

**The Council's Strategic
Plan 2009/10-2011/12**

**Outline Plan
Year 2
2010/11**

A Message from the Leader and Lead Member

I am pleased to present the summary for year two of the Council's Strategic Plan for 2009/10 – 2011/12. It sets out our plans to further improve services for the coming year and details activities that will help deliver our vision of improving the quality of life for everyone living and working in Tower Hamlets.

The Community Plan 2020 and the Local Area Agreement provide a clear context for the development of the Council's Strategic Plan and there is a solid foundation on which to build.

Once again 2009/10 was a year of considerable progress. Tower Hamlets has top rated 'excellent' children's services and the Council was recognised by the local government watchdog, the Audit Commission, as 'performing well in delivering its priorities'. Indeed, under the new system of measuring performance known as the Comprehensive Area Assessment, Tower Hamlets was picked out for particular praise for the way the council and local partnership 'engage and empower' local people.

At the centre of our work, and underpinning each of the themes in our Community Plan, is the commitment to build One Tower Hamlets, a borough where everyone can access the same opportunities. 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'.

The excellent work of the Council and its staff has also been recognised through the prestigious Beacon Council scheme with awards for Preventing and Tackling Child Poverty and the Positive Engagement of Older People, in addition to the 7 Beacon awards we've already obtained over the last seven years. There is evidence, too, that the people we serve recognise the improvements we have been making. In relation to resident satisfaction, for example, 69% of residents say we are doing a good job.

While these achievements are important and testimony to the hard work of council staff, there is still much to do. The Strategic Plan is our road map. It keeps us on track in our drive to generate further improvement in our services and help local people to experience an improved quality of life.

We all – staff and councillors – have a part to play in making more improvements in the second year of our new Strategic Plan. I am sure that at the end of the year, we will be reporting further successes.

Councillor Lutfur Rahman

Leader of the Council

Councillor Ohid Ahmed

Cabinet Member for Resources and Performance

What is the Strategic Plan?

The Strategic Plan 2009/10-11/12: Year 2 Outline Plan describes the Council's overall aims and objectives, the improved outcomes intended for people who live and work in the borough, and the actions to be taken to deliver that improvement in 2010/11.

Each year, services across the Council – in consultation with key stakeholders – help to draw up a new action plan with activities that they will carry out in the forthcoming year to improve the Council's performance and deliver the goals of the Strategic Plan. 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 service will develop more detailed action plans demonstrating how they contribute to the achievement of the priority outcomes.

Our Vision

The Council's vision is to improve the quality of life for everyone living and working in Tower Hamlets. It is a vision that is shared by all partners in the Tower Hamlets Partnership, which comprises residents, the Council and other public service providers, businesses, faith communities and the voluntary and community sector.

The five major themes contained in the Strategic Plan set out the means by which our vision will be delivered. These themes are:

One Tower Hamlets
A Great Place to Live
A Prosperous Community
A Safe and Supportive Community
A Healthy Community

Although One Tower Hamlets underpins all themes, it is included in the Strategic Plan as a separate theme. 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 2011 and which are detailed below:

One Tower Hamlets

Priority 1.1: Reduce inequalities and foster strong community cohesion

We are committed to **reducing inequalities, fostering strong community cohesion, providing inclusive services and strong community leadership**. These objectives are reflected in all of the themes of the Strategic Plan.

Detailed below are the actions that the Council will take to deliver these objectives:

1. Implement our Single Equality Duty embracing the six individual Equality Schemes
2. Refresh the Council's community leadership role to build on the Council's vibrant local democracy
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

Priority 1.2: Work efficiently and effectively as One Council

Underpinning the Council's leading role in delivering against our priorities is our commitment to work efficiently and effectively by **ensuring value for money across the Council; by recruiting, supporting and developing an effective workforce** reflective of the Tower Hamlets' community and by **providing effective and joined up corporate services**

Detailed below are the actions that the Council will take to deliver these objectives:

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
5. Deliver the Efficiency Programme
6. Develop an asset and capital management strategy to enable the Council's assets to be utilised in the most effective way
7. Deliver the Local Priorities Programme
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
9. Implementation of the customer access service delivery improvements outlined in the Channel Strategy
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
11. Continue to robustly manage performance across the Council and strengthen Partnership performance

