

Tower Hamlets Strategic Plan 2016-19

Year 2- 2017-18

A place of opportunity



Contents

Foreword by Mayor John Biggs	3
Introduction by Will Tuckley, Chief Executive	4
About Tower Hamlets	5
Our Challenges and Residents concerns	6
Our priorities and outcomes	8
Priority one: Creating opportunity by supporting aspiration and tackling poverty	8
Priority two: Creating and maintaining a vibrant and successful place	11
Priority three: Working smarter together as one team with our partners and community	13
Our budget	14
Our achievements	17



Foreword by Mayor John Biggs



Tower Hamlets is an inspirational and aspirational place - a great place to live, work, learn and play. Thousands of people are attracted to our borough because we are diverse, dynamic, modern and exciting with an enterprising global economy that

plays a crucial role in the London economy. I want the council to work with its partners to ensure Tower Hamlets promotes its unique location, maintains excellent connections and is able to respond to opportunity and challenge to get the best deal for residents. This is year two (2017 – 18) of the council's three year strategic plan, the overarching document that sets out what action will be taken in the year ahead. It is aligned to our budget and transformation programme over the next three years.

I want Tower Hamlets to be the most creative, vibrant and enterprising place in London where people have the opportunity to realise their ambition to improve and thrive. We are committed to making every neighbourhood in the borough a great place to live, with excellent public services and a high quality environment for all communities to enjoy. We want to build a more equal and socially just borough, in which the council supports vulnerable people to live with dignity and security, and in which our diverse communities are treated with respect.

Tower Hamlets Strategic Plan 2016-19 Year 2- 2017-18

We are ambitious for residents and want the council to play a bigger role in maximising access to jobs and training. Critically, we want growth to drive a reduction in inequality rather than making it worse. This borough has some pockets of entrenched deprivation where 87% of our older residents and 58% of children live in poverty. We must do more to ensure the residents have better outcomes. However, I recognise the council cannot do this on its own. It is only by working with residents, our partners and local businesses that we can unleash our borough's true potential, deliver excellent public services that are value for money, and attract the investment we need to shape our future and transform lives.

The council has been working hard to improve our services, and this has been recognised by the Secretary of State for Local Government with their intention to return full powers back to the council and the removal of the Commissioners. We will not let up on our progress and are setting up an Improvement Board to ensure we maintain our momentum and deliver the best possible services for local people. I am proud of our achievements over the last year, that includes delivering 1073 affordable homes and helping 994 residents into sustainable jobs. Last year I also had the pleasure of launching the Ethical Care Charter which seeks to improve home care services for vulnerable local people and the conditions for home care workers. We also established the Tower Hamlets Education Partnership to build on our excellent track record of improving attainment in schools by bringing together the diverse range of schools in the borough to continue working and learning

together. Nationally the council has been short listed and won numerous awards including those recognising the regeneration of the Ocean Estate, involving local people in adopting gardens and more recently the Council was highly commended for our work on delivering the Mental Health Accommodation Strategy.

I am committed to serve and represent our borough at a local, regional, and national level, and to ensure the provision of excellent quality services for local people, communities and businesses. I will provide and encourage an outward looking and transparent leadership for the borough, providing more opportunities for residents and partners to improve the borough and life of people and its communities.

However I am not complacent. Some of the decisions that need to be made will be difficult, especially at a time when many of our residents are experiencing hardship and need support in their daily lives. We must also listen to and learn from people's experience to ensure we meet the needs of all our communities – from the most articulate to the quietest voices. That is why I want the council to be open and transparent as it goes through change, ensuring you have the opportunity to get involved and have your say about the things that matter most to you. After all it is your borough and it's your future.

A handwritten signature in black ink, appearing to read 'John Biggs', written in a cursive style.

Mayor John Biggs

Introduction



Tower Hamlets has a proud tradition of public service and we need to build on this at a time of significant transformation and improvement. Right now, the main driver of this change must be an absolute focus on being responsible for achieving the Mayor's

priorities and outcomes set out in this plan. The council has a critical role in making this happen through the services we provide, the money we spend and the people we employ.

To achieve this we need to listen to our residents and those that work for the council and encourage them to get involved to address the things that matter most. We need to work with partners and our community to enable the earliest self-help, prevention and intervention. To do this we should exploit new technology to deliver many of our services, so that people can access the council at any time in a variety of ways. Many people need to access multiple services from the council, but because of the way we are currently set up it can often feel like they are dealing with different organisations. We are still one of the highest spenders on public services, yet some of the outcomes for our residents do not match our investment and effort. This needs to change.

We have to achieve these changes at a time when we have less money combined with the fastest growing population in UK and increasing demand for many of our important services. Over the next three years the council will need to save £58 million. We can only achieve this difficult task by transforming the way we work and challenge ourselves to explore new ways of delivering for the residents of Tower Hamlets.

At my road shows I was told how proud our staff are to work for the council. This is a huge asset that staff combined with a widespread recognition of the need for changes to our culture and approach involving a strong emphasis on being more efficient makes for a promising future. So we will invest in the right skills, develop a culture that puts people at the heart of everything we do and enable residents and communities to do things for themselves.

The organisation needs to be more agile, enabling more staff to work flexibly, operating when and where needed most. We aspire to be an employer of choice achieving modern working practices that complement and facilitate our plans for improving access for customers and citizens. These will culminate in our move to the heart of the borough in our new Civic Centre in Whitechapel.

