

Tower Hamlets Strategic Plan 2009/10- 2011/12

Year 2 Action Plan 2010/11



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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.**

In the current economic climate, 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 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.

Inevitably, Tower Hamlets has been affected by the global economic recession. Unemployment has been rising, and at 13.1% is double the national average, and the pace of new housing growth has slowed. However, our commitment to tackling these issues remains strong and we have worked closely with partners to minimise the impact of the recession on residents and business.

Improved outcomes for young people in Tower Hamlets include an 11% improvement on previous attainment of 5 A*-C grades at GCSE (including English and Maths) as well as a further 6% reduction – as of December 2009 – in young people not in employment, education and training.

Tower Hamlets has top rated 'excellent' children's services and some of the best community safety improvements in London. There has also been a significant increase in satisfaction with street cleansing, which is now higher than the London average.

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. To this end we have taken steps to ensure that we meet the highest level of the Equality Framework for Local government – a commitment that was recognised when the council was recently assessed as 'excellent'.

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 fast growing population that is expected to reach well over 300,000 by 2026.

The average salary for those working in Tower Hamlets is around £58,000, yet 18% of households are living on less than £15,000. Housing affordability is low by national standards, with an average house price of £327,670 – 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. Among those aged under 20, the percentage rises to 79%.

- Well over 100 different languages are spoken by our school pupils.
- Although things are improving, life expectancy remains low in Tower Hamlets relative to other areas – average life expectancy at birth is 75 for men and 80 for women, ranking Tower Hamlets 372nd out of 404 local authority areas for male life expectancy and 355th out of 404 for female life expectancy
- Tower Hamlets has a relatively young population structure compared with other areas. 37% of the population are aged 20-34 compared with 27% across London and 20% nationally.

- 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 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 2010/11 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 2 Action Plan, covering the period April 2010- March 2011, 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 to 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 develop 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 lifelong 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

The Strategic Plan also specifies the key targets the Council expects to achieve against these priorities by March 2011 and sets out the key initiatives which the Council will undertake in 2010/11 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 2 Action Plan 2010/11

The Key Initiatives for 2010/11 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 and Deadlines
1. Implement our Single Equality Duty embracing the six individual Equality Schemes.	Cllr Joshua Peck Michael Keating, Scrutiny and Equalities, Chief Executive's	Develop a new three year Disability & Gender Equality Schemes, May 2010
		Report on how the Single Equality Duty embraces socio-economic issues, May 2010
		Strengthen the work programme of the Diversity & Equality Network to deliver the Single Equality Duty, October 2010
		Streamline the Diversity and Equality Action Plan and link to the corporate monitoring process May 2011

<p>2. Refresh the Council’s community leadership role to build on the Council’s vibrant local democracy.</p>	<p>Cllr Joshua Peck Michael Keating, Scrutiny and Equalities, Chief Executive’s</p>	<p>Develop a programme of work with partners to embed further One Tower Hamlets in services by May 2010</p>
		<p>Build into Member induction, the equipping of councillors to be more effective community leaders by May 2010</p>
		<p>Develop and implement scrutiny programme which embraces both external partners and has local focus by July 2010</p>
		<p>Deliver mayoral referendum 6th May 2010 and, subject to outcome, restructure executive and member support and/or hold mayoral election 21st October 2010</p>
		<p>Partnership to embed Duty to Involve statutory guidance by March 2011</p>
		<p>Deliver Community Leadership grants programme, March 2011</p>
<p>3. Review and implement the Communications Strategy and strengthen the coordination across the Council of communications activities, where possible linking coordination of communications with the Partnership</p>	<p>Cllr Joshua Peck Alex Louis, Communications, Chief Executive’s</p>	<p>Agree Communications Strategy by April 2010</p>
		<p>Refresh and introduce key communication policies by September 2010</p>
		<p>Develop a Tower Hamlets marketing strategy with partners in preparation for Olympics in 2012, scoping report approved by January 2011</p>
		<p>Review council-wide corporate communications standards and implement monitoring process, October 2010</p>

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 and Deadlines
4. Implement the Workforce Plan to meet the Council's strategic resourcing needs including actions arising from the Council's Workforce to Reflect the Community Strategy and Action Plan	Cllr Ohid Ahmed Steve James, Interim Service Head of HR, Resources	HRIP - delivery of resourcing processes/team, April 2010
		Detailed strategic actions and milestones to be agreed by Transformation Board, April 2010
		Workforce to Reflect the Community report to Cabinet, to provide 2009/10 review of outcomes against targets, May 2010
		Cabinet to agree the 2010/11 Workforce to Reflect the Community Action Plan and Targets, May 2010
		HRIP - delivery of new HR admin processes and resource savings, October 2010
5. Deliver the Efficiency Programme	Cllr Ohid Ahmed Chris Naylor, Alan Finch, Service Head Corporate Finance, Resources	Identify additional efficiency projects for 2011/12 by June 2010 (Alan Finch)
		Achievement of planned efficiencies for 2010/11 reported to Cabinet on a quarterly basis from September 2010
		Identify additional efficiency projects for 2012/13 by November 2010
		Confirm the final Efficiency Programme for 2011/12, November 2010

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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 Aman Dalvi, Development and Renewal	Review the 15-year Capital Strategy and identify the funding requirement for capital investment in the LBTH from 2011-2026, January 2011
		Pilot study covering LAPs 3 & 4 completed, June 2010
		Asset Strategy (including implementation plan) approved, March 2011
		Three year rolling disposal programme for surplus property approved, September 2010
		Action Plan adopted by Asset Management Board for further improvements to use of assets, June 2010
		To further improve use of benchmarking across the council by embedding the NAPPMI benchmarking scheme, March 2011
7. Deliver the Local Priorities Programme	Cllr Ohid Ahmed Alan Finch, Service Head Corporate Finance, Resources	Improve quarterly monitoring of spending against the capital programme by establishing "One Version of the Truth" for delivery and funding programmes, September 2011
8. Develop the Council's Transformation Programme so that it fully supports, at all levels and across all directorates, the vision of a leaner, more flexible and citizen-centred Council and the achievement of a balanced three budget strategy for 2011/12 - 2013/14	Cllr Ohid Ahmed Chris Naylor, Resources, Lutfur Ali, Chief Executives Office	Vision and Values launched, April 2010
		Transformation toolkit rolled out from April 2010
		Transformation Options appraisal concluded, June 2010
		Options refinement, October 2010
		Draft budget proposals and strategic plan, December 2010

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		Three year budget strategy approved, March 2010
		Online renewal of residents parking permits and submission of parking representations, December 2010
		Real-time payments for Parking Fines, October 2010; CCTV images available online, December 2010
9. Implementation of the customer access service delivery improvements outlined in the Channel Strategy	Cllr Ohid Ahmed	Review of role of manual switchboard completed, September 2010
	Chris Naylor, Resources	Action plan agreed on shape of Revenues and Benefits Services Including ICT roadmap, September 2010
10. Review of Financial Management Arrangements – Stage 2: Building customer support and business partnering arrangements so that the Finance service supports the authority through tighter public spending	Cllr Ohid Ahmed	Rollout Budget Monitoring solution to all Directorates, September 2010
	Cllr Ohid Ahmed	Complete rollout of R2P system to all Directorates, May 2010
	Chris Naylor, Resources	Implement Phase 2 - building the capacity of Finance for business partnering, March 2011
	Chris Naylor, Resources	Strategy for replacement or upgrade of Financial Information System, March 2011
11. Continue to robustly manage performance across the Council and strengthen Partnership performance	Cllr Ohid Ahmed	Co-ordinate submissions for the 2010 Use of Resources and CAA submissions to maximise performance, September 2010
	Louise Russell, Strategy & Performance, Chief Executive's	Streamline performance monitoring and reporting, including review of Excelsis system, November 2010

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		Establish arrangements for the refresh of the Community Plan and development of next round LAA (or any successor), March 2011
		Engage with the Partnership and Community Plan Delivery Groups to ensure delivery of final LAA targets, including at least 3 LAA challenge sessions, May/September/December

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 and Deadlines
12. Deliver a new build programme both by the council (BBF) and with partners to reduce overcrowding	Cllr Marc Francis Jackie Odunoye, Development and Renewal	Complete Rd1 Council House building programme (BBF) & develop Rd2 to HCA deadlines, March 2011
		Implement Revised Allocations Policy and Lettings Plan, June 2010
		Agree the Tower Hamlets Borough Investment Plan of priority schemes with the HCA, June 2010
		Deliver 1688 affordable homes, March 2011 [target to be confirmed]
		Identify Masterplan design options & develop planning application for Masterplanning process for Malmesbury & Birchfield estates [date to be confirmed]
		Agree start on site for Local Homes Initiative Scheme, June 2010

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13. 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	Review each RSL on a quarterly basis to assess their development programme and management progress, quarterly June, September, December 2010 and March 2011
	Jackie Odunoye, Development and Renewal	Establish RSL Preferred Partner Work Plan, May 2010
		Review the performance of RSLs in conjunction with Tenants Services Authority against the agreed preferred partner scheme, March 2011
		Report transfer RSLs 'Offer Promise' progress to LAB, twice yearly [dates to be confirmed]
14. Achieve 2-Star Audit Commission Inspection with Tower Hamlets homes to unlock resources to deliver Decent Homes.	Cllr Marc Francis	Audit Commission inspection of THH, November 2010
	Jackie Odunoye, Development and Renewal	Monthly review of progress against THH 2010/11 Delivery Plan
		Quarterly strategic review and agreement of variations/additions to performance outputs, May, August, November and February 2011
15. Reshape major estate renewal projects with key partners	Cllr Rania Khan	Blackwall Reach >Submit planning application, October 2010 >Select development partner, November 2010 >Start on site, March 2011
	Cllr Marc Francis	
	Chris Worby, Development and Renewal	Ocean Estate >Commence main refurbishment programme, April 2010

		>Commence New Build Programme area E, December 2010
		Cottall Street Complete 2 nd stage design feasibility process and obtain planning approval for agreed scheme, March 2011
16. Engage in the Olympic Legacy Masterplan process to secure maximum benefits for Tower Hamlets	Cllr Lutfur Rahman Nick Smales, Development and Renewal	Detailed response to Legacy and Overlay Planning Applications, September 2010 (D&R)
		Endorsement of Olympic Legacy Strategic Planning Guidance (GLA), December 2010 (D&R)
		Together with the 4 other host boroughs, secure funding and deliver a programme of Public Realm improvements in areas most affected by the Olympic development: > Design by September 2010 > Specification by December 2010 > Build commenced by March 2010 (CLC)
17. Progress the Local Development Core Strategy Framework to drive the sustainable development of the Borough	Cllr Marc Francis Owen Whalley, Development and Renewal	Develop the Fish Island Area Action Plan for consultation and options testing, August 2010
		Develop a Development Management DPD for consultation on options testing, May 2010
		Develop a Site and Place Making DPD for consultation on options testing in December 2010
		Further develop, implement and monitor the Green Grid which identifies the required green

		the borough, May 2010
		Council to adopt the Core Strategy in September 2010
		Review arrangements for managing and monitoring S106 resources, March 2011
		New Funding Agreements in place between LBTH and Third Party Delivery Agencies for the expenditure of S106 monies (Phase 1 Agreement for PCT in place), January 2011

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 and Deadlines
18. Implement year 2 of the Sustainable Transport Strategy to improve the connections between communities	Cllr Marc Francis Owen Whalley, Development and Renewal	Develop the Local Implementation Plan for Transport 2011/15 to set out an action plan for all transport improvements in the borough as a basis for future funding bids, December 2010 (D&R)
		Local Investment Plan 2 – Submit LIP 2 to TFL, December 2010
		Produce a draft 10-Year walking Plan, October 2010 (D&R)

		<p>Deliver first pilot Superhighway and central area Bike Hire scheme initial elements of the Mayor's Cycle Revolution by December 2010 (CLC)</p>
		<p>Implement Year 3 of the Council's Staff Travel Plan to reduce the impact of staff travel on the environment by July 2010 (CLC)</p>
<p>19. Use the Olympic and Paralympic Games to engage communities in cultural, sporting and celebratory events</p>	<p>Cllr Lutfur Rahman Nick Smales, Development and Renewal Heather Bonfield, Communities Localities and Culture</p>	<p>Implement a community engagement programme along High Street 2012. Programme agreed and being implemented by June 2010 (D&R)</p> <p>Delivery of three High Street 2012 engagement schemes / activities completed, March 2011 (D&R)</p> <p>Implementation of the Personal Best Volunteering Programme ongoing – Programme Evaluation completed, November 2010 (D&R)</p> <p>Production of a business plan for Victoria Park as a live site in 2012 in consultation with GLA and LOCOG - first draft completed by June 2010</p> <p>Participate in the 5 Borough Olympic Festival (Create '10') by June-July 2010</p> <p>Support the development of the 5 Borough festival and street art project (lottery funded) with the appointment of an artistic director and production company by May 2010</p> <p>Deliver the Paradise Gardens free community</p>

		<p>event in June 2010</p> <p>Deliver an Olympic & Paralympic Sports Activities programme including: >Paralympic Open Day by December 2010; >Time to Shine in April & August 2010; >Balfour Beatty London Youth Games, February – July 2010</p>
20. Develop an Olympic Games Management Plan for the Public Realm and wider corporate impacts	Cllr Lutfur Rahman	Olympic Games Operations Group and Sub-groups fully operational by May 2010
	Stephen Halsey, Public Realm, Communities Localities and Culture	Start of set up phase by April 2010 and planning phase by July 2010
		Comprehensive management plan in place by March 2011
21. Deliver a Baishakhi Mela in Banglatown Brick Lane and develop a community management infrastructure to take it forward	Cllr Rofique Ahmed	Provide Mela stallholder training for a minimum of 50 local small businesses by April 2010
	Heather Bonfield, Communities Localities and Culture	Recruitment and training of 24 young people and local people to be Mela stewards by April 2010
		Ensure that: >5 schools (approx 150 children), >2 youth groups (minimum of 30 young people) and

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		by May 2010
		Deliver the Mela on 23 rd May 2010
22. Provide more efficient and integrated universal services in partnership with key stakeholders	Cllr Abdal Ullah Andy Bamber, Community Safety, Communities Localities and Culture	Implement generic working model facilitating local service delivery, Jan 2011
		Joint tasking process completed for ASB, crime and public realm activities by September 2010
		NHS Tower Hamlets and Youth Services engaged in joint tasking process by March 2011
		Partnership localisation development programme established by Localisation Board and approved by Partnership Executive by April 2010
23. Increase the number and diversity of events in parks and open spaces and indoor events for the benefit of the Borough's residents and visitors	Cllr Rofique Ahmed Heather Bonfield, Communities, Localities and Culture	Support and deliver the annual programme of at least 85 festivals and events across the Borough by March 2011
		11 major festival days held in Victoria Park (including commercial music festivals, and community events such as the fireworks display) by March 2011
		Support between 35-40 community-based arts events through the events fund by March 2011
24. Deliver the Local Implementation Plan to improve road safety	Cllr Abdal Ullah	Implement 3 local safety schemes targeting accident hotspots by March 2011

	Jamie Blake, Communities Localities and Culture	Increase provision of School Crossing Patrol with 4 officers at priority school sites by September 2010
		Deliver Junior Road Safety Officer scheme in 40 schools for the educational year 2010/11
		Deliver 3 joint enforcement activities with Met Police targeting key safety issues by March 2011

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 and Deadlines
25. Implement a programme of open space improvements to deliver the objectives of the Open Spaces Strategy	Cllr Abdal Ullah	Progress development of the Victoria Park Masterplan with construction/Implementation Phase Year 1 beginning in September 2010 through to completion in March 2011
	Jamie Blake, Communities Localities and Culture	Tree Management Plan aims and objectives developed and approved by September 2010, including five-year tree planting programme.
26. Deliver a measurably cleaner, safer and more sustainable environment and implement the waste	Cllr Abdal Ullah	Review of Public Realm contracts to take a

<p>strategy and the partnership Public Realm Strategy.</p>	<p>Jamie Blake, Public Realm, Communities Localities and Culture</p>	<p>current and proposed contract arrangements by April 2010</p> <p>Delivery the Public Realm Improvement Strategy by November 2010</p> <p>Re-drafted Waste Strategy consultation to be complete by July 2010</p> <p>Recycling Action Plan 2010 to 2014 to be complete by September 2010</p> <p>OJEU Notice for long term Waste Treatment and Disposal Services to be issued by November 2010</p> <p>Deliver an Anti-Defacement (graffiti and fly-posting) strategy by July 2010</p> <p>Separate strategies for reducing litter and fly-tipping drafted by July 2010 and September 2010 respectively</p>
<p>27. Deliver Borough-wide Town Centre Strategy improvements</p>	<p>Cllr Marc Francis Owen Whalley Development and Renewal</p>	<p>Town Centre Implementation Programme :</p> <ul style="list-style-type: none"> >Public Realm Strategy delivered, July 2010 >Roman Road Shop Front Improvement Programme: 4 shop fronts funded, December 2010; 8 funded, March 2011. >Complete Active Shop Local Campaign, April 2010 >Set up and maintain Cross Borough Town Centre Partnership, as a forum for information sharing and advice, January 2011

28. Deliver the High Street 2012 public realm and historic building improvements along the A11 corridor.	Cllr Luftur Rahman	Works complete on Aldgate Historic Buildings Cluster, December 2010
	Nick Smales, Development and Renewal	Design agreed for Whitechapel public realm improvement scheme, December 2010
		Works commence on Bow Historic Buildings cluster, March 2011

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 Officer and Directorate	Milestones and Deadlines
29. Implement the Carbon Management Plan to reduce carbon emissions generated by the Council	Cllr. Ohid Ahmed Jackie Odunoye, Development and Renewal	Set up the Sustainability Sub Group and the Tower Hamlets Climate Change Alliance and form a partnership with all stakeholders to reduce per capita emissions in the Local Authority area, April 2010
		Identify carbon emissions reductions projects and fund to ensure the council achieves the 25% carbon emissions reduction by 2012, the medium term target of 40% carbon emissions reduction by 2016 and the long term target of 60% carbon emissions reduction by 2020, March 2011
		Undertake a risk based assessment (Local

		weather and climate, both now and in the future and identify priority risks to council services, June 2010
		Implement the Local Biodiversity Action Plan (LBAP) to ensure the protection, conservation and enhancement of biodiversity in London Borough Tower Hamlets, September 2010
		Reduce energy consumption from street lighting by replacement of 100 lighting units in areas with low energy fittings by March 2011 (CLC)
30. 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	Development of a partnership plan for the management and recycling of bulky waste by March 2011 Delivery of at least 4 Bring Back Days by March 2011 Deliver a minimum of one estate-based behaviour change programme by December 2010 Commission environment outreach with the third sector, targeting behaviour change within hard-to-reach groups by March 2011

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 and Deadlines
31. Improve GCSE results to be the best in the country by implementing the priorities identified in the Children and Young People's Plan at both primary and secondary, with increased focus on raising aspirations and personalised learning and radically redesigning the way we support and improve our schools	Cllr Abdul Asad Di Warne, Children, Schools and Families	School improvement framework consultation and revision in place, July 2010
		Implementation of 1:1 tuition across primary and secondary phase in place, October 2010
		School Improvement Partner monitoring focused on "narrowing the gap" in place, November 2010
32. Continue our programme of rebuilding or refurbishing all of our secondary schools, through the Building Schools for the Future programme	Cllr Abdul Asad Ann Sutcliffe, Children, Schools and Families	New project development for Batch 3 schools – Stepney Green, Central Foundation Girls School, Phoenix and Langdon Park – to start April 2010
		Constructions starts at Raines, Harpley PRU, Swanlea and Bowden House by September 2010
		Contract close for Stepney Green, Central Foundation Girls School , Phoenix and

		Langdon Park by January 2010
33. Upgrade our primary school estate through Primary Strategy for Change	Cllr Abdul Asad Kate Bingham, Children, Schools and Families	One scheme on site by April 2010
		Five schemes on site by July 2010
		Two schemes on site by October 2010
		Completion of 8 primary school refurbishment/upgrade projects by March 2011
34. 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	Cllr Abdul Asad Monica Forty, Children, Schools and Families	Delivery of localised training for Parent Support Partners to establish parent forums/associations and build upon Parent Voice consultation and home-school communication strategies by June 2010
		Development of secondary resources and delivery of two Family Social Emotional Aspects of Learning (SEAL) programmes per cluster by December 2010
		Delivery of Strengthening Families Strengthening Communities (SFSC) facilitator training course to build capacity within secondary schools to deliver SFSC training programmes by December 2010
		Delivery of curriculum focused short course/workshop programmes focusing on

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		children's learning and development
35. Commission an additional 190 entry level English as a Second Language places	Cllr Abdul Asad	118 learners complete ESOL courses by August 2010
	Fiona Patterson, Heather Bonfield Communities, Localities and Culture	118 learners gain a qualification in ESOL by August 2010
		Course venues set up by September 2010
		72 Learners recruited by September 2010
36. Ensure that all schools, colleges and work-based learning providers support learners to achieve the best they can	Cllr Abdul Asad	Implement a Work-Based Learning Improvement Plan and launch at least three new Foundation Learning Programmes by June 2010
	Wendy Forrest, Children, Schools and Families	Develop a 16-19 learning offer with more opportunities at Foundation and Level 2 and raise Level 2 achievement by 19 to at least 70% by summer 2010
		Improve Level 3 success across all providers and raise Level 3 achievement by 19 to 43% by summer 2010
		Raise participation in learning 16-19 to at least 93% by December 2010
37. Deliver the Year 2 action plan for the refreshed Idea Store Strategy to ensure greater library usage and improved access to information	Cllr Rofique Ahmed	Complete a viability assessment on a potential Idea Store 'metro' by August 2010
	Heather Bonfield, Communities Localities and Culture	Create a joint health-related programme (with the PCT) at Idea Stores by August 2010
		Improved Health Information and Advice in all Idea Stores by March 2011

38. Extend the range of positive activities available outside of school hours and deliver highly effective Targeted Youth Support to help change the lives of our most disadvantaged young people	Cllr Abdul Asad Mary Durkin, Children, Schools and Families	40 programmes of positive activities to be delivered in each school holiday, April 2010 to February 2011
		PAYP brochure to be produced and distributed to schools, key workers and referral agencies prior to each school holiday (four by December 2010; one by February 2011)
		3,500 young people to participate in positive activities by March 2011
		Four Key Workers to provide targeted support to 1,000 young people providing them with one-to-one sessions and sign-posting by March 2011

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 and Deadlines
39. 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, Development and	80 local residents placed into sustainable employment through the ESF programme to extend Single Points of Access delivery, October 2010

	Renewal	<p>50 parents placed into employment through the School Gates Employment Support Initiative, March 2011</p> <p>120 local residents completing the Skillsmatch Transitional Employment Programme, March 2011</p> <p>40 graduate placements, October 2010</p> <p>140 local residents trained in the security industry and achieving Security Industry Authority licence, March 2011</p> <p>As part of the wider local economic assessment, undertake a work & skills plan, October 2010</p>
40. Build on our child poverty strategy to deliver services that really make a difference	<p>Cllr Abdul Asad</p> <p>Susan Acland-Hood, Children, Schools and Families</p>	<p>Refresh of child poverty action plan by April 2010</p> <p>Complete commissioning plan arising from the strategic commissioning pilot to address gaps and identify options for service redesign by July 2010</p> <p>Establish performance management arrangements for child poverty services by December 2010</p>
41. Increase employment opportunities for vulnerable people, in particular people with disabilities and mental health problems and those experiencing homelessness	<p>Cllr Anwara Ali</p> <p>Katharine Marks, Adults, Health and Wellbeing</p>	8 people with moderate to severe learning disabilities on the Poetry in Wood programme and 8 person centred plans completed, September 2010

		115 people with disabilities receiving 6+ hours of support (information, advice or guidance, job search, mentoring or training) through the Tower Project, September 2010
		154 people with mental health needs supported into employment and retaining their jobs beyond 13 weeks through the Working Well Trust, September 2010
		Deliver 'making work pay' initiative to deliver key outputs of 960 x clients receiving employment advice, 120 x clients receiving outreach support with 90 x rent credits paid; the above designed to achieve key outcomes of 80 x successfully employed, 75 x in Education/Training, 80 x household income increases, March 2011
42. 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	Cllr Abdul Asad Wendy Forrest, Children, Schools and Families	Launch a further four Diplomas in construction and the built environment, public services, retail and sports and active leisure, and recruit at least 100 learners by September 2010
		Increase the Apprenticeship opportunities available to under 19s and deliver at least 100 additional Apprenticeship starts by December 2010
		Reduce the number of young people NEET to less than 6% by March 2011

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 and Deadlines
43. Ensure the delivery of the Third Sector Strategy Action Plan 2010/11	Cllr Rania Khan Lutfur Ali / Louise Russell, Chief Executive's	Develop Action Plan regarding 3 rd sector premises needs, July 2010
		Establish new CVS – SLA agreed, January 2011
		Review and commission Advice and CMF funding streams, March 2011
		Review community chest process and re-advertise by September 2010
44. 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 Nick Smales, Development and Renewal	Develop and implement consortium approach for smaller venues with LBTH as lead: >Identify potential partners, May 2010 >Meet with 4 venues, June 2010 >Offer venue training, September 2010 >Sign up 3 venues to consortium, December 2010
		Work with ELBP and promote Compete For to local businesses to secure contracts for local enterprises - £3 million contacts through ELBP / Compete For by Tower Hamlets enterprises, March 2011

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 and Deadlines
45. Implement the Homelessness Strategy to further reduce the incidence of homelessness in the borough and improve support to individuals and families experiencing homelessness [milestones to be confirmed]	Cllr Marc Francis Jackie Odonoye, Development and Renewal	Identify un-completed activities from Strategy's 09/10 Action Plan for inclusion in 10/11 Action Plan, April 2010
		Finalise Homelessness Strategy's 10/11 Action Plan, July 2010
		Agree governance arrangements for Homeless Partnership Board in light of the Homelessness and Housing Advice Services move to D&R, April 2010
		Report progress on 10/11 Action Plan to Homeless Partnership Board march 2011
46. Improve support and information for carers across the whole of the Tower Hamlets Partnership	Cllr Anwara Ali Deborah Cohen, Adults, Health and Wellbeing	Complete Carers Joint Strategic Needs Assessment, July 2010
		Raise the profile of carers needs and issues in primary care by engaging with GP practices to develop and use carers registers, March 2011

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		Deliver borough wide surgeries in partnership with health and the Carers Centre to help promote carers' awareness of local services through joint work with local carers' organisations and carers' groups, March 2011
47. Deliver the Transforming Social Care programme putting people who use services in control of their own care	Cllr Anwara Ali Helen Taylor, Adults, Health and Wellbeing	A plan for communications for the public and other stakeholders is in place for the Transforming Social Care programme, April 2010
		The Directorate has evidence that users and carers have been involved in the planning and delivery of personalisation, October 2010
		30% of eligible service users/carers have a personal budgets, March 2011
48. Develop strategy to create/improve universal information and advice services inline with Putting People First	Cllr Anwara Ali Helen Taylor, Adults, Health and Wellbeing	Strategy in place to create universal information and advice services linked to the Council's Channel Strategy, April 2010
		Arrangements in place for universal access to information and advice, October 2010
		There is evidence that the public have access to the most accurate and up to date information and advice about their care and support, March 2011
49. Deliver fully integrated service provision across health and social care	Cllr Anwara Ali John Roog, Adults, Health and Wellbeing	Staff consultation on Phase 1 integration proposals, April 2010
		Roll out of integrated service proposal from July 2010
		Incorporation of intermediate care into integrated model, February 2011

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50. Deliver fully integrated commissioning across health and social care	Cllr Anwara Ali Deborah Cohen, Adults, Health and Wellbeing	Embed common commissioning processes for individual placements in AHWB and the PCT, August 2010
		Based on the Joint Strategic Needs Assessments (JSNA) completed in 09/10, refresh commissioning strategies for Learning Disability, Mental Health and Older People, December 2010
		Achieve a single contracts management system for all individual placements across AHWB and PCT, March 2011
51. Further strengthen arrangements across the Council and the Partnership to protect vulnerable adults from abuse, harm and neglect	Cllr Anwara Ali Katharine Marks, Adults, Health and Wellbeing	Improve the performance management of work completed in the name of the Safeguarding Adults Board, October 2010
		Ensure that the learning from the quality standard feeds into front line practice, October 2010
		Embed policies and procedures for safeguarding across the partnership, March 2011
52. 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 Jackie Odunoye, Development & Renewal	Review the Private Sector Renewal and Empty Property Strategy by December 2010 (Alison Thomas)
		Work with the East London Renewal Partnership to ensure that LBTH maximises all available sub-regional resources (Alison Thomas) march 2011
53. Implement the actions in our Children and Young People's Plan to improve access to care for children	Cllr Abdul Asad	Publish eligibility criteria and local offer for short breaks by June 2010

with disabilities through a coordinated, multi-agency approach	Helen Lincoln, Children, Schools and Families	Disabled children and parents/carers to be involved in commissioning over night short breaks contract by September 2010
		Impact of Care Pathways to be reviewed by September 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 and Deadlines
54. Further develop more community-oriented and localised services and integrate new models of enforcement to improve public confidence in the Council and Police response to anti-social behaviour and crime	Cllr Abdal Ullah Andy Bamber, Community Safety, Communities Localities and Culture	Joint tasking process completed for ASB, crime and public realm activities by September 2010
		Introduce localised TH enforcement officers into paired LAPs 1&2 by April 2010
		Implement the You Decide!-purchased projects around localised enforcement in the LAPs – by June 2010
		Produce localised analytical products (e.g. ASB and environmental crime density mapping) for local enforcement by June 2010
55. Develop our Reducing Re-offending Programme	Cllr Abdal Ullah	Create an integrated offender management

	Andy Bamber, Community Safety, Communities Localities and Culture	board to strategically oversee the integrated programme by May 2010 which will generate objectives for the forthcoming year
		Develop and introduce a programme to manage individuals who are subject to anti-social behaviour orders by June 2010
56. Develop a more strategic approach to violence against women and girls in line with the new national strategy	Cllr Abdal Ullah Andy Bamber, Community Safety, Communities Localities and Culture	Create a strategic group to develop the strategy and oversee implementation by June 2010 Launch the new strategy by December 2010
57. Improve the provision of positive diversionary activities, restorative justice and information, advice and guidance to reduce youth offending	Cllr Abdul Asad Mary Durkin Children, Schools and Families	PAYP funding allocated to the Youth Offending Team to deliver diversionary activities starting April 2010 Rapid Response Team to provide early intervention and prevention through conflict resolution and mediation starting April 2010 IAG and New Start Personal Advisers employed to provide advice, counselling, information and sign-posting to young offenders by August 2010
58. Develop a drug intervention and enforcement strategy	Cllr Abdal Ullah Andy Bamber, Community Safety, Communities Localities	Deliver 3 Drug Awareness Campaign weeks by March 2011 Deliver 3 targeted operations by THEOs for drug-related anti-social behaviour by March 2011

	and Culture	Integrate the Drug Interventions Programme into the wider Offender Management model in order to reduce reoffending and manage breaches by May 2010
		Deliver the Dealer-A-Day initiative throughout 2010/11

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 and Deadlines
59. Improve access to preventative services for vulnerable adults, reducing use of institutional care and reliance on care managed services	Cllr Anwara Ali Helen Taylor, Adults, Health and Wellbeing	The council has a clear strategy, jointly with health, for how it will shift some investment from reactive provision towards preventative and enabling/rehabilitative interventions for 2010/11, April 2010
		Processes are in place to monitor across the whole system the impact of the shift in investment towards preventative and enabling services, October 2010
		There is evidence collected that reviews the cashable savings that have been released as a result of preventative strategies, March 2011

<p>60. Continue to deliver CYPP actions to support parents and families to provide a safe environment and develop a Family Wellbeing Model, which gives a clear and swift pathway from identifying an issue to effective action</p>	<p>Cllr Abdul Asad Helen Lincoln, Children, Schools and Families</p>	<p>Family Wellbeing Model agreed by Children and Families' Trust by April 2010</p>
		<p>Ongoing training for practitioners, April – December 2010</p>
		<p>Evaluation of first six months by October 2010</p>
		<p>With the Children and Families' Trust partners respond commensurately and timely to the Laming recommendations</p>
<p>61. 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</p>	<p>Cllr Abdul Asad Monica Forty, Children, Schools and Families</p>	<p>14 additional families across the 21 Children's Centres to access Child Development Grants by July 2010</p>
		<p>A further 14 families to be accessing Child Development Grants by September 2010</p>
		<p>1,176 families in 21 Children's Centres to have accessed Child Development Grants by November 2010</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 and Deadlines
62. Implement the Years 1-3 actions set out in the Leisure Centre Strategy to increase leisure centre use and promote healthy lifestyle activities	Cllr Rofique Ahmed	Develop outline proposals to improve St George's Pool and John Orwell Leisure Centre by June 2010
	Heather Bonfield, Communities Localities and Culture	Deliver an Olympic & Paralympic Sports Activities programme March 2011
63. Deliver a targeted programme to increase the number of people taking regular physical activity	Cllr Rofique Ahmed	Achieve at least 1,700,000 of leisure centre visits by March 2011
	Heather Bonfield, Communities Localities and Culture	Achieve at least 500,000 under-16 leisure centre visits by March 2011
		Produce a draft Sport & Physical Activity Strategy by March 2011
		Deliver range of active travel projects to get more residents cycling and walking more often, including a weekly Health Walks programme and cycle training initiatives for over 500 adults and 2,000 children by March 2011

		Implement year 2 of the Parks Outreach Programme by holding 14 physical activity events in parks & open spaces by March 2011
64. Continue to deliver ASPIRE to target the most vulnerable young women at risk of becoming pregnant	Cllr Abdul Asad	Secure funding for 2010-11 ASPIRE programme by April 2010
	Mary Durkin Children, Schools and Families	Identify ASPIRE cohorts of 25 with Educational Welfare Officers by May, August, October 2010 and January 2011
		End of year evaluation of programme in March 2011
65. Support children and families in achieving and maintaining a healthy weight, including improving access to weight management services, healthier food choices and opportunities for physical activity	Cllr Abdul Asad	Implementation of recommendations from evaluation of childhood weight management services by September 2010
	Susan Acland-Hood, Children, Schools and Families	Completion of pilot locality multi-agency workshop with school clusters to improve coordination of school based interventions by May 2010 with roll-out across the borough by December 2010
		Final reports on 2009/10 pupil led projects and evaluation plan for ongoing pupil participation by September 2010
66. In partnership with NHS Tower Hamlets, deliver the LAA priority to reduce tobacco use in the Borough	Cllr Anwara Ali	Produce Tower Hamlets Tobacco Control Alliance Action Plan 2010/11 by April 2010
	Bryan Jones, Communities Localities and Culture	Achieve a target of 1,061 per 100,000 population (NI 123 - Over 16s stopped smoking) by March 2011
		70 Tower Hamlets businesses gain the Smoke Free Award by March 2011

		130 underage test purchases carried out by March 2011
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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 and Deadlines
67. Develop safe and seamless mental health services that empower users and promote recovery and citizenship	Cllr Anwara Ali Katharine Marks, Adults, Health and Wellbeing	Work with the East London NHS Foundation Trust and PCT commissioners to develop an understanding of current demand and activity related to accommodation services for people with mental health problems (linked to PSA 16) to inform the next iteration of the JSNA by June 2010
		Work with the East London NHS Foundation Trust and PCT commissioners to identify opportunities to reduce the reliance on institutional care for people with mental health problems (link to PSA 16), October 2010
68. Review and improve all our services to support young people's emotional health and wellbeing	Cllr Anwara Ali Susan Acland-Hood, Children, Schools and Families	Complete analysis of need by April 2010
		Refresh the Emotional Health and Wellbeing Plan by April 2010

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		Implement the findings of the service review by March 2011
69. Improve the range of services available for those with Dementia in line with the National Strategy, focussing on raising awareness, early diagnosis and living well with Dementia.	Cllr Anwara Ali	New strategy and commissioning intentions complete, July 2010
	Deborah Cohen, Adults, Health and Wellbeing	New service model in place, March 2011

5. Measuring Progress and Setting Targets

[\[Outturn for 2009/10 and target information for 2012/13 to follow\]](#)

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 assess 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 2008/09	Outturn 2009/10	Target 2010/11	Target 2011/12	Target 2012/13
1.1 Reduce inequalities and foster strong community cohesion						
S102	Percentage of top 5% of earners of Local Authority staff that are women	50.47		50	50	
S103	Percentage of top 5% of Local Authority staff that are from an ethnic minority	17.1		27	30	
S104	Percentage of top paid 5% of staff who have a disability (excluding those in maintained schools)	2.1		5.4	5.5	
1.2 Work efficiently and effectively as One Council						
S101	Percentage of Undisputed Invoices Paid on Time	88.38		98	98	
S105	Number of working days/shifts lost to sickness absence per employee	8.95		6.5		

	Performance Indicators	Outturn 2008/09	Outturn 2009/10	Target 2010/11	Target 2011/12	Target 2012/13
S106	Response time to Members' enquiries - % completed within 10 working days	76.31		87	90	
S107	Percentage of complaints completed in time – Council as a whole – Stage 1	82		86	87	
S108	Percentage of residents agreeing that the Council “provides value for money for the Council Tax I pay”	43		51		
S109	Percentage of calls to Hotlines answered	92.9		96	97	
S110	Average waiting time for calls to Hotlines to be answered	33		27.5	25	
S111	First contact resolution of calls to Hotlines	90		92.5	95	
S112	Number of agency staff assignments	796				

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 2008/09	Outturn 2009/10	Target 2010/11	Target 2011/12	Target 2012/13
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	8.87		9	10	

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	Performance Indicators	Outturn 2008/09	Outturn 2009/10	Target 2010/11	Target 2011/12	Target 2012/13
	their situation					
S203	Percentage reduction of tenanted non-decent homes in homes transferred to RSLs through Housing Choice	10.6		49		
S207	NI154: Net additional homes provided	2,839		2,999	1,870	
S208	NI155: Number of affordable homes delivered (gross)	1,063		1,688	1,033	
S209	NI158: Percentage of non-decent council homes	57.61		47	45	
S223	Number of social rented housing completions for family housing	393		467	607	
S224	Percentage of residents satisfied with outcomes to ASB	47.6				
S225	Average time to re-let property	31.83		28		
S226	Total service charge debt outstanding (£Million)	15.3				
S227	Rent collected as total percentage of rent due	99.66		101	101	
2.2 Strengthen and connect communities						
S202	Number of physical visits to public library premises per 1,000 population	9,284.76		9,438.9	9,438.9	
S204	NI001: Percentage of people who believe people from different backgrounds get on well together in their local area	62.5		66.4		
S217	Percentage of people asked who think that parks, playgrounds and open spaces are good, very good or excellent	53		60	62	
S219	NI004: Percentage of people who feel they can influence decisions in their locality	35.7		38		
S220	Percentage of residents asked who think that	45		47	48	

	Performance Indicators	Outturn 2008/09	Outturn 2009/10	Target 2010/11	Target 2011/12	Target 2012/13
	leisure and sports facilities are good, very good or excellent					
S221	Percentage of residents who agree that the Council is doing a good job: borough average	69		75	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			10		
2.3 Support vibrant town centres and a cleaner, safer public realm						
S205	NI005: Overall / general satisfaction with the local area	69.2		72.6		
S206	NI047: People killed or seriously injured in road traffic accidents	-9.1		12.1		
S212	NI195: Improved street and environmental cleanliness – Litter	11		8	8	
S213	NI195: Improved street and environmental cleanliness – detritus	12		10	10	
S214	NI195: Improved street and environmental cleanliness - graffiti	16		6	6	
S215	NI195: Improved street and environmental cleanliness – fly-posting	5		2	2	
S216	Percentage of people who think that street cleaning is good, very good or excellent (ARS)	59		63	65	
S218	Improved perceptions of ASB: reduced percentage of the population who view rubbish and litter lying around as 'a very serious problem'	16		14	13	
2.4 Improve the environment and tackle climate change						

	Performance Indicators	Outturn 2008/09	Outturn 2009/10	Target 2010/11	Target 2011/12	Target 2012/13
S210	NI186: Per capita reduction in CO2 emissions in the LA area			10		
S211	NI192: Percentage of Household waste sent for reuse, recycling or composting	19.26		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 foster new enterprise.

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

	Performance Indicators	Outturn 2008/09	Outturn 2009/10	Target 2010/11	Target 2011/12	Target 2012/13
3.1 Support lifelong learning opportunities for all						
S301	Improving A Level attainment – A Level average points score per student in Tower Hamlets	639.5				
S303	NI079: Achievement of a level 2 qualification by age 19	65		71.8	74.3	
S304	NI080: Achievement of a level 3 qualification by age 19	38		46	49	
S305	NI106: Young people from low income backgrounds progressing to higher education	7		0		
S306	NI110: Young people's participation in positive activities	70.3		81.2	85	

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	Performance Indicators	Outturn 2008/09	Outturn 2009/10	Target 2010/11	Target 2011/12	Target 2012/13
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	40		46		
S316	NI076: Reduction in number of schools where fewer than 55% of pupils achieve level 4 or above in both English and maths at KS2	3	6	1		
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	4.8		4.4	4.2	4
S320	NI101: Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths)	6.7		20		
S321	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	37.3		30.9		
S322	Progression by 2 levels in English between Key Stage 1 and Key Stage 2	86.5		93		
S323	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	84		88		
S324	ESOL Entry Level One Completions	400		362	375	
S325	Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths	41.2	45.8	53		
S326	Looked after children reaching level 4 in	36.4		53		

	Performance Indicators	Outturn 2008/09	Outturn 2009/10	Target 2010/11	Target 2011/12	Target 2012/13
	mathematics at Key Stage 2					
S327	Achievement at level 4 or above in both English and Maths at Key Stage 2	74		80		
S329	Looked after children reaching level 4 in English at Key Stage 2	36.4		53		
3.2 Reduce worklessness						
S307	NI 116: Proportion of children in poverty			41.9	40.3	
S308	NI 117: 16-18 year olds who are not in education, employment or training (NEET)	6.7		6	5	
S309	NI 146: Adults with learning disabilities in employment	3.3				
S310	NI 150: Adults receiving secondary mental health services in employment	2.4				
S311	NI 151: Overall employment rate (working age)	60.8		55.7	60.75	
S312	NI 152: Working age people on out of work benefits	17.1		16.8	16.86	
S313	NI 153: Working age people claiming out of work benefits in the worst performing neighbourhoods	25.4		26.8	24.93	
3.3 Foster Enterprise						
S302	NI 7: Environment for a thriving third sector	21.1		27.1		
S328	£'s of contracts won by Tower Hamlets organisations			£5 million		

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 assess our progress towards achieving a Safe and Supportive Community.

	Performance Indicators	Outturn 2008/09	Outturn 2009/10	Target 2010/11	Target 2011/12	Target 2012/13
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	30.1		30.9		
S413	Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time	6.8		6	6	
4.2 Tackle and prevent crime						
S401	NI 113: Percentage of residents identifying crime within their top three concerns (ARS)	47		44	42	
S402	NI 15: Number of most serious violent crimes per 1,000 population	2.35		2.19		
S403	NI 16: number of serious acquisitive crimes per 1,000 population	25.51		24.8		
S404	NI 18: Rate of proven re-offending by adults under probation supervision	3.78		-9.97		
S405	NI 19: Rate of proven re-offending by young offenders aged 10-17	101		108		
S406	NI 21: Dealing with local concerns about anti-	23.3		33.3		

	Performance Indicators	Outturn 2008/09	Outturn 2009/10	Target 2010/11	Target 2011/12	Target 2012/13
	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	9.99		11.5		
S408	NI 33ii: Number of deliberate secondary fires per 10,000 population (Arson)	20.99		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	16		20		
S410	NI 40: Number of drug users recorded as being in effective treatment	81		138	153	
S411	NI 42: Perceptions of drug use or drug dealing as a problem	60.5		56.5		
4.3 Focus on early intervention						
S413	Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time [see also 4.1]	6.8		6	6	

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 assess our progress towards achieving a Healthy Community:

	Performance Indicators	Outturn 2008/09	Outturn 2009/10	Target 2010/11	Target 2011/12	Target 2012/13
5.1 Reduce differences in people's health and promote healthy lifestyles						
S501	Adult participation in sport and active recreation	17.7		19.7	20.7	
S504	NI56a: Percentage of children in Year 6 with height and weight recorded who are obese	24.49	25.7	23.7	23.8	
S506	NI112: Under 18 conception rates	-20.8	-31.1	-55	-55	
S507	NI120a: All-age all cause mortality rate – Male	856.14		787	749	
S508	NI120b: All-age all cause mortality rate – Female	577		787	749	
S509	NI123: Stopping smoking	1,253		1,061		

6. Use of Resources and Data Quality

Introduction and Background

During the financial year 2010/11, the Council will spend nearly £1.092 billion providing a wide range of local services. Of this, £1.023 billion is revenue spending, and £59 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 2010/11-2012/13. Figures for 2011/12 and 2012/13 are projections and decisions on these will be taken as part of future budget rounds.

MEDIUM TERM FINANCIAL PLAN 2010/11 – 2012/13			
	2010/11	2011/12	2012/13
	£'000	£'000	£'000
Initial Budget	297,926	310,369	305,687
Inflation and Other Contingencies	6,566	7,026	7,201
Contribution to Investment Reserve	2,900	-2,900	
Annual savings target		-18,275	-18,622
Budget Requirement	310,369	305,687	304,907
Formula Grant	-232,204	-229,882	-227,583
Collection Fund Surplus / Deficit	-3,478		
To Funded from Council Tax	74,687	75,805	77,324
Assumed Band D Council Tax - Tower Hamlets	£885.52	£885.52	£885.52
Change in Council Tax	0.00%	0.00%	0.00%

Please note, Council Tax figures for 2011/12 and 2012/13 are for illustration only and are not being approved by the Council.

Council Tax for 2010/11 has been set at £885.52 for a Band D property, which is likely to be the 6th lowest of the 33 London Boroughs.

The Housing Revenue Account, through which the finances of the Council's social housing stock are managed, has a Gross budget for 2010/11 of £90.101M. An average rent of £86.32 has been set, which is a 3.1% increase over 2009/10.

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

The table below sets out our estimated revenue spending for the year 2010/11. Revenue expenditure is the day-to-day costs of running services.

Resources for the Year Ahead

Revenue Budget 2010/11

Directorate	Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000
Adults Health & Wellbeing	156,443	(66,129)	90,314
Children, Schools & Families	419,227	(325,331)	93,896
Communities, Localities, & Culture	92,861	(17,266)	75,595
Development & Renewal	21,141	(8,735)	12,406
Chief Executive	18,696	(5,185)	13,511
Resources	292,265	(273,664)	18,601
Corporate/Capital	21,919	(4,171)	17,748
Total	1,022,552	(700,481)	322,071

Capital Investment

Capital spending is about investing in the buildings and other assets we need to deliver services. Our 15 year 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 directorates.

Mainstream Capital Programme 2010/13

Community Plan Theme	2010/11 £M	2011/12 £M	2012/13 £M	Total £M
Adults, Health & Wellbeing	0.392	0.000	0.000	0.392
Children, Schools and Families	17.910	0.000	0.000	17.910
Communities, Localities and Culture	2.900	3.000	3.000	8.900
Development & Renewal	0.890	0.200	0.200	1.290
Housing Revenue Account	36.598	29.836	27.911	94.345
Total	58.690	33.036	31.111	122.837

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 2011/12 onwards. Tower Hamlets has based its MTFP on a realistic assessment of the likely levels of government expenditure and grants to local authorities in the next 3 years.

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.

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 were reviewed during 2008/09, and new, streamlined procedures were agreed at the same time.

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 and service failures may 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 and the management of risks is an intrinsic part of

Council business and systems and processes are place to facilitate this. Thus, 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. For project risks, the project sponsor has overall responsibility for the management of all risks relating to that project. This includes for example the key legal and financial risks associated with particular projects and for ensuring these 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 Authority maintains a *Strategic 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 management arrangements for the provision of decent homes to its residents and improvements to customer access to Council services; and

Appendix 1

- those that arise from initiatives to improve the business infrastructure of the Council - for example a review of the Council's accommodation requirements, the ICT infrastructure and management of change.

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