These actions will enable us to:

- Build resilience to violent extremism
- Increase residents' overall satisfaction with the local area
- Increase the proportion of people from different backgrounds who think people get on well together in their local areas

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**

We remain committed to providing high quality housing in line with the needs of our community. Key objectives for the Partnership are to **increase the supply to affordable housing, especially for families** alongside continuing to **improve housing management**. We also remain focused on **improving the quality of streets and neighbourhoods**. A key element of this is **making sure that neighbourhoods have the right range of facilities, like schools and healthcare**.

Detailed below are the actions that the Council will take to deliver these objectives:

12. Deliver a new build programme both by the council (BBF) and with partners to reduce overcrowding
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
14. Achieve 2-Star Audit Commission Inspection with Tower Hamlets homes to unlock resources to deliver Decent Homes
15. Reshape major estate renewal projects with key partners
16. Engage in the Olympic Legacy Masterplan process to secure maximum benefits for Tower Hamlets
17. Progress the Local Development Core Strategy Framework to drive the sustainable development of the Borough

Priority 2.2: Strengthen and connect communities

This priority includes a range of elements. We will connect communities by **improving public transport networks and enabling more residents to walk and cycle safely**. We have agreed to invest energy in **bringing communities together to foster understanding, wellbeing and avoid people being isolated**. Supporting strong communities also requires us to **ensure communities have good access to a full range of facilities - including health services, schools and leisure**.

Detailed below are the actions that the Council will take to deliver these objectives:

18. Implement year 2 of the Sustainable Transport Strategy to improve the connections between communities
19. Use the Olympic and Paralympic Games to engage communities in cultural, sporting and celebratory events
20. Develop an Olympic Games Management Plan for the Public Realm and wider corporate impacts
21. Deliver a Baishakhi Mela in Banglatown Brick Lane and develop a community management infrastructure to take it forward
22. Provide more efficient and integrated universal services in partnership with key stakeholders
23. Increase the number and diversity of events in parks & open spaces for the benefit of the Borough's residents and visitors
24. Deliver the Local Implementation Plan to improve road safety

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**

Developing vibrant town centres involves **providing first-class and well managed centres where people come together for business, shopping, leisure and recreation**. Improving the public realm means that we prioritise **supporting and improving open spaces**. Another key objective is to **improve street lighting and reduce graffiti and litter**.

Detailed below are the actions that the Council will take to deliver these objectives:

25. Implement a programme of open space improvements to deliver the objectives of the Open Spaces Strategy
26. Deliver a measurably cleaner, safer and more sustainable environment and implement the waste strategy and the partnership Public Realm Strategy
27. Deliver the Borough-wide Town Centre Strategy improvements
28. Deliver the High Street 2012 proposals public realm and historic building improvements along the A11 corridor

Priority 2.4: Improve the environment and tackle climate change

The Council will work in partnership to play a key role in leading the local response to environmental challenges and climate change. One key objective is to **reduce energy use and use more renewable energy sources**. We will also use a range of methods aimed at changing behaviour to **focus on reusing wherever possible and recycle more**. Another objective involves leading work to **adapt our built environment to cope with the changing climate and weather patterns**.

Detailed below are the actions that the Council will take to deliver these objectives:

29. Implement the Carbon Management Plan to reduce carbon emissions generated by the Council
30. Improve recycling rates through targeted communications and better working with Social Landlords and other partners

By March 2011, these actions will enable us to:

- Support the supply of nearly 9,000 more new homes
- Support the supply of new affordable homes, including up to 1,400 social rented homes for families (three bedrooms or more)
- Increase the proportion of Council homes meeting the Decent Homes Standard by 12% and increase the proportion of Decent Homes that have been transferred to RSLs
- Reduce the level of CO₂ emissions that are produced in the borough by 10%
- Increase the proportion of waste that households recycle or compost to 32%
- Make our streets cleaner and reduce incidents of graffiti and fly tipping
- Reduce the number of people killed or seriously injured on our roads in road traffic accidents by 15%

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**

We want our community to enjoy life, feeling proud of where they live and what they have achieved. This means we are committed to **providing the best possible foundation for long term success**, supporting our children and young people to **acquire the knowledge and skills they need to fulfil their full potential**, as well as providing an excellent range of learning, leisure, play and cultural opportunities that **everyone can learn basic and new skills at any age**.

