <a href="#">LPSA005</a> , <a href="#">SP201</a>	Increased supply of affordable homes - Number of empty homes brought back into use	number	17	25	17		Higher	GREEN	↑
<a href="#">LAA404a</a>	Number of additional affordable family homes developed in line with the emerging low-cost home ownership model	number	N/A		-		Higher		
<a href="#">LAA404b</a>	Development of demonstration sites (no. of units)	number	N/A		36		Higher		
<a href="#">LAA404c</a>	Implement alternative models of home ownership (% completed)	%	N/A		N/A		Higher		
<a href="#">LAA405c</a>	Percentage reduction of non-decent homes in homes transferred to RSLs in previous years	%	N/A		15		Higher		
<a href="#">LAA405d</a>	Non-decency across RSL homes, as reported in RSL RSR (TBC)	%	N/A				Lower		
<a href="#">LAAS401</a>	Establish stock ownership audit and mapping (% complete)	%	90		100		Higher		
<a href="#">LAAS402</a>	Establish information sharing website (% complete)	%	30		100		Higher		
<a href="#">LAAS403</a>	Identify 'Primary' landlord per LAP (or paired LAP) area based on size or lead specialism and establish the relevant working groups (%complete)	%	N/A		100		Higher		
<a href="#">LAAS404</a>	establish common framework for key issues (% complete)	%	N/A		70		Higher		
<a href="#">LAAS405</a>	Implementation of Quality Frameworks (% complete)	%	N/A		30		Higher		
<a href="#">SP205</a>	Percentage of residents satisfied with the Council's repairs service	%	90.22		91		Higher		

PI Ref No	PI Description	Meas. In	Actual 06/07	Actual 07/08	Target 07/08	Top Quartile 06/07	Pref'd Outcm	Traffic Light	Actual Direction
<b>Primary Care Trust</b>									
<a href="#">BV197</a> , <a href="#">LAA610</a> , <a href="#">SP209</a>	Percentage change in the number of conceptions to females aged under 18, resident in an area, per thousand females aged 15-17 resident in the area, compared with the baseline year of 1998.	%	-25.3	-24.2	-43	-22.18	Lower	RED	↓
<a href="#">LAA301a</a>	Increased life expectancy, with a 10% reduction in the gap between Tower Hamlets and the average for England and Wales by 2010 - men (data monitored annually, but available two years in arrears)	%	74.9	75.2	74.8		Higher	GREEN	↑
<a href="#">LAA301b</a>	Increased life expectancy, with a 10% reduction in the gap between Tower Hamlets and the England and Wales average by 2010 - women (data monitored annually, but available two years in arrears)	number	79.9	80.2	79.8		Higher	GREEN	↑
<a href="#">LAA302</a>	The number of deaths under the age of 75 from cardiovascular disease, measured in standardised rates per 100,000 people (performance monitored annually, but two years in arrears)	number	141.5	131.8	144		Lower	GREEN	↑
<a href="#">LAA303</a>	the number of deaths under the age of 75 from cancer, measured in standardised rates per 100,000 people (performance monitored annually, but data available two years in arrears)	number	121	148.3	122		Lower	RED	↓
<a href="#">LAA304</a>	Number of new or redeveloped primary care facilities	number	N/A	11	10		Higher	GREEN	
<a href="#">LAA305</a>	Total number of people quitting smoking per year	number	2105	1400	2025		Higher	RED	↓
<a href="#">LAA306a</a>	Reduce health inequalities between the local authority area and the England population by narrowing the gap in all-age, all-cause mortality: male	Number	894.8	872.73	862		Lower	RED	↑
<a href="#">LAA306b</a>	Reduce health inequalities between the local authority area and the England population by narrowing the gap in all-age, all-cause mortality: female	Number	598.8	585.93	577		Lower	RED	↑
<a href="#">LAA307</a>	26% of the 4 week quits will come from the 20% most deprived Super Output Areas	%	N/A		TBC		Higher		
<a href="#">LAA604b</a>	Percentage of children in Year 8 eating 5 portions of fruit/vegetables a day (Proxy for LAA 610) [New definition]	%	N/A				Higher		
<a href="#">LAA608a</a> , <a href="#">LPSA006/7</a> <a href="#">a, SP206a</a>	Prevalence of OBESITY among primary school children in year 7 (ACTUAL Year 6)	%	N/A	22.93	22		Lower	RED	
<a href="#">LAA608b</a> , <a href="#">LPSA006/7</a> <a href="#">b, SP206b</a>	Prevalence of children OVERWEIGHT and OBESITY combined among primary school children in year 7.( ACTUAL YEAR 6)	%	N/A	37.11	36		Lower	RED	
<a href="#">LAA608c</a>	Prevalence of OVERWEIGHT among primary school children in Year 7 (ACTUAL Year 6)	%	N/A	14.18	13		Lower	RED	
<a href="#">LAA609a</a> , <a href="#">SP207</a>	Proportion of children who have ever smoked a cigarette as reported in the TellUS Survey (Year 6, 8 and 10)	%	N/A	21	TBC		Lower		
<a href="#">LAA609b</a>	Reduction in percentage of children who smoke regularly: (Tell us)Year 10	%	N/A		TBC		Lower		
<a href="#">LAAP301</a>	Patients with coronary heart disease with blood pressure measured within last 15 months of 150 / 90 or less (proxy for LAA 302)	%	84	85	88		Higher	RED	↑
<a href="#">LAAP302</a>	Patients with coronary heart disease with cholesterol measured within last 15 months of 5 mmol/l or less (proxy for LAA 302)	%	75	79	78		Higher	GREEN	↑
<a href="#">LAAP303</a>	Breast cancer screening coverage for women aged 50 - 70 years (proxy for LAA 303)	%	52		60		Higher		
<a href="#">LAAP304</a>	Cervical screening coverage for women aged 25 - 64 years (proxy for LAA 303)	%	72.3	71	80		Higher	RED	↓
<a href="#">LAAP601</a>	Annual weight monitoring for Year 6 pupils (from Sept. 2006) (proxy for LAA 608 a,b)	%	N/A		14.05		Lower		

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<a href="#">LAAP602</a>	Percentage of young people smoking in secondary schools targeted by Peer Education Project (proxy for LAA 609)	%	N/A				Lower		
<a href="#">LAAP603a</a>	Smoking status of 8 - 12 year olds (proxy for LAA 609)	Number	N/A				Lower		
<a href="#">LAAP603b</a>	Smoking status of 13-15 year olds (proxy for LAA 609)	Number	N/A				Lower		
<a href="#">LAAP604a</a>	Percentage of 8-12 year old children eating 5 portions of fruit / vegetables a day (proxy for LAA 610)	%	N/A				Higher		
<a href="#">LAAP604b</a>	Percentage of 13-15 year old children eating 5 portions of fruit / vegetables a day (proxy for LAA 610)	%	N/A				Higher		
<a href="#">LAAS301</a>	Total number of people undertaking self-management courses per year (proxy for LAA 301)	Number	700	841	795		Higher	GREEN	↑
<a href="#">LAAS302</a> <a href="#">LPSA006/7c</a>	The number of patients diagnosed with diabetes receiving an annual review of their condition	number	9093	8228	7700		Higher	GREEN	↓
<a href="#">LAAS610a</a>	Percentage of children eating 5 portions of fruit / vegetables a day (Tellus): Year 6, 8, and 10.	%	N/A	15			Higher		
<a href="#">LAAS610b</a>	Percentage of children eating 5 portions of fruit /vegetables a day (Tell us): Year 10	%	N/A		n/a		Higher		
<a href="#">LAAS612</a>	Percentage of families visited within 8 weeks of birth of child	%	100		100		Higher		