I am really proud of the council's achievements this year. I attended the hugely successful Boishakhi Mela, which attracted over 45,000 people. Victoria Park was, for the fourth time,

voted the nation's favourite park and again held the annual Fireworks attracting over 75,000 people. We have planned a three year budget, delivered not one but three successful elections and delivered all the actions in the Best Value Action Plan recognised by the Secretary of State with decision making powers given back to the council. We will continue with this journey through the Best Value Improvement Plan and deliver a wide range of activities to support our ambition to achieve excellence. I want to promote your achievements and am keen that we build on this in the year ahead.

Our updated strategic plan sets out the priorities and outcomes our Mayor and his administration have been elected to deliver. These are underpinned by our transformation programme, medium term financial strategy and drive to deliver better outcomes for local people. It is only by working smarter together with our partners and community will we make a difference for the people who live and work in Tower Hamlets.

Will Tuckley, Chief Executive

About Tower Hamlets

Tower Hamlets is a dynamic and vibrant place to live, work, learn and play with diverse and creative communities, award winning parks and a successful world class economy. Below are some facts and figures. More information can be found at – www.towerhamlets.gov.uk/lgnl/community_and_living/borough_statistics/borough_statistics.aspx

Population

- Resident population of **295,200**
- Fastest growing** population in the UK
- Predicted to increase to **365K** by **2026**
- 38% increase** in the last 10 years
- Half the population aged **20-39**
- Only **9%** aged **60+**
- 69%** belong to an ethnic minority
- Over **90** languages spoken

Economy

- Canary Wharf** is second largest business district in the UK
- Just under **16,000** business units
- Borough's economy dominated by the **financial sector**
- Earnings for all workers in the borough is **Second highest** in London
- Residents on average earn **£36,429** per annum compared to the average earning for those working in Tower Hamlets which is **£46,100**

Housing

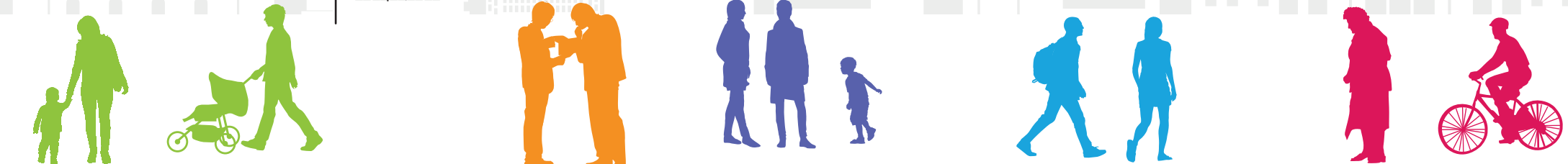
- Significant changes in the types of **housing tenure** in the last 10 years
- 39%** of housing stock is private rented sector
- Highest level** of new dwelling growth in the UK
- Delivered highest number of **affordable homes** in the UK

Education

- 63%** pupils achieve A*-C levels for Maths/English
- Significant increase in working age residents with **qualifications**
- School population of **42K** set to increase by **25%** in **2025**

Health & Wellbeing

- Over **200** open spaces with more than **100** parks
- 8 out of 10** residents report that their health is good or very good
- Average age a male starts to develop health problems is **54** compared to **64** nationally
- Average age a female starts to develop health problems is **56** compared to **64** nationally

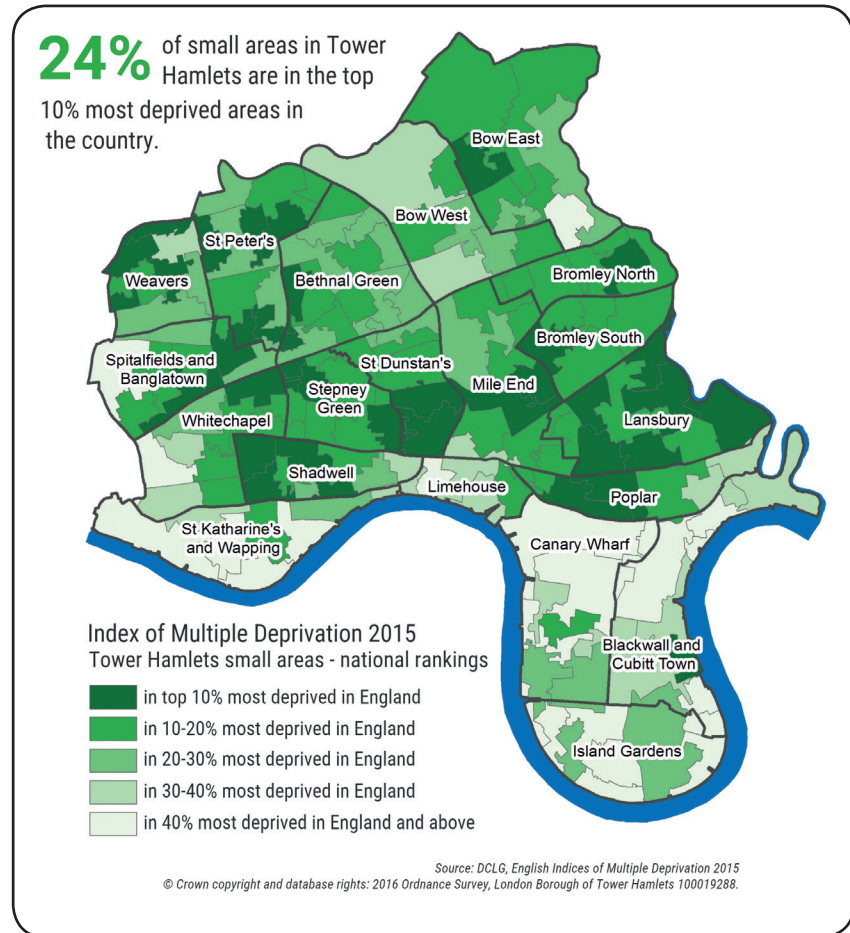


Our challenges

Tower Hamlets economy and regeneration helped to deliver globally competitive job opportunities and an enhanced local environment whilst investment in education and skills has delivered successes in educational outcomes for children and young people and reduced unemployment. However the extent of poverty for children and older people remain stubborn long term challenges.

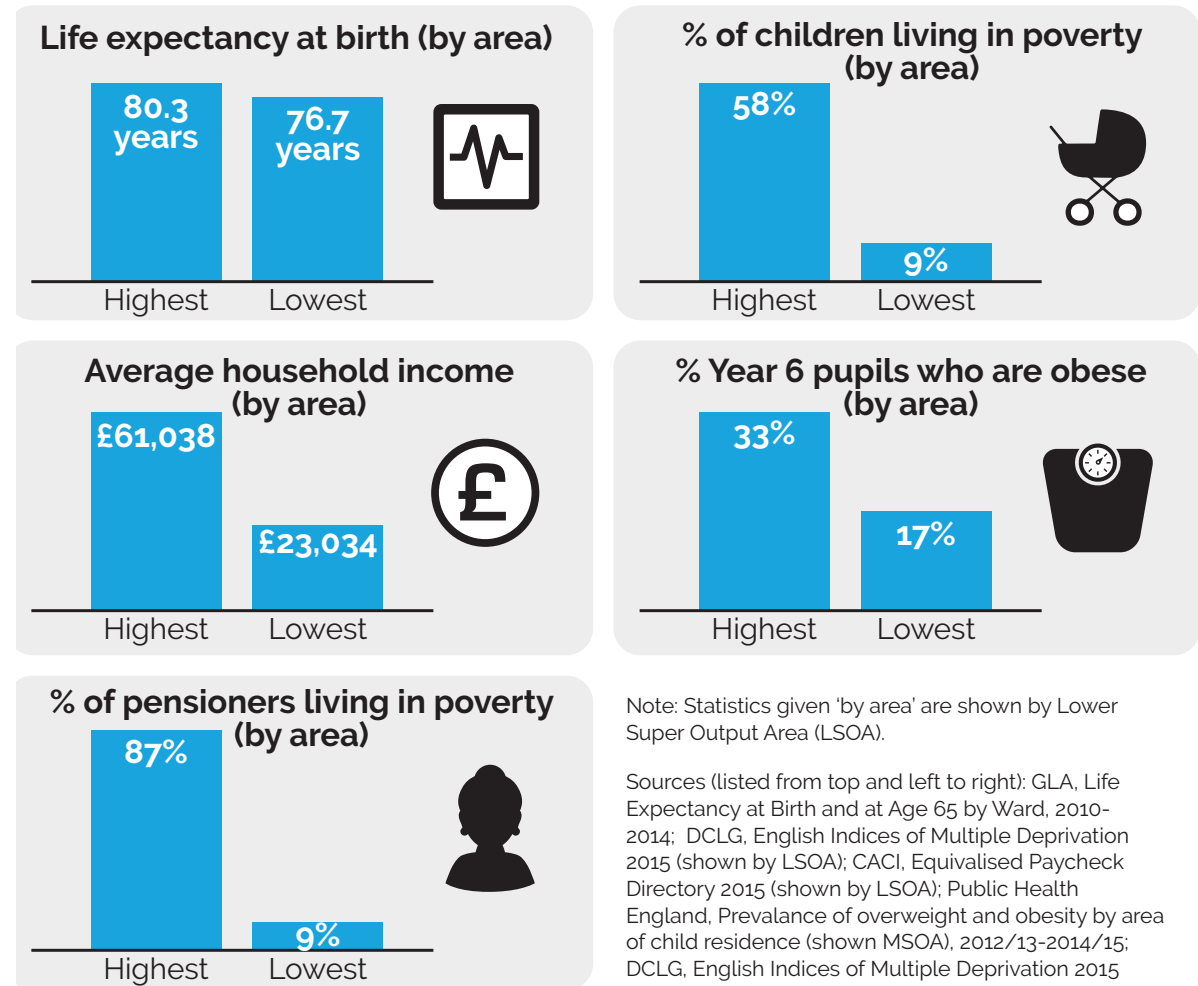
Deprivation in Tower Hamlets

Some areas of the borough are more deprived than others. The Index of Multiple Deprivation provides a relative measure of deprivation for small areas across England, taking into account 7 different factors: income, employment, education, health, crime, housing and services, and living environment.



Inequality in Tower Hamlets

The charts below provide an example of outcomes that vary between different parts of the borough.

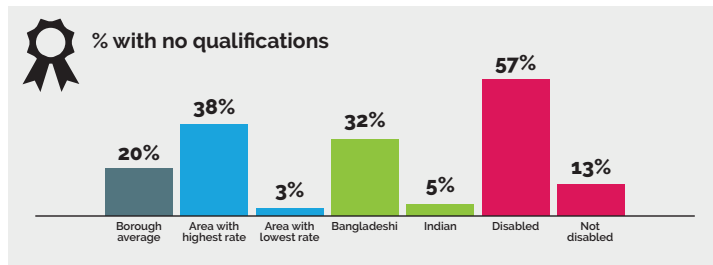
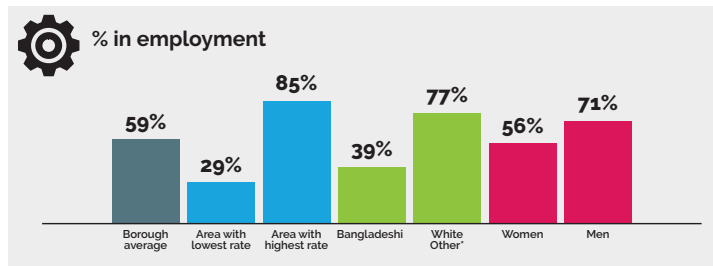
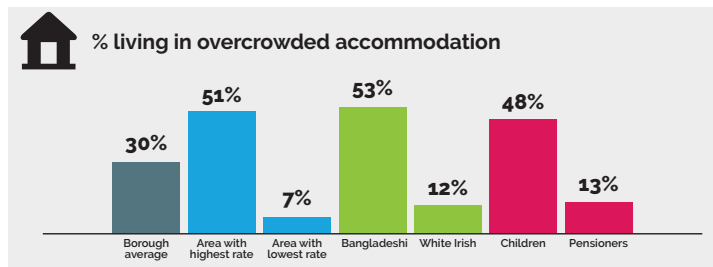


Our challenges and residents' concerns

The differences in levels of income have also widened and people are facing increasing hardship and lower living standards affecting the poorest households but also many who are in work. We want to lessen the impact of disadvantage and promote greater opportunity and fairness through all the means available to us, whether it is through leadership, as a service provider, employer or purchaser in the local economy. Results from the residents' survey highlight a range of views about the challenges in their neighbourhoods as well as impacting on their lives. More information can be found – www.towerhamlets.gov.uk/lgnl/community_and_living/borough_statistics/Annual_Residents_Survey.aspx

Inequality experienced by different groups of residents in Tower Hamlets

The charts below provide an example of the differences between groups of people living in the borough.



* The Census ethnicity classification includes four 'White' groups: 'White British', 'White Irish', 'White Gypsy/Traveller' and 'White Other'. The 'White Other' group is particularly diverse and includes residents from a mix of ethnic backgrounds (e.g. European, Australian, American).
Sources: ONS Census 2011 Tables (in order they appear): LC3404EW (by LSOA), LC2404EWs, DC3404EW, LC6210EW (by LSOA), DC6201EW, DC6107EW, QS501EW (by LSOA), DC5209EWa, and LC5301EW.

What our residents think

Results from the Annual Residents Survey 2016

The council

71% are satisfied with the way the council runs things.
52% feel the council is open and transparent about its activities.
72% trust the council a great deal or a fair amount.

Economy

60% says the council provides good value for the council tax they pay.
32% say that affordable housing is among their top three personal concerns.
20% say that a lack of jobs is among their top three personal concerns.

Social

87% say people from different backgrounds get on well together in their local area.
51% say that people using or dealing drugs is a very or fairly big problem.
39% say that crime is one of their top personal concerns, making it the top concern of residents overall.

Environment

83% are satisfied with their local area as a place to live.
48% feel that rubbish/litter was a very or fairly big problem in their local area.
17% say that traffic congestion is among their top three personal concerns.

Our priorities and outcomes

Based on an understanding of the local community, their views and the opportunities and challenges facing the borough the council has identified its priorities and outcomes for 2017-18.

Priority one: Creating opportunity by supporting aspiration and tackling poverty

We want to create opportunities for residents by supporting their aspiration and tackling poverty so that everyone can have the best start in life and is supported to achieve better outcomes for themselves, their family and community.

Supporting residents to benefit from the borough's strong economy is still a key challenge. Whilst the borough's employment rate continues to improve, it remains below the London average, particularly so for women and ethnic minority residents. Residents identify lack of jobs as one of their top three areas of concern. Our priority must be to actively support businesses to create and locate good-quality jobs in our borough; to ensure that our residents are equipped – through training, support and brokerage – to access those jobs; and in parallel to support the historic tendency of resident communities towards enterprise and business start-ups. At the same time as working intensively with long-term unemployed residents being hit by benefit cuts to get them into work, we will also need to focus on making our borough attractive to high-skilled companies – for example in tech or creative industries – that will provide the jobs for the growing number of our young people whether graduating from university or fresh from our schools and colleges. We will work with partners to address poverty in old age and critically tackle child poverty as it is at the root of many poor outcomes for children and young people and their families.

What outcome do we want to achieve	What action will we take	What will we measure
<p>A dynamic local economy, with high levels of growth that is shared by residents</p> 	<ol style="list-style-type: none"> 1. Develop and deliver the Growth Strategy to create the right environment for sustained economic growth whilst harnessing the benefits for local residents and businesses 2. Implement a programme of business support for Tower Hamlets businesses and entrepreneurs 3. Create the right environment for business growth including delivering the Whitechapel Vision, securing the provision of appropriate workspace (including for scale-up businesses) and meeting the advanced IT infrastructure needs of business 4. Work in partnership with skilled industries where the borough has existing or emerging clusters to understand their needs and accelerate their growth in order to boost the number of skilled jobs in the local economy 5. Implement a High Streets and Town Centres Strategy 6. Improve our ability to secure local employment through S106 agreements with developers building in our borough 	<ul style="list-style-type: none"> ● Rate of new business registrations ● Number of businesses supported through council activities

What outcome do we want to achieve	What action will we take	What will we measure
Residents in good quality, well-paid jobs	<ol style="list-style-type: none"> 1. Develop an Integrated Employment Service to support higher volumes of local people into work, including graduates into higher skilled jobs * 2. Improve the quality and availability of skills training and ESOL provision, and better co-ordinate the provision of both third-sector and private sector employment support, including by moving from grant giving to commissioning for employment services 	<ul style="list-style-type: none"> ● Overall employment rate (gap between LBTH and London average)* ● Job starts for Tower Hamlets residents supported by Employment and Skills Programmes
Children get the best start in life and young people realise their potential	<ol style="list-style-type: none"> 1. Provide adequate early help for the most vulnerable children and families, with a strong focus on safeguarding 2. Develop a sustainable offer of support to children with special educational needs 3. Improve educational aspiration and attainment* 4. Ensure better outcomes for looked after children and young people * 5. Promote post-16 provision so that it is appropriate and inclusive for all students 6. Support all young people to access enrichment and social activities 	<ul style="list-style-type: none"> ● Excess weight in 4-5 year olds ● Number of Adoptions and Special Guardianship Orders granted ● Average number of days between a child entering care and moving in with his/her adoptive family ● % Looked After Children in same placement for 2 years or more ● EYFS Early Years Achievement – proportion of children achieving a good level of development* ● Educational attainment of looked after children at KS2 and KS4 ● Key Stage 2 - Percentage of pupils achieving the national standard ● Key Stage 4 (GCSE) - Attainment 8 and Progress 8 measures* ● Key Stage 5 average grade: Academic qualifications and vocational qualification* ● Percentage of pupils who think that they will go to university or higher education in the future (primary and secondary) ● Proportion of young people not in education, employment or training (NEET)*

What outcome do we want to achieve	What action will we take	What will we measure
<p>People are healthy and independent for longer</p>	<ol style="list-style-type: none"> 1. Create a healthier place* 2. Develop an integrated health and social care system* 3. Support communities to drive change in health and wellbeing 4. Increase the independence and resilience of our communities 5. Tackle health-related employment issues* 6. Keep vulnerable adults safe, minimising harm and neglect* 7. Improve participation in sport, and other health promoting activities, at a community level 	<ul style="list-style-type: none"> ● Adult Social Care carer satisfaction* ● % of adult care users who say care and support services help them have control over their daily life ● Proportion of people over 65 receiving long term support, per 100,000 population* ● Smoking cessation (4 week quit rate per 100,000 population) ● Self-reported happiness (sense of wellbeing) ● Non-elective hospital admission rates ● Number of people with mental health problems in employment*
<p>Gaps in inequality have reduced and diversity is embraced</p>	<ol style="list-style-type: none"> 1. Mitigate the impact of welfare reform on our most vulnerable residents * 2. Support more women and black and minority ethnic and disabled residents into employment* 3. Improve children's weight and nutrition * 4. Respect, value and celebrate our cultural history and diversity 	<ul style="list-style-type: none"> ● Employment gap for women and BME ● Attainment gap for White British Children ● Workforce diversity of senior managers (London benchmark position)



Priority two: Creating and maintaining a vibrant and successful place

We want to create a place that allows people to prosper, live safely and lead a healthier life. Housing continues to be a challenge for us with nearly 20,000 households on the Common Housing Register and over 50% in high priority need. Despite our strong track record of building large number of affordable homes for local people the continuous growing population, low income levels for many households and high house prices makes this an on-going priority for us as good housing has impact on many other issues such as health and education. Through the development of our local plan we will seek to address the infrastructure needs of a growing population including school places, parks, leisure facilities and transport are in place so communities are sustainable and cohesive.

What outcome do we want to achieve	What action will we take	What will we measure
An improved local environment	<ol style="list-style-type: none"> 1. Ensure that the borough is clean to the highest possible standards 2. Improve waste management and recycling performance 3. Reduce the impacts of traffic on our residents, making our borough one of the best in London to walk or cycle in and building a sustainable approach to road use and parking policy 4. Manage development pressure through the preparation of a new Local Plan and provide effective local infrastructure, services and facilities 5. Improve air quality and enhance the environmental sustainability of the borough; reduce carbon emissions, enhance biodiversity and alleviate fuel poverty 	<ul style="list-style-type: none"> ● Overall satisfaction with the area as a place to live ● Levels of street and environmental cleanliness: litter / detritus / graffiti / fly-posting ● Proportion of household waste sent for reuse, recycling and composting ● Proportion of residents who rate parks and open spaces as good, very good or excellent ● Improved air quality
People feel safe and places have less crime and anti-social behaviour	<ol style="list-style-type: none"> 6. Work with our partners to target resources to reduce crime * 7. Step up activity to tackle anti-social behaviour 24/7 8. Reduce the prevalence of illegal activity in relation to the sex industry * 	<ul style="list-style-type: none"> ● Total Notifiable Offences / Borough crime reduction* ● Extent to which residents feel the police and other local services are successfully dealing with ASB* ● Local Concern about ASB and Crime* ● Proven re-offending by young people - % of cohort that reoffends

What outcome do we want to achieve

Better quality homes for all

What action will we take

1. Increase the availability of good quality housing, including family-sized homes, across all tenures *
2. Maintain and improve the quality of council housing stock and housing management services
3. Improve the quality of privately rented stock in the borough
4. Improve the quality and management of Registered Provider stock in the borough
5. Tackle homelessness, including through improved prevention and a reduction in families in temporary accommodation*

What will we measure

- Number of affordable homes delivered*
- Number of social / affordable rented housing completions for family housing*
- Number of affordable units provided as wheelchair accessible or adaptable (10% of affordable homes delivered)*
- Proportion of non-Decent Homes*
- Number of households who considered themselves homeless, who approached the local authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation*
- Number of households living in temporary accommodation*
- Number of homeless families in B&B for more than 6 weeks*
- Number of lets to overcrowded households*

Communities are engaged, resilient and cohesive

1. Engage and communicate effectively with residents
2. Establish a new collaborative relationship with the voluntary and community sector to deliver priority outcomes and build strong communities
3. Co-produce services with residents
4. Promote community cohesion, bringing different parts of the community together, tackling divisions and encouraging positive relationships *
5. Work together with partners and communities to tackle the threat of radicalisation and extremism.
6. Deliver an effective and broad leisure, cultural and learning offer that reaches people living and working in the borough.

- Council involves residents in decision making*
- Residents feel able to influence decisions in their local community*
- Council listens to concerns of residents*
- Proportion of people from different backgrounds who get on well together*
- Proportion of users who rate libraries/Idea Stores as good, very good or excellent

Priority three: Working smarter together as one team with our partners and community

We want to be a council that is continuously improving and is enabling and efficient for the communities we serve. To achieve this we recognise the need to make fundamental changes to our relationship with our residents and partners and in the way we are organised and operate. In the future the council will be different to meet the increasing demand at a time of financial constraint. We will redesign our services around our customers' needs, consolidating and simplifying the way we do things. We will root out duplication to reduce cost and complexity so that we focus on the things that matter to our residents and work with our partners from all sectors to deliver. We will work with partners and our community to provide the earliest self-help, prevention and intervention exploiting new technology to deliver many of our services, so that people access the council in a variety of ways and at any time. We will use our buying power to commission services that get the best outcomes for our resident, provide greater social value to the borough and are value for money as well as where possible explore service integration with our partners. Tower Hamlets staff are proud to work for the council and we will invest in the skills needed so that they can operate effectively developing a culture that puts people at the heart of everything we do. Staff will be encouraged to be agile, work more flexibly, so they can operate when and where they need to, establishing a modern working environment based in Whitechapel.

What outcome do we want to achieve	What action will we take	What will we measure
<p>An enabling and efficient council</p>	<ol style="list-style-type: none"> 1. Make best use of council resources through effective procurement and commissioning exploiting greater value for money and use of assets and maximising income from local growth 2. Support an organisational culture based on transparency, trust and effective relationships 3. Deliver the Smarter Together transformation programme to ensure effective and responsive front line services and efficient cost-effective support services, enabled by ICT and a new Civic Centre 4. Deliver the One HR Plan* 5. Re-invigorate our partnership relationships nurturing an outward looking culture, by asserting our place and relationships in London. 6. Deliver an effective communication plan 	<ul style="list-style-type: none"> ● Staff engagement measures (visibility of senior managers and pride in workplace) ● Channel Shift measure – percentage of contact transactions dealt with online ● Customer access overall satisfaction ● Number of working days / shifts lost to sickness absence per employee ● Proportion of residents agreeing that the council is doing a good job ● Percentage of non-domestic rates collected in line with budgeted collection ● Percentage of council tax collected in line with budgeted collection

Those activities marked with an * are also priority activities within the council's Single Equality Framework



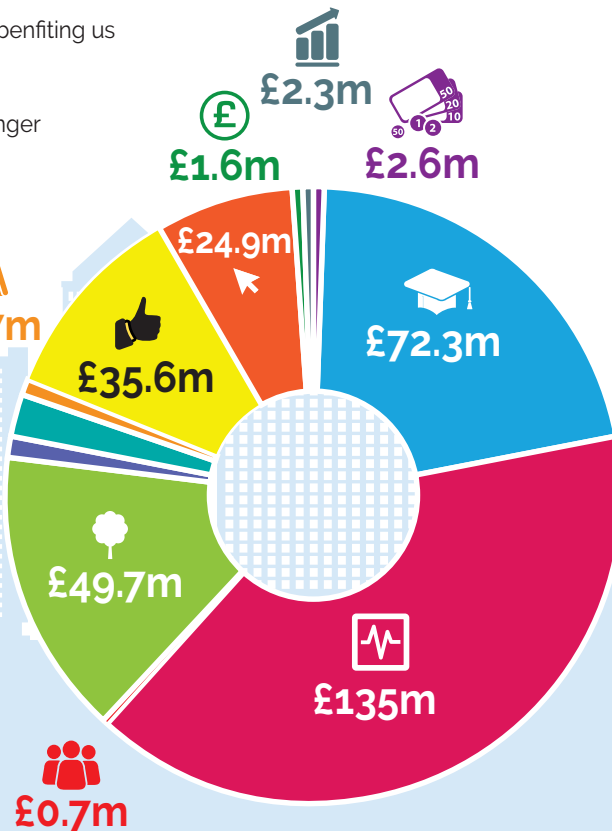
Our budget

The council's overall budget is just over £1.21 billion which includes the Dedicated Schools Grants and Housing Revenue Account. The council has adopted an Outcome Based Budgeting (OBB) approach to help deliver the longer term transformational changes required to meet the savings target of £58m over the next three years. The council's new Medium Term Financial Strategy (MTFS) 2017-20 seeks to reflect OBB principles, delivering the council's priority outcomes as set out in this plan, while making savings through planned budget reductions rather than cutting costs on a service by service basis. More information on the council's budget can be found on http://www.towerhamlets.gov.uk/lgnl/council_and_democracy/council_budgets_and_spending/Tower_Hamlets_Council_Efficiency_Plan_2016_20.aspx

General Fund Revenue Budget 2017/18

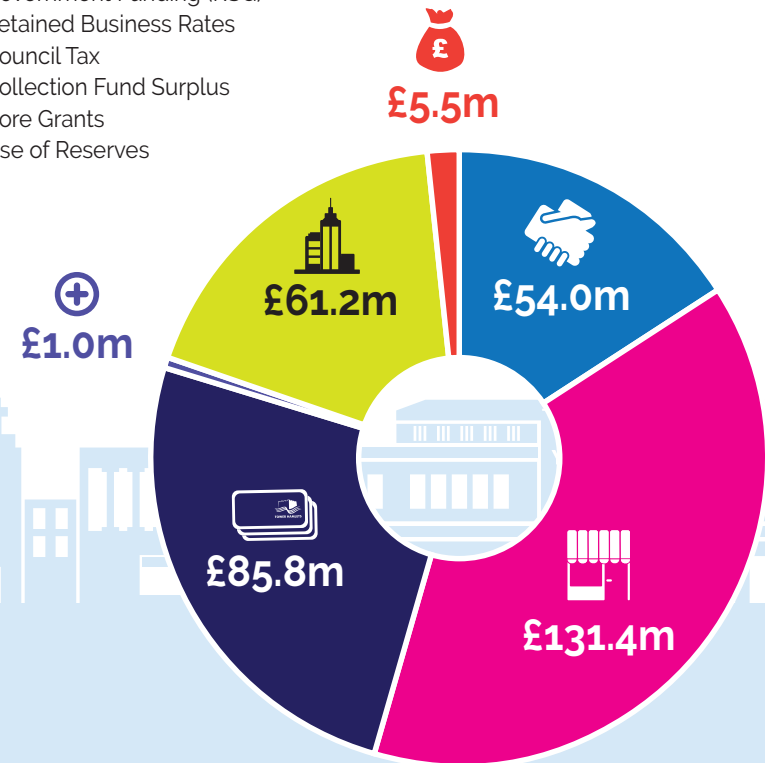
Revenue Budget Spend: A breakdown of budget spend according to outcome areas.

- A dynamic local economy, with high levels of growth benefiting us
- More residents in good quality, well-paid jobs
- Young people realising their potential
- More people living healthily and independently for longer
- Reducing inequality and embracing diversity
- An improved local environment
- Better quality homes for all
- Less crime and anti-social behaviour
- Engaged, resilient and cohesive communities
- Enabling services
- No strong alignment
- Pay inflation (to be awarded)



This is where our £338.9m revenue funding comes from.

- Government Funding (RSG)
- Retained Business Rates
- Council Tax
- Collection Fund Surplus
- Core Grants
- Use of Reserves



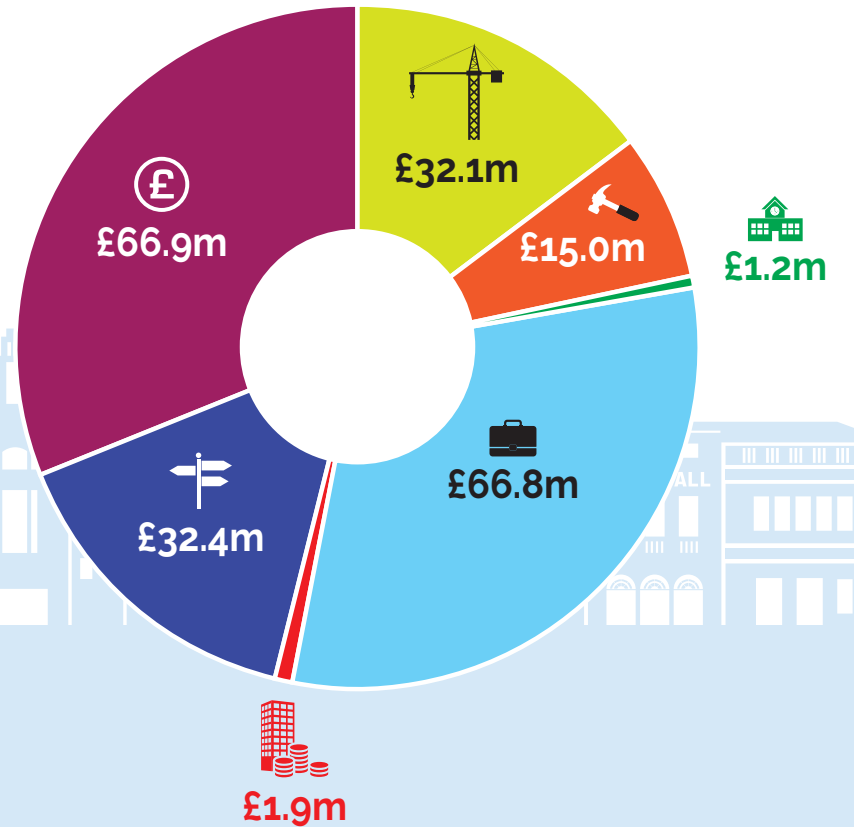
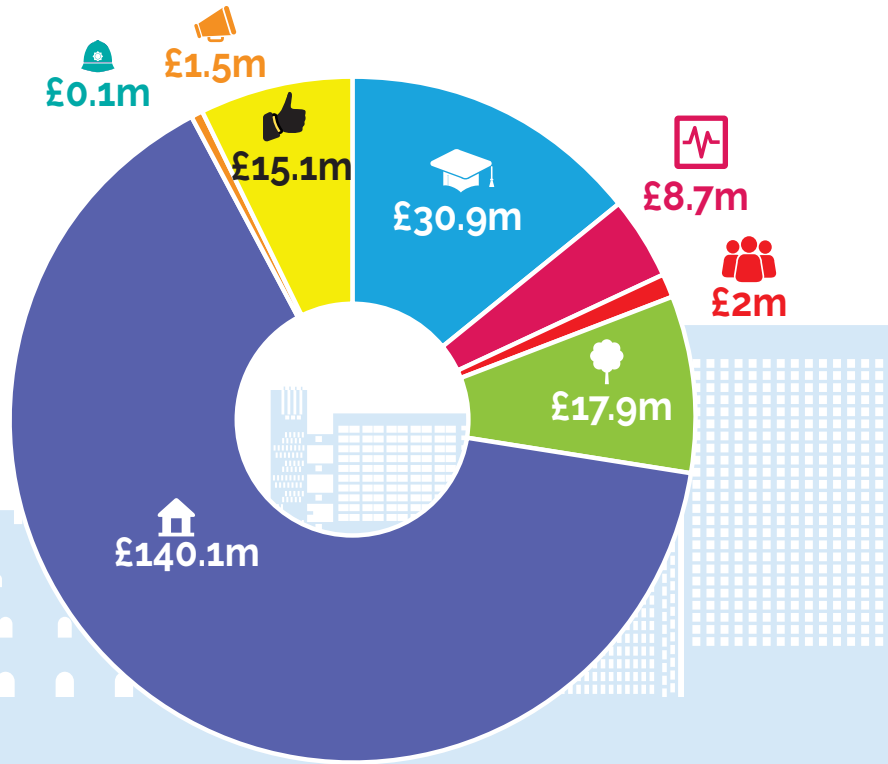
Capital Programme Budget 2017/18

Capital Budget Spend: A breakdown of budget spend according to outcome areas.

This is where our £216.3m capital funding comes from.

- Young people realising their potential
- More people living healthily and independently for longer
- Reducing inequality and embracing diversity
- An improved local environment
- Better quality homes for all
- Less crime and anti-social behaviour
- Engaged, resilient and cohesive communities
- Enabling services

- Capital Grants
- Major Repairs Allowance
- Schools Contribution
- Capital Receipts
- Prudential Borrowing
- S106/Community Infrastructure Levy
- Revenue



Tower Hamlets achievements 2016-17 (Provisional data for period 1st Apr 16 - 28 Feb 17)


Dealt with **3,174** planning applications with 26 housing schemes and 10 offices approved and received **£17.9m** in Community Infrastructure Levy and **£17m** received in S106 payments which funded total of 19 projects



10,000 children visited **children's centre**



4,000 residents received **long term support**



Recycled **27.6%** of **household waste**



Facilitated **19 clean-up** days involving **199 residents**



255,302 people attended 198 **community events**



80,000 SEN journeys



Supported **900 carers**



1,436 tonnes of **waste** collected each week



44,324 visits to the **Refuse and Recycling Centre**



232 **training** sessions on community safety, mental health, child protection and adult protection



Assisted **229** residents into apprenticeships, **35** of which were employed by the Council.



Provided **4,800,000** number of **free school meals**



1,148,938 visits to the **leisure centres**



Cleaned over **6,980** kilometres of **streets** every week



2,178 households found temporary **accommodation**



Financially supported **205 projects** with **£3.57m** in community grants, **£375,684** to **77 projects**



6,500 children attended **holiday childcare scheme**



1,882,826 visits to the **idea stores**



90,000 meals provided to **older residents**



1,342 **food safety** inspections carried out



1,789 Fixed Penalty Notice for **littering** and other street offences



£124,540 to **12 projects** to improve community relations

2,488,731 people visited the council's website



If you need this document in another format such as braille, large print, translated,
call 020 7364 4389
or email communications@towerhamlets.gov.uk

www.towerhamlets.gov.uk