Detailed below are the actions that the Council will take to deliver these objectives:

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
32. Continue our programme of rebuilding or refurbishing all of our secondary schools, through the Building Schools for the Future programme
33. Upgrade our primary school estate through Primary Strategy for Change
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
35. Commission an additional 190 entry level English as a Second Language places
36. Ensure that all schools, colleges and work-based learning providers support learners to achieve the best they can
37. Deliver the Year 2 action plan for the refreshed Idea Store Strategy to ensure greater library usage and improved access to information
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

Priority 3.2: Reduce worklessness

The Council's key agreed priority for this year is to **reduce levels of youth unemployment**

We aim to **help families escape poverty**. Reducing worklessness will also involve **the identification and removal of barriers to employment for target groups** as well as **ensuring there is support and training before and after they get a job**

Detailed below are the actions that the Council will take to deliver these objectives:

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
40. Build on our child poverty strategy to deliver services that really make a difference

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41. Increase employment opportunities for vulnerable people, in particular people with disabilities and mental health problems and those experiencing homelessness

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

Priority 3.3: Foster enterprise

Our objective is to **provide incentives that encourage both business and social entrepreneurship**. In addition it is our intention to maximise the opportunities for local businesses to **benefit from key growth sectors, and the Olympic and Paralympic Games** and to reinforce these opportunities by **promoting Tower Hamlets businesses and encouraging growth and tourism, with particular emphasis on the Olympics and Paralympics**

Detailed below are the actions that the Council will take to deliver these objectives:

43. Ensure the delivery of the Third Sector Strategy Action Plan 2010/11

44. Market Tower Hamlets as the key visitor destination for the Olympic Games and support venues and other suppliers to capitalise on this

By March 2011, these actions will enable us to:

- Increase the proportion of local people in employment by 2.5% to 55.7% - around 4000 additional people into work
- Reduce the proportion of local people on out of work benefits by 2% - a reduction of more than 2,500 people
- Increase the number of adults with learning difficulties in jobs
- Increase the number of adults, who are getting support from mental health services, in jobs
- Ensure the proportion of 19 year olds achieving a level 2 qualification (GCSE, Intermediate GNVQ, BTEC First Diploma, NVQ 2), rises by 14% to 72%
- Ensure the proportion of 19 year olds with a level 3 (Intermediate GNVQ, 4 GCSEs) qualification rises by 9% to 46%
- Increase the proportion of young people achieving 5 or more A*-C grades at GCSE including English and mathematics
- Reduce the proportion of 16-18 year olds who aren't in education, employment or training from 8.2% to 6%
- Increase the number of young people from families with low incomes going on to higher education
- Increase the number of young people participating in positive activities
- Take more than 1,000 children out of child poverty
- Increase the proportion of students completing entry level 1 ESOL courses by 8%
- Support an environment for a thriving third sector with an increased proportion of local voluntary and community organisations recognising this support

A Safe and Supportive Community

Priority 4.1: Empower older and vulnerable people and support families

Key elements which support this priority include the provision of responsive and appropriate services for adults which **promote independence, choice and control, security and community** and which **prevent and reduce homelessness** by helping more people into settled homes and employment. Also central to this priority is **the protection of children and vulnerable adults from harm and neglect** as well as continuing improvements to **support for children and young people with disabilities and their families**.