PI Ref No	PI Description	Meas. In	Actual 06/07	Actual 07/08	Target 07/08	Top Quartile 06/07	Pref'd Outcm	Traffic Light	Actual Direction
<b>Resources</b>									
<a href="#">BV008</a> <a href="#">CE038</a> <a href="#">SP506</a> <a href="#">THI033</a>	Percentage of Undisputed Invoices Paid on Time	%	91.87	91	96	93	Higher	RED	↓
<a href="#">BV009</a> <a href="#">CE034</a>	Percentage of council tax collected.	%	94.6	94.71	96.25	96.1	Higher	RED	↑
<a href="#">BV010</a> <a href="#">CE035</a>	Percentage of Non-domestic Rates Collected	%	99.54	99.7	99.5	99.19	Higher	GREEN	↑
<a href="#">BV011a</a> <a href="#">CE045a</a> <a href="#">SP517</a> <a href="#">THI041</a>	Percentage of top 5% of earners of Local Authority staff that are women.	%	53.21	52.71	50	48.36	Higher	GREEN	↓
<a href="#">BV011b</a> <a href="#">CE044a</a> <a href="#">SP516</a> <a href="#">THI040</a>	The percentage of the top 5% of Local Authority staff who are from an ethnic minority.	%	15.26	17.43	18	18.12	Higher	RED	↑
<a href="#">BV011c</a>	Percentage of the top paid 5% of staff who have a disability (excluding those in maintained schools.)	%	4.62	3.51	5	5.39	Higher	RED	↓
<a href="#">BV012</a> <a href="#">CE046a</a> <a href="#">SP505</a>	Number of working days/shifts lost to sickness absence per employee.	days	7.92	8.75	7.75	7.59	Lower	RED	↓
<a href="#">BV014</a>	Percentage of early retirements (excluding ill-health retirements) as a percentage of the total workforce.	%	0.39	0.66	0.18	0.3	Lower	RED	↓
<a href="#">BV015</a>	Percentage of employees retiring on grounds of ill health as a percentage of the total workforce.	%	0.25	0.14	0.1	0.13	Lower	RED	↑
<a href="#">BV016a</a>	Percentage of staff declaring that they meet the Disability Discrimination Act disability definition,	%	5.12	4.7	5.5	4.33	Higher	RED	↓
<a href="#">BV017a</a>	Percentage of authority employees from minority ethnic communities as a percentage of the total workforce.	%	43.53	46.79	45	37.8	Higher	GREEN	↑
<a href="#">CE047</a> <a href="#">SP510</a> <a href="#">THI035</a>	% of telephones answered within the customer promise standard	%	69	68	77		Higher	RED	↓
<a href="#">CE048</a> <a href="#">SP511</a> <a href="#">THI036</a>	% of letters responded to within customer promise standard	%	N/A	75.1	90		Higher	RED	
<a href="#">CE050</a> <a href="#">SP512</a> <a href="#">THI037</a>	% of calls handled by the customer contact centre	%	N/A	42.7	45		Higher	RED	
<a href="#">CE053a</a> <a href="#">SP513</a> <a href="#">THI038</a>	Percentage of complaints completed in time - Council as a whole - Stage 1	%	65	74	80		Higher	RED	↑
<a href="#">SP501</a> <a href="#">THI031</a>	Budget Performance	£	-2536000		0		Lower		
<a href="#">SP503</a>	Percentage of Gershon efficiency savings achieved	%	N/A		100		Higher		
<a href="#">SP504</a>	Percentage of residents agreeing that the Council "provides value for money for the council tax/pay"	%	37	41	42		Higher	RED	↑

# BVPP Appendix 5a - Variance Exceeded

PI Ref No	PI Description	Aiming	Responsible Officer	Target 07/08	Actual 07/08	Variance
<a href="#">BV078a</a> , <a href="#">SP218</a>	Average time for processing new housing benefit and council tax benefit claims (days).	Lower	Maureen McEleney	28	25.18	<b>10.10% Exceeded</b>
Annual Performance: The measures put in place last year have continued to impact on improvement in performance.						
<a href="#">BV099ci</a> , <a href="#">CPA023b</a> , <a href="#">PSA012</a>	Number of people slightly injured in road traffic collisions.	Lower	Heather Bonfield	880	792	<b>10.00% Exceeded</b>
Annual Performance: Improvement better than target						
<a href="#">BV099cii</a>	Percentage change in the number of people slightly injured in road traffic collisions since the previous year.	Lower	Heather Bonfield	-1.46	-11.31	<b>674.70% Exceeded</b>
Annual Performance: Improvement better than target						
<a href="#">BV099ciii</a>	Percentage change in the number of people slightly injured in road traffic collisions since the 1994-98 average.	Lower	Heather Bonfield	-12.67	-22.55	<b>78.00% Exceeded</b>
Annual Performance: Improvement better than target						
<a href="#">BV126</a> , <a href="#">THI002</a>	Number of domestic burglaries per 1,000 households.	Lower	Andy Bamber	18.5	15.98	<b>13.60% Exceeded</b>
Annual Performance: The partnership has met and exceeded its Burglary target. The outturn of 15.98 per 1000 household against our target of 18.5 (13.6% reduction) is a significant achievement. Furthermore, this year's performance represent 5.7% reduction from last year's outturn. The Partnership have worked extremely hard and deployed an array of tactics including investing money to target harden areas which are identified as long term crime hotspots, in particular burglary hotspots and providing necessary security to vulnerable properties. The new action plan will continue to build upon this year's success.						
<a href="#">BV163</a> , <a href="#">PAFC23</a> , <a href="#">XTH015</a>	Percentage of children looked after that were adopted during the year.	Higher	Kamini Rambellas	9	10.62	<b>18.00% Exceeded</b>
Annual Performance: We have achieved a provisional performance of 10.62% in the 07/08 reporting year, which maintains the trend of year on year improved performance in this area for the past three years, we have once again exceeded our set target of 9.0 percent. It should be noted that the Council has limited control over the value of this indicator for 2 reasons; firstly, the number of children in the cohort is relatively small so a small change in the number of adoptions has a significant effect on the percentage; secondly the number of adoptions in any one year depends on the nature of children in the cohort and the number suitable for adoption, as well as the supply of suitable adopters. We will always pursue adoption where this is in the best interests of the child and aim to maximise the supply of suitable adopters through our successful recruitment and support strategy.						
<a href="#">BV216b</a>	Number of sites for which sufficient detailed information is available to decide whether remediation of the land is necessary, as a percentage of all 'sites of potential concern'.	Higher	Bryan Jones	8.98	11	<b>22.50% Exceeded</b>
Annual Performance: This simply reflects the volume of planning applications received, reviewed and found in need of remediation. The total includes the number of sites discharged.						

PI Ref No	PI Description	Aiming	Responsible Officer	Target 07/08	Actual 07/08	Variance
<a href="#">BV217</a>	Percentage of pollution control improvements to existing installations completed on time	Higher	Bryan Jones	90	100	11.10% Exceeded
Annual Performance: This is a new BVPI introduced for 2005/06. In addition to changes in regulation and guidance which has excluded certain sites (that were originally included in the Environmental Health team's work programme), the Council has proactively managed the pollution control improvements (PPC) compliance work - combining inspection and enforcement by officers with the use of consultants to ensure all sites have had PPC installations carried out on time.						
<a href="#">BV219b</a>	Percentage of conservation areas in the local authority area with an up-to date character appraisal	Higher	Emma Peters	80	100	25.00% Exceeded
Annual Performance: Up-to date character appraisals have now been written for all existing Conservation Areas. The programme has been completed ahead of time to facilitate proposals for a number of new Conservation Areas and extensions to existing boundaries.						
<a href="#">BV221b</a>	Percentage of young people aged 13-19 gaining an accredited outcome compared to the percentage of young people in the local authority area.	Higher	Mary Durkin	26	33	26.90% Exceeded
Annual Performance: 2007/08: The reported amount of 33% of the number of participants exceeds the target for 07/08 (26%) 2006/07: Following our sampling and the reported problems with the YouthBase MIS system, we have some concerns about the data quality and as agreed we will be seeking to address this over the next three weeks prior to the printing of the BVPP report.						
<a href="#">BV222a</a>	Percentage of integrated early education and childcare settings funded or part-funded by the local authority with a qualification at Level 4 or above.	Higher	Helen Jenner	25	58	132.00% Exceeded
Annual Performance: We achieved 58% with regards to delivery of improved outcomes for children through skilled and well-qualified leadership of high quality integrated early education and childcare. We have exceeded our target of 25%.						
<a href="#">BV223</a>	Percentage of the local authority principal road network where structural maintenance should be considered.	Lower	Heather Bonfield	16	9	43.80% Exceeded
Annual Performance: The 2007/08 figures have recently been released by LB of Hammersmith & Fulham - at only 1 decimal place. The Service is currently preparing the BVPI returns paperwork.						
<a href="#">BV224a</a>	Percentage of the non-principal classified road network where maintenance should be considered.	Lower	Heather Bonfield	24	12	50.00% Exceeded
Annual Performance: The 2007/08 figures have recently been released by LB of Hammersmith & Fulham - at only 1 decimal place. The Service is currently preparing the BVPI returns paperwork.						
<a href="#">CPAC03b</a>	Total number of electronic workstations available to users per 10,000 population	Higher	Judith St John	10	16.68	66.80% Exceeded
Annual Performance: The Council has exceeded the standard in 2005/06, increasing by two to a total of 10 computers per 10,000 residents with the opening of the Whitechapel and Canary Wharf Idea Stores in 2005/06.						
<a href="#">CPAC11b</a>	Public library service standard on stock - Annual items added through purchases per 1,000 population	Higher	Judith St John	233	361.77	55.30% Exceeded
Annual Performance: The Council has achieved and exceeded its 2005/06 target.						

PI Ref No	PI Description	Aiming	Responsible Officer	Target 07/08	Actual 07/08	Variance
<a href="#">CPAC11c</a>	Time taken to replenish the lending stock on open access or available loan	Lower	Judith St John	6.1	4.81	21.10% Exceeded
Annual Performance: This element of the PLSS9 is affected by improvements to book stock over acquisitions. The higher proportion of removal of old stock to improve the stock on shelves, against a high level of stock acquisitions for the new Idea Stores launched in the year, has meant that the Council failed to achieve the standard this year, despite meeting it in 2004/05.						
<a href="#">LAA103a</a> , <a href="#">LPSA002b(i)</a> , <a href="#">SP102a</a>	Perceptions of antisocial behaviour: percentage of population who view as a "very big problem" the following issue: - Youths hanging around on the streets	Lower	Andy Bamber	38	32.2	15.30% Exceeded
Annual Performance: We have met and exceeded the target.						
<a href="#">LAA103b</a> , <a href="#">LPSA002b(ii)</a> , <a href="#">SP102b</a>	Perceptions of antisocial behaviour: percentage of population who view as a "very big problem" the following issue: - Graffiti and other deliberate damage to property or vehicles	Lower	Andy Bamber	35	23.7	32.30% Exceeded
Annual Performance: We have met and exceeded the target.						
<a href="#">LAA103c</a> , <a href="#">LPSA002b(iii)</a> , <a href="#">SP102c</a>	Perceptions of antisocial behaviour: percentage of population who view as a "very big problem" the following issue: - people using or dealing drugs	Lower	Andy Bamber	41	32.2	21.50% Exceeded
Annual Performance: We have met the target.						
<a href="#">LAA103d</a> , <a href="#">LPSA002b(v)</a> , <a href="#">SP102d</a>	Perceptions of antisocial behaviour: percentage of population who view as a "very big problem" the following issue: - people being drunk or rowdy in public places	Lower	Andy Bamber	23	15.3	33.50% Exceeded
Annual Performance: We have met and exceed the target.						
<a href="#">LAA104</a> , <a href="#">LPSA010a</a> , <a href="#">SP104</a> , <a href="#">TH1002</a> , <a href="#">XCE017</a>	Increased number of under 18s accessing drug treatment	Higher	Andy Bamber	732	1034	41.30% Exceeded
Annual Performance: Having exceeded its targets for 2006/07 the DAAT has set new, challenging yet achievable targets which demonstrate a clear year on year improvement. This excess can be explained by: • Robust performance management from the DAAT which requires agencies to provide Tier 2 information on a monthly basis and Tier 3 and 4 on a quarterly basis. • Improved management in Lifeline and better integration of Lifeline into the wider Children and Young People's services • Increased emphasis on outreach.						
<a href="#">LAA109</a>	Reduce the proportion of adult and young offenders and prolific and other priority offenders who reoffend: reduced percentage of Drug Intervention Programme clients reoffending	Lower	Andy Bamber	20	13	35.00% Exceeded
Annual Performance: The target for this indicator has been met.						



PI Ref No	PI Description	Aiming	Responsible Officer	Target 07/08	Actual 07/08	Variance
<a href="#">LAA111</a>	Reduce the proportion of adult and young offenders and prolific and other priority offenders who reoffend: increased number of unemployed offenders obtaining and keeping employment for at least four weeks	Higher	Andy Bamber	10	98	880.00% Exceeded
Annual Performance: No Comment						
<a href="#">LAA112d</a>	Reduce the proportion of adult and young offenders and prolific and other priority offenders who reoffend: reduce the level of youth reoffending (by 5% in 2008/09 compared to baseline) (d) custodial penalties	Lower	Mary Durkin	71.25	40	43.90% Exceeded
Annual Performance: The recidivism figures (custodial sentences) for the year ending 2007/08 exceeded the set target of 71.25 percent for the same period.						
<a href="#">LAA125</a>	Reduction in aggregated score for perception of 7 strands of ASB as measured in Best Value General Survey	Higher	Andy Bamber	41	49.2	20.00% Exceeded
Annual Performance: Based on a recent survey we have missed the target on this indicator however, we have met targets for the majority of ASB indicators.						
<a href="#">LAA204</a>	Percentage increase in the number of third sector organisations that meet agreed quality standards	Higher	Shazia Hussain	50	560	1020.00% Exceeded
Annual Performance: The % increase is much higher than anticipated because the baseline figure was lower than expected.						
<a href="#">LAA304</a>	Number of new or redeveloped primary care facilities	Higher	Alwen Williams (PCT)	10	11	10.00% Exceeded
Annual Performance: No comment provided						
<a href="#">LAA403</a> , <a href="#">LPSA005</a> , <a href="#">SP201</a>	Increased supply of affordable homes - Number of empty homes brought back into use	Higher	Maureen McEleney	17	25	47.10% Exceeded
Annual Performance: Increased focus and extra resources have resulted in this indicator exceeding target.						
<a href="#">LAA506</a> , <a href="#">SP305</a>	Worth of contracts secured by local businesses through the Canary Wharf Local Business Liaison Office (private sector supply chain)	Higher	Emma Peters	6,000,000	8,000,000	33.30% Exceeded
Annual Performance: £8m worth of contracts have been secured by TH companies through this initiative						
<a href="#">LAA507</a> , <a href="#">SP304</a> , <a href="#">THI016</a>	Number of businesses / social enterprises assisted to improve their performance	Higher	Jackie Odunoye	40	184	360.00% Exceeded
Annual Performance: At the end of this 18 month programme 136 companies in the West of the Borough have been registered on the database. 1122 companies have been contacted. 326 companies have been recommended to buyers, 16 assisted with marketing, 394 provided with training opportunities. The programme has now been absorbed into the East London Business Place supply chain						
<a href="#">LAA512</a>	Develop and implement a work placement model for IB clients and Lone Parents	Higher	Emma Peters	10	20	100.00% Exceeded
Annual Performance: No comment provided						



PI Ref No	PI Description	Aiming	Responsible Officer	Target 07/08	Actual 07/08	Variance
<a href="#">LAA513</a>	Number of employer activities to increase aspiration and information about job opportunities in the labour market for young people	Higher	Emma Peters	10	13	30.00% Exceeded
Annual Performance: Further teaching assistant programme completed, 2 programmes for young people with Credit Suisse and open days for women in construction as well as continued construction open days to promote Olympic related employment						
<a href="#">LAA514</a>	Number of local job seekers assisted to secure employment through Earn to Learn programmes	Higher	Emma Peters	120	149	24.20% Exceeded
Annual Performance: At end of year 149 residents have been assisted into sustainable employment through the Earn as You Learn programme, one of the transitional programmes offered by Skillsmatch.						
<a href="#">LAA607</a> <a href="#">SP208</a>	Percentage of primary school pupils having 2 hours+ PE per week	Higher	Helen Spedding	80	93.1	16.40% Exceeded
Annual Performance: 93.1% of primary school pupils achieved 2 hours+ PE per week. We achieved this target of 80%.						
<a href="#">LAA103b</a>	Take up of youth work (b) number of 13-19 year olds regularly participating (related to BVPI 221 b and a proxy for LAA 103 a,b,c & d)	Higher	Mary Durkin	3558	4000	12.40% Exceeded
Annual Performance: Provisional data of 4000 has been recorded for the year ending 07/08; the final out turn results would be confirmed by the end of April 08 once the other related PIs have been updated (i.e. BVPI 221a and BVPI 221b). This result exceeds the annual target of 60% of Contacts.						
<a href="#">LAAP605</a>	Recorded users of leisure centres under the age of 19	Higher	Paul Martindill	16426	26,908	63.80% Exceeded
Annual Performance: No comment provided						
<a href="#">LAAS102</a>	Domestic violence sanctioned detection rate	Higher	Andy Bamber	37	47	27.00% Exceeded
Annual Performance: The final out turn results for this indicator will be available at the end of May. However, the period ending march 08 figure has been used as a provisional out turn figure until the final figures are ready. It is not possible to work out an average as information is missing for the period ending Nov 07.						
<a href="#">LAAS105</a>	Non-accidental secondary vehicle fires (BV206iv)	Lower	Andy Bamber	0.23	0.2	13.00% Exceeded
Annual Performance: We have successfully exceeded the target for this year. The partnership have set a stretching target on this indicator and have delivered. The work has been led by the Borough's Fire Service in partnership with a range of other agencies. The partnership is committed to maintaining this achievement and have adjusted future targets accordingly.						
<a href="#">LAAS201b</a>	Number of residents contributing to LAP events	Higher	Shazia Hussain	475	955	101.10% Exceeded
Annual Performance: No comment provided						
<a href="#">LAAS202b</a>	Percentage increase in the number of residents from	Higher	Shazia Hussain	5	172	3340.00% Exceeded

PI Ref No	PI Description	Aiming	Responsible Officer	Target 07/08	Actual 07/08	Variance
	communities sometimes defined as hard to reach (to be defined for each LAP area) contributing to LAP events					Exceeded
Annual Performance:	172% is the average percentage increase. The breakdown is as follows: a) BME - 142% b) Bangladeshi - 152% c) Somali - 24% d) Young people - 370%					
<a href="#">LAAS206</a>	Number of young (16 - 24) volunteers	Higher	Shazia Hussain	1000	1242	24.20% Exceeded
Annual Performance:	In the year ending 07/08, 1242 opportunities for volunteering were being taken up by children and young people. This included through Millennium Volunteers at the Volunteer Centre and George Green School, the team at Toybee Hall and the Youth and Community Service. It also includes 25 new young people engaged through our new Olympic Pre-Volunteer Programme. However, this PI relies on data reported by our Third Sector partners, which we believe is currently being under-reported. We have introduced an improved method of reporting which has had an impact on the final out turn results.					
<a href="#">LAAS207</a>	Number of third sector groups and organisations accessing capacity building help in the past year	Higher	Shazia Hussain	280	325	16.10% Exceeded
Annual Performance:	No comment provided					
<a href="#">LAAS208</a>	Number of organisations engaged in Voluntary Sector Networks	Higher	Shazia Hussain	350	390	11.40% Exceeded
Annual Performance:	No comment provided					
<a href="#">LAAS606</a> , <a href="#">LPSA010d</a> , <a href="#">SP410</a> , <a href="#">THI028</a>	Number of young people under 16 attending study support sessions - enhancing young people	Higher	Judith St John	765	1,252	63.70% Exceeded
Annual Performance:	This is the first year of monitoring of the Council's Local Public Service Agreement with the Government. With the continued introduction of new Idea Stores (Whitechapel and Canary Wharf) in 2005/06, and the service's continued encouragement of learning activities and study sessions on-site (including the popular 'Premiership Club'), the Council has seen a substantial increase in this indicator that has exceeded the LPSA targets.					
<a href="#">SP109b</a>	Improved perceptions of antisocial behaviour: reduced percentage of the population who view abandoned or burnt out cars as a "very serious problem"	Lower	Andy Bamber	18	6.5	63.90% Exceeded
Annual Performance:	The target has been met.					
<a href="#">SP514b</a>	Percentage of residents who feel that Tower Hamlets is a place where people from different backgrounds can get on well together: gap between the overall borough average and the LAP area with the lowest performance	Lower	Michael Keating	10	6	40.00% Exceeded
Annual Performance:	No comment provided					
<a href="#">SP515c</a> , <a href="#">XCE023c</a>	Percentage of attendees at LAP events who are from targeted communities: Somali residents	Higher	Shazia Hussain	5	10	100.00% Exceeded
Annual Performance:	No comment provided					

PI Ref No	PI Description	Aiming	Responsible Officer	Target 07/08	Actual 07/08	Variance
<a href="#">SP515d</a> , <a href="#">XCE023d</a>	Percentage of attendees at LAP events who are from targeted communities: Young residents (16 - 25)	Higher	Shazia Hussain	15	21	40.00% Exceeded

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## BVPP Appendix 5b - Variance Not Met

PI Ref No	PI Description	Aiming	Responsible Officer	Target 07/08	Actual 06/07	Actual 07/08	Variance	Traffic Light
<a href="#">BV011c</a>	Percentage of the top paid 5% of staff who have a disability (excluding those in maintained schools.)	Higher	Deb Clarke	5	4.62	3.51	-29.80% Not Met	↕
Annual Performance: Positive action is in place through the Aspiring Leaders Programme and the guaranteed interview scheme. However, we will revisit both the opportunities for learning and development and the recruitment procedures to identify what else can be done to support future target achievement								
<a href="#">BV012</a> , <a href="#">CE046a</a> , <a href="#">SP505</a>	Number of working days/shifts lost to sickness absence per employee.	Lower	Deb Clarke	7.75	7.92	8.75	-12.90% Not Met	↕
Annual Performance: An outbreak of the novo virus affected all organisations throughout the UK which would have contributed to the year on year increase. Reporting procedures for absentees will be revisited to assess the impact on absence levels whilst attendance management remains as high priority with policy and procedures under regular review and HR assistance for absence management readily available.								
<a href="#">BV014</a>	Percentage of early retirements (excluding ill-health retirements) as a percentage of the total workforce.	Lower	Deb Clarke	0.18	0.39	0.66	-266.70% Not Met	↕
Annual Performance: The vast majority of this year's early retirements are linked to redundancies, necessary to facilitate service improvements and efficiencies. The housing restructure accounts for approximately half of the total with Customer Access accounting for approximately a quarter (linked to Accommodation Strategy) Focus for the forthcoming year will be to increase retention of potentially redundant staff through improved management of redeployment opportunities and the introduction of a flexible retirement policy (implementation due July 2008).								
<a href="#">BV015</a>	Percentage of employees retiring on grounds of ill health as a percentage of the total workforce.	Lower	Deb Clarke	0.1	0.25	0.14	-40.00% Not Met	↕
Annual Performance: The numbers within the population are very small in that the total covers just 16 ill health retirements in year. (Target was under 10 ill health retirements). Changes to the LGPS scheme include a new three tier ill health retirement assessment which include an option to ill health retire an employee with ongoing reviews and this may impact on both future ill health retirements and on the resulting BVPI results.								
<a href="#">BV016a</a>	Percentage of staff declaring that they meet the Disability Discrimination Act disability definition,	Higher	Deb Clarke	5.5	5.12	4.7	-14.50% Not Met	↕
Annual Performance: Positive action is in place through the Aspiring Leaders Programme and a guaranteed interview scheme. However, linked to the recent Tribal recruitment review, recruitment practice and procedures will be revisited to identify any areas for improvement. Review of data collection will also be carried out								
<a href="#">BV049</a> , <a href="#">PAFA1</a> , <a href="#">PSA007</a> , <a href="#">SP215</a> , <a href="#">THI013</a>	Percentage of children looked after at 31 March with three or more placements during the year	Lower	Kamini Rambellas	10	10.95	11	-10.00% Not Met	↕
Annual Performance: Our performance remains in the very good threshold banding. It is better than statistical neighbour and national averages and continuing action in this area ensures that performance is maximised. The reported figure of 11 would mean that the target of 10 has been narrowly missed however this is a provisional figure, the final figure will be available from 31st May.								
<a href="#">BV054</a> , <a href="#">PAFC32</a>	Number of older people aged 65 or over helped to live at home per 1000 population aged 65 or over.	Higher	John Goldup	180	119.62	97.4	-45.90% Not Met	↕

PI Ref No	PI Description	Aiming	Responsible Officer	Target 07/08	Actual 06/07	Actual 07/08	Variance	Traffic Light
	Annual Performance: There was a technical issue with our reporting system last year which resulted in an over reporting of information on this performance indicator. Our result for this year has been thoroughly investigated because of the high variance and we are confident it is correct. We are still performing very well compared to comparators.							
<a href="#">BV066c</a>	Percentage of local authority tenants in arrears who have had Notices Seeking Possession served.	Lower	Maureen McEleney	27	29.1	35.75	-32.40% Not Met	↕
	Annual Performance: Whilst every effort is made to reduce the numbers of Notices Seeking Possession served, the priority remains rent collection (BV66a) and NSPs as one of the early arrears actions will continue to be used as one of the methods of collecting monies owed to the Council.							
<a href="#">BV074a</a> , <a href="#">CPAH12</a>	Satisfaction of tenants of council housing with the overall service provided by their landlord a: all tenants	Higher	Maureen McEleney	63	56.32	56.32	-10.60% Not Met	↕
	Annual Performance: Under the Best Value regime satisfaction surveys had to be carried out every three years. This survey was carried out in 2006/07 and whilst an improvement in satisfaction was achieved as compared to the previous one, improvement was not as much as originally expected. This indicator is adjusted within the CPA for deprivation factors. A new survey is about to be commissioned as tenant surveys must now be carried out every two years.							
<a href="#">BV074b</a>	Satisfaction of tenants of council housing with the overall service provided by their landlord: with results further broken down by b) black and minority ethnic tenants.	Higher	Maureen McEleney	63	51.58	51.58	-18.10% Not Met	↕
	Annual Performance: Under the Best Value regime satisfaction surveys had to be carried out every three years. This survey was carried out in 2006/07 and whilst an improvement in satisfaction was achieved as compared to the previous one, improvement was not as much as originally expected. This indicator is adjusted within the CPA for deprivation factors. A new survey is about to be commissioned as tenant surveys must now be carried out every two years.							
<a href="#">BV075a</a> , <a href="#">CPAH13</a>	Satisfaction of council housing tenants with opportunities for participation in management and decision making in relation to housing services provided by their landlord. a: All tenants	Higher	Maureen McEleney	51	45.42	45.42	-10.90% Not Met	↕
	Annual Performance: Under the Best Value regime satisfaction surveys had to be carried out every three years. This survey was carried out in 2006/07 and whilst an improvement in satisfaction was achieved as compared to the previous one, improvement was not as much as originally expected. This indicator is adjusted within the CPA for deprivation factors. A new survey is about to be commissioned as tenant surveys must now be carried out every two years.							
<a href="#">BV075c</a>	Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord: b) non-black and minority ethnic tenants.	Higher	Maureen McEleney	51	42.63	42.63	-16.40% Not Met	↕
	Annual Performance: Under the Best Value regime satisfaction surveys had to be carried out every three years. This survey was carried out in 2006/07 and whilst an improvement in satisfaction was achieved as compared to the previous one, improvement was not as much as originally expected. This indicator is adjusted within the CPA for deprivation factors. A new survey is about to be commissioned as tenant surveys must now be carried out every two years.							
<a href="#">BV078b</a> , <a href="#">XTH031</a>	Average time for processing notifications of changes of circumstance, relating to housing benefit and council tax benefit claims (days).	Lower	Maureen McEleney	7.5	13.3	13.03	-73.70% Not Met	↕

PI Ref No	PI Description	Aiming	Responsible Officer	Target 07/08	Actual 06/07	Actual 07/08	Variance	Traffic Light
	Annual Performance: This indicator shows an improved performance on the previous year's although it has not met the target. The PIs on new claims and changes of circumstances processing are amalgamated in the new National Indicator regime. Performance on new claims (BV78a) is good, and together with the measures being put in place now on changes of circumstances should ensure strong performances in future years.							
<a href="#">BV079b(ii)</a>	HB overpayments recovered as a percentage of the total amount of HB overpayment debt outstanding at the start of the year, plus amount of HB overpayments identified during the year.	Higher	Maureen McEleney	39.6	23.54	27.06	-31.70% Not Met	↕
	Annual Performance: To achieve the ambitious target set for this indicator would require a more overpayments to be written off as unrecoverable than is currently the case. This indicator does not form part of the new National Indicator suite but performance on it will continue to be reported quarterly to the DWP.							
<a href="#">BV082a(i)</a> <a href="#">CPAE06a</a> <a href="#">LAA106</a> <a href="#">SP111_THI005</a>	Percentage of household waste which has been sent by the authority for recycling.	Higher	Heather Bonfield	22	11.72	13.61	-38.10% Not Met	↕
	Annual Performance: Actions within the Recycling Improvement Plan 2007/08 have raised performance but not by enough to meet the stretch target. Our recycling is almost 100% dry recyclables. Whilst we are driving up recycling performance incrementally, step change will only be possible when we introduce food waste collection which are planned for later in 2008.							
<a href="#">BV082a(ii)</a>	Total tonnage of household waste arisings which have been sent by the Authority for recycling.	Higher	Heather Bonfield	18889.1	9865.52	11,150.47	-41.00% Not Met	↕
	Annual Performance: Actions within the Recycling Improvement Plan 2007/08 have raised performance but not by enough to meet the stretch target. Whilst we are driving this up incrementally, step change will only be possible when we introduce food waste collections which are planned for later in 2008. While the percentage of waste recycled is lower than the national average, the actual tonnage recycled in the borough is greater than the national median.							
<a href="#">BV082b(i)</a> <a href="#">CPAE06b</a>	The percentage of household waste sent by the Authority for composting or treatment by anaerobic digestion.	Higher	Heather Bonfield	0.3	0.18	0.12	-60.00% Not Met	↘
	Annual Performance: This PI is entirely dependent on residents bringing green waste to Northumberland Wharf. As garden waste is accepted in general refuse collections; car ownership in the Borough is very low, and Northumberland Wharf is relatively inaccessible, there is little incentive for residents to do so. Either residents have been bringing less garden waste, or few residents have been making the journey, or climactic factors mean less garden waste has been generated.							
<a href="#">BV082b(ii)</a>	The tonnage of household waste sent by the authority for composting or treatment by anaerobic digestion.	Higher	Heather Bonfield	257.58	153.52	99.75	-61.30% Not Met	↘
	Annual Performance: See comment as above BV82b(i).							
<a href="#">BV082d(i)</a>	Percentage of household waste arisings which have been landfilled.	Lower	Heather Bonfield	77.7	78.94	86.27	-11.00% Not Met	↘
	Annual Performance: The increase on the previous year (78.94) is partially due to the diversion to incineration which took place in 2006/07. In addition, whilst the measures contained within the Recycling Improvement Plan resulted in a 17.5% increase in recycling they were not sufficient to meet the Council's stretch target of 22% and the subsequent proportion of waste landfilled is higher than targeted.							
<a href="#">BV084b</a>	Percentage change from the previous	Lower	Heather Bonfield	-4.21	4.51	-2.92	-30.60%	



PI Ref No	PI Description	Aiming	Responsible Officer	Target 07/08	Actual 06/07	Actual 07/08	Variance	Traffic Light
	financial year in the number of kilograms of household waste collected per head of the population. The latest figures from Defra show that nationally, total household waste is decreasing by -0.39%. The target set by the Council of -4.21% was extremely ambitious. In Tower Hamlets, total household waste per capita decreased by 2.92%, a very positive outcome. This is a difficult PI for the Council to influence as total household waste is controlled by socio-economic factors and lifestyle trends, although waste education projects and waste minimisation activities are undertaken by the service which appear to have had a positive outcome.						Not Met	↑
<a href="#">BV099ai</a> , <a href="#">CPAE12</a> , <a href="#">LAA107</a> , <a href="#">LPSA004</a> , <a href="#">SP103</a>	Number of people killed or seriously injured (KSI) in road traffic collisions.	Lower	Heather Bonfield	105	111	124	-18.10% Not Met	↓
Annual Performance:	Number of high profile late night fatal collisions involving cars with several passengers has affected this result. The majority of these accidents occurred on TfL roads.							
<a href="#">BV099aii</a>	Percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions since the previous year.	Lower	Heather Bonfield	-5.41	-16.54	11.71	-316.50% Not Met	↓
Annual Performance:	See comments as above BV99ai.							
<a href="#">BV099aiiii</a>	Percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions since the 1994-98 average.	Lower	Heather Bonfield	-43.73	-40.51	-33.55	-23.30% Not Met	↓
Annual Performance:	See comments as above BV99ai.							
<a href="#">BV099bi</a>	Number of children (aged under 16 years) killed or seriously injured (KSI) in road traffic collision	Lower	Heather Bonfield	8	8	9	-12.50% Not Met	↓
Annual Performance:	See comments in above BV99ai. However, no additional child was involved in an accident.							
<a href="#">BV100</a>	Number of days of temporary traffic controls or road closure on traffic sensitive streets per km of traffic sensitive streets.	Lower	Heather Bonfield	0.3	0.56	0.42	-40.00% Not Met	↑
Annual Performance:	Although we have improved on the previous year's result, it was still necessary to use temporary traffic signals at roadwork in two particularly sensitive locations for road safety schemes undertaken during the year. A reduction in future years is anticipated as alternative safe working methods will be used wherever possible to implement the programme to improve road safety, maintain reasonable traffic calming initiatives to ensure that targets for other PIs associated with pedestrian safety are maintained or improved and continue to invest in the condition of the Borough's roads.							
<a href="#">BV165</a> , <a href="#">CPAE16</a>	Percentage of pedestrian crossings with facilities for disabled people.	Higher	Heather Bonfield	100	36	71.43	-28.60% Not Met	↑
Annual Performance:	This indicator includes both LBTH and TfL's pedestrian crossings. LBTH crossings were 100% compliant, while just over half of TfL's crossings were compliant (56%), with a total figure of 71.43%. While discussions took place with TfL during the year regarding their improvement programme, this has not been completed by TfL.							
<a href="#">BV174</a>	Number of racial incidents recorded by the	Higher	Andy Bamber	285	227.48	146.34	-48.70%	



PI Ref No	PI Description	Aiming	Responsible Officer	Target 07/08	Actual 06/07	Actual 07/08	Variance	Traffic Light
<a href="#">XCE013</a> <a href="#">XTH004</a>	authority per 100,000 population.						Not Met	↕
	Annual Performance: The final outturn for 2007/08 was 146.34 which did not meet the original set target of 285. Recent analysis of hate crime data revealed that reports of hate crime reported to the Council have decreased in line with a reduction in local Police reports of racially aggravated crimes. This reduction in race hate is reflected across London. This indicates that there has been a fall in reports borough-wide and not necessarily an issue about victim confidence in the local authority. Although the target of 285 was not met, we believe that this reduction is a success and the aim of the Crime and Drugs Reductions Strategy 2005-08 - to reduce the incidence of hate crime in the borough, has been achieved							
<a href="#">BV181c</a> <a href="#">LPSA001c</a>	Percentage of 14-year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 test in Science.	Higher	Carmel Littleton	71	57.32	59	-16.90% Not Met	↕
	Annual Performance: We did not meet our target but performance in science improved at KS3 level by 2%, mirroring the national increase. Specific support has been intensified for the three schools achieving below the floor target in science, which has a significant effect on the borough average.							
<a href="#">BV187</a> <a href="#">CPAE18</a>	Percentage length of category 1, 1a and 2 footway network needing treatment.	Lower	Heather Bonfield	9.8	19.07	21.5	-119.40% Not Met	↕
	Annual Performance: This PI is based on a sample of 25% of LBTH roads. The 2007/08 sample picked up new areas which have deteriorated to reach priority maintenance status whereas funding was allocated to priorities previously identified in different sample.							
<a href="#">BV194a</a>	Percentage of pupils in schools maintained by the local education authority achieving level 5 or above in Key Stage 2 in English.	Higher	Helen Jenner	33	25	29	-12.10% Not Met	↕
	Annual Performance: 29% of pupils in schools maintained by the local education authority achieved level 5 or above in Key Stage 2 in English. We have set an ambitious target which is reflective of our aspirations for our pupils. We haven't met the annual target of 33 percent (4 percent down on target); however current performance indicates an improvement in line with year on year trends since 05/06. This improvement is also reflective of the measures we have put in place in this area to improve performance, some of which are: • A provision map has been drawn up for targeted consultant and School Development Advisor (SDA) support to schools based on outcomes of needs analysis. • Half termly meetings are in place to track improvement of schools, with close tracking of the progress of pupils in targeted schools • Target setting meetings and review of standards and school self evaluation processes are being held with each school this term, with a focus on improving the percentage of pupils achieving level 4 or more across reading, writing and mathematics and target getting activities • Intensifying Support Programme (ISP) are now in 11 schools, including 6 schools which are new to ISP this year. • 18 schools have been highlighted this year for intensive literacy support (not including ISP schools) • Twilight sessions on pupil progress meetings are being held to disseminate this effective ISP tool to all schools. • 10 schools are in the Tower Hamlets English as an Additional Language (EAL) programme. 5 schools are new to the programme this year and 5 schools are in their 2nd year of the programme. • Renewed Framework training has targeted strands and schools with low KS2 outcomes are being targeted to attend the specific training tailored to their needs in literacy (and numeracy). • Lead teachers and ASTs are being used to support the teaching of literacy • A range of training and support by primary consultants has been planned this year to support improvements in standards. The end of year targets are still ambitious. Given a trend of 2 - 3% improvement in English at Level 5 we could be possibly on track for 33% by 2010.							
<a href="#">BV194b</a>	Percentage of pupils in schools maintained by the local education authority achieving level 5 or above in Key Stage 2 in Mathematics.	Higher	Helen Jenner	33	29	29	-12.10% Not Met	↕
	Annual Performance: 29% of pupils in schools maintained by the local education authority achieved level 5 or above in Key Stage 2 in Mathematics. We have set an ambitious target which is reflective of our aspirations for our pupils. We haven't met the annual target of 33 percent(4 percent down on target); however current performance indicates an improvement in line with year on year trends since 05/06. This improvement is also reflective of the measures we have put in place in this area to improve performance, some of which are: • A provision map has been drawn up for targeted consultant and School Development Advisor (SDA) support to schools based on outcomes of needs analysis. • Half termly meetings are in place to track improvement of schools, with close tracking of the progress of pupils in targeted schools • Target setting meetings and review of standards and school self evaluation processes are being held with each school this term, with a focus on improving the percentage of pupils achieving level 4 or more across reading, writing and mathematics and target getting activities • Intensifying Support Programme (ISP) are now in 11 schools, including 6 schools which are new to ISP this year. • Twilight sessions on pupil progress meetings are being held to disseminate this effective ISP tool to all schools. • Renewed Framework training has targeted strands and schools with low KS2 outcomes are being targeted to attend the specific training tailored to their needs in literacy (and numeracy). • A range of training and support by primary consultants has been planned this year to support improvements in standards.							

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<a href="#">BV197</a> , <a href="#">LAA610</a> , <a href="#">SP209</a>	Percentage change in the number of conceptions to females aged under 18, resident in an area, per thousand females aged 15-17 resident in the area, compared with the baseline year of 1998.	Lower	Esther Trenchard-Mabere (PCT)	-43	-25.3	-24.2	<b>-43.70%</b> <b>Not Met</b>	↕
Annual Performance: A teenage conception rate of 43.9 is reported for 2006, a reduction from 44.9 in 2005. However a reduction in the population for 15-17 year old females has adversely affected the reduction rate and shows the reduction at 24.25 compared to the 1998 baseline year.								
<a href="#">BV204</a> , <a href="#">CPAE44</a>	Percentage of appeals allowed against the authority's decision to refuse planning applications.	Lower	Emma Peters	20	15	34.78	<b>-73.90%</b> <b>Not Met</b>	↕
Annual Performance: Significant delays in adopting new planning policies through the LDF process have seriously weakened the Council's position in defending planning decisions on appeal. This is expected to improve as the LDF adoption process recommences during 2008/9. The Council still remains however within the Government's 60% performance threshold.								
<a href="#">BV215a</a>	The average number of days taken to repair a street lighting fault, which is under the control of the local authority - non DNO -	Lower	Heather Bonfield	1.9	3.55	2.25	<b>-18.40%</b> <b>Not Met</b>	↕
Annual Performance: This is a joint BVPI shared between Housing and CLC introduced for 2005/06. A new procedure for reporting highway faults have shown a marked improvement in performance in this year's figures, resulting in the majority of CLC street lighting repairs being completed within 1 day. In 2007/08, CLC achieved 0.21 days and Housing averaged 5.87 days. The aggregated total for the Council is 2.25 days.								
<a href="#">BV215b</a>	The average time taken to repair a street lighting fault, where response time is under the control of a DNO	Lower	Heather Bonfield	15	15.71	17.6	<b>-17.30%</b> <b>Not Met</b>	↕
Annual Performance: The Council has only a very marginal influence on DNO performance and our ability to report against this indicator is entirely reliant on the voluntary cooperation of the DNO which cannot be guaranteed. Due to one scheme for which the DNO energy supplier (EDF) was responsible taking 169 days to repair, the 2007/08 outturn has increased to 17.60 days. Without this particular scheme the end of year outturn would have been 11.28 days.								
<a href="#">BV220</a>	Compliance against the Public Library Service Standards	Higher	Judith St John	17	12.5	12	<b>-29.40%</b> <b>Not Met</b>	↕
Annual Performance: This is a composite indicator made up of a number of indicators drawn from the Public Libraries Service Standard. In 2006/07 there were 9 valid indicators, of which 6 were met in full, and two were within 5% of target, allowing for an additional half-point. In 2007/08, an additional indicator (PLSS 8 satisfaction of under-16s) was included in the composite - which was not met. This year, the Idea Stores service only met 6 indicators in full, The failed PLSS' were: <ul style="list-style-type: none"> <li>CPA C02b (PLSS 2) Aggregate library opening hours per 1000 population for all static sites - Despite the longer opening hours delivered through the four Idea Stores compared to traditional libraries, against a population increase, this indicator will decline from previous years as total opening hours in Idea Stores and libraries are now unchanged. It would require further investment in infrastructure to meet the standard, given the continued projected population growth in the borough.</li> <li>CPA C11a-c (PLSS 5) Percentage of book requests supplied within (a) 7 days, (b) 15 days, and (c) 30 days - We are still at CPA middle threshold for request supply times. However, we have not met our targets for this year and performance has deteriorated since 2006-07. Investigation currently under way on consistent failure to meet this standard and procedures are currently being revised and a priority will be placed on training all staff in all factors contributing to an efficient requests service.</li> <li>CPA C14a (PLSS 7) Overall satisfaction of over-16s - last surveyed in 2006/07. No Inner London authorities met this standard; only 2, Westminster and Wandsworth scored higher than Tower Hamlets. In this survey (carried out in 2006), Idea Stores scored higher than older libraries, while Idea Store Canary Wharf exceeded the standard. Adults' comments, in line with an 88% satisfaction level, are overwhelmingly positive. Responses to all questions in this survey, which were completed by over 3000 adults, are being used to improve performance.</li> <li>PLSS 8 Overall satisfaction of under-16s - The national results of the Children's PLUS have not yet been published so it is not yet known how Tower Hamlets compares with other authorities. The response 'OK' has been interpreted to indicate dissatisfaction; this is something with which Tower Hamlets and many other authorities disagree. Responses within Tower Hamlets were very mixed. Idea Store Canary Wharf exceeded the target, scoring 93.3% and Cubitt Town Library also met the standard. The best responses were in sites where a high proportion of respondents were under 5. Responses to all questions in this survey, together with children's comments, are being used to inform planning of</li> </ul>								

PI Ref No	PI Description	Aiming	Responsible Officer	Target 07/08	Actual 06/07	Actual 07/08	Variance	Traffic Light
	children's services.							
<a href="#">BV221a</a>	Percentage of young people aged 13-19 gaining a recorded outcome compared to the percentage of young people in the local authority area.	Higher	Mary Durkin	60	57	49	-18.30% Not Met	↔
Annual Performance: The reported total of 49% of the number of participants and is currently below the target of 60%. However, this is only based on data from the main Management Information System (MIS) we use, e-YS. We are awaiting data from a subsidiary MIS, Core+. We anticipate being near target by the time all data is reported.								
<a href="#">BV224b</a> , <a href="#">CPAE11</a>	Percentage of the unclassified road network where structural maintenance should be considered.	Lower	Heather Bonfield	7.75	7.97	8.85	-14.20% Not Met	↔
Annual Performance: The 25% sample of LBTH roads selected in 2007/08 picked up new areas which have deteriorated, and have now reached priority status for maintenance, whereas funding was allocated to priorities previously identified in different sample in 2006/07.								
<a href="#">CE047.SP510</a> , <a href="#">THI035</a>	% of telephones answered within the customer promise standard	Higher	Claire Symonds	77	69	68	-11.70% Not Met	↔
Annual Performance: Performance has dipped since the New Year, leaving the final year's outturn short of target. Key contributory factors are: - current vacancies in the Call Centre of 8 posts (staff joined the Call Centre on 31/03/08 and will now begin training.) - the need to brief or train existing staff on new Hotlines and for them to attend refresher training sessions on services e.g. Pest Control, ALMO, Parking, Electoral Services. - Short Term and Long Term sickness which is being managed through the sickness procedure.								
<a href="#">CE048.SP511</a> , <a href="#">THI036</a>	% of letters responded to within customer promise standard	Higher	Claire Symonds	90	N/A	75.1	-16.60% Not Met	
Annual Performance: The collation of consistent and accurate data for this Indicator across the Authority remains problematic and the current figure is based only on returns received from D&R (excluding Housing) and Customer Access. Firstly, there is no single point of contact for correspondence within teams or Directorates; unlike telephone calls or e-mails, letters are not being routed in a way that will ensure they are recorded and monitored. Secondly, while Directorates have been approached to establish a point of contact for correspondence sampling, the response has been poor and some Directorates have stressed issues around identifying those letters which require a reply, against those which give information and do not require a response. Thirdly, there is no doubt that the volume of written correspondence from the public is low, causing fluctuations in performance based on very small numbers of transactions.								
<a href="#">CPAC04</a>	Active borrowers as a percentage of population	Higher	Judith St John	26.75	25.9	20	-25.20% Not Met	↔
Annual Performance: The target was originally based on a benchmark which was incorrect. This was discovered when the library MIS was upgraded in December 2007. Work is being undertaken to determine the true benchmark for this indicator.								
<a href="#">CPAC11a(i)</a>	Public library service standard on stock - request supply time (7days)	Higher	Judith St John	63.5	57	55.21	-13.10% Not Met	↔
Annual Performance: We are still at CPA middle threshold for request supply times. However, we have not met our targets for this year and performance has deteriorated since 2006-07. All 3 elements need to be achieved for this standard to be met; Tower Hamlets achieves only 1/3. Investigation currently under way on consistent failure to meet this standard and procedures are currently being revised and a priority will be placed on training all staff in all factors contributing to an efficient requests service. Contributing factors to poor performance are: <ul style="list-style-type: none"> <li>Relatively low book expenditure: Tower Hamlets is below Inner London, Outer London and UK average on book expenditure per 1000 population.</li> <li>Poor level of understanding among staff of procedures and of best practice in this area.</li> </ul> Joining London Library Consortium in December 2007 and, at the same time, upgrading to Open Galaxy, an improved management information system for libraries, mean that the prospect for improving performance against this indicator are good.								
<a href="#">CPAH05</a>	Average time for non-urgent repairs	Lower	Maureen McEleney	5.5	5.97	8.72	-58.50%	

PI Ref No	PI Description	Aiming	Responsible Officer	Target 07/08	Actual 06/07	Actual 07/08	Variance	Traffic Light
							Not Met	↔
Annual Performance: Despite not meeting target, performance for this indicator remains significantly within the upper threshold of the CPA.								
<a href="#">LAA112c</a>	Reduce the proportion of adult and young offenders and prolific and other priority offenders who reoffend: reduce the level of youth reoffending (by 5% compared to baseline) (c) community penalties	Lower	Mary Durkin	58.46	55	66.67	-14.00% Not Met	↔
Annual Performance: Performance in this area for the year ending 2007/8 has fallen short of the set target of 58.46 and less favourable when compared to the 2006/7 out turn figure. This therefore indicate that of all young people who committed offences leading to a community penalty such as action plan, attendance centre order, supervision order, community rehabilitation order, community punishment order, drug treatment and testing order, curfew order, 66.67 percent of them went on to reoffend. These figures are however provisional as we are in the process of clarifying some aspect of the data as well as targets.								
<a href="#">LAA113</a>	Percentage of residents identifying crime within their top three concerns (ARS)	Lower	Andy Bamber	45		55	-22.20% Not Met	
Annual Performance: We have missed our target in this area and have seen an increase in residents identifying crime within their top three concerns. Investigation into this is ongoing but initial findings show that where residents are asked about specific types of anti social behaviour (e.g. drug misuse and dealing, youth hanging around etc.) there has been a significant improvement in perception. However where questions concern overall crime or anti social behaviour there has been a worsening in perception (ARS and Cleaner, Safer Survey). We will continue to investigate this and examine our current hypothesis that overall perception is more affected by national media and trends and specific issues are more affected by personal experience of the borough.								
<a href="#">LAA114</a>	Increase in percentage of people who feel informed about what is being done to tackle antisocial behaviour in their local area	Higher	Andy Bamber	32	24	27	-15.60% Not Met	↔
Annual Performance: Though we have not met our target we have improved performance in this indicator by 3% from 2006/07 to 2007/08. It is anticipated that the ongoing focus of the Community Safety Engagement Team in improving engagement and communications in this area will show further improvements in this financial year.								
<a href="#">LAA115</a>	Percentage of people who feel that parents not taking responsibility for the behaviour of their children is a very big or a fairly big problem	Lower	Kevan Collins	73	75	81	-11.00% Not Met	↔
Annual Performance: It was too early for the parenting programme roll out across the borough to have had an impact on this indicator. Nonetheless, there were 53 courses offered across the local authority and their impact on parents are being monitored and evaluated.								
<a href="#">LAA124</a>	Increase in the percentage of municipal waste recycled	Higher	Heather Bonfield	19		10.28	-45.90% Not Met	
Annual Performance: Actions within the Recycling Improvement Plan 2007/08 have raised performance but not by enough to meet the stretch target. Our recycling is almost 100% dry recyclables. Whilst we are driving up recycling performance incrementally, step change will only be possible when we introduce food waste collection which are planned for later in 2008. The reduced charges for commercial recyclables and the market recycling initiatives will also contribute to an improved outturn for 2008/09.								
<a href="#">LAA203</a>	Percentage increase of local residents who engage in volunteering (including e.g. formal civic roles)	Higher	Shazia Hussain	15	13	12	-20.00% Not Met	↔
Annual Performance: This figure is taken from the Annual Residents Survey and reflects those that have volunteered for on average two hours a week. Much of the focus of our work on volunteering has been targeting young people. Young people often volunteer on a seasonal basis, contributing a large number of volunteering hours during holidays and so their contribution is not reflected in this result. The survey used to measure this indicator has a 5% risk level.								
<a href="#">LAA303</a>	the number of deaths under the age of 75	Lower	Esther Trenchard-	122	121	148.3	-21.60% Not Met	



PI Ref No	PI Description	Aiming	Responsible Officer	Target 07/08	Actual 06/07	Actual 07/08	Variance	Traffic Light
	from cancer, measured in standardised rates per 100,000 people (performance monitored annually, but data available two years in arrears)		Mabere (PCT)				Not Met	↔
Annual Performance: No comment provided								
<a href="#">LAA305</a>	Total number of people quitting smoking per year	Higher	Somen Banerjee (PCT)	2025	2105	1400	-30.90% Not Met	↔
Annual Performance: No comment provided								
<a href="#">LAA502</a> , <a href="#">LPSA009</a> , <a href="#">SP307</a> , <a href="#">THI021</a>	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	Higher	Jackie Odunoye	250	139	220	-12.00% Not Met	↕
Annual Performance: The final figure for 07/08 is 220 into sustainable employment, bringing the total LPSA figure to 459. This is short of the estimated total of 550 within the 60% to achieve some reward grant. Difficulties with this figure were caused by changes to the New Deal programmes. Changes to the programme and liaison with the JCP contractor are ongoing as part of the wider City Strategy initiative.								
<a href="#">LAA601</a> , <a href="#">SP403</a>	Increase in the percentage of pupils achieving level 5 in both English and mathematics at KS3	Higher	Carmel Littleton	69	54	57.6	-16.50% Not Met	↕
Annual Performance: The target of 69% was not met this year, however performance continues to improve year on year with a 3.6 percentage point increase on last year. We will continue to set ambitious targets and report our excellent rates of progress. This year we achieved 57.6% compared to the national result which is 68%.								
<a href="#">LAA605a</a> , <a href="#">SP405a</a> , <a href="#">THI025a</a>	Unauthorised absence rates - primary (proxy for 601, 602 & 603)	Lower	Helen Jenner	0.95	1.24	1.23	-29.50% Not Met	↕
Annual Performance: We have not met our target of 0.95%. We have recorded an improvement over the past year however, this remains an ambitious target. We have put in place rigorous monitoring of persistent absences which has impacted positively on performance in this area. It is worth noting that the Local authority does not authorise holidays during term time, this however does not prevent parents from booking term time holidays; which obviously impacts on performance in this area. However, we envisage that this will continue to improve.								
<a href="#">LAA606</a>	Number of parents participating in Family Learning programmes	Higher	Helen Jenner	1750	1406	1030	-41.10% Not Met	↔
Annual Performance: 1030 parents participate in family learning programmes. Our target of 1750 was not met. There has been a loss of 2 community partnership groups and loss of management for this area for the past 8 months. New head of ACL and new Skills for Life and Families manager to be appointed. On current funding from the LSC for Family Learning, it is unlikely that the 08/09 target of 2000 will be achieved. We are looking at how the family learning curriculum is organised and delivered. One option is to run more faster type sessions, however, there needs to be a balance of provision so that family learning objectives are achieved.								
<a href="#">LAAP104</a>	Percentage of people who think that street cleaning is good, very good or excellent (ARS) (proxy for LAA 119)	Higher	Heather Bonfield	63		51	-19.00% Not Met	
Annual Performance: No comment provided								
<a href="#">LAAP304</a>	Cervical screening coverage for women aged 25 - 64 years (proxy for LAA 303)	Higher	Esther Trenchard-Mabere (PCT)	80	72.3	71	-11.30% Not Met	↔

PI Ref No	PI Description	Aiming	Responsible Officer	Target 07/08	Actual 06/07	Actual 07/08	Variance	Traffic Light
Annual Performance: No comment provided								
<a href="#">LAAS103</a> <a href="#">SP107</a>	Reduced length of time domestic violence is experienced before it is initially reported to a specialist agency	Lower	Philippa Chipping	-6	3.2	3.85	-164.20% Not Met	↕
Annual Performance: No comment provided								
<a href="#">LAAS104</a>	Non-accidental secondary fires (excluding vehicles) (BV206iii)	Lower	Andy Bamber	2.99	2.99	3.65	-22.10% Not Met	↕
Annual Performance: Non-accidental fires have failed to stay below the 2.99 target. This was due to the increase in seasonal fires (3rd Quarter) such as Nov 5 and Halloween. It was still the lowest rate for that quarter when compared to the last 3 years, which indicates a significant improvement.								
<a href="#">LAAS107</a> <a href="#">SP109a</a>	Improved perceptions of antisocial behaviour: reduced percentage of the population who view rubbish and litter lying around as "a very serious problem"	Lower	Heather Bonfield	23	32	32.9	-43.00% Not Met	↕
Annual Performance: Public perceptions have slipped, mirroring a reduction in our performance in managing litter. To address this action is being taken on two fronts. First a Cleansing Improvement Board has been set up which involves a range of stakeholders, including our contractors and a three year continuous improvement plan has been agreed. Second a Public Realm campaign to raise public awareness is being developed. Although this will initially concentrate on recycling performance it will be expanded to cover the more general public realm.								
<a href="#">LAAS604</a> <a href="#">LPSA010b</a> <a href="#">SP408, TH1026</a>	Number of under 16s who are active users of the Idea Stores and libraries	Higher	Judith St John	19272	13473	16008	-16.9 Not Met	↕
Annual Performance: At the end of the year under 16s membership of Idea Stores rose to 14,262, which represents a 19% increase over 2006-07. There were an additional 1746 children who were members of their school library but not Idea Store members. There has been a concerted effort made to increase membership in this age group. All sites have been given individual targets for numbers of new members to be added. Practice on class visits has been re-modelled, with an emphasis on introducing new members. Plans to refurbish children's libraries at Idea Store Whitechapel and Idea Store Crisp Street are well advanced. Space allocated to children at Watney Market Library has doubled, and the site has been given a dedicated children's officer.								
<a href="#">LAAS608</a>	Percentage of parent governor vacancies	Lower	Helen Jenner	7	8.7	17	-142.90% Not Met	↕
Annual Performance: The parent governor vacancy is currently at 17% we have not achieved our target. This is due to resignations of parent governors and the inability to fill these vacancies. The training & communication post is also in the process of coming up with new ideas of filling the parent governor vacancies more adequately. Currently the parent governor leaflets are being revised and also the training and communication post has contacted schools to assist with issues to do with the parent governor vacancies. It is planned that a research project will be conducted to investigate why parents governor vacancies are not being filled.								
<a href="#">LAAS609b</a>	Percentage achieving 6+ end of FS in emotional development (ED)	Higher	Helen Jenner	74	69	66	-10.80% Not Met	↕
Annual Performance: Although significant progress was made in foundation stage achievement overall there was a dip in this area. A range of training has been put in place as this is an aspect of learning where moderation is particularly challenging. Significant investment in foundation stage training, and programmes such as Parents as Partners in Early Learning should impact on next year's results for this indicator.								
<a href="#">LPSA002b(iv)</a>	Perceptions of antisocial behaviour: percentage of population who view as a "very big problem" the following issue: - rubbish and litter lying around	Lower	Heather Bonfield	28	32	32.9	-17.50% Not Met	↕

PI Ref No	PI Description	Aiming	Responsible Officer	Target 07/08	Actual 06/07	Actual 07/08	Variance	Traffic Light
Annual Performance: As per LAAS107 / SP109a comment.								
<a href="#">LPSA002C</a>	Reducing antisocial behaviour: - % of residents who say that antisocial behaviour has got worse or not changed in the past 3 years	Lower	Andy Bamber	69		77	-11.60% Not Met	
Annual Performance: We have missed our target in this area and have seen an increase in residents saying that anti social behaviour is getting worse or has not changed. Investigation into this is ongoing but initial findings show that where residents are asked about specific types of anti social behaviour (e.g. drug misuse and dealing, youth hanging around etc.) there has been a significant improvement in perception. However where questions concern overall crime or anti social behaviour there has been a worsening in perception (ARS and Cleaner, Safer Survey). We will continue to investigate this and examine our current hypothesis that overall perception is more affected by national media and trends and specific issues are more affected by personal experience of the borough.								
<a href="#">SP308_THI022</a>	Percentage of young people in Tower Hamlets aged 18 - 25 claiming unemployment-related benefits	Lower	Jackie Odunoye	16	20.7	18.2	-13.80% Not Met	↕
Annual Performance: The 07/08 out turn as of the end of March 2008 was 18.2 percent. This figure continues to improve slightly and work with partners is continuing to have an impact locally. However, there remain factors which continue to impact on progress: Whilst services such as Skillsmatch, Tower Hamlets College and the Community Hubs continue to offer solutions and create effective pathways into sustainable employment for young people this is small scale compared to mainstream funding. Mainstream funding is still linked to national targets and not to addressing specific local issues.								
<a href="#">SP310</a>	Increased supply of employment opportunities in key growth sectors prompted directly through the Employment Consortium	Higher	Jackie Odunoye	1400	1354	1254	-10.40% Not Met	↘
Annual Performance: This measures the jobs identified through Skillsmatch but due to the more intensive screening and matching to increase sustainability fewer jobs are secured but higher sustainability rates are achieved.								

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## **Workforce Matters in Local Authority Service Contracts**

On 13th March 2003, the Office of the Deputy Prime Minister issued a statement on Staff Transfers in the Public Sector along with a Code of Practice. The Code referred specifically to workforce matters in public sector service contracts which involve a transfer of staff from the public sector organisation to the service provider, or in which staff originally transferred out from the public sector organisation as a result of an outsourcing are TUPE transferred to a new provider under a retender of a contract. That is, they refer only to those contracts which were previously performed by the public sector organisation, and have been outsourced. Tower Hamlets has embraced this and reviewed its contract letting procedures to ensure full compliance with the requirements under the Code of Practice.

The Code recognises that there is no conflict between good employment practice, value for money and quality of service. On the contrary, quality and good value will not be provided by organisations who do not manage workforce issues well. Service providers who intend to cut costs by driving down the terms and conditions for staff, whether for transferees or for new joiners taken on to work beside them, should therefore not be selected.

The Code requires public sector organisations to apply the principles set out in the Cabinet Office Statement of Practice on Staff Transfers in the Public Sector and the annex to it, A Fair Deal for Staff Pensions. The intention of the Statement is that staff will transfer and that TUPE should apply, and that in circumstances where TUPE does not apply in strict legal terms, the principles of TUPE should be followed and the staff involved should be treated no less favourably than had the Regulations applied. The annex to the Statement requires the terms of a business transfer specifically to protect the pensions of transferees, in that transferring staff should be offered membership of a pension scheme which is broadly comparable to the public service pension scheme which they are leaving.

Where the service provider recruits new staff to work on a public service contract alongside staff transferred from the public sector organisation, it will offer employment on fair and reasonable terms and conditions which are, overall, no less favourable than those of transferred employees. The service provider will also offer reasonable pension arrangements.

As part of its tollgate procurement project assurance process, the Council now checks the applicability of the Code to all major projects. The implications for services and costs will henceforth be monitored on a case-by-case basis.

Whilst the Council has adopted the principles of the Code in its contract letting procedures, no applicable contracts were awarded during the 2007/08 financial year.

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