

Tower Hamlets Strategic Plan 2009/10- 2011/12

Year 1 Action Plan 2009/10



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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, where people have a responsibility to contribute; and where families are the cornerstone of success.

Tower Hamlets is a place with 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.**

Over recent years, Tower Hamlets has been one of the biggest economic success stories in the country, in the current economic climate however it is imperative that the Council and its partners ensure that support for local enterprise and partnership working, with both large and small businesses, continues to be translated into employment opportunities and that local people have the skills and training need to take advantage of 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, Tower Hamlets will be recognised as a place with highly skilled ambitious communities, 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. 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 coming years. These have been negotiated and agreed with national government in our Local Area Agreement. 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.

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 continuing to impact on the quality of life.

In 2008/09 there was a 21% reduction in acquisitive crime, over 2½ times the Met average, due to significant Council investment and strong partnership working. Also there has been a 25% drop in youth violence achieved by harnessing the added value of effective partnership working to focus on early intervention and targeting shared resources.

There has also been a step change in relation to recycling with a 40% increase in recycling rates following a re-commissioning of the recycling contract and targeted investment to introduce a food waste service.

Improved outcomes for young people in Tower Hamlets include a 13% increase in attainment of 5 or more A*-C GCSEs (including English and Maths) as well as an 18% reduction in young people not in employment, education or

training. In addition Tower Hamlets is also a Beacon Authority for Reducing Re-offending and was recently awarded Beacon status for Preventing and Tackling and Child Poverty.

As a result of such activity, Tower Hamlets has once again been assessed as having outstanding services for adult and children, both of which were considered to have 'excellent' capacity for continuing improvement, and is the only Council to have had both services top-rated for the last three years.

A strong response to the equalities agenda is at the heart of our work and is reflected in the One Tower Hamlets theme in this Strategic Plan. The Council is currently meeting the highest level (five) of the Equalities Standard and is the first council in the Country to receive the Equality Mark.

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 sit along side social housing estates. Tower Hamlets has one of the highest population densities in inner London and a population that is expected to reach nearly 300,000 by 2020.

The average salary for those working in Tower Hamlets is nearly £64,000, yet 18% of households are living on less than £15,000. Housing affordability is low by national standards, with an average house price of £319,826 – more than double

the average in England and Wales – and out of reach for most local people.

Other facts and figures that reflect the array of challenges and opportunities in the Borough include:

- 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 at birth is 75 for men and 80 for women, ranking Tower Hamlets 392nd out of 432 local areas on male life expectancy and 362nd out of 432 for female life expectancy
- The proportion of young people living in Tower Hamlets currently stands at 35%, which is much higher than the 18% average for the rest of inner London, and over

70% 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 and improve air quality is therefore a 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 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 2009/10 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 2009/10-11/12: Year 1 Action Plan, covering the period April 2009- March 2010, 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. Although One Tower Hamlets underpins all themes, it is included in the Strategic Plan as a theme in itself. Each of the five themes is supported by key priorities for action which will provide the focus for our service delivery for the period to March 2010.

Themes	Priorities
One Tower Hamlets	<ul style="list-style-type: none"> • Reduce inequalities and foster strong community cohesion • Work efficiently and effectively as One Council
A Great Place to Live	<ul style="list-style-type: none"> • Provide Affordable Housing and Strong Neighbourhoods • Strengthen and connect communities • Support vibrant town centres and a cleaner, safer public realm • Improve the environment and tackle climate change
A Prosperous Community	<ul style="list-style-type: none"> • Support excellent learning opportunities for all • Reduce worklessness • Foster enterprise
A Safe and Supportive Community	<ul style="list-style-type: none"> • Empower older and vulnerable people and support families • Tackle and prevent crime • Focus on early intervention
A Healthy Community	<ul style="list-style-type: none"> • Reduce differences in people's health and promote healthy lifestyles • Support mental health services to improve mental health • Improve access to and experience of local health services

The Strategic Plan also specifies the key targets the Council expects to achieve against these priorities by March 2010 and sets out the key initiatives which the Council will undertake in 2009/10 to deliver these 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 at an operational level.

4. Year 1 Action Plan 2009/10

The Key Initiatives for 2009/10 to support the delivery of the longer term goals of the Community Plan are set out in the following action plan. Each initiative identifies some key progress milestones to enable progress to be effectively monitored.

One Tower Hamlets

Priority 1.1: Reduce inequalities and foster strong community cohesion		
Objectives:		
1.1.1 To reduce inequalities		
1.1.2 Foster strong community cohesion		
1.1.3 Provide strong community leadership and inclusive services		
Strategic Action	Lead Member, Lead Officer and Directorate	Milestones, Deadlines and Lead Officer
1. Produce new Equality Schemes in relation to age, race, sexual orientation and religion/belief to complement existing gender and disability Equality Schemes	Cllr Joshua Peck Michael Keating, Scrutiny and Equalities, Chief Executive's	Relaunch Women in Tower Hamlets Inclusive network as part of the new Tower Hamlets Partnership Structure by September 2009 (Frances Jones)
		Work with Stonewall to increase number of locally based organisations in the Workplace Index by September 2009 (HA)
		Establish Council/PCT joint Pan Disability Panel to improve consultation with disabled population by July 2009 (Priti Batavia)

		Improve mechanisms for ensuring that the needs of smaller BME communities are included in service delivery and planning. Recommendations to be submitted to Corporate Equalities Steering Group by October 2009 (Hafsha Ali)
2. Develop the Council's community leadership role to deliver the communities in control agenda, ensure a vibrant local democracy and strengthen civic participation	Cllr Joshua Peck Michael Keating, Scrutiny and Equalities, Chief Executive's	Implement Councillor Call for Action from April 2009 (Afazul Hoque)
		Consult on the new Executive Model of Governance by November 2009 (John Williams)
		Implement programme of Council/Cabinet/Committee meetings in Community Venues and pilot webcasting project from May 2009 (John Williams)
		Draft proposals relating to the 'Communities in Control' White Paper for April 2009 (Michael Keating)
		Further embed One Tower Hamlets by developing proposals to ensure that cohesion is evidenced and embedded into service planning and delivery by September 2009 (Frances Jones/Afazul Hoque/Assan Ali)

Priority 1.2: Work 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		
Strategic Action	Lead Member, Lead Officer and Directorate	Milestones, Deadlines and Lead Officer

3. Achieve a reduction in the Council's reliance on Agency staff	Cllr Ohid Ahmed Chris Naylor	Heads of HR to review and identify ways in which their directorate can reduce agency spend. Proposals by April 2009
		Review Workforce Planning intelligence and use to inform activities to reduce future agency usage by April 2009
		Consider Workforce to reflect the community implications of Workforce Planning Data by May 2009
		Develop local talent pool by June 2009
4. Develop the Workforce Plan and implement the Workforce to Reflect the Community Year 1 Action Plan	Cllr Ohid Ahmed and Cllr Joshua Peck	Workforce Analysis interviews and overview completed by April 2009
		Directorate/Corporate Action Plan agreed by June 2009
	Deb Clarke, Resources	Service area review refresh, November 2009
		Local graduate career programme established August 2009
		90 Apprentices work-based learning scheme established by September 2009
5. Deliver the Efficiency Programme	Cllr Ohid Ahmed Chris Naylor (Alan Finch)	Strategic and Resource Planning process to identify additional efficiency savings for 2011/12 by November 2009
		Confirm the Efficiency Programme for 2011/12 by November 2009
		Undertake an initial review of budgets to identify large-scale efficiency initiatives for 2012/13 by July 2009
		Identify additional efficiency projects for 2011/12-12/13 by November 2009

		Achievement of planned efficiencies for 2009/10 reported to Cabinet on a quarterly basis, September 2009
6. Develop an asset and capital management strategy to enable the Council's assets to be utilised in the most effective way	Cllr Ohid Ahmed Chris Naylor (Andy Algar, Alan Finch)	Asset Management and Capital Strategy Working Group fully established by May 2009 (Andy Algar)
		Finalise divisional structure following consultation, August 2009 (Andy Algar)
		Asset Management Strategy agreed by Service Departments and Partners and signed off by September 2009 (Andy Algar)
		Ongoing programme of Disability Discrimination Act works to be fully implemented by December 2009 (Claire Symonds, Resources)
		Adoption by Asset Management Board of three year rolling disposals programme by December 2009 (Andy Algar)
		Agreements in place to regularise Third Sector occupation of buildings by April 2010 (Andy Algar)
		Implementation plan developed for Asset Strategy by December 2009 (Toks Osibogun, D&R)
7. Deliver the Local Priorities Programme	Chris Naylor	Refresh the Capital and Local Priorities Programme report and present to Cabinet on a quarterly basis, September 2009
8. Conclude and implement the Channel Strategy to ensure that customer enquiries can be resolved at their first point of contact through the channel of their choice	Chris Naylor (Claire Symonds)	Develop an Outline Business Case for a Corporate Channel Strategy for submission to, and review by, the Transformation Board in September 2009 (Claire Symonds)

		Agree and implement action plan arising from March Customer Service Excellence 2009 assessment by June 2009
		Develop a programme for the roll out of the National Customer Service excellence Award across the whole of the Council by September 2009 with two frontline services to achieve accreditation by December 2009
9. Conclude the Council's information management strategy so that the full potential of the council's IT infrastructure is leveraged to deliver service improvements and financial efficiencies	Chris Naylor (Jim Roberts)	Replace council PC desktop with a thin client virtual desktop infrastructure – proof of concept pilot completed by July 2009
		Consolidate Directorate ICT into Corporate ICT – staff transfer completed by September 2009
		Outline Business Case for Information Management Strategy to be submitted to, and reviewed by, Transformation Board by November 2009
		Undertake Unified Communications Project pilot for ICT and key users by December 2009
10. Implement the stage 1 recommendations of the review of Financial Management Arrangements so that financial management information is improved and we exceed our targets for the timely payment of suppliers	Chris Naylor (Alan Finch/Richard Parsons/Claire Symonds)	Finance Academy will be established by July 2009
		Corporate Finance restructure complete by May 200
		Requisition to Pay (R2P) final business case submitted to, and reviewed by, Transformation Board in September 2009 (Alan Finch/Richard Parsons)
11. Complete the Human Resources Improvement Project and implement its recommendations so that the organisation is more effectively supported at a lower cost	Chris Naylor (Deb Clarke)	HRIP to Transformation Board for review by May 2009 Action Plan then drawn up with milestones.
		HRIP to CMT June 2009
		HRIP to Cabinet if necessary July 2009

12. Continue to robustly manage performance across the Council, especially with regard to the Local Area Agreement, and lead preparations for the Comprehensive Area Assessment	Lutfur Ali (Louise Russell)	Complete Locality and Use of Resources Self Assessments by May 2009
		Partnership PRG to scrutinise 6-monthly LAA performance by October 2009
		Renew LAA 2 nd round delivery plans by July 2009

A Great Place to Live

Priority 2.1: Provide affordable housing and develop strong neighbourhoods		
The Council's key agreed priority for this year is reducing over-crowding		
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		
Strategic Action	Lead Member, Lead Officer and Directorate	Milestones, Deadlines and Lead Officer
13. Deliver a programme of acquisition and new build to reduce overcrowding	Cllr Marc Francis	Establish RTB Buy Back Delivery Mechanism by April 2009 (John Coker)
	Jackie Odunoye, D&R	Agree Local Homes Initiative Scheme Details by June 2009 (Alison Thomas)
		Complete Consultation on Housing Strategy by May 2009 (John Coker)
		Cabinet Agreement to Housing Strategy Action Plan by May 2009
		Agree Overcrowding Strategy and Action Plan by July 2009 (John Coker)
		LHI Report to Cabinet on 1st July 2009 (Alison Thomas)
		Agree Revised Allocations Policy and Lettings Plan by September 2009 (Jackie Odunoye)
		Complete First tranche RTB Buy backs by December 2009 (John Coker)

		Implement first phase of Local Homes Initiative by December 2009 (Alison Thomas)
14. Strengthen RSL partnership working to i) Secure private and public investment to deliver a supply of new affordable housing and ii) improve standard and quality of housing management	Cllr Marc Francis Jackie Odunoye, D&R	Complete the Tower Hamlets Investment Prospectus of priority schemes for HCA funding by April 2009 (Jackie Odunoye)
		Hold four meetings per year with each developing RSL to agree the number, location and timing of the schemes in their Tower Hamlets portfolio and to assess the need for HCA grant support; consider output data on current schemes and assess quantity and quality of new units produced as part of agreed programme in June, September and December 2009 (Alison Thomas)
		Implement an RSL Preferred Partner Scheme by December 2009 (Jackie Odunoye)
		Monitor the performance of RSL's in conjunction with TSA and LBTH's preferred partner scheme, December 2009 (Jackie Odunoye)
		Report "Choice" programme RSL's "Offer Promise" progress report to LAB, twice yearly, October 2009 and March 2010 (Jackie Odunoye)
15. Achieve improvements in the quality of housing management through Tower Hamlets Homes and unlock resources to deliver the Decent Homes	Cllr Marc Francis Jackie Odunoye, D&R	Agree THH Homes Service Improvement Plan to achieve 2 Stars by May 2009 (John Coker)
		Lettings Policy Cabinet Report May 2009 (John Coker)
		THH to undertake Indicative Inspection by Audit Commission June 2009 (John Coker)
		THH to conclude new stock condition survey by March 2010 (John Coker)
		Establish a Decent Homes Programme for THH by March 2010

16. Reshape major estate renewal projects with key partners	Cllr Marc Francis and Cllr Rania Khan	Robin Hood Gardens, subject to Gov. Review. Complete Needs Assessment by June 2009 (Nial McGowan)
		Blackwall Reach Outline Application Submitted by November 2009 (Nial McGowan)
	Owen Whalley, D&R	Cottall Street second stage design/business planning feasibility review, July 2009 (Alison Thomas)
		>Ocean Estate BAFO (Best and Final Offer) by developers submitted November 2009 (Nial McGowan) >Secure Vacant Possession obtained by Oct 2009 > Start refurbishment work on a single block as part of pilot project (subject to legal and financial issues being resolved) March 2010
17. Engage in the Olympic Legacy Masterplan process to secure maximum benefits for Tower Hamlets	Cllr Lutfur Rahman	Publication of LMF preferred option by July 2009 and detailed Tower Hamlets response submitted by August 2009 (Nick Smales)
	Nick Smales, D&R	Submission of Legacy planning applications by LDA Sept 2009 (Nick Smales)
		Ensure LMF proposals are embedded within Local Development Framework as per core strategy timetable July, October, December 2009 (Nick Smales)
18. Finalise the Local Development Core Strategy Framework to drive the sustainable development of the Borough	Cllr Marc Francis	Cabinet Sign off by July 2009 (Jennifer Richardson)
		Council Sign off, Autumn 2009 (Jennifer Richardson)
	Owen Whalley, D&R	Independent Examination, December 2009 (Jennifer Richardson)
		Adoption by March 2010 (Jennifer Richardson)

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		
Strategic Action	Lead Member, Lead Officer and Directorate	Milestones, Deadlines and Lead Officer
19. Implement the Sustainable Transport Strategy to improve the connections between communities	Cllr Marc Francis Owen Whalley, D&R	Ensure inclusion of sustainable transport policies within the LDF Core Strategy by July 2009 (Richard Finch)
		Cycling Plan Published, October 2009 (Richard Finch)
		Coordinate response to the Mayor of London's Transport Strategy by December 2009 (Richard Finch)
20. Use the Olympic and Paralympic Games to engage communities in cultural, sporting and celebratory events	Cllr Lutfur Rahman Heather Bonfield, CLC	Delivery Arrangements and SLA's agreed with partner delivery agencies by April 2009 (Nick Smales, D&R)
		Personal Best Programme and recruitment of volunteers by delivery partners to begin April 2009 (Nick Smales, D&R)
		Paradise Gardens Major Community Event, June 2009 (CLC)
		Field Day / Underage Event, August 2009 (CLC)
		Develop the Tower Hamlets "Let's Make it Happen" brand to raise awareness of the increasing opportunities to participate and establish a benchmark by including question in residents survey, September 2009 (Nick Smales)

		Review Annual Residents Survey Results Report, March 2010
21. Develop and implement the Victoria Park Master Plan to improve the quality, safety and usability of the Park and restore the heritage landscape	Cllr Abdal Ullah	Subject to the above, Project Team in place, June 2009
	Jamie Blake, Public Realm, Communities Localities and Culture	Secure Decision of Stage 2 Heritage Lottery Funding Decision by March 2010
		Master Plan approved and funding in place by March 2010
22. Develop the Olympic Games Live Site proposition for Victoria Park so that local residents have a free to access Games time venue	Cllr Lutfur Rahman	Agreement with LOCOG on park activities and facilities in Games time, September 2009 (Jamie Blake)
	Heather Bonfield Cultural Services, Communities Localities and Culture	Business Plan for Games time operation, December 2009 (Jamie Blake)
23. Improve the management and regulatory framework governing events in parks	Cllr Rofique Ahmed Heather Bonfield, Cultural Services, Communities Localities and Culture	Major Events Policy to Cabinet, September 2009
24. Develop a Playing Pitch Strategy	Cllr Rofique Ahmed	Demand analysis completed by July 2009
	Heather Bonfield, Cultural Services, Communities Localities and Culture	First Draft Completed by September 2009
		Approved, December 2009

25. Deliver a Baishakhi Mela in Banglatown Brick Lane and develop a community management infrastructure to take it forward	Cllr Rofique Ahmed	Mela, May 2009
	Heather Bonfield, Cultural Services, Communities Localities and Culture	Board appointed, June 2009
		Board Induction Process completed by September 2009
26. Deliver a range of cultural improvements to the Bishops Square Cultural Trail	Cllr Rofique Ahmed	Public consultation, April 2009
	Heather Bonfield, Cultural Services, Communities Localities and Culture	Appointment of Design Consultants by May 2009
		'Key feature' Planning Application Submitted by August 2009
		Works on site by October 2009
27. Utilise the Local Strategic Partnership to provide more efficient and localised services	Cllr Rania Khan	Review of Pilot Participatory Budgeting Process completed by June 2009
	Shazia Hussain, LSP, Communities Localities and Culture	Develop and begin implementation of a programme of work to support the further localisation of key front line services by September 2009
		Develop a work plan to imbed the communities in control act – particularly around: duty to promote democracy, making democracy visible, civic responsibility, and involving people in decision making, June 2009
		Develop a framework for strengthening the work of LAPs in local scrutiny by August 2009
28. Deliver a programme of improvements to the local history and archive service	Cllr Rofique Ahmed	Appointment of Heritage Manager (two year contract) by May 2009

	Heather Bonfield, Cultural Services, Communities Localities and Culture	Begin Implementation of Bancroft Library capital improvements programme, August 2009
		Programmed Improvements completed by March 2010

Priority 2.3: Support vibrant town centres and a cleaner, safer public realm		
The Council's key agreed priority for this year is to improve cleanliness and quality of the 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		
Strategic Action	Lead Member, Lead Officer and Directorate	Milestones, Deadlines and Lead Officer
29. Develop and implement the Waste Strategy and the Partnership Public Realm Improvement Strategy to deliver a measurably cleaner, safer and more sustainable environment	Cllr Abdal Ullah Jamie Blake, Public Realm, Communities Localities and Culture	Official Journal of the EU for Waste Disposal Contract procurement, May 2009
		Pilot Cleansing coordination project with THH starts June 2009
		Draft Strategy Consultation Document completed by November 2009
		Draft Public Realm Strategy approved by CPDG, December 2009
30. Deliver the Borough-wide Town Centre Strategy	Cllr Marc Francis Owen Whalley D&R	Let contract and commence work on Roman Road Town Centre advice, training and support programme, June 2009 (Jamie Ounan / Anne-Marie Berni)

		Let contract and commence a communications strategy and marketing campaign for Roman Road Town Centre by December 2009 (Jamie Ounan / Anne-Marie Berni)
		Town Centre Spatial Strategy approved by July 2009
31. Inclusion of the High Street 2012 Vision Study proposals as a key strategic programme within LDF	Cllr Luftur Rahman Nick Smales	Status of High Street 2012 established with Preferred Option signed off at Cabinet July 2009 (Nick Smales)
32. Design, develop and commence implementation of the High Street 2012 Historic Building Conservation Scheme including securing English Heritage funding.	Cllr Luftur Rahman Nick Smales	English Heritage funding awarded, April 2009
		Procurement of professional team completed by June 2009
		Procurement of contractor complete by September 2009.
		Physical works commence, September 2009
33. Deliver the Local Implementation Plan to improve road safety	Cllr Abdal Ullah Jamie Blake, Public Realm, Communities Localities and Culture	Road Safety Action Plan completed by May 2009
		Road Safety Partnership Group including Police, TfL and Community Safety formed, June 2009

Priority 2.4: Improve the environment and tackle climate change		
Objectives:		
2.2.3 Reducing energy use and using more renewable energy sources		
2.2.4 Focusing on reusing wherever possible and recycling more		
2.2.5 Adapting our built environment to cope with the changing climate and weather patterns		
Strategic Action	Lead Member, Lead	Milestones, Deadlines and Lead Officer

	Officer and Directorate	
34. Implement the Carbon Management Plan to reduce carbon emissions generated by the Council	Cllr. Ohid Ahmed Jackie Odunoye	Carbon Management Plan (CMP) which contains the council's carbon reduction targets to 2020, adopted by Cabinet, April 2009 (Jackie Odunoye)
		Identify funding and projects that will achieve the reduction of 25% carbon emissions by 2012, June 2009 (Jackie Odunoye)
		Submit funding proposal to London Climate Change Agency to fund carbon reduction projects (LCCA) September 2009 (Jackie Odunoye)
35. Improve recycling rates through targeted communications and better working with Social Landlords and other partners	Cllr Abdal Ullah Jamie Blake, Public Realm, Communities Localities and Culture	2009 Recycling Marketing Programme completed by April 2009
		Three RSL partnership recycling action plans in place by June 2009
		1 st Stage Funding Submission to London Waste Recycling Board completed by December 2009
		THH implementation of food waste collections to 7000 homes completed by October 2009
36. In collaboration with the Environment Agency to complete the primary stages of programme development to deliver the priority actions arising from the Environment Agency's Thames Catchment Flood Management Plan.	Cllr Abdal Ullah Bryan Jones	Start discussions with the Environment Agency on the development of a local action plan by June 2009

		Agree priority actions with the EA for Years 2 (2009/10) and 3 (2010/11) by August 2009
		Complete Tower Hamlets' Multi Agency Flood Plan by December 2009

A Prosperous Community

Priority 3.1: Support lifelong learning opportunities for all		
The Council's key agreed priority for this year is to raise GCSE results to be the best in the country		
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		
Strategic Action	Lead Member, Lead Officer and Directorate	Milestones, Deadlines and Lead Officer
37. Improve GCSE results to be the best in the country by implementing the priorities identified in the Children and Young People's Plan, with an emphasis on evidence-based intervention and personalised learning to support all pupils to maximise their potential Monitored through CYPP Enjoy and Achieve	Cllr Abdul Asad Carmel Littleton, Children's Services	Audits of Assessment for Learning (AfL) practice in schools supported and action plans developed by December 2009 (Eileen Welsh)
		Assessment consultant appointed and in place, supporting schools by December 2009 (Eileen Welsh)
		Data group to identify and analyse by group lowest 20% by August 2009 (Early Years Foundation Stage; Gill Wrobel)
		Data group's analysis to inform school SIP standards visits with identified actions by December 2009 (Early Years Foundation Stage; Gill Wrobel)
		Assessing Pupils' Progress (APP) to be embedded across secondary school departments and year groups at Key Stage 3 by

		March 2010 (Eileen Welsh)
38. Rebuild or refurbish all of our secondary schools, through Building Schools for the Future, and upgrade our primary school estate through Primary Strategy for Change Monitored through BSF, Primary Strategy for Change and CYPF ECS	Cllr Abdul Asad Ann Sutcliffe, Children's Services	Opening of first BSF school, September 2009 (Ann Sutcliffe) Commencement on site of next phase schools (Ian Mikardo, Morpeth, Sir John Cass) by March 2010 (Ann Sutcliffe)
	Cllr Abdul Asad Isobel Cattermole, Children's Services	>Feasibility studies for Primary Strategy for Change schemes to be completed by July 2009 >Start on site of first phase PSfC (6 schools) by March 2010 (Pat Watson)
		Introduce a year 7 audit of transition programmes and support through LAP based Parent Support Coordinators by June 2009 (Jill McGinley)
39. Expand parental engagement and learning programmes in secondary schools so that parents and carers get involved in supporting their children's learning, and learn with them Monitored through CYPF Enjoy and Achieve	Cllr Abdul Asad Helen Jenner, Children's Services	Establish focus group for parents of children in year 7 to develop an action plan based on the Scrutiny Review and Find Your Talent Family Strand consultation by December 2009 (Jill McGinley)
		Deliver at least one family workshop or event linked to every secondary school by March 2010 (Jill McGinley)
40. Commission an additional 860 entry level English as a Second Language places Monitored through LAA ESOL Delivery Plan	Cllr Abdul Asad Mary Durkin, Children's Services	Revised Working Neighbourhoods Fund delivery plan to be negotiated and agreed with partners by end of May 2009 (Fiona Paterson)
		Project Coordinator and teaching staff to be identified by June 2009 (Fiona Paterson)

		First intake of learners recruited and assessed by September 2009 (Fiona Paterson)
41. Deliver the refreshed Idea Store Strategy to ensure greater library usage, improvements in literacy and numeracy	Cllr Rofique Ahmed	Idea Stores Refresh Strategy report to Cabinet, July 2009
	Heather Bonfield, Cultural Services, Communities Localities and Culture	Idea Store Strategy Action Plan implementation started July 2009
		Priority Partnership Development projects scoped and underway by March 2010
42. Extend the range of positive activities and recorded and accredited outcomes available outside of school hours, ensuring all children and young people have access Monitored through CYPP Make a Positive Contribution	Cllr Abdul Asad	Commission, publicise and deliver up to 25 positive activities for young people (PAYP) projects by September 2009
	Mary Durkin, Children's Services	Commission, publicise and deliver up to 5 targeted/ specific PAYP initiatives by January 2010
		Agree commissioning programme for 2010-11 by March 2010

Priority 3.2: Reduce worklessness		
The Council's key agreed priority for this year is to reduce levels of youth unemployment		
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		
Strategic Action	Lead Member, Lead Officer and Directorate	Milestones, Deadlines and Lead Officer

43. Implement the action plan within the Employment Strategy to ensure that Tower Hamlets residents access new and existing jobs and thereby reduce the numbers of people on out of work benefits	Cllr Oliur Rahman Nick Smales	Launch of Employment Strategy by May 2009 (Sue Hinds)
		SLA's in place with key delivery agents by August 2009 (Nick Smales)
		Develop a construction related recruitment and training facility on Wood Wharf site (subject to work commencing on site) operational by October 2009 (Sue Hinds)
		Negotiate a minimum of 5 apprenticeships per year and 1 internship per year on Wood Wharf development, March 2010
		Increase the number of public sector apprenticeships by 50, March 2010 (Mark Grimley)
44. Develop and deliver our Child Poverty Strategy and Action Plan Child Poverty Strategy	Cllr Abdul Asad Carmel Littleton, Children's Services	Strategy to be agreed by Cabinet in May 2009 (Layla Richards)
		Launch of strategy with partners, June 2009 (Layla Richards)
		Delivery of strategy from May 2009, to be monitored through the Children and Young People's Strategic Partnership Group
45. Increase employment opportunities for vulnerable people, in particular people with disabilities and mental health problems and those experiencing homelessness	Cllr Anwara Ali and Cllr Marc Francis Deborah Cohen	Employment advice function established in Homeless Service by July 2009 (Colin Cormack)
		Full outreach service for families in temporary accommodation operational by September 2009 (Zakia Anwar)

		New contracts for supported employment and job brokerage services for people with disabilities and mental health problems in place by October 2009 (Cheryl Spencer)
		Launch transport valeting social enterprise by October 2009 (Cheryl Spencer)
		Outreach support programme delivered to 120 households/families by March 2010 (Zakia Anwar)
46. Reduce levels of youth unemployment by agreeing a 14-19 sector pathway to employment with local employers, linked to all 14 Diploma lines of learning, and provide targeted learning programmes for each significant group of 14-18 learners at risk of becoming NEET Monitored through CYPP AEW	Cllr Abdul Asad Carmel Littleton, Children's Services	Agree employer engagement strategy through the Hub Board by end June 2009 (Tina Sode)
		Put in place career progression routes for young people working in Children's Services, linking with local education and work-based learning providers, by September 2009 (to be used as a model for 4 further sectors to be completed by September 2010)
		Launch the Teenage Parents Project at the Bromley by Bow Centre by June 2009 (Kevin Munday)
		Produce KS4 at risk tracking report by September 2009 (Kevin Munday)
		Launch a programme of work experience for young people leaving care by December 2009 (Kevin Munday)

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 / Paralympic Games
- 3.3.3 Promoting local businesses and encouraging growth and tourism, with particular emphasis on the Olympics and Paralympics

Strategic Action	Lead Member, Lead Officer and Directorate	Milestones, Deadlines and Lead Officer
47. Refresh the Third Sector Strategy and Compact to ensure that we fully support these organisations	Cllr Rania Khan	Commence capital Works to deliver a sustainable property for community transfer, in line with the findings of the Quirk Review, July 2009 (Andy Algar, D&R)
	Lutfur Ali	Complete refresh of the Third Sector Strategy by September 2009
		Agree proposals relating to Third Sector infrastructure and more co-ordinated use of partnership resources by November 2009
		Agree ethical governance framework for work with the Third Sector by January 2010
48. Develop an Enterprise Strategy which sets out our approach to fostering business and entrepreneurship.	Cllr Oliur Rahman	Enterprise Strategy agreed by Council, July 2009 (Sue Hinds)
	Jackie Odunoye, D&R	Agree the scope of new duty to deliver an economic assessment for the area by December 2009 (Juanita Haynes)
		£7.5m worth of contracts secured by Tower Hamlets based SMEs through East London Business Place by March 2010 (Sue Hinds)
49. Market Tower Hamlets as the key visitor destination for the Olympic Games and support venues and other suppliers to capitalise on this	Cllr Lutfur Rahman	Promotion and launch of the new Quirky Shopping Guide (2012 information included) May 2009 (Pat Holmes)
		Implementation and Execution of Business Tourism Marketing and Action Plan in accordance with agreed programme of exhibits at trade shows; IMEX 09 May 2009; EIBTM 09 December 2009 (Pat Holmes)
		Develop a Tower Hamlets small venues consortium for web based promotion through London East side, July 2009 (Pat

		Holmes)
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A Safe and Supportive Community

Priority 4.1: Empower older and 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		
Strategic Action	Lead Member, Lead Officer and Directorate	Milestones, Deadlines and Lead Officer
50. Implement the Homelessness Strategy to further reduce the incidence of homelessness in the borough and improve support to individuals and families experiencing homelessness	Cllr Marc Francis John Roog	Fully establish new Tower Hamlets outreach service for rough sleepers by July 2009 (David Gingell)
		Provide training on use of the Common Assessment Framework (CAF) to Homeless Service staff by September 2009 (Colin Cormack)
		Agree a commissioning strategy for supported housing for young people by September 2009 (Carrie Kilpatrick)
		Fully introduce use of CAF in Homeless Service for children, young people and families by March 2010 (Colin Cormack)

51. Improve support and information for carers across the whole of the Tower Hamlets Partnership	Cllr Anwara Ali Helen Taylor	Establish Carers Strategy Implementation Group by May 2009 (Penny Collier)
		Reach agreement with PCT on programme for introduction of carers registers in primary care by June 2009 (Penny Collier)
		Complete review of current commissioning arrangements for carers respite and breaks by September 2009 (Penny Collier)
52. Deliver the Transforming Social Care programme putting people who use services in control of their own care	Cllr Anwara Ali Helen Taylor	Recommendations on price point to Programme Board following desktop Resource Allocation System (RAS) exercise by May 2009 (Sarah Ford)
		All trial groups in place by September 2009 (Sarah Ford)
		Assess and audit the workforce skills mix required to deliver transformation agenda by December 2009 (Brian Collymore)
		Consult on new worker roles and competencies framework by March 2010 (Brian Collymore)
53. Deliver fully integrated service provision across health and social care	Cllr Anwara Ali John Roog	Service integration proposals presented for agreement by LA and PCT by April 2009 (John Roog)
		Stakeholder consultation on proposals completed July 2009 (John Roog)
		Staff consultation completed by December 2009 (John Roog)
		Implementation of integrated service March 2010 (John Roog)

54. Deliver fully integrated commissioning across health and social care	Cllr Anwara Ali	Commissioning frameworks developed for each of lead commissioning areas and agreement of aligned commissioning cycles by May 2009 (Helen Taylor)
	Helen Taylor	Paper seeking approval to establish formal lead commissioning arrangements agreed by Cabinet and PCT board by June 2009 (Helen Taylor)
		>Section 75 agreements in place by September 2009 (Helen Taylor)
55. Further strengthen arrangements across the Council and the Partnership to protect vulnerable adults from abuse, harm and neglect	Cllr Anwara Ali	Implement safeguarding adults quality assurance procedure May 2009 (Tony Greenwood)
	Deborah Cohen	First review of Deprivation of Liberty Safeguards June 2009 (Ian Williamson)
		Publish revised safeguarding adults procedures July 2009 (Tony Greenwood)
56. Deliver priority actions in the CYPP to ensure that children and young people are protected from harm and feel safe and confident in their area CYPP Stay Safe	Cllr Abdul Asad	Complete e-safety strategy, signed off by LSCB by September 2009 (Monawara Bakht)
	Kamini Rambellas, Children's Services	Implement Contact Point, a multi-agency database signposting agencies who work with a given child, by December 2009 (Kerry Wood)
		Publish guidelines for schools on identifying and supporting children and young people at risk of harming themselves by March 2010
57. Deliver a range of targeted programmes of improvement to private sector housing stock that support vulnerable households to live independently, safely, securely and free from fuel poverty	Cllr Marc Francis	Improve SAP of 344 homes of vulnerable tenants to a minimum SAP of 70 by March 2010 (Alison Thomas)
	Jackie Odunoye	Publicise the availability of financial assistance, July 2009 (Alison Thomas)

		Identify vulnerable private sector residents in the borough, October 2009 (Alison Thomas)
58. Implement the actions in our Children and Young People's Plan to improve access to care for children with disabilities through a coordinated, multi-agency approach CYPP Be Healthy	Cllr Abdul Asad Kamini Rambellas Children's Services	Develop a multi-agency transition care pathway for young people requiring adult services by April 2009 (Khalida Khan)
		Submit application to DCSF for piloting individual budgets for disabled children and their families by September 2009
		Publish eligibility criteria for short breaks services by December 2009
		Commission further services to be provided through direct payments by March 2010

Priority 4.2: Tackle and prevent crime		
The Council's key agreed priority for this year is tackling anti-social behaviour and 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		
Strategic Action	Lead Member, Lead Officer and Directorate	Milestones, Deadlines and Lead Officer
59. Further develop more community-oriented and localised services and integrate new models of enforcement to improve public confidence in the	Cllr Abdal Ullah Andy Bamber,	Deliver all new mobile SNT teams by May 2009

Council and Police response to anti-social behaviour and crime	Community Safety, Communities Localities and Culture	Deliver one new team of THEO's by May 2009
		Review scheme February 2010
60. Develop our Reducing Re-offending Programme CYPP MPC	Cllr Abdal Ullah Andy Bamber, Community Safety, Communities Localities and Culture	Implement the Youth Crime Action Plan by delivering the seven themed programmes - project plan in place by April 2009 (Stuart Johnson/Peter Bullen, CS)
		Service commissioning complete and SLAs in place June 2009
		Review of Re offending Strategy January 2010
		Complete review of delivery plan to inform programme for 2010/11 by February 2010
61. Improve the provision of positive diversionary activities, restorative justice and information, advice and guidance to reduce youth offending CYPP MPC	Cllr Abdul Asad Mary Durkin Children's Services	Children's and families programme operational by June 09
		Referral arrangements for all projects in place by September 2009
		Deliver Community Reparation Schemes during young people's leisure time i.e. Friday and Saturday evenings from April 2009 (Stuart Johnson)
		Complete review of delivery plan to inform programme for 2010/11 by February 2010
62. Develop a drug intervention and enforcement strategy	Cllr Abdal Ullah	Draft Strategy completed by June 2009

	Andy Bamber, Community Safety, Communities Localities and Culture	Consultation and final draft completed by September 2009
		Cabinet Approval, December 2009

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		
Strategic Action	Lead Member, Lead Officer and Directorate	Milestones, Deadlines and Lead Officer
63. Improve access to preventative services for vulnerable adults, reducing use of institutional care and reliance on care managed services	John Roog	Complete development of reablement service with hospital discharge service to start at Royal London Hospital April 2009 (John Roog)
		Initial evaluation of service completed by October 2009 (John Roog)
		Continue to develop homelessness prevention services and expertise with 700 households prevented from becoming homeless by March 2010 (Colin Cormack)

<p>64. Deliver the priority actions identified in our CYPP to support parents and families to provide a safe environment where children and young people thrive and achieve their full potential, with a continued focus on early intervention by putting <i>families at risk</i> at the centre of service planning and delivery CYPP Stay Safe</p>	<p>Cllr Abdul Asad Helen Jenner Children's Services</p>	<p>Complete training on Mellow Parenting Programme by April 2009</p>
		<p>Complete first Mellow Parenting Group at Overland Children's Centre in November 2009 (Nikki Bradley)</p>
		<p>Develop family support and parenting programmes for prisoners and ex-prisoners and their families, resident in Tower Hamlets prior to and following their release >Roll out pilot initiative of support for offender's families into PACT visiting centres in three London prisons by July 2009 >Introduce Strengthening Families Strengthening Communities programme into one London prison by December 2009 (Nikki Bradley)</p>
<p>65. Develop Children's Centres to increase the engagement of families with children under the age of three so that more families are involved in activities that support their child's development CYPP Enjoy and Achieve</p>	<p>Cllr Abdul Asad Helen Jenner Children's Services</p>	<p>Child Development Grant pilot to be operating in 5 Children's Centres by August 2009 (Gill Wrobel)</p>
		<p>Child Development Grant pilot to be operating in 10 Children's Centres by December 2009 (Gill Wrobel)</p>
		<p>Child Development Grant pilot to be operating in 15 Children's Centres by March 2010 (Gill Wrobel)</p>

A Healthy Community

Priority 5.1: Reduce differences in people's health and promote 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		
Strategic Action	Lead Member, Lead Officer and Directorate	Milestones, Deadlines and Lead Officer
66. Strengthen the community leadership role of health scrutiny to tackle local health inequalities	Michal Keating, Scrutiny and Equalities, Chief Executive	Develop and deliver a health fair to increase understanding of the local health economy, October 2009 (Afazul Hoque)
		Evaluation of year 4 of Health Scrutiny Panel Work programme to identify how health inequalities have been addressed in the Community Plan, March 2010 (Afazul Hoque)
67. Implement the Leisure Centre Strategy to increase leisure centre use and promote healthy lifestyle activities	Cllr Rofique Ahmed	Leisure Centre Strategy to Cabinet July 2009
	Heather Bonfield, Cultural Services, Communities Localities and Culture	Implementation of Leisure Centre Action Plan by July 2009
68. Deliver a targeted programme to increase the number of people taking regular physical activity	Cllr Rofique Ahmed	Introduce new Get Active programme at Whitechapel Leisure Centre by October 2009
	Heather Bonfield, Cultural Services, Communities	326 people taking regular exercise through "Get Active" Programme by March 2010

	Localities and Culture	Introduction of an enhanced programme of swimming sessions for women and girls by April 2009
		Delivery of free swimming for under 16's and Over 60's by April 2009
69. Agree Olympic sports engagement programme for local residents	Cllr Lutfur Rahman	Programme agreed with CLC by May 2009 (Nick Smales)
		Hold the <i>Young at Heart</i> Olympics event involving over 100 local residents over the age of 50, September 2009 (Nick Smales)
		Hold Schools Olympic Sports day to involve over 400 young people in 6 sports, October 2009 (Nick Smales)
70. Implement an innovative new project, ASPIRE, which targets the most vulnerable young women, at risk of becoming pregnant, with individual support CYPP Be Healthy	Cllr Abdul Asad Mary Durkin Children's Services	Development of assessment tool and consultation with schools and social workers by April 2009
		Identify young women needing targeted support by July 2009
		Deliver and evaluate support packages to first group of young women by March 2010
71. Support children and families with identified weight management needs to manage their weight CYPP Be Healthy	Cllr Abdul Asad	Introduce early intervention to prevent and manage obesity in families at risk, targeting women who are identified as being obese in pregnancy, June 2009
		Begin development of clinical psychology input into

		support families at highest risk of obesity, September 2009
		Implement and disseminate care/referral pathway for childhood obesity by June 2009

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		
Strategic Action	Lead Member, Lead Officer and Directorate	Milestones, Deadlines and Lead Officer
72. Develop safe and seamless mental health services that empower users and promote recovery and citizenship	Cllr Anwara Ali Deborah Cohen	10 people with mental health needs moved from residential care into more appropriate housing options by May 2009 (Stephaine Diffey; Carrie Kilpatrick)
		Agree proposals with East London and the City Mental Health Trust for restructuring of community mental health services by June 2009 (Stephanie Diffey)
		Implement proposals by October 2009 (Stephanie Diffey)
		Complete Joint Strategic Needs Analysis refresh by September 2009 (Helen Taylor)

73. Increase engagement with mental health services by under represented groups	Cllr Anwara Ali	In partnership with PCT and Mental Health Trust, develop a Tower Hamlets action plan to implement the National Dementia Strategy by October 2009 (Deborah Cohen)
	Helen Taylor	Work with the third sector forum to identify options for engaging with difficult to reach young people by May 2009 (Anthony Walters)

5. Measuring Progress and Setting Targets

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.

One Tower Hamlets

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	Outturn 2007/08	Outturn 2008/09	Target 2009/10	Target 2010/11	Target 2011/12
S101	Percentage of Undisputed Invoices Paid on Time	87.87		98	98	98
S102	Percentage of top 5% of earners of Local Authority staff that are women	52.71	50.47	50	50	50
S103	Percentage of top 5% of Local Authority staff that are from an ethnic minority	17.43	17.1	25	27	30
S104	Percentage of top paid 5% of staff who have a disability (excluding those in maintained schools)	3.51	2.1	4.7	5.4	5.5
S105	Number of working days/shifts lost to sickness absence per employee	8.69	8.95	7	6.5	
S106	Response time to Members' enquiries - % completed within 10 working days	70.06	77	85	85	85
S107	Percentage of complaints completed in time – Council as a whole – Stage 1	74	82	85	86	87

	Performance Indicators	Outturn 2007/08	Outturn 2008/09	Target 2009/10	Target 2010/11	Target 2011/12
S108	Percentage of residents agreeing that the Council “provides value for money for the Council Tax I pay”	41	43	50	51	
S109	Percentage of calls to Hotlines answered	N/A	92.9	95	96	97
S110	Average waiting time for calls to Hotlines to be answered	N/A	33	30	27.50	25
S111	First contact resolution of calls to Hotlines	N/A	90	90	92.5	95

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.

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

	Performance Indicators	Outturn 2007/08	Outturn 2008/09	Target 2009/10	Target 2010/11	Target 2011/12
2.1 Provide affordable housing and develop strong neighbourhoods						
S201	Number of households who consider themselves as homeless, who approached the Local Authority’s housing advice service, and for whom housing advice casework intervention resolved their situation	7				
S203	Percentage reduction of tenanted non-decent homes in homes transferred to RSLs through Housing Choice	1	4.8	5		

	Performance Indicators	Outturn 2007/08	Outturn 2008/09	Target 2009/10	Target 2010/11	Target 2011/12
S207	NI154: Net additional homes provided		1,771	2,999	2,999	1,870
S208	NI155: Number of affordable homes delivered (gross)		949	1,688	1,688	1,033
S209	NI158: Percentage of non-decent council homes	61.8		49	47	45
S223	Number of social rented housing completions for family housing		144	467	467	607
2.2 Strengthen and connect communities						
S202	Number of physical visits to public library premises per 1,000 population	9,710.7	9,284.76	9,202.36	9,144.34	9,089.05
S204	NI001: Percentage of people who believe people from different backgrounds get on well together in their local area		62.4	N/A		N/A
S217	Percentage of people asked who think that parks, playgrounds and open spaces are good, very good or excellent	54	53	58	60	62
S219	NI004: Percentage of people who feel they can influence decisions in their locality		35.7	N/A	38	N/A
S220	Percentage of residents asked who think that leisure and sports facilities are good, very good or excellent	46	45	46	47	48
S221	Percentage of residents who agree that the Council is doing a good job: borough average	68		78		
S222	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	7		10	10	
2.3 Support vibrant town centres and a cleaner, safer public realm						

	Performance Indicators	Outturn 2007/08	Outturn 2008/09	Target 2009/10	Target 2010/11	Target 2011/12
S205	NI005: Overall / general satisfaction with the local area		69.2	N/A		N/A
S206	NI047: People killed or seriously injured in road traffic accidents			3.1	11.9	
S212	NI195: Improved street and environmental cleanliness – Litter	13	11	10	8	8
S213	NI195: Improved street and environmental cleanliness – detritus	15	12	12	10	10
S214	NI195: Improved street and environmental cleanliness - graffiti	14	16	7	6	6
S215	NI195: Improved street and environmental cleanliness – fly-posting	6	5	2	2	2
S216	Percentage of people who think that street cleaning is good, very good or excellent (ARS)	51	59	61	63	65
S218	Improved perceptions of ASB: reduced percentage of the population who view rubbish and litter lying around as 'a very serious problem'	18	16	15	14	13
2.4 Improve the environment and tackle climate change						
S210	NI186: Per capita reduction in CO2 emissions in the LA area	-15.5		6	10	
S211	NI192: Percentage of Household waste sent for reuse, recycling or composting	12.89	19.51	26	32	32

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 excellent 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 and fostering new enterprise.

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

	Performance Indicators	Outturn 2007/08	Outturn 2008/09	Target 2009/10	Target 2010/11	Target 2011/12
3.1 Support excellent learning opportunities for all						
	ESOL entry level 1 completions	335	400			
S301	Improving A Level attainment – A Level average points score per student in Tower Hamlets	621.5	639.5	722		
S303	NI079: Achievement of a level 2 qualification by age 19	62.3	N/A	69.5	71.8	
S304	NI080: Achievement of a level 3 qualification by age 19	37.1	N/A	43	46	
S305	NI106: Young people from low income backgrounds progressing to higher education		4.6	2	0	
S306	NI110: Young people's participation in positive activities		70.3	75	81.5	85
S315	NI072: 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	38.9	40	45.3	46	
S316	NI076: Reduction in number of schools where fewer than 55% of pupils achieve level 4 or above		3	1	1	

	Performance Indicators	Outturn 2007/08	Outturn 2008/09	Target 2009/10	Target 2010/11	Target 2011/12
	in both English and maths at KS2					
S317	NI077: Reduction in number of schools where fewer than 50% of pupils achieve level 5 or above in both English and maths at KS3		3	0	0	
S318	NI078: Reduction in number of schools where fewer than 30% of pupils achieve 5 or more A*-C grades at GCSE and equivalent including GCSEs in English and Maths		3	0	0	
S319	NI087: Secondary school persistent absence rate	5.5	6.4	5.1	4.9	
S320	NI101: Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths)		6.67	23	N/A	
3.2 Reduce worklessness						
S307	NI 116: Proportion of children in poverty	46.4	N/A	43.5	41.9	
S308	NI 117: 16-18 year olds who are not in education, employment or training (NEET)	8.2	6.7	6.25	6	5
S309	NI 146: Adults with learning disabilities in employment	N/A	3.1			
S310	NI 150: Adults receiving secondary mental health services in employment					
S311	NI 151: Overall employment rate (working age)	58.4	60.8	54.9	55.7	60.75
S312	NI 152: Working age people on out of work benefits	17.4	17.1	17.7	16.8	16.86
S313	NI 153: Working age people claiming out of work benefits in the worst performing neighbourhoods	27.1	25.4	28	26.8	24.93
3.3 Foster Enterprise						
S302	NI 7: Environment for a thriving third sector		21.1	N/A	27.1	N/A

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

	Performance Indicators	Outturn 2007/08	Outturn 2008/09	Target 2009/10	Target 2010/11	Target 2011/12
4.1 Empower older and vulnerable people and support families						
S412	NI 135: Carers receiving needs assessment or review and a specific carer's service, or advice and information	26.3	27.8	25.9	30.9	
4.2 Tackle and prevent crime						
S401	NI 113: Percentage of residents identifying crime within their top three concerns (ARS)	55	47	46	44	42
S402	NI 15: Number of most serious violent crimes per 1,000 population	N/A				
S403	NI 16: number of serious acquisitive crimes per 1,000 population	33.44				
S404	NI 18: Rate of proven re-offending by adults under probation supervision					
S405	NI 19: Rate of proven re-offending by young offenders aged 10-17			113	108	
S406	NI 21: Dealing with local concerns about anti-		23.3	N/A	33.3	N/A

	Performance Indicators	Outturn 2007/08	Outturn 2008/09	Target 2009/10	Target 2010/11	Target 2011/12
	social behaviour and crime issues by the local Council and Police					
S407	NI 33i: Arson Incidents – number of deliberate primary fires per 10,000 population	N/A		11.9	11.5	
S408	NI 33ii: Number of deliberate secondary fires per 10,000 population (Arson)	38		35.8	34.7	
S409	NI 35: Building resilience to violent extremism (for APACS); this indicator will be trialled and evaluated in 2008/09 and will not be published in APACS or used for assessment in APACS in 2008/09	12	16	18	20	N/A
S410	NI 40: Number of drug users recorded as being in effective treatment					
S411	NI 42: Perceptions of drug use or drug dealing as a problem		60.5	N/A	56.5	N/A

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.

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

	Performance Indicators	Outturn 2007/08	Outturn 2008/09	Target 2009/10	Target 2010/11	Target 2010/11
5.1 Reduce differences in people's health and promote healthy lifestyles						
S501	Adult participation in sport and active recreation		17.7	18.7	19.7	20.7
S504	NI56a: Percentage of children in Year 6 with height and weight recorded who are obese	23	24.49	23.6	23.7	
	NI56b: Percentage of children in Year 6 with height and weight recorded					
S506	NI112: Under 18 conception rates	-24.2	-20.8	-44	-55	-55
S507	NI120a: All-age all cause mortality rate – Male					
S508	NI120b: All-age all cause mortality rate – Female					
S509	NI123: Stopping smoking	1,220	1,816	1,043	1,061	

6. Use of Resources and Data Quality

Introduction and Background

During the financial year 2009-10, the Council will spend nearly £1.106 billion providing a wide range of local services. Of this, £1.036 billion 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 2009/10-2011/12. Figures for 2010/11 and 2010/12 are projections and decisions on these will be taken as part of future budget rounds.

MEDIUM TERM FINANCIAL PLAN 2009/10 - 2011/12			
	2009/10	2010/11	2011/12
	£'000	£'000	£'000
Initial Budget	295,498	297,926	305,453
Inflation	6,222	6,494	7026
Committed Growth	7,223	2,123	2,919
Savings	-5,674	-3,396	-195
Other Adjustments Required	-2,578	2,401	4,808
Changes in Contributions to Reserves	-3,962	90 0	0
Other Funding	-3,501	-295	3,796
Service Improvement Growth	4,698	110	-2,380
Savings target for 2011/12			-9910
Budget Requirement	297,926	305,453	311,517
Formula Grant	-228,816	-232,204	-235,687
Collection Fund Surplus / Deficit	2,000	0	0
	<u>71,110</u>	<u>73,249</u>	<u>75,830</u>
Indicative Band D Council Tax	£885.52	£907.67	£930.35
Change in Council Tax		2.50%	2.50%

Please note, Council Tax figures for 2010/11 and 2010/12 have not been approved by the Council and are for illustration only.

Council Tax for 2009/10 has been set at £885.52 for a Band D property, which is the 6th lowest of the 33 London Boroughs.

The Housing Revenue Account, through which the finance's of the Council's social housing stock are managed, has a Gross budget for 2009/10 of £95.939M. An average rent of £83.72 has been set, which is a 2.9% increase over 2008/09.

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

- Align our spending plans with the priorities set out in the Community and Strategic Plans
- Measure performance against budgets
- Ensure we deliver value for money
- Balance the need for service development with the demands placed on Council Tax payers.
- Maintain and enhance confidence in the Council's stewardship of public money

Resources for the Year Ahead

The table below sets out our estimated revenue spending for the year 2009/10. Revenue expenditure is the day-to-day costs of running services.

Revenue Budget for 2009-10

Directorate	Gross Expenditure (£'000)	Income (£'000)	Net Expenditure (£'000)
Adult Services	153,999	-64,452	89,547
Children's Services	406,510	-309,715	96,795
Development & Renewal and Housing General Fund	28,008	-10,306	17,702
Communities & Localities	118,001	-43,502	74,499
Chief Executive's & Other Corporate	19,599	-8,728	10,871
Resources	310,676	-280,597	30,079
Total	1,036,793	-717,300	319,493

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.

Capital Programme 2009/10 to 2011/12

Community Plan Theme	2009/10 £M	2010/11 £M	2011/12 £M	2012/13 £M	Total £M
A Great Place to Live	49.373	37.269	31.893	6.362	124.897
A Prosperous Community	20.665	19.055	17.300	-	57.020
A Safe and Supportive Community	0.537	0.392	-	-	0.929
A Healthy Community	-	-	-	-	-
Total	70.575	56.716	49.193	6.362	182.846

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.

Public Spending and Changes to the Local Government Finance System

The last public sector spending review occurred in October 2007 and also the review of the distribution of grants to local authorities at the same time. The impact of those two

announcements meant that Tower Hamlets was expected to receive increases in grant funding at below the rate of inflation for the next three years and beyond. In addition, as announced by the Chancellor of the Exchequer in the 2009 Budget, the impact of the economic downturn and the 2008 banking crisis will feed through into public spending decisions from 2010/11 onwards. Tower Hamlets will be planning on the basis of a realistic assessment of what this will mean.

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 Area Agreement

The Council and its partners in the Tower Hamlets Partnership negotiated a second Local Public Service Agreement (LPSA) to run from April 2008. . The full achievement of these stretching LPSA targets would bring additional reward grant funding to the authority.

Decent Homes

The Council has adopted a long term strategy to lever in as much funding as possible towards the cost of meeting 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.

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 process for acquisition of all goods, works and services, and encompasses the whole cycle from identification of needs, through to the end of a

services contract or the end of the useful life of an asset. All Council services are involved in some form of procurement, with corporate coordination and leadership from the Procurement Service.

The Council's Procurement Strategy provides overall direction and a series 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 decisions inform the "make-or-buy" decision, which 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. A new Competition Board has been set up to address issues such as this, and to track and drive progress against the Strategy. This role will develop and be strengthened over the next 12 months.

Corporately, the Procurement Service has adopted a category management approach, which gives it visibility and influence across the whole of the expenditure portfolio, and enables it to provide the dual role of support and challenge in seeking to get the best out of the Council's suppliers. This is underpinned by an on-line contracting toolkit, and hands-on support for contracting officers across the Council.

The Council has adopted a mandatory tollgate process for high value contracts, which evaluates procurement projects on the basis of a number of criteria. These include:

- Strategic fit

- Market conditions
- Collaborative opportunities
- Sustainability
- Business costs and benefits
- Savings and other benefits
- Stakeholder engagement

Procurement procedures have been reviewed during 2008/09, and new, streamlined procedures have been agreed.

Data Quality

A key aspect of effective performance management is ensuring that the performance data against which we measure our progress towards key goals and targets is accurate, reliable and timely. Where this is not the case, information may be misleading, decision making flawed, resources wasted or service failures not be identified and addressed. The quality of our performance data is therefore central to the way in which we manage and monitor performance. Tower Hamlet's objective for Data Quality is to:

Ensure that all information which contributes to the Council's performance management, whether produced internally or externally, is accurate reliable and timely.

This objective is supported by the Council's Data Quality Policy which sets out the following standards:

- Governance and accountability for data quality
- Policies and procedures for data recording and reporting
- Systems and processes to secure data quality
- Knowledge, skills and capacity of staff to achieve the data quality objectives; and
- Arrangements and controls in place for the use of data

Governance and accountability

Overall responsibility for management and accountability of data quality lies with the Cabinet and Corporate Management Team (CMT). Within the Cabinet, the Lead Member for Resources and Performance has overall responsibility for data quality. Within CMT, the Assistant Chief Executive (Policy and Performance) has overall strategic responsibility.

Policies and procedures

The high level policies for data quality apply across the Council. Operational procedures and guidelines are set out in:

- the Data Quality action plan;
- the Data Quality Protocol;
- In-year sampling guidelines and checklist;
- Excelsis PI Monitoring Guidance;
- End-Year Performance Data Collection Guidance;
- PI Working Paper checklists and sign-off arrangements.

Systems and processes

The Council has a corporate performance management software system, Excelsis, which integrates the collection, recording and reporting of performance data ensuring a single central repository for all key corporate performance data. The system has a set of internal controls including password protected access for updating and editing performance data, an audit control function identifying who and when changes to data were made and a system of approvals and authorisation. User and quick reference guides for Excelsis are available and regular training is provided.

People and skills

Roles and responsibilities for data quality are set out in this policy and the Data Quality protocol. As identified above, each key PI has a designated Preparing Officer who has the key responsibility for ensuring that performance data for that indicator is accurate. Directorate performance leads oversee data quality for their Directorate, ensuring that key systems are checked, that procedure notes are in place and that there are data quality agreements with key partners.

Data use and reporting

Key performance indicators and targets are established through the Council's strategic planning framework and regularly reported and monitored as set out in the Council's Performance Management Framework. Performance data is used within teams and individual PDRs to assess performance and ensure that the use of performance data is understood by those generating it.

There are processes to ensure that action is taken to address performance weaknesses identified by performance data and reports. These include the corporate Performance Review Group, chaired by the Chief Executive, which regularly reviews areas of poor performance identified through corporate performance reporting with accountable officers.

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 environmen