Detailed below are the actions that the Council will take to deliver these objectives:

45. Implement the Homelessness Strategy to further reduce the incidence of homelessness in the borough and improve support to individuals and families experiencing homelessness
46. Improve support and information for carers across the whole of the Tower Hamlets Partnership
47. Deliver the Transforming Social Care programme putting people who use services in control of their own care
48. Develop strategy to create/improve universal information and advice services inline with Putting People First
49. Deliver fully integrated service provision across health and social care
50. Deliver fully integrated commissioning across health and social care
51. Further strengthen arrangements across the Council and the Partnership to protect vulnerable adults from abuse, harm and neglect
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
53. Implement the actions in our Children and Young People's Plan to improve access to care for children with disabilities through a coordinated, multi-agency approach

Priority 4.2: Tackle and prevent crime

The Council's key agreed priority for this year is **tackling anti-social behaviour and crime**

Objectives which underpin this priority include both a **reduction of crime and a reduction in the fear of crime**. Prevention is also a key element of this priority and is reflected in our commitment to **reduce re-offending with all who become involved with the criminal justice system** – an objective that is complimented by the Council's intention to **make crime prevention a key element of all service planning**

Detailed below are the actions that the Council will take to deliver these objectives:

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
55. Develop our Reducing Re-offending Programme

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56. Develop a more strategic approach to violence against women and girls in line with the new national strategy
57. Improve the provision of positive diversionary activities, restorative justice and information, advice and guidance to reduce youth offending
58. Develop a drug intervention and enforcement strategy

Priority 4.3: Focus on early intervention

Objectives associated with early intervention include a focus **on improving parental engagement and support** as well as the use of **joined-up approaches to address links between health, drugs, alcohol, education, skills, employment, accommodation, mental health, debt and benefits across all age groups**. There is also a commitment under this priority to **tackle the causes of crime by working with 'at-risk' groups, to nip problems in the bud**

Detailed below are the actions that the Council will take to deliver these objectives:

59. Improve access to preventative services for vulnerable adults, reducing use of institutional care and reliance on care managed services
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
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

By March 2011, these actions will enable us to:

- Reduce the number of serious violent and acquisitive crimes in the borough
- Reduce the proportion of local people who think drug use or drug dealing is a problem by 8%
- Increase the number of residents who believe that the Police and council are dealing with local concerns about anti-social behaviour
- Cut reoffending by adults under probation supervision and reoffending by young people
- Reduce the rate of arson
- Increase the proportion of carers who are receiving a specific carer's service, or advice and information by 15%
- Increase the number of drug users in effective treatment
- Prevent more than 2,100 households becoming homeless

A Healthy Community

Priority 5.1: Reduce differences in people's health and promote healthy lifestyles

The Tower Hamlets Partnership is committed to four key objectives which support this priority. These include: **reducing the use of tobacco; reducing rates of diabetes, high blood pressure and cholesterol; slowing down the increase in obesity and improving sexual health**

Detailed below are the actions that the Council will take to deliver these objectives:

62. Implement the Years 1-3 actions set out in the Leisure Centre Strategy to increase leisure centre use and promote healthy lifestyle activities
63. Deliver a targeted programme to increase the number of people taking regular physical activity
64. Continue to deliver ASPIRE to target the most vulnerable young women at risk of becoming pregnant
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
66. In partnership with NHS Tower Hamlets, deliver the LAA priority to reduce tobacco use in the Borough

Priority 5.2: Support mental health services to improve mental health

The objectives laid out in the Community Plan that support this priority include **the provision of high-quality accessible services** as well as **integrated planning and treatment for patients with multiple health needs**. These objectives are complimented by a strong commitment to **combat discrimination against individuals and groups with mental health problems**

Detailed below are the actions that the Council will take to deliver these objectives:

67. Develop safe and seamless mental health services that empower users and promote recovery and citizenship
68. Review and improve all our services to support young people's emotional health and wellbeing
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.

By March 2011, these actions will enable us to:

- Further reduce the proportion of under 18s getting pregnant
- Slow down the increase in childhood obesity – to ensure that less than a quarter of primary age children are obese
- Increase adult participation in sport
- Increase life expectancy

How do I contribute to the Strategic Plan?

This booklet summarises the priorities, key objectives and activities set out in the Council’s Strategic Plan. The Strategic Plan is the Council’s core planning document, and feeds into service and team plans, right through to individual targets for staff.

This is a two-way process, with staff views feeding back up to help shape future plans. In this way, the work of every member of staff helps the Council to achieve the aims and objectives of the Strategic Plan.

The diagram below shows the links between these plans:

