

Meeting of the

OVERVIEW & SCRUTINY COMMITTEE

Tuesday, 6 June 2006 at 7.30 p.m.

A G E N D A

VENUE

Room M71, 7th Floor, Town Hall, Mulberry Place, 5 Clove Crescent,
London, E14 2BG

Members:

Chair: Councillor Motin Uz-Zaman
Vice-Chair:(none)

Councillor A A Sardar
Councillor Simon Rouse
Councillor Shahed Ali
Councillor Clair Hawkins
Councillor Shiria Khatun
Councillor Mohammed Abdus Salique
Councillor Stephanie Eaton
Councillor Oliur Rahman

Deputies (if any):

Councillor Louise Alexander, (Designated Deputy representing Councillor Stephanie Eaton)
Councillor Shamim A. Chowdhury, (Designated Deputy representing Councillors Shahid Ali and Oliur Rahman)
Councillor Peter Golds, (Designated Deputy representing Councillor Simon Rouse)
Councillor Ahmed Hussain, (Designated Deputy representing Councillors Shahid Ali and Oliur Rahman)
Councillor Abjol Miah, (Designated Deputy representing Councillors Shahid Ali and Oliur Rahman)
Councillor Fozol Miah, (Designated Deputy representing Councillors Shahid Ali and Oliur Rahman)

[Note: The quorum for this body is 4 voting Members].

Co-opted Members:

Mr H Mueenuddin	–	Muslim Community Representative
Mr D McLaughlin	–	Roman Catholic Diocese of Westminster Representative

If you require any further information relating to this meeting, would like to request a large print, Braille or audio version of this document, or would like to discuss access arrangements or any other special requirements, please contact: Tim Hogan, Democratic Services, Tel: 020 7364 4850, E-mail: tim.hogan@towerhamlets.gov.uk

LONDON BOROUGH OF TOWER HAMLETS

OVERVIEW & SCRUTINY COMMITTEE

Tuesday, 6 June 2006

7.30 p.m.

SECTION ONE

1. ELECTION OF VICE-CHAIR

Note from Chief Executive: At the Annual Council meeting held on 24th May 2006, Councillor Motin Uz-Zaman was appointed Chair of the Overview and Scrutiny Committee for the remainder of the current Municipal Year.

Accordingly, it is necessary to elect a Vice-Chair of the Committee for that period.

2. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

3. DECLARATIONS OF INTEREST

To note any declarations of interest made by Members, including those restricting Members from voting on the questions detailed in Section 106 of the Local Government Finance Act, 1992.

Note from the Chief Executive

In accordance with the Council's Code of Conduct, Members must declare any **personal interests** they have in any item on the agenda or as they arise during the course of the meeting. Members must orally indicate to which item their interest relates. If a Member has a personal interest he/she must also consider whether or not that interest is a **prejudicial personal interest** and take the necessary action. When considering whether or not they have a declarable interest, Members should consult pages 181 to 184 of the Council's Constitution. Please note that all Members present at a Committee meeting (in whatever capacity) are required to declare any personal or prejudicial interests.

A **personal interest** is, generally, one that would affect a Member (either directly or through a connection with a relevant person or organisation) more than other people in London, in respect of the item of business under consideration at the meeting. If a member of the public, knowing all the relevant facts, would view a Member's personal interest in the item under consideration as so substantial that it would appear likely to prejudice the Member's judgement of the public interest, then the Member has a **prejudicial personal interest**.

Consequences:

- If a Member has a **personal interest**: he/she must declare the interest but can stay, speak and vote.
- If the Member has **prejudicial personal interest**: he/she must declare the interest, cannot speak or vote on the item and must leave the room.

When declaring an interest, Members are requested to specify the nature of the interest, the particular agenda item to which the interest relates and to also specify whether the interest is of a personal or personal and prejudicial nature. This procedure is designed to assist the public's understanding of the meeting and is also designed to enable a full entry to be made in the Statutory Register of Interests which is kept by the Head of Democratic Renewal and Engagement on behalf of the Monitoring Officer.

	PAGE NUMBER	WARDS
4. UNRESTRICTED MINUTES	1 - 6	
To confirm as a correct record of the proceedings the unrestricted minutes of the meeting of the Overview and Scrutiny Committee held on 4 th April 2006. (Attached)		
5. SCRUTINY MANAGEMENT		
5.1 Overview and Scrutiny Committee - Terms of Reference (FOR NOTING)	7 - 10	All Wards
(O&SC001/067)		
(Time allocated 5 minutes)		
5.2 Overview and Scrutiny Committee - Protocols and Guidance (FOR DECISION)	11 - 20	All Wards
(O&SC002/067)		
(Time allocated 10 minutes)		
5.3 Overview and Scrutiny Committee - Schedule of Dates (FOR NOTING)	21 - 24	All Wards
(O&SC003/067)		
(Time allocated 5 minutes)		
5.4 Membership of the Overview and Scrutiny Committee/Appointment of Six Lead Scrutiny Members/Establishment of Health Scrutiny Panel Co-options to the Committee (FOR DECISION)	25 - 30	All Wards

(O&SC004/067)

(Time allocated 5 minutes)

6. REQUESTS TO SUBMIT PETITIONS

To be notified at the meeting.

7. REQUESTS FOR DEPUTATIONS

To be notified at the meeting.

8. SECTION ONE REPORTS 'CALLED IN'

8.1 REPORT CALLED-IN - DISPOSAL OF CHEVIOT HOUSE 31 - 34 Whitechapel

(O&SC005/067)

(Time allocated 50 minutes)

9. BUDGET AND POLICY FRAMEWORK ISSUES

All Wards

9.1 The Council's Strategic Plan 2006 to 2011: Year 1 Implementation Plan (2006/07) and Best Value Performance Plan (FOR DECISION)

35 - 192

All Wards

(O&SC006/067)

(Time allocated 20 minutes)

9.2 Tower Hamlets Community Plan to 2010: Year 6 (2006/2007) - Revision (FOR DECISION)

193 - 270

All Wards

(O&SC007/067)

(Time allocated 20 minutes)

10. PERFORMANCE MONITORING

- 10 .1 Equalities Action Plan 2005/07: End of Year Monitoring Report (FOR DECISION) 271 - 328 All Wards**

(O&SC008/067)

(Time allocated 15 minutes)

11. PRE-DECISION SCRUTINY OF SECTION ONE (UNRESTRICTED) CABINET PAPERS - CABINET 7TH JUNE 2006

(Time allocated – 5 minutes).

12. ANY OTHER SECTION ONE (UNRESTRICTED) BUSINESS WHICH THE CHAIR CONSIDERS TO BE URGENT

13. EXCLUSION OF THE PRESS AND PUBLIC

In view of the contents of the remaining items on the agenda the Committee is recommended to adopt the following motion:

“That, under the provisions of Section 100A of the Local Government Act 1972, as amended by the Local Government (Access to Information) Act 1985, the press and public be excluded from the remainder of the meeting for the consideration of the Section Two business on the grounds that it contains information defined as Exempt in Part 1 of Schedule 12A to the Local Government Act, 1972.”

EXEMPT/CONFIDENTIAL SECTION (Pink Papers)

The exempt committee papers in the agenda will contain information, which is commercially, legally or personally sensitive and should not be divulged to third parties. If you do not wish to retain these papers after the meeting, please hand them to the Committee Officer present.

14. SECTION TWO REPORTS 'CALLED IN'

- 14 .1 REPORT CALLED-IN - DISPOSAL OF CHEVIOT HOUSE 329 - 332 Whitechapel**

(O&SC009/067)

(Time allocated 10 minutes)

15. PRE-DECISION SCRUTINY OF SECTION TWO (RESTRICTED) CABINET PAPERS - 7TH JUNE 2006

(Time allocated 5 minutes).

16. ANY OTHER SECTION TWO (RESTRICTED) BUSINESS THAT THE CHAIR CONSIDERS URGENT

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LONDON BOROUGH OF TOWER HAMLETS

MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE

HELD AT 7.30 P.M. ON TUESDAY, 4 APRIL 2006

**COMMITTEE ROOM, 1ST FLOOR, TOWN HALL, MULBERRY PLACE, 5 CLOVE
CRESCENT, LONDON, E14 2BG**

Members Present:

Councillor Alan Amos (Chair)
Councillor Louise Alexander
Councillor Simon Rouse
Councillor A A Sardar (Vice-Chair)
Councillor Julian Sharpe
Councillor Marian Williams
(none)

Other Councillors Present:

(none)

Co-opted Members Present:

Mr C Iyobhebhe – Parent Governor Representative
Mr H Mueenuddin – Muslim Community Representative
Reverend Prebendary R Swan – Church of England Representative

Guests Present:

–

Officers Present:

Suki Binjal – (Acting Head of Standards, Legal Services)
Michael Keating – (Service Head, Research & Scrutiny)
Alan Steward – (Policy Scrutiny Manager)
Sara Williams – (Assistant Chief Executive)

Tim Hogan – (Democratic Services)
Beverley McKenzie – (Members' Services Manager)

1. APOLOGIES FOR ABSENCE

Apologies for absence were submitted on behalf of Councillors Julia Mainwaring and Salim Ullah. Apologies for absence were also submitted on

behalf of Mr D. McLaughlin, the representative of the Roman Catholic Dioceses of Westminster. Apologies for lateness were submitted on behalf of Councillor Simon Rouse. The Chair MOVED and it was:-

RESOLVED

That the apologies for absence and lateness be noted.

2. DECLARATIONS OF INTEREST

There were no declarations of interest made.

The Chair informed the meeting Reverend Swan was retiring and this was his last meeting as the representative of the Church of England. The Chair thanked him for his attendance and contributions and wished him well for the future. Reverend Swan informed the meeting that he had enjoyed his time on the Committee, he went on to thank the Chair for his sentiments and wished Members all the best for the future.

3. SECTION ONE MINUTES - 7TH MARCH , 2006

The Chair MOVED and it was:-

RESOLVED

That the Section One Minutes of the meeting of the Overview and Scrutiny Committee held on Tuesday 7th March 2006 be confirmed as a correct record of the proceedings and the Chair be authorised to sign them accordingly.

4. REQUESTS FOR DEPUTATIONS

There were no requests to submit deputations.

5. REQUESTS TO SUBMIT PETITIONS

No requests to submit petitions had been received.

6. SECTION ONE REPORTS 'CALLED IN'

There were no Section One reports 'Called In' for consideration from the 8th March 2006 Cabinet meeting.

7. REPORTS FOR CONSIDERATION

7.1 Tower Hamlets Index and Strategic Plan - Monitoring Report

The report was introduced by Sara Williams, Assistant Chief Executive. Ms Williams noted that the overall level of crime was down in the borough,

however there had been a rise in vehicle crime and steps were being taken to address this.

Ms Williams went on to respond to a series of detailed questions put by Members. Disappointment was expressed at the failure to meet the recycling target. The Chair MOVED and it was:-

RESOLVED

That the report be noted.

7.2 Members' Enquiries

The report was introduced by Sara Williams, Assistant Chief Executive. Ms Williams confirmed that performance following the introduction of the new software and monitoring mechanisms had much improved. Ms Williams went on to respond to a series of questions put by Members. Councillor Sharpe suggested that future reports should include comparative data on service areas. Ms Williams agreed to circulate this data to all Committee Members and to include it in future in the six monthly monitoring reports to Committee. The Chair MOVED and it was:-

RESOLVED

1 That the current support surrounding the Members' Enquiries and the implementation of the new system be noted; and

2 That the improvement in timeliness of responding to Members' Enquiries be noted.

7.3 "Let's Not Wait for 35": Report of the Domestic Violence Scrutiny Working Group

The report was introduced by Councillor A.A Sardar, Scrutiny Lead Living Safely and working group chair, who detailed the process by which the report had been drawn up. He went to acknowledge that domestic violence was an important issue and the report sought to raise awareness. The working group had met service users and providers as well as a number of victims of domestic violence.

The Chair thanked Councillor Sardar and his colleagues for producing a very useful report. Councillor Sharpe suggested that the issue of overcrowding arising from domestic violence was a factor that needed to be addressed in the report. Councillor Williams welcomed the report and suggested that a hotline card for domestic violence should be produced and made widely available. The Chair MOVED and it was:-

RESOLVED

1 That the draft report of the Domestic Violence Scrutiny Working Group: 'Let's not wait for 35' be endorsed.

2 That authority be delegated to the Service Head, Research and Scrutiny in consultation with the Scrutiny Lead for Living Safely to agree the final report prior to its submission to Cabinet.

7.4 Report of the School Exclusions Scrutiny Working Group

In welcoming the report the Chair stressed the important role played by parents and noted that exclusions had a part to play in the management of pupils. Councillor Louise Alexander, Scrutiny Lead for Learning, Achievement and Leisure, introduced the report and responded to a number of questions put by Members of the Committee and also acknowledged the difficulties created by uncooperative parents. It was suggested that the meaning of the acronym 'THIS' should be explained in full in the text. The Chair MOVED and it was:-

RESOLVED

1 That the draft report of the School Exclusions Scrutiny Working Group be endorsed.

2 That authority be delegated to the Service Head, Research and Scrutiny in consultation with the Scrutiny Lead for Learning, Achievement and Leisure to agree the final report prior to submission to Cabinet.

7.5 Overview and Scrutiny Committee - Annual Report 2005/2006

The report was introduced by the Chair who went on to suggest a number of topics for inclusion in the Committee's 2006/07 work programme -

- The use of consultants by the Authority
- The operation of the Planning Enforcement Regime
- Consultation by the Authority on planning applications and the Local Development Framework

Mr Steward indicated that if Members had any additional comments on the report they could be forwarded to him. The Chair MOVED and it was:-

RESOLVED

1 That the Committee's comments be noted.

2 That authority be delegated to the Service Head, Research and Scrutiny in consultation with the Chair of the Committee and the relevant Scrutiny Leads to agree the final report prior to its submission to full Council.

8. VERBAL UPDATES FROM SCRUTINY LEADS

This item was subsumed into other existing items on the Committee's agenda.

9. PRE-DECISION SCRUTINY OF SECTION ONE (UNRESTRICTED) CABINET PAPERS

Two questions relating to Item 10.4 - Disposal of Cheviot House (CAB201/056) of the Cabinet meeting to be held on 5th April 2006 were tabled by Councillor Louise Alexander for consideration by the Committee. Following legal advice from Ms Binjal, the Committee agreed to accept the questions as detailed but due to their content requested that they be referred to Cabinet for response in the exempt part of its proceedings.

10. ANY OTHER SECTION ONE (UNRESTRICTED) BUSINESS WHICH THE CHAIR CONSIDERS TO BE URGENT

There was no business raised under this heading.

11. EXCLUSION OF THE PRESS AND PUBLIC

The Chair MOVED and it was:-

RESOLVED

That, under the provisions of Section 100(A) of the Local Government Act, 1972 as amended by the Local Government (Access to Information) Act, 1985 the press and public be excluded from the remainder of the meeting for the consideration of the Section Two business as listed in the order of business for the meeting on the grounds that it contained information considered to be exempt as detailed in Part 1 of Schedule 12A to the Local Government Act, 1972, as amended.

SUMMARY OF SECTION TWO PROCEEDINGS

12 – Restricted Minutes – 7th March 2006.

Agreed as a correct record

13 –Section Two Reports 'Called In'

There were no Section Two reports 'Called In' from the 8th March 2006 Cabinet meeting.

14 – Pre-decision scrutiny of Section Two Cabinet Papers

There was no business under this heading considered.

15 – Any other Section Two Business that the Chair considers urgent.

There was no business under this heading considered.

CLOSE OF MEETING

The Chair closed the meeting at 8.12 pm

Councillor Alan Amos
Chair, Overview and
Scrutiny Committee.

12. RESTRICTED MINUTES

13. SECTION TWO REPORTS 'CALLED IN'

14. PRE-DECISION SCRUTINY OF SECTION TWO (RESTRICTED) CABINET PAPERS

15. ANY OTHER SECTION TWO (RESTRICTED) BUSINESS THAT THE CHAIR CONSIDERS URGENT

Agenda Item 5.1

Committee Overview and Scrutiny	Date 6th June, 2006	Classification Unrestricted	Report No. O&SC01/067	Agenda Item No. 5.1
Report of: Interim Head of Democratic Renewal and Engagement Originating Officer(s): Tim Hogan		Title Overview and Scrutiny Committee – Terms of Reference Ward(s) affected: N/A		

1. **SUMMARY**

- 1.1 This report sets out for Members' information the Terms of Reference of the Overview and Scrutiny Committee.

2. **RECOMMENDATION**

- 2.1 That the report be noted.

LOCAL GOVERNMENT ACT, 2000 (SECTION 97) LIST OF "BACKGROUND PAPERS" USED IN THE PREPARATION OF THIS REPORT

Brief description of "background paper"

**Name and telephone number of holder
and address where open to inspection**

Council's Constitution – 01/03/2006

Tim Hogan
020 7364 4850

LONDON BOROUGH OF TOWER HAMLETS

OVERVIEW AND SCRUTINY COMMITTEE

TUESDAY 6TH JUNE, 2006

OVERVIEW AND SCRUTINY COMMITTEE – TERMS OF REFERENCE

REPORT OF INTERIM HEAD OF DEMOCRATIC RENEWAL AND ENGAGEMENT

3. BACKGROUND

3.1 The Overview and Scrutiny Committee was re-constituted by Council at its meeting held on 24th May, 2006. A report elsewhere on the Committee's agenda details the Committee's membership for 2006/2007. The Terms of Reference of the Committee were agreed by Council on 1st March, 2006, following the review of the Council's Constitution. The Council's revised Constitution came into effect as from 1st March, 2006. The Committee's Orders of Reference are as follows:

- (a) The performance of all overview and scrutiny functions on behalf of the Council.
- (b) The appointment of such Sub-Committees (Scrutiny Panels) as it considers appropriate to fulfil those functions, determining those Scrutiny Panels' composition (including any co-opted Members) and terms of reference.
- (c) To approve an annual overview and scrutiny work programme including the work programme of any Scrutiny Panels it appoints to ensure that there is efficient and effective use of the Committee's time and the time of the Council's Scrutiny Panels.
- (d) To advise the Cabinet of key issues/questions to be considered in relation to reports due to be considered by Cabinet.
- (e) To exercise the right to call in for reconsideration of any executive decisions taken but not yet implemented.
- (f) To determine whether to request full Council to review or scrutinise any decision called in, where considered contrary to the budget and policy framework and whether to recommend that the decision be reconsidered.
- (g) To receive and consider requests from the Executive for scrutiny involvement in the annual budget process.
- (h) To monitor the Executive's forward plan to ensure that appropriate matters are subject to scrutiny.
- (i) To consider any matters relevant to the remit of the Committee required by a Committee Member to be considered under s.21 (8) Local Government Act 2000.

4. QUORUM

- 4.1 The quorum for the Overview and Scrutiny Committee has been determined as not less than one third of the voting membership of the Committee, i.e. 4.

5. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 5.1 There are no financial implications arising from this report.

6. CONCURRENT REPORT OF THE CHIEF LEGAL OFFICER

- 6.1 Members are asked to note the Committee's Terms of Reference which are as detailed in the Council's Constitution and which came into effect as from 1st March, 2006 to comply with Section 21 of the Local Government Act, 2000.

7. ANTI-POVERTY AND EQUAL OPPORTUNITY IMPLICATIONS

- 7.1 There are no anti-poverty or equal opportunity implications arising from this report.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 8.1 There are no immediate environmental issues arising from this report.

9. RISK MANAGEMENT

- 9.1 The terms of reference set out above will enable the Overview and Scrutiny Committee properly to discharge the functions conferred on the Council by Section 21 of the Local Government Act 2000, or regulations made under section 32 of that Act, and the Health and Social Care Act, 2001.

10. RECOMMENDATION

- 10.1 That the report be noted.

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Agenda Item 5.2

Committee Overview and Scrutiny	Date 6 June 2006	Classification Unrestricted	Report No. O&SC02/067	Agenda Item No. 5.2
Report of: Assistant Chief Executive Originating Officer(s) : Michael Keating		Title : Overview and Scrutiny Committee Protocols and Guidance Ward(s) affected: N/A		

1. Summary

- 1.1 This report sets out the protocols for members of the Overview and Scrutiny Committee (OSC). It also outlines procedures for the receipt of deputations and petitions.

2. Recommendations

- 2.1 That the report (appendix 1) attached be agreed.
- 2.2 That the payment of allowances to co-opted Members of the Health Scrutiny Panel be approved as proposed in paragraph 15.2 of the report.

LOCAL GOVERNMENT ACT, 2000 (SECTION 97) LIST OF "BACKGROUND PAPERS" USED IN THE PREPARATION OF THIS REPORT

Brief description of "background paper"
address where open to inspection

Name and telephone number of and

Background file held in Democratic Renewal and Engagement

Tim Hogan
020 7364 4850

3. Background

3.1 Under the Council's revised constitution the provisions for the Council's Overview and Scrutiny functions are to:

- (i) review and/or scrutinise decisions made or actions taken in connection with the discharge of any of the Council's functions.
- (ii) advise the Cabinet of key issues/questions arising in relation to reports due to be considered by Cabinet.
- (iii) make reports and/or recommendations to the full Council and/or the Executive in connection with the discharge of any functions.
- (iv) consider any matter affecting the area or its inhabitants.
- (v) exercise the right to "call in", for reconsideration, decisions made but not yet implemented by the Executive.

3.2 The protocols attached at Appendix 1 provide a viable basis for the practical functioning of the Overview and Scrutiny Committee (OSC) and outline how the Committee will manage its work.

4. Comments of the Chief Financial Officer

4.1 The report proposes to give an allowance to Health Scrutiny Panel co-optees on the same basis as that for the appointed representatives and co-optees to Overview and Scrutiny Committee. The additional cost of these allowances, estimated at £2,000 per year, will be contained within existing resources.

5. Concurrent Report of the Chief Legal Officer

5.1 The Overview and Scrutiny Committee is recommended to agree the protocols and guidance as at appendix 1. These comply with the requirements for Overview and Scrutiny as set out in the Council's revised constitution.

6. Anti-poverty and equal opportunity implications

6.1 Equal opportunities and reducing poverty will be central to the work of the Overview and Scrutiny Committee. The report will allow the Committee and its members to function well over the coming year and work towards reducing poverty in the borough and improve equal opportunities.

7. Risk Management

7.1 The adoption of the protocols and guidance set out in Appendix 1 will assist in the effective and efficient functioning of the Overview and Scrutiny Committee and therefore reduces the risk of poor delivery of the Council's Overview and Scrutiny function.

Overview and Scrutiny Committee – Protocols and Guidance

1. Introduction

- 1.1 The report outlines guidance and protocols for the functioning of the Overview and Scrutiny Committee (OSC) in Tower Hamlets.

2. Roles and Responsibilities for Scrutiny Members

- 2.1 The overall purpose of each position will be to strengthen the Scrutiny process in Tower Hamlets and to make it part of the process of improvement. To accomplish this Members will have the following roles and responsibilities.

2.2 Chair of Overview and Scrutiny

- co-ordinates the work of Scrutiny by developing the Committee's work programme in line with the Council's Forward Plan
- chairs the Committee meetings
- plans co-operatively meeting agendas and timetables with officers and other members (from both minority and majority parties) to ensure all areas of Scrutiny business are undertaken effectively
- leads the work of OSC on budget matters
- represents Overview and Scrutiny at Executive meetings and at community and other outside events
- represents Tower Hamlets at London Scrutiny Network meetings
- works in a cross-party and consensual manner to ensure the effectiveness of Scrutiny
- contributes to developing the community leadership role of Scrutiny

2.3 Scrutiny Leads

- ensure the accountability of those Cabinet members and chief officers who have primary responsibility within their portfolio theme
- assess the effectiveness of existing policy in the portfolio area
- support the development of new and revised policy
- ensure effective liaison with the Tower Hamlets Partnership
- lead and co-ordinates scrutiny activity in their area including reviews, investigations and challenge sessions
- ensure effective liaison with internal and external stakeholders
- work in a cross-party and consensual manner to ensure the effectiveness of Scrutiny
- contribute to developing the community leadership role of Scrutiny

2.4 Skills and aptitudes

Members will require the following skills and aptitudes to undertake the above roles responsibly:

- understanding of the Scrutiny process and its place within the Council's overall objectives
- understanding of how Scrutiny can help improve performance management by effective performance monitoring
- willingness to help develop Scrutiny's role within the wider local Partnership agenda and, where appropriate, within London

- willingness to work co-operatively with members from all political parties, officers and partners (outside organisations)
- ability to chair meetings
- ability to question constructively and get the best from those attending Scrutiny meetings
- willingness to liaise with officers in the drafting of reports and refining reporting mechanisms
- willingness to participate in developmental work to strengthen the Scrutiny process including training and seminars

A willingness to develop them through Member Learning and Development will be as crucial as meeting them completely.

3. Agenda

3.1 The Committee's agenda will comprise the following in the course of the year:

Report	Timing
Call-in	When these occur – see 4.1
Overview and Scrutiny Committee Work Programme including the programme of topics for review. Subsequent reports allow OSC to monitor its progress.	Beginning of the municipal year and thereafter every 2 months - see 4.2
Budget and Policy Framework items	At least 20 days before the item is to be considered by Cabinet (unless there are special factors requiring a shorter timescale) - see 4.3
Performance Information and Monitoring reports	Timetabled through the year - see 4.4
Tracking progress of Overview and Scrutiny recommendations	Twice during the year
Pre-decision overview and scrutiny	When items are raised – see 4.6

4. Procedures

4.1 Call-in

4.1.1 Five or more Members can request a call-in of a Cabinet's provisional decision (two voting co-opted Members in respect of education matters only).

4.1.2 The deadline for receipt of completed call-in requisitions is five working days after the publication of the provisional Cabinet decisions. For example, the next Cabinet meeting is to held be on Wednesday, 7 June, the provisional Cabinet decisions will be published on Friday 9 June with the deadline for call-ins being Friday 16 June at 5.00pm.

4.1.3 Call-in Members will be asked to give reasons in writing, as well as outlining an alternative course of action. The request must state whether or not those Members believe that the decision is outside the Budget and Policy Framework.

4.1.4 The following may not be called in:

- Any matter which has already been the subject of a call-in
- A decision which is time-critical (this is only in highly exceptional circumstance and the decision-taker will have to give a reason to OSC)

- Decisions of regulatory and other committees discharging non-executive functions such as Development and Licensing Committees
- Officers' day to day decisions
- A resolution which merely notes the report or officer action
- A resolution making recommendations to full Council.

4.1.5 The Assistant Chief Executive will respond to the request within twenty-four hours, either by placing the item on the agenda of the next OSC or by a letter explaining why the call-in request is not a valid one.

4.1.6 If a decision is called in, the OSC will consider it at its next meeting. The business procedure would then be as follows in a strictly time limited slot of up to one hour:

- presentation of the call-in by one of the call-in Members followed by questions from OSC Members
- response from Lead Members/officers followed by questions from OSC Members
- general debate among OSC Members followed by a decision
- call-in Members would not be allowed to speak again
- the Committee would then either resolve to take no action (in effect endorsing the original decision) or refer the matter back to Cabinet for further discussion, setting out the nature of its concerns and possibly recommending an alternative course of action.

4.2 Overview and Scrutiny work programme

4.2 OSC will agree its work programme at the beginning of the municipal year and consider progress every two months. The work programme will take into account the Cabinet's Forward Plan. The programme will include when OSC will consider budget and policy framework reports and performance and information reports.

4.3 Budget and policy framework items

4.3.1 The policy framework is the plans and strategies required by the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 and regulations under s.32 Local Government Act 2000 to be adopted by the full Council and which OSC should examine. It includes the:

- Community Plan
- Best Value Performance Plan (Strategic Plan)
- Community Care Plan
- Crime and Disorder Reduction Strategy
- Transport Local Implementation Plan
- Local Development Plan
- Youth Justice Plan
- Children and Young People's Plan
- Licensing Policy

4.3.2 Budget items which OSC will monitor and examine are the allocation of financial resources to different services and projects, proposed contingency funds, the council tax base, setting the council tax and decisions relating to the Council's borrowing requirement, the control of its capital expenditure and the setting of virement limits.

4.4 Performance and information monitoring

4.4.1 OSC will throughout the course of the year regularly monitor and examine reports on the Corporate Strategic Plan (6 monthly) plus Annual Review, Tower Hamlets Index (bimonthly), Equalities Action Plan (6 monthly), Customer Complaints (6 monthly) and Members Enquiries (6 monthly). Within the Scrutiny Spotlight session, it will also

receive presentations from Lead Members and Directors on the performance and challenges facing key Council services.

4.5 Reviews, Investigations and Challenge Sessions

- 4.5.1 As part of its work programme for the year, OSC will include issues and services for investigation, review and challenge sessions. This must be:
- flexible to allow some capacity to address new issues during the year or to delve deeper into some issues following initial work.
 - achievable and reflect the capacity available to support Scrutiny's work.
- 4.5.2 The Work Programme will be drawn up after consideration of key documents such as the Annual Residents' Survey, Annual Audit and Inspection Letter, Strategic Plan monitoring, Tower Hamlets Index and the Local Area Partnership Plans to identify potential scrutiny issues. It will also consider issues raised through Scrutiny's own work such as the performance monitoring role, as well as specific reviews.
- 4.5.3 The following criteria act as a guide in prioritising the selection of issues:
- a service or issue that requires significant improvement
 - a service or issue of poor or challenging performance
 - an area of national policy development that impacts or has the potential to impact on one or more sections of the community
 - an inspection is planned for the service where Scrutiny would add value to Council and partner performance
 - a controversial or sensitive issue that would benefit from a risk-management approach and the pro-active engagement of partners and local communities.
- 4.5.4 Where Scrutiny Panels are established to deliver the Committee's work, their membership will be constituted according to proportionality rules and in liaison with Party whips. It would be expected that membership would be based on the expressed interests of Members.
- 4.5.5 A report on all investigations, reviews and challenges sessions will be presented to OSC. Where there are recommendations that Cabinet need to consider, the review report will be submitted to Cabinet with an action plan (via the usual pre-agenda planning process). Reports may also be submitted to partner organisations for their response following consideration by Cabinet.
- 4.5.6 A progress check on the implementation of recommendations will be considered twice a year by OSC.
- #### **4.6 Pre-decision scrutiny of Cabinet business**
- 4.6.1 Consideration of the Forward Plan will allow the Overview and Scrutiny Committee to highlight upcoming issues for the review programme or for further work by the relevant Lead Scrutiny Member.
- 4.6.2 The Overview and Scrutiny Committee meets the night before Cabinet and has the opportunity to raise questions which it considers Cabinet should take into account in reaching its decision.
- 4.6.3 Overview and Scrutiny Members receive the Cabinet papers on their initial despatch the week before the meeting.

- 4.6.4 Members must notify the Chair in writing (via the clerk to OSC) of any questions they wish to raise by 12 noon on the Monday of the same week of OSC and Cabinet meetings.
- 4.6.5 There will be a slot of a maximum of 45 minutes to consider questions for Cabinet. When necessary, the Chair, Vice Chair and a nominated Minority Member will meet prior to OSC meeting to determine how this time could best be used if there are a significant number of questions raised. Those Members would use the following criteria:
- the questions should be new and not ones already addressed in the report or that have been the subject of correspondence or review elsewhere
 - questions for information should be raised directly with the report author
 - first priority should be given to consideration of reports with large scale, cross-borough policy implications
- 4.6.6 Members are able to raise questions and comments only, not have a full-scale debate on issues
- 4.6.7 The Committee must aim for a consensual agreement on the issues/questions to be raised with Cabinet.
- 4.6.8 The Chair of the Overview and Scrutiny Committee will have an allocated 10 minute slot on the Cabinet agenda to feedback any questions together with any other issues from the Committee's deliberations.

5. Extraordinary meetings

- 5.1 Only on rare occasions and in exceptional circumstances would it be necessary to timetable an additional meeting of the Committee. The Committee would be expected to manage its workload to fit the time available.

6. Health Scrutiny

- 6.1 Health Scrutiny is a Standing Panel meeting on a quarterly basis with terms of reference and membership set out in the Constitution. The Panel will consider its work programme that will be agreed by the Overview and Scrutiny Committee. The Scrutiny Lead for Health must regularly report to OSC on the work of the Panel.

7. Powers to Summon Members and Officers

- 7.1 The Overview and Scrutiny Committee may scrutinise and review decisions made or actions taken in connection with the discharge of any Council function. As well as reviewing documentation, in fulfilling their role, they may require the Leader, any other Member of the Executive, the Head of Paid Service and/or any senior officer to attend before it to explain in relation to matters within their remit.
- 7.2 Where any Member or officer is required to attend the Overview and Scrutiny Committee or a Scrutiny Panel under this provision, the Chair of the Committee or Panel will inform the Chief Executive. The Chief Executive shall inform the Member or officer in writing giving at least 15 working days notice of the meeting at which he/she is required to attend. The notice will state the nature of the item on which he/she is required to attend to give account and whether any papers are required to be produced for the Committee or Panel. Where the account to be given to the

Committee will require the production of a report, then the Member or officer concerned will be given sufficient notice to prepare the report.

- 7.3 Where, in exceptional circumstances, the Member or officer is unable to attend on the required date and a substitute is unavailable, then they should attend the next scheduled meeting of OSC.

8. Attendance by Others

- 8.1 The Overview and Scrutiny Committee (or the Health Scrutiny Panel) may invite people to address it and to discuss issues of local concern and/or answer questions. It may for example wish to hear from residents, stakeholders and Members and officers in other parts of the public sector and shall invite such people to attend.

9. Protocol for the Conduct of Business

- 9.1 Given the Orders of Reference of the Committee, the nature of business that it will consider will vary depending upon the role it is undertaking. It can also be assumed that in addition to Committee Members, a variety of persons, in differing capacities are likely to attend meetings of the Committee. These would include:

- councillors or Church/Faith or Parent Governor representatives
- the Leader of the Council and Lead Members
- non-executive members
- members of the Health Scrutiny Panel
- chief officers or their representatives
- external witnesses invited by the Committee to give evidence and advice
- members of the public

- 9.2 In order to facilitate the smooth conduct of business it will be necessary for all concerned to have an understanding of when and how it is appropriate for them to participate in meetings of the Committee. It is therefore suggested in accordance with the provisions of the Council's Constitution, the Committee continues to use the protocol previously adopted for the conduct of business as detailed below:

- (i) Voting Members to occupy specified seats (nearest to the Chair and Vice-Chair and Lead Officer and Research and Scrutiny officer.)
- (ii) 'Call In' Members to occupy specified seats.
- (iii) Lead Member(s) to occupy specified seats.
- (iv) Subject to any variance agreed by the Committee, items of business to be dealt within the order that they appear on the agenda.
- (v) The agenda to be structured so that business is considered in the following order:
 - (a) Apologies for absence.
 - (b) Minutes of the last meeting.
 - (c) Members' Declarations of interest.
 - (d) Consideration of any matter referred to the Committee for decision in relation to "call in".
 - (e) Responses of the Executive to reports of the Overview and Scrutiny Committee.
 - (f) The business otherwise set out in the agenda.

11. Procedure for the Receipt of Deputations

- 11.1 Deputations may be received at any meeting of the Committee following seven clear days written notice to the Assistant Chief Executive. They must be about matters for which the Council has a responsibility or which affect the area. The notice must be signed by at least five persons with addresses in the borough and set out the subject which the deputation wishes to raise and how it relates to the Council's functions or affects the area. The Chair may, on the advice of the Chief Executive, refuse a deputation that is illegal, scurrilous, improper, out of order or relating to a matter on which there has been a previous similar deputation within the preceding six months.
- 11.2 A maximum of three deputations only will be permitted at any meeting and they will be selected in the order notice is received.
- 11.3 A deputation may consist of up to five people, of whom no more than two may speak, except to answer Members' questions.
- 11.4 The deputation may address the meeting for no more than five minutes and Members may then question the deputation for a further five minutes.
- 11.5 The relevant Member may then address the meeting for up to three minutes.
- 11.6 The issue in question will be referred to the relevant Corporate Director for attention who will respond to the deputation in writing within 28 days.

12. Petitions

- 12.1 Petitions may be presented by residents of the borough whose names appear in the Register of Electors or by a Councillor at any meetings of the Committee. They must be about matters for which the Council has a responsibility or which affect the area. The Chair may, on the advice of the Chief Executive, refuse a petition which is illegal, scurrilous, improper or out of order. A maximum of 3 petitions only will be permitted at any meeting and will be selected in the order notice is received.
- 12.2 A person wishing to present a petition must give notice to the Assistant Chief Executive at least seven clear days before the meeting. The petition must contain signatures from at least 30 persons with residential or business addresses in the borough. If it does not, the petition will not be able to be submitted to the meeting.
- 12.3 The person presenting the petition may address the meeting for five minutes. Members may question petitioners and make initial comments for a further five minutes.
- 12.4 The Chair of Committee may then address the meeting for up to three minutes.
- 12.5 All petitions will be referred to the relevant Corporate Director for attention who will respond to the petition in writing within 28 days.

13. Voting

- 13.1 Any matter to be decided at a meeting of the Overview and Scrutiny Committee shall be determined by a majority of votes of those Members present and voting on the matter, in the case of equality of votes, the Chair shall have a casting vote.

- 13.2 If the Chair and Vice-Chair are not present at a meeting of the Committee those Members of the Committee who are present may elect a Chair, from one of their number, for the duration of the meeting.

14. Notice and Access to Meetings

- 14.1 Meetings of the Committee shall be open to the press and public. However, they may be excluded from the meeting, by a resolution of the Committee, if it is considered likely in view of the nature of the business or proceedings that, were they present, confidential or exempt information would be disclosed to them.
- 14.2 Notice of a meeting of the Committee is published 5 clear days before the meeting. The Council's Constitution requires an agenda to be published 5 clear days before a meeting.
- 14.3 A publicity poster advertising meetings of the Overview and Scrutiny Committee is produced and circulated on the day that the agenda for the Cabinet is published. The publicity poster indicates key matters which are due to be considered by the Cabinet and in respect of which members of the public might wish to influence the Council's decision making process. The poster also informs the public of steps they need to take to get a matter "Called In" for consideration by the Committee.

15. Co-optees and Appointed Representatives

- 15.1 Under the Council's constitution, OSC co-optees and appointed representatives are entitled to claim an allowance for their attendance. This is a nominal sum to cover expenses and recognise the contribution that they make to the committee's work.
- 15.2 As the Health Scrutiny Panel also appoints co-optees to involve the Patient Public Forums within the borough, it is intended that they also be entitled to claim the allowance.

Agenda Item 5.3

Committee Overview and Scrutiny	Date 6th June, 2006	Classification Unrestricted	Report No. O&SC03/067	Agenda Item No. 5.3
Report of: Interim Head of Democratic Renewal and Engagement Originating Officer(s): Tim Hogan		Title Overview and Scrutiny Committee – Schedule of Dates – 2006/2007 Ward(s) affected: N/A		

1. **SUMMARY**

- 1.1 This report sets out for Members' information a schedule of meetings of the Committee for 2006/2007 as agreed by Council on 1st March, 2006.

2. **RECOMMENDATION**

- 2.1 That the schedule of dates for meetings of the Overview and Scrutiny Committee for 2006/2007 be noted and the proposed timings of the meetings be noted.

LOCAL GOVERNMENT ACT, 2000 (SECTION 97)

LIST OF "BACKGROUND PAPERS" USED IN THE PREPARATION OF THIS REPORT

Brief description of "background paper"

Name and telephone number of holder and address where open to inspection

Council's Agenda and Minutes – 1st March, 2006

Tim Hogan
020 7364 4850

LONDON BOROUGH OF TOWER HAMLETS

OVERVIEW AND SCRUTINY COMMITTEE

TUESDAY 6TH JUNE, 2006

OVERVIEW AND SCRUTINY COMMITTEE – SCHEDULE OF DATES – 2006/2007

REPORT OF INTERIM HEAD OF DEMOCRATIC RENEWAL AND ENGAGEMENT

3. BACKGROUND

3.1 This report sets out for Members' information dates of meetings of the Overview and Scrutiny Committee for the Municipal Year 2006/2007. The Council at its meeting held on 1st March, 2006 agreed a schedule of meetings, including Council, Cabinet, Overview and Scrutiny Committee and other Committees and Panels, for the Municipal Year 2006/2007.

3.2 The dates of meetings of the Overview and Scrutiny Committee are set out below:-

- Tuesday 6th June, 2006 - 7.30 p.m.
- Tuesday 4th July, 2005 - 7.30 p.m.
- Tuesday 1st August, 2005 - 7.30 p.m.
- Tuesday 5th September, 2005 - 7.30 p.m.
- Tuesday 3rd October, 2005 - 7.30 p.m.
- Tuesday 7th November, 2005 - 7.30 p.m.
- Tuesday 5th December, 2005 - 7.30 p.m.
- Tuesday 9th January, 2007 - 7.30 p.m.
- Tuesday 6th February, 2007 - 7.30 p.m.
- Tuesday 6th March, 2007 - 7.30 p.m.
- Tuesday 3rd - April, 2007 - 7.30 p.m.
- Tuesday 1st May, 2007 - 7.30 p.m.

3.3 Meetings of the Committee have been scheduled so that they take place the evening prior to Cabinet. The meetings of the Committee will be held at the Town Hall, Mulberry Place, 5 Clove Crescent, East India Dock, London, E14 2BG.

3.4 Ramadan is scheduled to be held between 23rd /24th September and 23rd/24th October, 2006 and it is therefore suggested that the Committee meeting on Tuesday 3rd October, 2006 commence at 5.30 p.m.

4. COMMENTS OF THE CHIEF FINANCIAL OFFICER

4.1 There are no financial implications arising from this report.

5. CONCURRENT REPORT OF THE CHIEF LEGAL OFFICER

5.1 There are no immediate legal implications arising from this report.

6. ANTI-POVERTY AND EQUAL OPPORTUNITY IMPLICATIONS

6.1 There are no anti-poverty or equal opportunity implications arising from this report.

7. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

7.1 There are no immediate environmental issues arising from this report.

8. RISK ASSESSMENT

7.1 Council has agreed the schedule of dates set on page 2 which will enable the Committee's work to be carried out in an effective and programmed manner.

9. RECOMMENDATION

9.1 That the schedule of dates for meetings of the Overview and Scrutiny Committee be noted and the proposed timings of the meetings be noted.

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Agenda Item 5.4

Committee Overview and Scrutiny	Date 6th June, 2006	Classification Unrestricted	Report No. O&SC04/067	Agenda Item No. 5.4
Report of: Interim Head of Democratic Renewal and Engagement Originating Officer(s): Tim Hogan		Title Membership of the Overview and Scrutiny Committee / Appointment of Six Lead Scrutiny Members – Establishment of the Health Scrutiny Panel / Co-options to the Committee Ward(s) affected: N/A		

1. SUMMARY

- 1.1 This report advises the Committee of the membership of the Overview and Scrutiny Committee as appointed by Council on 24th May, 2006. The report also requests the Committee to appoint Lead Scrutiny Members and note the appointment of Members to the Health Scrutiny Panel in accordance with proportionality requirements.

2. RECOMMENDATIONS

- 2.1 That the membership of the Committee be noted.
- 2.2 That six Lead Scrutiny Members be appointed, with portfolios as detailed in paragraph 3.2 of the report.
- 2.3 That the establishment of the Health Scrutiny Panel be noted and the appointment of Members thereto be noted as detailed in paragraph 4.2 of the report.
- 2.4 That current details of the nominated/co-opted Members of the Overview and Scrutiny Committee be noted.
- 2.5 That details of arrangements for co-opted Members of the Health Scrutiny Panel be agreed.

LOCAL GOVERNMENT ACT, 2000 (SECTION 97)

LIST OF "BACKGROUND PAPERS" USED IN THE PREPARATION OF THIS REPORT

Brief description of "background paper"

Name and telephone number of holder and address where open to inspection

Council's Constitution – 01/03/2006

Tim Hogan
020 7364 4850

3. OVERVIEW AND SCRUTINY COMMITTEE

3.1 Council at its Annual Meeting held on Wednesday 24th May, 2006 agreed to appoint in accordance with proportionality requirements the following Members to the membership of the Overview and Scrutiny Committee:-

- Councillor Motin Uz-Zaman Chair
- Councillor Shiria Khatun
- Councillor Clair Hawkins
- Councillor A.A. Sardar
- Councillor M. Abdus Salique
- Councillor Shahid Ali First deputy: Councillor Ahmed Hussain
- Councillor Oliur Rahman First deputy: Councillor Fozol Miah
- Councillor Simon Rouse
- Councillor Stephanie Eaton Deputy: Councillor Louise Alexander

3.2 In accordance with the Council's Constitution the Committee is asked to select six Lead Scrutiny Members, one for each of the following themes, for which the following nominations have been received:

- Living Safely
- Living Well
- Creating and Sharing Prosperity
- Learning, Achievement and Leisure
- Excellent Public Services
- Health

3.3 The Overview and Scrutiny Committee may establish Scrutiny Panels on various issues. It is envisaged that only one Panel will also be established at any one time. The Panel's Terms of Reference are set out below:

- (a) To carry out scrutiny functions on behalf of the Council as determined by the Overview and Scrutiny Committee.
- (b) To investigate, scrutinise, monitor and advise in relation to:
 - How services are being delivered and the Council's functions discharged.
 - How policies have been implemented and their effect on the

Council's corporate strategies (i.e. equal opportunities, anti-poverty and crime and disorder).

- The development of relevant policy.
- How resources are being used, spent and managed.
- Any other matter, relevant to the specific remit of the Panel, which affects the Council's area or any of its inhabitants.

3.4 Membership of the Scrutiny Panels will be in accordance with political proportionality requirements.

3.5 The Council's Constitution provides for the Committee to appoint nominated/co-opted Members. The nominated co-opted Members set out below were appointed by Council on 24th May, 2006.

- A nomination is awaited Church of England Diocese representative
- Mr Danny McLaughlin Roman Catholic Diocese representative
- A nomination is awaited Parent Governor representative
- A nomination is awaited Parent Governor representative
- Mr Hasan Mueenuddin Muslim Faith representative (non-voting)

3.6 The Committee is asked to note the current details of the nominated co-opted representatives as set out in paragraph 3.5 above.

4. HEALTH SCRUTINY PANEL

4.1 The Overview and Scrutiny Committee is also requested to note that the Council has established a Health Scrutiny Panel with 7 Members, which in accordance with overall proportionality requirements will comprise 5 Majority Group Members and 2 Minority Group Members to undertake the Council's functions under the Health and Social Care Act, 2001 with the following Terms of Reference:

- (a) To review and scrutinise matters relating to the health service within the Council's area and make reports and recommendations in accordance with any regulations made thereunder;
- (b) To respond to consultation exercises undertaken by an NHS body; and
- (c) To question appropriate officers of local NHS bodies in relation to the policies adopted and the provision of services.

4.2 Health Scrutiny Panel Membership:

The following Members were appointed to membership of the Health Scrutiny Panel by Council on 24th May 2006, following receipt of nominations from the Political Groups on the Council, in accordance with the principles of proportionality :-

- Councillor M. Abdus Salique Appointed Chair by Council, 24th May 2006
- Councillor M. Shahid Ali
- Councillor Marc Francis
- Councillor Ann Jackson
- Councillor Motin Uz-Zaman
- Councillor Lutfa Begum First Deputy: Councillor Shahid Ali
- Councillor Dr. Emma Jones Deputy: Councillor Tim Archer
- Councillor Tim O'Flaherty First Deputy: Councillor Azizur Rahman Khan

4.3 Health Scrutiny Panel Co-opted Members

In the Municipal Year 2005/2006, representatives of the Barts and The London Patient and Public Involvement Forum and the Tower Hamlets PCT Patient and Public Involvement Forum served as co-opted members of the Scrutiny Panel.

- 4.4 It is suggested that these Patient and Public Involvement Forums are invited to nominate a co-opted member for 2006/07 and that the invitation is also extended to the East London and City Mental Health Trust Patient and Public Involvement Forum. The Panel may also consider co-opting further members to support its review work.

5. **COMMENTS OF THE CHIEF FINANCIAL OFFICER**

- 5.1 There are no financial implications arising from the report.

6. **CONCURRENT REPORT OF THE CHIEF LEGAL OFFICER**

- 6.1 The Committee is recommended to appoint 6 Lead Scrutiny Members, establish a Sub-Committee to be known as the Health Scrutiny Panel and note the details of the co-optees to the main Committee. The proposals contained in the report are in accordance with the Council's Constitution that came into effect from 1st March 2006.

7. **ANTI-POVERTY AND EQUAL OPPORTUNITY IMPLICATIONS**

- 7.1 There are no anti-poverty or equal opportunity implications arising from this report.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

8.1 There are no direct environmental issues arising from this report.

9. RISK MANAGEMENT

9.1 The appointment of Lead Scrutiny Members and a Health Scrutiny Panel will enable the proper discharge of the functions conferred on the Council by section 21 of the Local Government Act 2000 and the Health and Social Care Act 2001.

10. RECOMMENDATIONS

10.1 That the membership of the Committee be noted.

10.2 That six Lead Scrutiny Members be appointed, with portfolios as detailed in paragraph 3.2 of the report.

10.3 That the establishment of the Health Scrutiny Panel be noted and the appointment of Members thereto be noted as detailed in paragraph 4.2 of the report.

10.4 That current details of the nominated/co-opted Members of the Overview and Scrutiny Committee be noted.

10.5 That details of arrangements for co-opted Members of the Health Scrutiny Panel be agreed.

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Agenda Item 8.1

Committee OVERVIEW AND SCRUTINY	Date 6th June, 2006	Classification Unrestricted	Report No. O&SC 05/067	Agenda Item No. 8.1
Report of: ASSISTANT CHIEF EXECUTIVE		Title: REPORT "CALLED IN" – DISPOSAL OF CHEVIOT HOUSE		
Originating Officer(s): Tim Hogan		Ward(s) affected: Whitechapel		

1. SUMMARY

- 1.1 The attached report of the Corporate Director (Development & Renewal) was initially considered by the Cabinet on 5th April, 2006 but has been "Called In" for further consideration by Councillors Rew, Ludlow, O'Flaherty, Phelps and Sanderson in accordance with the provisions of Part 4 of the Council's Constitution.
- 1.2 It should be noted that the "Call In" Members have also called in Cabinet agenda item 19.1 which was considered by Cabinet during the exempt section of its meeting held on the 5th April, 2006 and provides details of the proposed financial terms for the disposal of Cheviot House.

2. RECOMMENDATION

- 2.1 That the Committee consider the contents of the attached report, review the Cabinet's provisional decisions arising and decide whether to accept them or refer the matter back to Cabinet with proposals, together with reasons.

LOCAL GOVERNMENT ACT, 2000 (SECTION 97)

LIST OF "BACKGROUND PAPERS" USED IN THE PREPARATION OF THIS REPORT

Brief description of "background paper"

Name and telephone number of holder
and address where open to inspection

**Unrestricted Cabinet report
dated 5th April, 2006**

**Tim Hogan
020 7364 4850**

3. BACKGROUND

3.1 The attached report (Appendix A) of the Corporate Director (Development & Renewal) was initially considered by Cabinet on the 5th April, 2006, but has been “Called In” for further consideration by Councillors Rew, Ludlow, O’Flaherty, Phelps and Sanderson in accordance with the provisions of Part 4 of the Council’s Constitution.

3.2 The Cabinet after considering the attached report provisionally agreed:-

1. That in principle the disposal of Cheviot House, to East Homes Limited, as shown as Appendix A to the report (CAB 206/056), be agreed on the basis of:
 - (a) A 125 year building lease on a full repairing and insuring basis;
 - (b) A permitted use being solely for the provision of a C2 residential institution, subject to overage conditions; and
 - (c) Vacant possession to be provided by 31st March, 2007.

4. THE “CALL IN” REQUISITION

4.1 The reasons advanced in the “Call In” requisition are set out below:-

1. The Council must act and behave in accordance with its legal and constitutional duties. It does not matter whether the item under the challenge or the interrogation or the questioning is a sale or any other instrument/document; the basic principles are the same. The call-in members feel that overly advantageous terms have been granted the buyer and disposal has been rushed through before the end of this administration to suit yet another timetable of East Thames Housing Association.
2. No alternative options for the disposal of the building have been explored. There is no justification given for the lack of exploration of alternative options for the disposal of this valuable asset.
3. The call-in Members acknowledge the recommendation 2.1 (iii) “In the event of any changes in the residential user clause of C2 residential institution class the Council will receive 62.5% of the overage arising from the change in user clause.”

The call-in members do not believe that this is robust enough. We are concerned that the lease does not include sufficient deterrents to prevent a change of use or prevent the further sale of this building to a commercial developer.

4. The two reports on this disposal note that Cheviot House is surplus to the Council’s requirements as part of the Office Accommodation Strategy. Paragraph 5.2 (Agenda Item 10.4) notes “However, there are as yet no plans approved for the relocation of either the One Stop Shop or the Local

Housing Office and to achieve the agreed timeframe plans to do this will need to be prepared and implemented quickly.”

By selling Cheviot House we will be losing a popular, accessible and well-used community facility. The call-in members would like to see the reallocation of the Council’s functions currently housed at Cheviot House spelled out in more detail in the report.

5. The report “anticipates” that East Thames will return the land at Weavers Fields to the Council. The Call-in members feel that this should be stipulated within the contract. To do otherwise is to act in a favourable way towards this particular organisation.
6. Agenda Item 10.4 states that Cheviot House is preferred location because “It is surrounded by predominantly commercial and retail rather than residential users.” It fails to recognise that there are residents and a Girls School nearby that may be affected by this development. Indeed, call-in members have already been contacted by local people who are concerned that young people will be brought in and dumped in the locality.

The call-in members think that these concerns should be addressed before the disposal goes ahead. The call-in members are concerned that a lack of investigation by the Council into the potential effects of this new development could constitute grounds for a legal challenge.

5. ALTERNATIVE COURSE OF ACTION

- 5.1.1 In accordance with the Committee’s procedures, the “Call In” Members have provided an alternative course of action for consideration.

That the disposal of Cheviot House is delayed pending

1. Investigation of the impact of a Foyer on the local residents and the community.
2. That residents within the vicinity of the building are consulted.
3. An options paper on the alternative uses available in the current market for the disposal of Cheviot House.
4. Further detailed information on the Accommodation Strategy and an outline of where the present services will be relocated.
5. A clause is inserted in the agreement that states that the disposal is dependent on the buyer having already returned the land at Weavers Fields back to the Council.

6. CONSIDERATION OF THE “CALL IN”

- 6.1 The following procedure is to be followed for consideration of the “Call In”. (A provisional time limit of 30 minutes has been allocated for the consideration of this item)

- (a) Presentation of the “Call In” by one of the “Call In” Members followed by questions.
- (b) Response from the Lead Member/officers followed by questions.
- (c) General debate followed by decision.

N.B. – The “Call In” Members are not allowed to participate in the general debate.

- 6.2 It is open to the Committee to either resolve to take no action which would have the effect of endorsing the original Cabinet decisions, or the Committee could refer the matter back to the Cabinet for further consideration setting out the nature of its concerns and possibly recommending an alternative course of action.

7. RECOMMENDATION

- 7.1 That the Committee consider the contents of the attached report, review the Cabinet’s provisional decisions arising and decide whether to accept them or refer the matter back to Cabinet with proposals, together with reasons.

Agenda Item 9.1

Committee: Overview & Scrutiny	Date: 6 th June 2006	Classification: Unrestricted	Report No: O&SC06/067	Agenda Item: 9.1
Report of: Chief Executive Originating officer(s) Alastair King, Head of Policy and Partnership x 4981 Louise Russell, Head of Partnership Performance and Information		Title: The Council's Strategic Plan 2006 – 2011: Year 1 Implementation Plan (2006/7) & Best Value Performance Plan Wards Affected: All		

1. SUMMARY

- 1.1 This report provides a framework for a new strategic plan for the Council for the period 2006-11, and an Implementation Plan for Year 1 (2006 – 2007). It also includes the Best Value Performance Plan.

The report constitutes a draft of the final plan to be presented to Cabinet on 7th June. The advice / comments of the Overview & Scrutiny Committee will be tabled at the Cabinet meeting for Members' consideration.

Under the revised Budget and Policy Framework, distribution of the report 20 days prior to the O&S meeting provides an additional opportunity for Members to provide written comments to the originating officer, which will be taken into account in the final report.

The final, integrated document will be brought to Full Council on 21st June.

2. RECOMMENDATIONS TO OVERVIEW & SCRUTINY

- 2.1 That Overview & Scrutiny note and endorse the Council's Strategic Plan 2006 – 2011: Year 1 Implementation Plan (2006/7) & Best Value Performance Plan, with any comments or recommendations to be reported to Cabinet for consideration at its June 7th 2006 meeting.

Local Government Act, 2000 (Section 97)
List of "Background Papers" used in the preparation of this report

Brief description of "background papers"

- The Community Plan to 2010: Year 5
- The Council's Strategic Plan for 2002 – 2006: Year 4

Name and telephone number of holder and address where open to inspection.

Alastair King 020 7364 4981
Mulberry Place,
5 Clove Crescent,
London E14 2BG

3. BACKGROUND

- 3.1 The Council's Strategic Plan is the Council's core planning document, setting out the Council's vision for Tower Hamlets, and providing the strategic planning framework through which the Council aims to meet local priorities as agreed through the community planning process required under the Local Government Act 2000. The Strategic Plan provides an over-arching strategic plan linking the service plans of each Directorate of the corporate structure to broader corporate goals. It incorporates all elements of the Council's response to the Corporate Performance Assessment.
- 3.2 The Council's first Strategic Plan covered the period from April 2002 – March 2006, and was updated annually to incorporate an implementation plan for each of the intervening years. The Strategic Plan proposed in this report constitutes a new plan for the period April 2006 – March 2011, with an implementation plan for Year 1, setting out key objectives and activities for the year April 2006 – March 2007, along with targets and progress milestones to support effective monitoring and evaluation.
- 3.3 As in previous years, the Strategic Plan and Best Value Performance Plan (BVPP) will be brought together into a single document by the end of June 2006 – once the information needed to meet the statutory requirements of the BVPP is available. This supports rationalisation of our planning processes and ensuring consistency.
- 3.4 Some amendments to the detail of the Strategic Plan will be necessary as additional information becomes available before final publication, particularly with regard to outcome figures and new targets for the Performance Indicators. However, these will not materially affect the key activities set out in the plan.

The Year 1 Implementation Plan and the Council's Best Value Performance Plan (BVPP) will be integrated into a single revision of the Strategic Plan, incorporating an Annual Report on how we performed against the final year of the Strategic Plan 2002-06. It is a statutory requirement for the BVPP to be published by 30 June 2006. The BVPP is included at appendix 2.

4. BUDGET & POLICY FRAMEWORK PROCEDURE & PROCESS

- 4.1 The Authority's Constitution, Part 4 - Rules of Procedure, Section 4.3 - Budget and Policy Framework Procedure Rules, as amended, sets out the process for the development of the Budget and Policy Framework, as defined by Article 4 of the Constitution.
- 4.2 The Council's Strategic Plan 2006 – 2011: Year 1 Implementation Plan (2006/7) & Best Value Performance Plan, as part of the Authority's Policy Framework, is a matter which is reserved to full Council for decision under the provisions of Article 4 of the Authority's Constitution, as amended, and as recommended by the Secretary of State.
- 4.3 Paragraph 2.1 of the Budget and Policy Framework Procedure Rules
- Require the Executive (Cabinet) to publicise a timetable for making proposals to full Council for the adoption of any plan that forms part of the Budget and Policy Framework and arrangements for consultation after publication of the initial

proposals.

- Require the notification of the Chair of Overview & Scrutiny Committee of any such proposals and the referral of these proposals to the Overview and Scrutiny Committee.
- Provide that the Overview and Scrutiny Committee receives 20 working days to respond to this consultation.

- 4.4 Paragraph 2.1.4 of these procedure rules requires the Executive (the Cabinet) to take account of the views of the Overview & Scrutiny Committee before submitting recommendations to full Council as appropriate.
- 4.5 Paragraph 2.1.5 makes provision for full Council to consider the proposals of the Cabinet and to subsequently adopt them, amend them, refer them back to Cabinet for further consideration or to substitute its own proposals in their place.
- 4.6 The Overview & Scrutiny Committee will give consideration to the Council's Strategic Plan 2006 – 2011: Year 1 Implementation Plan (2006/7) & Best Value Performance Plan at its meeting to be held on 6th June 2006. The Committee will report to the Cabinet, to be held on 7th June 2006, in respect of its deliberations. The views of the Overview & Scrutiny Committee will be tabled at the Cabinet meeting.
- 4.7 The Executive (the Cabinet) is asked to take account of the views of the Overview & Scrutiny Committee before submitting recommendations to full Council as appropriate.

5. REPORT

- 5.1 **Appendix 1** comprises the outline framework for the Council's Strategic Plan to 2011 and an Implementation Plan for Year 1 (April 2006 – March 2007).
- 5.2 The Implementation Plan is an action plan for the period April 2006 – March 2007, with most activities and targets reflecting that timescale.
- 5.3 The Plan also highlights the key performance indicators for our priorities, current performance levels, comparisons with London and national benchmarks and targets for improvement. These will be updated as information becomes available after the end of March 2006, prior to publication by the statutory deadline of 30th June.

These indicators and targets represent a mixture of national and local targets, most of which are also identified in the Council's Best Value Performance Plan and the borough's Local Area Agreement (LAA) 2006 – 09 and Local Public Service Agreement (Local PSA) 2005 – 08.

- 5.4 The Council's Strategic Plan is Member-led, reflects community needs, involves and informs staff, and is set within the Council's contribution to partnerships and other joint initiatives. In addition to the Community Plan, many other statutory and local plans will both inform and be informed by the Strategic Plan. These include, for example, the Medium Term Financial Strategy, Capital Strategy and Asset Management Plan, the Crime and Drugs Reduction Strategy, the Housing Investment Programme Strategy,

the Improving Health and Wellbeing Strategy, the Children and Young People's Plan, the emerging Local Development Framework and the Regeneration Strategy, and many others.

- 5.5 The Council will use the Strategic Plan as a vehicle for monitoring and reviewing Council-wide performance and ensure that future decisions are informed by results. Corporate Planning and review processes will identify competing demands that may arise between different service priorities in order to ensure that corporate aims and objectives can be implemented.
- 5.6 **Appendix 2** comprises an evaluative Annual Report on progress against the Strategic Plan, and incorporates the statutorily required Best Value Performance Plan (BVPP). It will form an Annex to the coming year's Strategic Plan.

The Best Value Performance Plan sets out our 2005/06 performance against all BVPIs, LPSA targets and other local indicators. As required by statute, it lists targets for all indicators for 2006/07, 2007/08 and 2008/09. In addition, it provides explanatory commentary of reasons for us failing or exceeding targets by 10% or more. It also includes summary information on financial performance in 2005/6.

6. CONSULTATION

- 6.1 Consultation on the Strategic Plan has been extensive and on-going during the year, undertaken through a range of mechanisms. These have included:
- engagement of all key stakeholders through the Tower Hamlets Partnership in developing priorities for the Community Plan and Local Area Agreement
 - a wide-ranging consultation on budget priorities, foci for improvement and Council Tax
 - the Annual Residents Survey
 - LAP-based focus groups
 - Various consultations through the Tower Hamlets Residents Panel
 - service consultations and user networks through individual Directorates

The outcomes of these processes are reflected in the Strategic Plan.

7. COMMENTS OF CHIEF FINANCIAL OFFICER

- 7.1 This report seeks approval to the Strategic Plan and its implementation for the year ahead. The plan sets out the framework for allocating and directing financial resources both for the year ahead and the medium term, so that resources are aligned with priorities.
- 7.2 This year's plan was developed in tandem with the 2006/07 revenue budgets and capital programme, and medium-term financial projections. The strategic planning goals are taken into account in setting these financial plans and the priorities outlined in this document are reflected within them.
- 7.3 The plan also includes a number of activities to maintain and further improve the quality of the authority's financial management and use of resources. Without sound

financial management the achievement of the authority's strategic priorities would be hampered.

- 7.4 Provision exists within the Chief Executive's Directorate Budget for the costs of publishing the document.

8. CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL)

- 8.1 The Council's Best Value Performance Plan (BVPP) which is appended to the Strategic Plan forms part of the Policy Framework and is required to be approved by full Council.
- 8.2 Section 6 Local Government Act 1999 requires the Council to prepare a BVPP for each year in accordance with regulations and guidance issued by the Secretary of State. A summary of the BVPP for 2006/07 must be published by 31 March 2006 and the full plan by 30 June 2006.
- 8.3 The Strategic Plan is not required by statute to be approved by Council which has discretion in that behalf.

9. EQUAL OPPORTUNITIES IMPLICATIONS

- 9.1 Equalities considerations are central to the inclusive vision of the Council and its partners in the Tower Hamlets Partnership and their promotion and support are fully reflected in the Strategic Plan. In seeking to make Tower Hamlets a place for living safely and well, a place for creating and sharing prosperity, a place for learning, achievement and enjoyment and a place for excellent public services, accessible to all, the Strategic Plan aims to fulfil the Council's stated vision of improving the quality of life for all who live and work in Tower Hamlets.

An Equalities Impact Assessment on the Plan completed in January 2005 confirmed the comprehensive focus on equalities issues in the strategic planning process, and its recommendations for monitoring of a broader range of equalities indicators are reflected in the proposed Plan.

10 ANTI-POVERTY IMPLICATIONS

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

11 SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 11.1 While there are no specific implications, the strategic plan embodies objectives, activities and milestones that are consistent with the council's policies in this area.

12 RISK MANAGEMENT IMPLICATIONS

- 12.1 The Strategic Plan provides a clear, public statement of the Council's strategic priorities, which fully reflect the views of the Tower Hamlets Partnership, including local residents. The Plan also sets out the key performance indicators, targets and milestones against which the Council's performance can be assessed.
- 12.2 Since the Strategic Plan is reflected in the service plans and resource allocation of all Directorates, financial and other services risks are carried by individual Directorates. These are reflected in the Council-wide and Directorate risk registers.

Appendices:

- Appendix 1: Council's Strategic Plan 2006 – 2011: outline framework and implementation plan
- Appendix 2: Best Value Performance Plan and Annual Report

Tower Hamlets Council Strategic Plan 2006-2011

APPENDIX 1

Year 1 2006 - 2007

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SUMMARY

The Council's Vision

To improve the quality of life for everyone who lives and works in the borough

What this means for the Council

A Council that is:

- relentlessly serving all its citizens
- nationally recognised as one of the best local authorities in the country

Our priority outcomes

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

Our Core Values

- i. Achieving results
- ii. Valuing Diversity
- iii. Learning effectively
- iv. Engaging with others

1. Our Vision

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

This document sets out a strategy and action plan for Year 1 of our *second* Strategic Plan, covering the period 2006 – 2011, through which the Council intends to achieve its vision. It supersedes the *first* Strategic Plan, which ran from 2002 – 2006, reflecting the incoming of a new political administration following the May 2006 local elections.

The Strategic Plan takes as its framework for development the priority themes identified in the borough's Community Plan. The action plan covers the period April 2006 – April 2007, Year 1.

The vision developed in the Tower Hamlets Community Plan cannot be achieved by the Council alone: it needs the active participation of all those with a stake in the borough. It is therefore a vision that is shared through the borough's Local Strategic Partnership – the Tower Hamlets Partnership – which comprises residents, the Council and other public service providers, businesses, faith communities and the voluntary and community sector. In 2005/6, the Partnership, through the Council, negotiated and agreed with government a *Local Area Agreement* (LAA) for the borough, to cover the period 2006 – 2009. The full LAA can be found on the Council's website at www.towerhamlets.gov.uk. The action priorities set out in the LAA were arrived at through extensive consultation through the Partnership, and are firmly linked to the Community Plan themes (see Section 5 below). These provide the foundation for the strategic priorities set out in this document

The Council has played a leading role in establishing the Tower Hamlets Partnership and its shared vision. It has a particular legitimacy in providing this local lead, partly because of the mandate given by its democratic base: ultimately, it is accountable to local people through the ballot box. We use this democratic mandate to ensure that our vision is an inclusive one, which reaches out to all local people, sustains and celebrates diversity, and which seeks to ensure that barriers to development and success are overcome for individuals from all communities.

2. Our core values

i. Achieving results

We are passionate about achieving the best for our communities. We want to be the best in the country at what we do and keep getting better and better, moving beyond excellence. We actively ensure we achieve value for money in everything we do.

ii. 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.

iii. Learning effectively

In order to achieve results, we need to engage positively with others, the community, our staff and our partners. We need ensure that we communicate effectively and create opportunities for involvement and engagement.

iv. Engaging with others

We are a learning organisation. We take responsibility for our own learning and share our learning with others.

3. An Agenda for Action: The Council's Role

In seeking to improve the quality of life in Tower Hamlets, the Council is well aware that it can achieve little by itself. The agenda must be one that is shared and a major way of doing this is through the Tower Hamlets Partnership. The Council has a distinctive and lead role to play in the borough, in:

- building local vision and direction
- enabling community involvement
- securing improvements in services and standards
- ensuring equity, access and inclusion
- managing conflict and competing demands
- making the best use of resources
- accounting for performance and service quality.

Each of these roles is explored in more detail below.

Our role: building local vision and direction

The Council's status as a democratically elected body, with clear procedures for decision-making and accountability, places it in a key position to lead in developing a shared local vision and in joining up plans and activities at local level. This vision should reflect the national agenda while at the same time retaining a distinctive dimension related to local needs and interests. Effectiveness in this leadership role will hinge on the extent to which it listens to and works with local communities, and the extent to which it takes action to deliver that vision, both by itself and through the Tower Hamlets Partnership. The creation of a strategic vision adds value to the work of individual organisations and is at the heart of successful community leadership.

Our role: enabling community involvement

As the local democratically elected body, it is appropriate that the Council takes the lead in ensuring that the needs and aspirations of the community are identified, that the services required to meet these are regularly reviewed and that planning for future development is coherent and fair. A whole range of mechanisms and networks is used to involve users and other stakeholders in these processes. These include the Tower Hamlets Partnership, the work of councillors in their wards, the Third Sector Strategy and our communications and consultation strategies, as well as service specific partnerships, such as those with the Tenants Compact Group on housing issues.

Our role: securing improvements in services and standards

In seeking to improve quality of life, the Council is striving to ensure the delivery of excellent services and high performance. This entails increasing aspirations of success at all levels and translating these into ambitions for change. This sort of vision requires accelerating improvement rather than simply steady progress.

The Council can do this most effectively through influencing and working in partnership with local residents and key partners. These partnerships must be about more than good intentions – they must involve a commitment to delivery of better outcomes too. It aims to do this by making those services for which it is directly responsible amongst the very best in the country. The Council also has a central role to play in the Tower Hamlets Partnership in facilitating the delivery of 'joined-up' services for local people across agencies.

Our role: ensuring equity, access and inclusion

The Council places great importance on social cohesion and inclusion. The diversity of the borough adds immeasurably to the rich and vigorous cultural experience of living in Tower Hamlets. It also challenges the Council to respond effectively to changing and complex needs and to take a lead in ensuring that all groups are able to thrive alongside one another and have equal access to services.

The Council's commitment to serving all the people of Tower Hamlets means ensuring its services develop and support fair systems and processes for all sections of the community. These need to ensure that no group of people is disadvantaged, or marginalised, and that vulnerable people are supported.

The Council will make sure that all groups have equal access to, can make use of, and benefit from, the range of services provided.

Our role: managing conflict and competing demands

The Council has a role in emphasising the connections between individuals and the importance of community and collective interests. This means easing tensions and resolving conflicts that may arise between individuals, groups or organisations with different objectives and priorities. It also involves maintaining a focus on agreed priorities in the face of competing demands for resources and taking difficult decisions, for example, when consensus is not easily reached.

Our role: making the best use of resources

As a major channel for funding streams into the borough, the Council has an important role in ensuring that resources are used effectively, and that risks associated with the allocation of resources are properly managed, from the planning stage through to procurement and delivery of services. While the Council provides services directly, it also commissions many services, often to be delivered through local organisations from the voluntary and community sector. The Council has a crucial role to play in ensuring that Third Sector partners have the capacity to deliver quality services effectively and efficiently and in accordance with the principles of best value.

Our role: accounting for performance and service quality

The Council is accountable to the community for the quality of the services provided. It must therefore ensure that appropriately high standards are set and that quality assurance and quality control systems are in place for both directly and indirectly managed parts of its service. This is done more effectively in active partnership with others.

4. The Context for our Priorities

Tower Hamlets is a distinct and unique borough and – as reflected in surveys and questionnaires – most people say they like living here. They find it an exciting place with immense variety and a strong community spirit. But, according to government statistics, it is also one of the most deprived areas in the country, and accordingly faces more challenges than most – challenges which must be addressed if we are to make Tower Hamlets a better place to live and work. Meeting these challenges needs focus. More will be achieved if we concentrate on doing a few things well, and this means setting priorities and targets which tackle the greatest needs.

Our priorities have been identified through widespread consultation over an extended period. They were shaped initially by the borough's first Community Plan – the Tower Hamlets Community Plan to 2010, which was launched in May 2001. While retaining its long-term vision, this first Community Plan has been refined and modified in response to progress made and to developing local views. The latest version, documenting progress in 2005 – 2006 and setting out new targets for 2006 – 2007, has been informed by an evaluation of our progress over the past year and by views expressed by our partners through the Tower Hamlets Partnership. Residents, voluntary and community groups and local businesses in different parts of the borough have had their say through the Local Area Partnerships and through service consultations.

One of the strongest messages coming from residents in all areas of the borough is the need to focus attention on and invest more heavily in children and young people. Through the Community Plan Action Groups, service enablers and providers – from the statutory, private, voluntary and community sectors – are adding their knowledge of local needs and delivery within a national context. Statistical data from a wide range of national and local sources have been analysed to make sure that our priorities – and the planning to tackle them – are based on hard evidence. The Tower Hamlets Partnership Management Group, in which the Council plays a key role, has maintained a strategic oversight of this information, ensuring that it has been co-ordinated in a way that better informs decision-making leading to improved outcomes for Community Plan priorities.

Community planning processes must also reflect powerful regional and national influences on the local area. The strategies of the Mayor of London, for example, have a significant impact on local people. The Mayor's responsibilities are wide ranging, embracing the police, transport, fire and emergency planning, regeneration, planning, sustainability and environmental issues, cultural affairs and health concerns, as well as the general promotion of London to the wider world. The Mayor is required by the Greater London Authority Act (1999) to put in place – through consultation – a set of strategies for London covering transport, buildings and land use, economic development and regeneration, culture, and a range of environmental issues including biodiversity, ambient noise, waste disposal and air quality. Each London Borough has a responsibility to develop local plans in support of the Mayor's strategies. A major regional driver for change is the Thames Gateway Partnership, which will place Tower Hamlets in a central role linking London and the regions to Europe. The borough's Community Plan and the Council's Strategic Plan are seen as important vehicles for providing local vision whilst supporting the Mayor's strategic approaches and the development of the Thames Gateway. And the people of Tower Hamlets and neighbouring local authority areas have a significant, shared stake in the decision to stage the Olympic Games for 2012 in London: a decision which will require increasing focus in our planning for 2006-11.

National priorities and targets, too, inevitably influence our planning, and it is right that they do so. Tower Hamlets is one of the most deprived areas in the country, and the quality of life experienced by residents here is still worse than in most other areas of the country. Although improvements have been dramatic in many areas over recent years, job prospects for local people are worse than in other areas of London, the health of local people is poorer, overall educational achievement still remains below the national average in key areas, the quality of housing is too often below decent

standards, and crime and the fear of crime remain at relatively high levels. These are all crucial to the quality of life locally. The government's determination to close the gap in standards between deprived areas and other parts of the country is reflected in its neighbourhood renewal programme. Tower Hamlets is one of 88 deprived local authority areas that has received additional funding to help accelerate improvement and to make sure that residents have guaranteed minimum standards in their quality of life. The Council has therefore been working through the Tower Hamlets Partnership to help develop – within the framework of the Community Plan – a local Neighbourhood Renewal Strategy, to deliver improved outcomes in jobs, education, health, housing and community safety in the neediest parts of the borough.

5. Local Area Agreement (LAA)

The borough's LAA, negotiated in 2005/6 between the Council on behalf of the Tower Hamlets Partnership and government, will drive an ambitious programme of action for the first 3 years of the Strategic Plan. The broad uniting themes of the LAA, which provide a focus for all services, are that it will:

Be ambitious

The high levels of deprivation in the borough will not be used to excuse poor performance. We see the diversity of the borough as a strength and we expect the very best for *all* our communities. We will build on the positive opportunities available to those communities from investment in the 'new City' at Canary Wharf, the Thames Gateway, the Olympics and Paralympics. The latter, and particularly the potential for using the Olympic branding, offer unique vehicles for engaging and uniting our communities. Our LAA will use the build-up to the Olympics, along with our continuing focus on arts and cultural activities, to help achieve this, particularly through the promotion of healthy living and increased engagement in physical and sporting activities.

Build inclusive, cohesive and sustainable communities through investment in children and young people

The borough is facing uniquely rapid economic growth and physical change, and it has a rapidly growing, ethnically diverse population with a high proportion of young people. The risk of polarisation and fragmentation in this context is high. Ensuring that our young people are equipped both to access the opportunities from this growth and to make a positive contribution to the well-being of the borough is key to the development of a community that is cohesive and sustainable. This will be supported through the implementation of our Children and Young People's Plan.

Strengthen community engagement and user participation to effect change: "Making it Local" and "Making it Personal"

Although the priorities identified for the LAA are common across the borough, our ward and LAP profiles show that the different areas within the borough face different challenges. In addition, the achievement of improved outcomes will require the effective and efficient targeting of resources, which, in turn, demands good quality information about the needs of individuals as well as communities that can be tracked through and followed up over an extended period of time. Reflecting the Excellent Public Services priorities of our Community Plan, our LAA will therefore build on our existing work in implementing local management and LAP Action Plans and developing targeted and user-focused services. This focus is also intended to empower local people in the borough, enabling them to help shape the services they receive, to exercise a degree of choice, develop a greater sense of personal control over their lives and to make a positive contribution as citizens.

The four 'blocks' that form the government's national framework for LAAs are consistent with our Community Plan and Strategic Plan priorities (see chart below), and the development of the borough's LAA has therefore been a natural extension of our Partnership work: it will enable us to focus fully on the things that really matter to local people and to find new ways of working together to accelerate improvement.

Links between Community Plan themes and LAA Blocks

Community Plan theme	LAA Block
Living Safely	Safer and Stronger Communities
Living well	Healthier Communities and Older People
Creating and Sharing Prosperity	Economic Development and Enterprise
Learning, Achievement and Leisure	Children and Young People
<div style="border: 1px solid black; padding: 5px; text-align: center; margin-bottom: 10px;"> All blocks linked to </div> <p style="text-align: center;">Cross-themes</p> <ul style="list-style-type: none"> • Making it personal • Making it Local • Excellent Public Services 	

The framework for our priorities, then, is set by the themes of our Community Plan, which seeks to make Tower Hamlets:

- **A Better Place for Living Safely** – reducing crime, making people feel safer and creating a more secure and cleaner environment.
- **A Better Place for Living Well** – improving housing, health and social care and promoting healthy living.
- **A Better Place for Creating and Sharing Prosperity** – bringing investment into the borough and ensuring that all our residents and businesses are in a position to benefit from and contribute to growing economic prosperity.
- **A Better Place for Learning, Achievement and Leisure** – raising educational aspirations, expectations and achievement, providing the widest range of cultural and leisure opportunities for all and celebrating the rich diversity of our communities.
- **A Better Place for Excellent Public Services** – improving public services for local people to make sure they represent good value for money and are provided in ways that meet local needs.

Within each of these areas we have set challenging but realistic targets for change, which focus on the critical areas that will make a lasting difference to people's life chances.

LAA Structure

Our priority outcomes are organised under each of the four LAA blocks, with clear links to our Community Plan framework:

Our LAA Priorities	
Safer and Stronger Communities	<p><i>Building Safer, Cleaner, Greener Communities</i></p> <ul style="list-style-type: none"> • Reduced overall crime and increased public reassurance, with a particular focus on violent crime, antisocial behaviour, and the harm caused by illegal drugs • Cleaner, greener and safer public spaces <p><i>Building Stronger Communities</i></p> <ul style="list-style-type: none"> • Increased participation in local consultation and decision-making • Increased community cohesion and inclusion • Increased volunteering • Strengthened capacity of the community and voluntary sector to deliver quality services and increase participation and involvement • Providing public services through the Third Sector which are excellent
Healthier Communities & Older People	<ul style="list-style-type: none"> • Increased life expectancy • Improved quality of affordable housing provision • Enhanced and increased options for access to quality affordable housing
Economic Development & Enterprise	<ul style="list-style-type: none"> • Significantly improved overall employment rate, and reduced difference between the local employment rate and the overall employment rate for England • Increased employment for targeted groups • Appropriate inward investment attracted to the borough, making use of local labour resources • Promote growth and sustainability of enterprise and small business
Children & Young People	<ul style="list-style-type: none"> • Increased skills for employment • Improved quality of parental involvement • Improved health and levels of physical activity
Cross-cutting	<ul style="list-style-type: none"> • Making it local • Making it personal

6. The Council's key priorities

The Council has identified 12 key priorities for the period to April 2011, which reflect the borough's Community Plan and Local Area Agreement:

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

The Strategic Plan specifies the key targets the Council expects to achieve against these priorities by April 2011. It also sets out a detailed *Implementation Plan*, with progress milestones to be achieved during the course of the coming year, although, since work planning does not always follow an annual cycle, some activities and targets may overlap into the following year. Education services, for example, need to plan for an academic year, so it is sensible for planning of many of their activities and targets to be extended through to August.

7. Measuring Our Progress

The Tower Hamlets Index

Our success in achieving our 12 priorities is measured by a single indicator. This is a composite index – The Tower Hamlets Index – derived from a basket of key performance indicators associated with each of the 12 priorities. In order that we can focus on London and national comparisons the basket includes only those indicators which are nationally comparable Best Value Performance Indicators. The Index is used to show how our overall performance and rate of improvement compares with other local authorities at three levels:

- Inner London – against the 12 boroughs making up the Inner London Area¹
- Greater London – against all 32 Councils making up the Greater London Area
- National – against all London and metropolitan authorities

Our monitoring and evaluation procedures are set out in Section 8.

Our Targets and Current Position

By 2011, Tower Hamlets Council intends to be performing at the following levels against the Tower Hamlets Performance Index

- Inner London – Top 2 (out of 12)
- Greater London – Top 6 (out of 32)
- National – Top 25% of London and metropolitan authorities

Current Tower Hamlets Ranking

Against:	2004-05 (Baseline)	Target Position (April 2011)
Inner London	5	2 nd or higher or higher
Greater London (the lower the better)	13	6 th or higher
National (the lower the better)	40 th percentile	25 th or higher

Improving our performance compared to London

In addition, we are seeking to improve our performance compared to all other London authorities. We have compared our 2004-05 performance in all comparable indicators with all 32 London boroughs. Overall, we compare as follows:

¹ The Corporation of London is excluded for the purposes of this comparison

	Current ranking
Percentage in top London quartile – (top 8 out of 32)	29%
Percentage in 2 nd London quartile (ranked from 9-16 th out of 32)	17%
Percentage in 3 rd London quartile (ranked from 17 th to 24 th out of 32)	20%
Percentage in 4 th London quartile	34%

During the period of this Strategic Plan we intend to improve our comparative performance to have the following percentage of PIs in each quartile position:

Year	% in Top Quartile	% in Bottom 2 quartiles
2005/06	35%	45%
2006/07	45%	35%
2007/08	55%	25%
2008/09	65%	15%
2009/10	75%	5%

8. Year 1 Action Plan: April 2006 – April 2007

Each year the Council produces a detailed implementation plan, or action plan, to support delivery of the longer term goals of the Strategic Plan. The action plan reflects the five themes of the Community Plan and, within each, sets out the primary objectives to be pursued in the forthcoming year in order to achieve the Council's strategic goals and targets. The key activities to be carried out to achieve those objectives are summarised and progress milestones are provided so that progress can be effectively monitored and evaluated.

Each section of the action plan begins with the relevant set of performance indicators for that area.

These are the key performance indicators through which we will measure our progress in relation to the twelve priorities set out in Section 6. These indicators represent a mixture of national and local indicators, most of which are also identified in the Council's Best Value Performance Plan and the Tower Hamlets Local Area Agreement and Local Public Service Agreement. The nature of the indicator is identified in each case.

These performance indicators provide the 'basket' from which the composite Tower Hamlets Index is derived, enabling us to judge our performance and improvement compared with other local authorities against a single indicator.

The monitoring and evaluation processes used to measure progress against these performance indicators are set out in Section 11.

LIVING SAFELY: THI INDICATORS FOR 2006-2010

A safer Tower Hamlets

Priority	Performance Indicators	Outturn 2005/6	Target 2006/7	Target 2007/8	Target 2008/9	Target 2009/10	Target 2010/11
A safer Tower Hamlets	Number of violent crimes (common assault plus ABH/GBH) (LPSA / LAA primary)	4944	4379	4163	3853	3737	3625
	Reduced percentage of population who view as a "very big problem" the following issues: (LPSA / LAA primary) a) Youths hanging around on the streets b) Graffiti and other deliberate damage to property or vehicles c) People using or dealing drugs d) People being drunk or rowdy in public places	a) 50% b) 47% c) 53% d) 31% (2003/4)	a) 41% b) 38% c) 44% d) 26%	a) 38% b) 35% c) 41% d) 23%	a) 35% b) 32% c) 38% d) 20%	a) 32% b) 29% c) 35% d) 19%	a) 29% b) 26% c) 32% d) 18%
	Number of adults and children killed or seriously injured on the roads (LPSA / LAA primary)	133	121	114	111	108	103
	Increased numbers of young people under 18 accessing treatment (LPSA / LAA primary)	313	397	481	495	510	525
Reduced overall crime rate - total BCS comparator offences (LAA primary)	22,636 incidents (2003/4)	18,585 incidents (Reduction of 17.9% on 2003/4 baseline)	18109 incidents (Reduction of 20% on 2003/4 baseline)	17090 incidents (Reduction of 24.5% on 2003/4 baseline)	16524 incidents (Reduction of 27% on 2003/4 baseline)	16072 incidents (Reduction of 29% on 2003/4 baseline)	
Reduced youth-on-youth violent crime (where victim is under 19 and accused is under 19 or suspect is thought to be under 19 (LAA secondary))	593 incidents	581 incidents	570 incidents	558 incidents	547 incidents	536 incidents	
Reduced length of time domestic violence is experienced before it is initially reported to a specialist agency	2004/5 baseline = 4.7 years	Reduction of 3% on 2004/5 baseline	Reduction of 6% on 2004/5 baseline	Reduction of 9% on 2004/5 baseline	Reduction of 11% on 2004/5 baseline	Reduction of 12% on 2004/5 baseline	

A cleaner, greener Tower Hamlets

Priority	Performance Indicators	Outturn 2005/6	Target 2006/7	Target 2007/8	Target 2008/9	Target 2009/10	Target 2010/11
A cleaner, greener Tower Hamlets	Proportion of relevant land and highways that is assessed as having combined deposits of litter and detritus (BVPI 199) (LPSA / LAA primary)	20%	19%	16%	12%	11%	10%
	Improved perceptions of antisocial behaviour: reduced percentage of the population who view rubbish and litter lying around as "a very serious problem" (LPSA / LAA secondary)	29%	26%	23%	20%	19%	18%
	% of people asked who think that parks, playgrounds and open spaces are good, very good or excellent	46%	50%	52%	54%	56%	58%
	Percentage of household waste recycled (LAA primary)	9%	18%	22%	24%	30%	31%

LIVING SAFELY: IMPLEMENTATION PLAN 2006/7

A safer Tower Hamlets

Objective and Lead Officer	Key Activity	Progress Milestone
<p>1. To reduce crime and the fear of crime</p> <p>Contact officer: Olivia McLeod, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> • Implement an action plan, through <i>Crimes Against Property Action Group</i>, to reduce acquisitive crime • Target harden vulnerable properties and businesses • Raise public awareness around preventing crime • Develop the use of CCTV to prevent crime and bring offenders to justice • Target the most prolific offenders for multi-agency action 	<ul style="list-style-type: none"> • Quarterly meetings of Crimes Against Property Action Group • Action plan implemented from April 2006 with regular progress reports to LS CPAG • Initial programme of activities to be developed and agreed at CAPAG by July 2006 • Target Hardening Project manager in post by September 2006 • Full evaluation of activities to inform next year's planning, by March 2007 • Programme for training carers and other staff in place by September 2006. • Provide training support to at least 14 neighbourhood watch coordinators by October 2006 • Provide information at at least one student event each term • Articles placed throughout the year - ongoing • Outcome targets agreed by June 2006 • Review of current CCTV deployment complete and partnership protocol agreed by September 2006 • Co-located multiagency team, with two additional mainstreamed police officers, making 4 in total, in place by September 2006 • Action plan agreed for each PPO, with each receiving a specialist intervention from April 2006 • Review of PPO scheme complete and action plan agreed by July 2006
<p>2. To reduce violent crime, with a focus on youth and domestic violence</p> <p>Contact officer: Olivia McLeod,</p>	<ul style="list-style-type: none"> • Implement an action plan, through the <i>Violent Crime Action Group</i>, to reduce violent crime, including GBH, ABH and common assault 	<ul style="list-style-type: none"> • Quarterly meetings of Violent Crime Action Group • Action plan implemented from April 2006, with regular progress reports to LS CPAG

<p>Chief Executive's Directorate</p>	<ul style="list-style-type: none"> • Reduce youth violence through Safer Schools Partnership and Healthy Choices, Safe Choices Initiative • Raise awareness and reduce tolerance of domestic violence • Improve service co-ordination to support victims of domestic violence • Reduce the impact of domestic violence on children • Ensure the effective development and utilisation of the Violence Offender Programme by YOT staff 	<ul style="list-style-type: none"> • Establish Safer Schools Partnership team by April 2006 • Undertake environmental review of each participating school by July 2006 • Action plans agreed and implementation underway by August 2006 • Establish Healthy Choices, Safe Choices project group and appoint PHSE Senior Manager and drugs worker by September 2006 • Deliver project plan, including development of curriculum material by March 2007 • Undertake at least 25 outreach activities (stalls or community events) by March 2007 • Schools-based programme underway by June 2006 • Regular reports to LS CPAG • Convene monthly meetings of the multi-agency safety panel • Increase numbers of cases managed by multi-agency safety panel by at least 10% by March 2007 • Deliver training to 200 practitioners by March 2007 • Produce updated DV service directory by December 2006 • Increase by 10% the number of homeless cases prevented by the Sanctuary Scheme by March 2007 • Multi-agency strategy for improving response to DV perpetrators developed by March 2007 • Deliver 6 personal safety courses by March 2007 • Review and relaunch DV and Child Protection protocol by September 2006 • Increase capacity of NCH Barika project working with young people affected by DV by April 2006 • Undertake comprehensive review of commissioning of Children's DV services by December 2006 ▪ Recruitment of youth workers by March 2006. ▪ Delivery of training programme by April 2006. ▪ Quarterly reviews of programme development
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<p>3. To reduce the level of anti-social behaviour and the impact which ASB has on the quality of life of our communities</p> <p>Contact officer: Olivia McLeod, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> Implement an action plan, through <i>ASB Action Group</i>, to reduce ASB Provide a joined-up local approach to preventing ASB through the development of multi-agency Super Safer Neighbourhood Teams Develop a shared set of ASB minimum standards with RSLs Strengthen actions against ASB Reduce perception of crime and ASB 	<ul style="list-style-type: none"> Quarterly meetings of <i>Antisocial Behaviour Action Group</i> Action plan implemented from April 2006, with regular progress reports to LS CPAG Pilot Super Safer Neighbourhood Team in place by September 2006 with review and recommendations by March 2007 Shared ASB set of minimum standards agreed with at least 5 RSLs by December 2006 At least 1 targeted graffiti initiative undertaken in each paired LAP area by March 2007 Anti-arson initiative delivered in at least each paired LAP area by March 2007 Increase the number of ASBOs (from 80 to 90), ABCs (from 90 to 105) and ASB housing injunctions (from 10 to 20) by March 2007 Increase to at least 65% the proportion of youths on ABCs and ASBOs who access support services by March 2007, and provide information pack to 100% of those signing ABCs by September 2006 Introduce protocol on parenting interventions and ASB cases – agreed by June 2006 and implemented by September 2006 Establish "Tackling Fear of Crime" Sub-group by April 2006 Agree action plan by June 2006 Evaluate impact by March 2007
<p>4. To reduce substance misuse and related crime through effective treatment, prevention, enforcement and community engagement</p> <p>Contact officer: Olivia McLeod, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> Continue to promote treatment uptake and continuation for drug users Continue to develop drug treatment provision to meet local needs, through a new discrete women's drug 	<ul style="list-style-type: none"> Take up of drug treatment services increased by 10% by March 2007 70% of drug misusing offenders accessing drug treatment services by March 2007 Testing on arrest for all eligible offenders in place from April 2006 New women's drug treatment service fully operational by June 2006 Detoxification unit to be fully operational by May 2006

	<p>treatment service and commissioning of a local detoxification unit</p> <ul style="list-style-type: none"> • Improve service user participation in the development of drug treatment services • Deliver effective prevention and early intervention through training and development and a focus on treatment for young people • Promote awareness and understanding in the community of drug misuse 	<ul style="list-style-type: none"> • Service user involvement strategy to be developed by August 2006 • Service users to be represented at all levels of the commissioning framework • Establish working group to deliver alcohol misuse strategy by May 2006 • 300 professionals receive specialist training in Early Identification and Initial Assessment Framework by March 2007 • Number of young people accessing treatment increased by 10% by March 2007 • New service and forum for children of substance misusing parents established by June 2006 • 100 children of substance misusing parents receive specialist support by March 2007 • Community forum in place by April 2006 • 30 community drug and addiction education programmes undertaken with community groups by March 2007 • DrugStoppers initiative delivered in at least each paired LAP area by March 2007 • Drugs availability strategy and action plan in place by June 2006 • At least 24 drug supply closure operations by March 2007
<p>5. To reduce hate crime and promote community cohesion Contact officer: Olivia McLeod, Chief Executives Directorate</p>	<ul style="list-style-type: none"> • Develop and implement an action plan with the police to tackle drugs availability and dealing • Implement an action plan, through the <i>Race and Hate Crime Interagency Forum</i>, to prevent and reduce hate crime and promote community cohesion • Raise awareness of hate crime, increase reporting and strengthen responsiveness to it 	<ul style="list-style-type: none"> • Quarterly meetings of Race and Hate Crime Interagency Forum • Action plan in place by April 2006, with regular monitoring to LS CPAG • All aspects of hate crime, including homophobic and disability hate crime, represented through membership of RHIAF • Promote 24 Hour Freephone Hate Crime reporting line as an alternative mechanism for reporting – with at least a 5% increase in reports by March 2007

		<ul style="list-style-type: none"> • Hate Crime awareness campaign across borough to raise awareness and increase reporting by March 2007 • Support the work and relaunch of the LGBT Forum through the Partnership
<p>6. To reduce youth crime and disorder</p> <p>Contact officers: Olivia McLeod, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> • Pilot Youth Inclusion programmes targeting young people at risk • Convene multi-agency <i>Prevent and Deter</i> tactical group to support targeting of the most prolific young offenders • Undertake a programme of parenting intervention to engage parents in tackling youth crime • Strengthen partnership working between youth offending services and generic services • Further develop services to support victims of youth crime • Develop and implement an action plan to tackle the disproportionate representation of some minority ethnic groups in the youth justice system 	<ul style="list-style-type: none"> • Youth Inclusion programmes pilots underway in 2 paired-LAP areas by September 2006, engaging 50 at risk young people in each location • Exit interviews undertaken in 80% of cases by December 2006, with bi-annual review of outcomes to inform service development • Prevent and Deter tactical group in place and meeting monthly, with all relevant agencies engaged by June 2006 • Multi-agency action plan in place for all young PPOs from April 2006, with regular summary reports to LS CPAG • Local parenting strategy agreed by September 2006 • Parenting intervention delivered in at least 10% of cases dealt with by the Youth Offending Team (6-monthly reports to LS CPAG) • YOT Management Board review completed and action plan agreed by June 2006 • Protocol on a) roles and responsibilities and b) young people remanded to Local Authority accommodation agreed between Youth Offending Team and Children's Services by September 2006 • Dedicated restorative justice worker in place from April 2006 • Ensure that 75% of victims of youth crime are offered the opportunity to participate in a restorative process, and that 75% of victims who participate are satisfied with the restorative process by March 2007 • Multi-agency Race Audit Strategy Group operating from April 2006 • Race Audit Action Plan agreed by YOT Management Board by August 2006

<p>7. To increase community safety on estates</p> <p>Contact officer: Terry Damiano, Development and Renewal Directorate (Housing)</p>	<ul style="list-style-type: none"> • Deliver an agreed works programme to improve security to council homes and estate communal areas • Use the Home Repair Grants to improve security on properties of private tenants and home owners 	<ul style="list-style-type: none"> • Strategy for BME engagement established by September 2006 • Programme agreed by July 2006 • A minimum of 300 homes to benefit from security works by March 2007 • Approve 60 home repair grants by October 06 • 125 Home Repair Grants to be made to private sector residents by March 2007
<p>8. To make streets, public areas, residential areas and open spaces safer</p> <p>Contact officer: John Palmer, Environment and Culture Directorate</p>	<ul style="list-style-type: none"> • Promote road safety programmes to vulnerable age groups • Extend safer routes to school programme • Incorporate physical measures to design out crime in consultation with the LAPS • Develop and implement a wider programme to reduce crime and anti social behaviour in Parks and open spaces • With the police, review the Anti Crime Plan for the Borough's Markets to tackle the sale of counterfeit goods, illegal trading, assaults, antisocial behaviour and theft. 	<ul style="list-style-type: none"> • Junior Citizen Scheme safety training for 1000 year 6 pupils by December 2006 • Junior road safety officer scheme extended to an additional 3 schools by December 2006 • 60+ road safety awareness training for 3 elders groups by December 2006 • 15 new school travel plans adopted by March 2007, with 5 by December 2006 • Anti crime design measures implemented in 5 parks by March 2007 • Programme developed by June 2006, with a programme of actions commencing from July 2006 • Number of people feeling unsafe or very unsafe in parks reduced from 13% to 11% (KMC survey March 2007) • Markets Plan finalised July 2006 with 20 joint markets activities undertaken by March 2007

A cleaner, greener Tower Hamlets

Objective and Lead Officer	Key Activity	Progress Milestone
<p>1. To improve the cleanliness of the borough's streets including housing estates and parks.</p> <p>Contact officer: John Palmer, Environment and Culture Directorate</p>	<ul style="list-style-type: none"> • Implement enforcement activities to tackle Envirocrime 	<ul style="list-style-type: none"> • Number of fixed penalty notices for trade and fast food establishments increased from 1,035 to 2,500 by March 2007, with 1,250 issued by September 2006 • To issue 100 fixed penalty notices for dumping of domestic waste under new legislative powers, with 30 issued by September 2006 • 150 private properties assisted with graffiti and flyposting removal by September 2006, with 300 assisted by March 2007 • To issue 200 notices for illegal flyposting by March 2007 under new legislative powers, with 60 issued by September 2006
<p>2. To improve recycling activity and performance and reduce waste in the Borough</p> <p>Contact officer: John Palmer, Environment and Culture Directorate</p>	<ul style="list-style-type: none"> • Review Draft Waste Strategy in the light of new DEFRA guidance. • Improve efficiency of recycling service through lo-rise contracting arrangements • Improve take-up of the Council's furniture re-use scheme 	<ul style="list-style-type: none"> • Draft Waste Strategy to Overview & Scrutiny by September 2006 • Specification for lo-rise and bulking recycling contract revised by April 2006 • Invitations to tender by May 2006 • Tender evaluation by June 2006 • Award of contract by July 2006 • Contract mobilisation by October 2006 • Complete review of methodology for segregation of furniture from bulky collection service by May 2006 • Improve systems following review recommendations by April 2006 • Develop and implement a marketing campaign to improve profile and take-up of the service by June 2006 • Finalise arrangements for the issue of reuse credits to our reuse partners by June 2006
<p>3. To protect the environment</p> <p>Contact officer: Ian Brown,</p>	<ul style="list-style-type: none"> • Improve the environmental performance of the Council's vehicle fleet 	<ul style="list-style-type: none"> • Identify emissions levels from current fleet by June 2006 • Identify non compliant vehicles by September 2006

<p>Environment and Culture Directorate</p>	<ul style="list-style-type: none"> • Work with Action Groups in the community to promote biodiversity in line with Towerhabitats Action Plan and London regional guidance • Continue to develop the Enviro-Champions initiative • Implement a programme to improve biodiversity in the Council's parks network • Develop and implement a Borough Tree Management Plan with community partners • Develop Green Grid proposals to contribute to the Thames Gateway East London Green Grid • Implement a programme through the Local Implementation Plan to improve the quality of the physical environment at key sites and the street scene generally. • Introduce traffic management measures in residential areas to reduce the number of unnecessary motor vehicle Journeys and to complement the congestion charging scheme 	<ul style="list-style-type: none"> • Replace or undertake cost effective adjustments to all non-compliant vehicles by March 2007 • All fleet vehicles to be 'Low Emission Zone' compliant by March 2007 • Draft work plans for Action Groups by June 2006 • Action Plans agreed by October 2006 and implementation underway by November 2006 • Junior Enviro-Champion Scheme launched by December 2006 • Biodiversity habitats improved in 5 parks or other council or partner owned sites by March 2007 • Complete the Tree Management Plan by November 06, with 250 new trees planted by March 2007 • Green Grid Proposals agreed by June 2006 • Completion of Roman Road Town Centre Streetscene improvements October 2006 • Completion of Bethnal Green Road Holistic Corridor review study by September 2006 and phase 1 works complete by March 2007 • Completion of Poplar Highstreet Streetscene improvements March 2007 • Completion of Lincoln Home Zone by March 2007 • Completion of 20mph Zone at Cambridge Heath Road / Vallance Road / Three Colts Lane by December 2006 • Completion of 20mph Zone at Cheshire Street / Vallance Road / Commercial Street / Whitechapel Road by March 2007
<p>4. To improve the physical environment Contact officer: Ray Gerlach, Environment and Culture Directorate</p> <p>5. To improve the provision and quality of public open space</p>	<ul style="list-style-type: none"> • Existing Green Flags maintained and submission for 1 new flag for judging in June 2006 	

<p>Contact officer: Ray Gerlach, Environment and Culture Directorate</p>	<ul style="list-style-type: none"> • Improve the quality of parks and open spaces across the Borough • Let the Horticultural Grounds Maintenance Contract 	<ul style="list-style-type: none"> • At least 1 park improved in each LAP by March 2007 • Cabinet approval of award of contract by August 2006 • Contract implementation by October 2006
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Decent homes in decent neighbourhoods

Priority	Performance Indicators	Outturn 2005/6	Target 2006/7	Target 2007/8	Target 2008/9	Target 2009/10	Target 2010/11
Decent homes in decent neighbourhoods	Number of empty private-sector dwelling brought back into use (LPSA / LAA primary)	23	17	17	17	17	17
	Percentage change in proportion of non-decent homes (BV184b)	20.52%	69.88%	32.06%	16.42%	N/A	N/A
	Percentage of specified urgent repairs completed in government time limits (current THI10)	95.5%	96%	96.5%	97%	97.2%	97.5%
	Average re-let time for local authority dwellings (days) (BV212 new definition)	39 days	33 days	32 days	31 days	30 days	29 days
	Percentage of residents satisfied with the Council's repairs service	82.5%	83%	84%	85%	86%	87%

Healthier Communities

Priority	Performance Indicators	Outturn 2005/6	Target 2006/7	Target 2007/8	Target 2008/9	Target 2009/10	Target 2010/11
Healthier Communities	Prevalence of (a) obesity (b) overweight in sample of year 7 children (LPSA / LAA primary)	N/A*	(a) 23% (b) 38%	(a) 22% (b) 35%	(a) 21% (b) 35%	N/A	N/A
	Reduction in percentage of 11-15 year olds who smoke regularly (LAA primary)	N/A*	11%	9%	8%	N/A	N/A
	Increased % of primary age pupils having 2 hours + PE per week (LAA primary)	60%	80%	85%	90%	95%	100%
	% reduction in teenage conceptions compared to 1998 baseline (LAA primary) [1998 baseline = 57.8 conception per 1000 females aged 15-17]	25% (2004)	39%	43%	47%	N/A	N/A

*Targets based on 2001 baseline

Improved outcomes for vulnerable children and adults

Priority	Performance Indicators	Outturn 2005/6	Target 2006/7	Target 2007/8	Target 2008/9	Target 2009/10	Target 2010/11
Improved outcomes for vulnerable children and adults	Average length of stay in bed and breakfast accommodation (BV183a)	5 weeks	4.5 weeks	4 weeks	3.5 weeks	3 weeks	3 weeks
	Older people aged 65 or over admitted on a permanent basis in the year to residential or nursing care (C72)	91.6	85	80	75	75	75
	Adult and older clients receiving a review as a percentage of those receiving a service (D40)	71.5%	80%	90%	90%	90%	90%
	Households receiving intensive home care per 1,000 population aged 65 or over (BVPI 53 / C28)	38.3	36	38	38	38	38
	Percentage of child protection cases which should have been reviewed during the year that were reviewed. (BVPI 162)	100%	100%	100%	100%	100%	100%
	Percentage of children looked after at 31 March with three or more placements during the year (stability of children looked after) (BVPI 49)	12.2%	10%	10%	10%	10%	10%
	Percentage of children looked after, leaving care aged 16 or over with at least 1 GCSE at grade A-G or a GNVQ. (BVPI 50 / CF/A2)	52.17%	68%	70%	72%	74%	76%
	Average time to process benefits claims - housing (BV78a)	33.60 days	31 days	30 days	29 days	28.5 days	28 days
	% of respondents rating Social Services as "very good" or "excellent" (D52)	60.3%	65%	65%	80%	80%	80%

LIVING WELL: IMPLEMENTATION PLAN 2006/7

Decent homes in decent neighbourhoods

Objective and Lead Officer	Key Activity	Progress Milestone
<p>1. To provide decent homes and decent neighbourhoods</p> <p>Contact officers: Jackie Odunoye</p>	<ul style="list-style-type: none"> • Undertake a programme of major repair and improvement works to council homes and estates • Initiate and facilitate improvement works to private sector • Continue implementation of the Housing Choice Programme • Improve the Quality of Affordable Housing provision (LAA) 	<ul style="list-style-type: none"> • Investment programme agreed by July 2006 • £22.5m investment by March 2007 • Contact made with owners of targeted properties by October 2006 • 17 empty homes brought up to the decent homes standard and returned to use by March 2007 (LSPA target) • 25 Houseproud Grants approved to enable equity release loans as part of the Houseproud Scheme by March 2007 • Plans to achieve decent homes target for stock transferring in 06/07 agreed at date of transfer • Reporting mechanisms to track progress in achieving decent homes standard in place by October 2006 • Ownership audit and mapping of affordable housing complete by March 2007, interim mapping complete October 2007 • Areas for framework agreed and working groups for each framework in place by March 2007, initial scoping agreed October 2007 • Information sharing website running by March 2007 • Quarterly progress reports to RSL Forum
<p>2. To increase the supply of affordable homes</p> <p>Contact officers: Jackie Odunoye</p>	<ul style="list-style-type: none"> • Use the planning contribution process, Housing Corporation funding and Local Authority Grant to secure new affordable housing • Implement the Private Sector Renewal and Empty Property Framework to reduce the number of private sector empty properties 	<ul style="list-style-type: none"> • Partner providers of affordable housing enabled to create 1035 new affordable homes by March 2007 • Private Sector Housing and Empty Property Framework reviewed by December 2006 • 300 private sector vacant dwellings returned into

	<ul style="list-style-type: none"> • Introduce targeted initiatives to tackle under-occupation and enable access to home ownership options for existing tenants in order to reduce overcrowding • Progress implementation of pan-London lettings policy • Increase Options for Access to Affordable Home Ownership (LAA) 	<p>occupation / demolished by March 2007</p> <ul style="list-style-type: none"> • Initiatives to increase the take-up of under-occupation payment scheme reviewed by November 2006 • 105 lettings to under - occupied dwellings by March 2007 • Minimum of 200 overcrowded Common Housing Register tenants re-housed by March 2007 • Review of impact on current lettings policy by March 2007 • Decision made on bid to develop pan –London choice based letting accepted by October 2006 • Research of alternative home ownership models complete by March 2007, interim evaluation December 2006 • Potential sites for pilot scheme development identified by March 2007, initial appraisal by November 2006 • Partnership opportunities with statutory agencies and RSLs identified by March 2007 and quarterly reports made to the RSL forum
<p>3. To provide excellent housing services</p> <p>Contact officers: Maureen McElaney</p>	<ul style="list-style-type: none"> • Increase resident involvement and wider participation in the Tenant Compact. • Continue implementation of plans to improve access to housing services 	<ul style="list-style-type: none"> • Re-launch of Area Resident Panels by June 2006 • Resident training programme in place by May 2006 • Borough Compact Group constitution revised by August 2006 • Introduction of Direct Debit payments for: <ul style="list-style-type: none"> - Rents service by October 2006 - Homeownership Service by November 2006 • Introduction of BACs payments for private sector benefits payments by October 2006 • Priorities for on-line service applications agreed by October 2006 • Promotion campaign for translation and interpretation services by September 2006

	<ul style="list-style-type: none"> • Improve satisfaction with the responsive repairs service • Review Affordable Warmth Strategy and deliver affordable warmth service 	<ul style="list-style-type: none"> • Joint service development on customer care undertaken with contractors by October 2006 • Core residents group to monitor communal repairs standards established by October 2006, with 83% satisfaction achieved for repairs service • Consultation underway by June 2006 • Action Plan agreed by March 2007 • Provide assistance to 25% of vulnerable households to help address fuel poverty by March 2007
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Healthier Communities

Objective and Lead Officer	Key Activity	Progress Milestone
<p>1. To improve the health of children and young people</p> <p>Contact officer: Helen Jenner</p>	<ul style="list-style-type: none"> • Promote <i>Healthy Eating</i> in Children's Centres and Extended Schools • Reduce pre-prepared food levels to 5% of menu choice in schools • Provide 2 x weight management programmes for children (8-16) identified as clinically obese and their families 	<ul style="list-style-type: none"> • Healthy Eating promotion events held in all Children's Centres and Extended Schools March 2007 • Audit of the amount pre-prepared food in school menus by December 2006 • Programme 1 commenced by June 2006 • Programme 2 commenced by November 2006 • 40 children and their families participated by February 2007
<p>2. To improve the health of adults at risk of coronary heart disease</p> <p>Contact officer: Ray Gerlach</p>	<ul style="list-style-type: none"> • Deliver GP exercise referral programme 	<ul style="list-style-type: none"> • Exercise referrals underway from April 2006 • 50 people to have completed the Course per quarter (200 by March 2007) • New baseline data initiative to begin in April 2006 monitoring % of participants achieving measurable improvement in blood pressure and/or body mass index • New baseline data initiative to begin in April 2006 monitoring % of participants who take up a Healthy Living Membership at the Borough's leisure centres

Improved outcomes for vulnerable adults

Objective and Lead Officer	Key Activity	Progress Milestone
<p>1. To deliver accessible, responsive, timely and appropriate adult care services for a diverse community</p> <p>Contact officer: John Goldup, Social Services Directorate</p>	<ul style="list-style-type: none"> Strengthen performance management to ensure that performance on all PAF indicators is in the top performance band for 2006/7 Relocate Community Equipment Service to improve speed of equipment delivery Promote access to services by BME older people via media and community campaign 	<ul style="list-style-type: none"> Projected performance on all indicators to be compliant by end September 2006 Relocation complete by June 2006 Campaign launched June 2006 Percentage of BME older people assessed for services to reflect population profile by December 2006
<p>2. To promote independence and choice for vulnerable adults</p> <p>Contact officer: John Goldup, Social Services Directorate</p>	<ul style="list-style-type: none"> Implement a Single Assessment Process (SAP) and unified care plan across all service areas Integrate services for older people across health and social care on a locality basis Progress development of Centre for Independent Living for people with physical disabilities and integrated learning disabilities resource centre Progress plans for first three primary care resource centres, co-locating health, social care, and third sector services in localities Implement Long Term Conditions Strategy jointly with THPCT and BLT Develop more supported living options in partnership with Supporting People 	<ul style="list-style-type: none"> SAP completed in older people's services and learning disability service by September 2006 SAP Completed in all other service areas by March 2007 Model for integrated service delivery agreed by September 2006 Outline business case on learning disabilities centre completed by June 2006 Sites and all necessary approvals secured by March 2007 Training programme for home care and other key staff complete by September 2006 10 additional supported living units brought on stream by March 2007
<p>3. To ensure that care and support services are experienced by service users as 'joined up' across organisational boundaries</p> <p>Contact officer: John Goldup, Social Services Directorate</p>	<ul style="list-style-type: none"> Develop more supported living options in partnership with Supporting People 	<ul style="list-style-type: none"> Training programme for home care and other key staff complete by September 2006 10 additional supported living units brought on stream by March 2007

<p>4. To promote effective working between Adult Social Care and Children's Services</p> <p>Contact officer: John Goldup, Social Services Directorate with Kevan Collins, Children's Services</p>	<ul style="list-style-type: none"> Review and revise protocols on transitions to adulthood and parenting and mental health / disability to embed joint working arrangements with Children's Services Directorate 	<ul style="list-style-type: none"> Existing protocols on transitions to adulthood and parenting and mental health / disability reviewed and revised by September 2006
<p>5. To support vulnerable adults in making a positive contribution to their community</p> <p>Contact officer: John Goldup, Social Services Directorate</p>	<ul style="list-style-type: none"> Extend employment opportunities for people with mental health problems and disabilities Implement action plan arising from Best Value Review of Older People as Citizens 	<ul style="list-style-type: none"> 10% increase (March 2006 baseline) on numbers of people employed with mental health problems and / or disabilities known to the Council by March 2007 As per action plan
<p>6. To improve the links between targeted services for vulnerable adults and universal public and commercial services</p> <p>Contact officer: John Goldup, Social Services Directorate</p>	<ul style="list-style-type: none"> Update all commissioning strategies, jointly with NHS partners, to reflect priority outcomes, updated needs assessment, and developments in national policy – e.g. White Paper on out of hospital care and Commissioning a Patient Led NHS 	<ul style="list-style-type: none"> Project plans agreed by September 2006 Revised strategies agreed by relevant Partnership Boards by March 2007
<p>7. To reduce homelessness and meet the needs of vulnerable residents</p> <p>Contact Officers: Vernon Simpson, Development and Renewal Directorate</p>	<ul style="list-style-type: none"> Implement the Homelessness Strategy Action Plan 2005-08 Implement the Temporary Accommodation Strategy to achieve a 50% reduction in the number of households living in temporary accommodation by 2010 	<ul style="list-style-type: none"> Progress reports to Homelessness Partnership Board in July 2006, November 2006 and March 2007 No more than 3% revolving-door homelessness by March 2007 Minimum of 300 homelessness cases prevented by March 2007 200 households receiving rent deposits for private sector housing by March 2007 Minimum of 850 permanent homes let to homeless households by March 2007 Number of households placed in temporary accommodation reduced by 250 by March 2007 Six month monitoring report to the Homelessness Partnership Board

	<ul style="list-style-type: none"> Sustain and strengthen planning for housing-related support services commissioned through <i>Supporting People</i> Undertake a Best Value Review of Sheltered Housing Target the approval of Disabled Facilities Grants to enable private sector residents to remain living in their own homes 	<ul style="list-style-type: none"> Minimum of 80% of Supporting People service users supported to establish and maintain independent living by March 2007 Minimum of 30% Supporting People service users to have a planned move from temporary living arrangements by March 2007 Six month monitoring report to the Commissioning Body Options report developed by April 2006 Report and recommendations for service improvements published by June 2006 £600,000 Disabled Facilities Grants invested by March 2007 Provision of adaptations across all tenures reviewed by December 2006 Accessible Housing Register launched April 2006
<p>8. To maximise financial security and provide more effective financial advice to vulnerable groups</p> <p>Contact Officer: Michael Keating Chief Executive's Directorate</p>	<ul style="list-style-type: none"> Promote welfare benefit and tax credit take up in partnership with key voluntary and statutory partners, including bilingual support for form completion Implement activities to raise awareness of and improve levels of financial literacy, access to affordable banking and credit facilities, and to quality assured debt advice provision Provide accessible information at key places on Working Tax Credit to improve childcare affordability Maximise the speed in processing benefits claims 	<ul style="list-style-type: none"> Take up of pension credit, Disability living allowance and Attendance allowance, plus key in work benefits, including working tax credits and, child tax credit, increased by £6m by March 2007 Public information materials to support financial literacy developed by September 2006 New outreach debt advice provision developed by September 2006 6 financial literacy workshops delivered by December 2006 At least one information session on Tax Credit held in every Children's Centre by December 2006 Average time to process new benefits claims reduced to 31 days by March 2007

<p>9. To support parents who wish to return to work</p> <p>Contact Officer: Helen Jenner, Education Directorate</p>	<ul style="list-style-type: none"> • Audit current childcare provision and revise plan for development of provision accordingly 	<ul style="list-style-type: none"> • Complete workflow processes on the DIP and workflow system by August 06 • Revised plan for childcare provision agreed and published by September 2006
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Improved outcomes for vulnerable children

Objective and Lead Officer	Key Activity	Progress Milestone
<p>1. To increase integration of social care, education and health services for vulnerable children</p> <p>Contact officer: Helen Jenner</p>	<ul style="list-style-type: none"> Continue to develop Children's Centres and Extended schools to create a range of integrated services for children. Develop health service provision in children's centres and extended schools with a year on year increase in the range of services offered Increase the delivery of specialist mental health services in children's centres and schools Increase access to sexual health information and advice through a local network of 40 voluntary peer led advisers 	<ul style="list-style-type: none"> Plans to develop a network of integrated service in place by January 2007 At least 85% of children looked after have annual health assessments and dental checks on schedule throughout the year, reviewed quarterly 225 days CAMHS input into children's centres and the same into other education settings by June 2006 Training delivered to key staff July 2006
<p>2. To integrate assessment processes across agencies, and ensure that information is shared appropriately</p> <p>Contact officer: Helen Jenner</p>	<ul style="list-style-type: none"> Build on pilot work already underway between schools, health visitors, social workers and the voluntary sector to develop and implement a Common Assessment approach for the borough. Increase the identification of children in need at risk because of domestic violence by better screening 	<ul style="list-style-type: none"> Implementation plan informed by pilot activity on Common Assessment Framework in place by September 2006 5% increase in the assessment of children in need living with domestic violence by September 2006
<p>3. To improve service delivery to black and minority ethnic children and families, ensuring that services are equally accessible, responsive and appropriate to all</p> <p>Contact officer: Service Head - Children's Social Care</p>	<ul style="list-style-type: none"> Carry out Equality Impact Assessments for all major service innovations, with action plans incorporated into business planning Improve support to privately fostered children from ethnic minorities by visiting and assessing these arrangements and ensuring effective monitoring of this work Support the work of faith groups in increasing 	<ul style="list-style-type: none"> 6 monthly reporting and updates Support provided to 40 privately fostered children by December 2006 Monitor attendance and involvement with ACPC

<p>4. Ensure that disabled children and their families have equal opportunities to enjoy and achieve</p> <p>Contact officer: Service Head - Children's Social Care</p>	<p>parenting support to families and maintain the contribution of the faith groups to the ACPG and new safeguarding arrangements</p> <ul style="list-style-type: none"> Review and revise protocols on transitions to adulthood and parenting and mental health / disability Establish a Local Safeguarding Children Board 	<ul style="list-style-type: none"> Existing protocols on transitions to adulthood and parenting and mental health / disability reviewed and revised by June 2006 Raise awareness raising programme on role and function of the Safeguarding Board by September 2006, with reviews of child protection cases at 100% throughout the year
<p>5. To improve governance of the borough's multi-agency child protection work.</p> <p>Contact officer: Kevan Collins Director of Children's Services</p>	<ul style="list-style-type: none"> Improve the sharing of information using the 'THIS Child' [Tower Hamlets Information Systems] programme to better track vulnerable children 	<ul style="list-style-type: none"> Strategy for the support of electronic information sharing agreed by April 2007
<p>6. To improve information systems for vulnerable children</p> <p>Contact officer: Service Head - Children's Social Care</p> <p>7. To improve the life chances of children in the public care.</p> <p>Contact officer: Service Head - Children's Social Care</p>	<ul style="list-style-type: none"> Ensure that all children in public care have access to appropriate, stable placements through effective care planning and reviewing, through active tracking and provision of support packages to those children at risk of multiple placements Review bullying policies and practices in all residential children's homes and disseminate good practice. Make sure that children looked after are encouraged to maintain high aspirations, and an active engagement in setting their own 	<ul style="list-style-type: none"> Percentage of children and young people looked after experiencing three or more placements reduced to 10% by March 2007 Review completed and good practice implemented by May 2006 Monthly reports monitoring the number of PEPs completed and reviewed in accordance with statutory requirements

	<p>learning targets through involvement in their Personal Education Plans</p> <ul style="list-style-type: none"> • Target specific support through individual tuition plans to address any gaps in learning children looked after may have experienced 	<ul style="list-style-type: none"> • GCSE A-G attainment increased to at least one award achieved by 68% children looked after by Summer 2006 • Reduce absence of looked after children from school to 4.5% by March 2007
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CREATING & SHARING PROSPERITY: THI INDICATORS FOR 2006-2010

Securing sustainable communities

Priority	Performance Indicators	Outturn 2005/6	Target 2006/7	Target 2007/8	Target 2008/9	Target 2009/10	Target 2010/11
Securing sustainable communities	Percentage of major planning applications determined within 13 weeks	35.00%	60%	60%	60%	60%	60%
	Percentage of minor applications determined within 8 weeks	78.56%	80.25%	80.5%	81%	81.25%	81.5%
	Percentage of other planning applications determined within 8 weeks	85.35%	88.25%	88.3%	88.5%	88.75%	89%
	Number of businesses / social enterprises assisted to improve their performance	N/A	25	40	60	80	80
	Worth of contracts secured by local businesses	£4m	£4.5m	£6m	£7m	N/A	N/A

Increased local employment

Priority	Performance Indicators	Outturn 2005/6	Target 2006/7	Target 2007/8	Target 2008/9	Target 2009/10	Target 2010/11
Increased local employment	% of young people in Tower Hamlets aged 15-18 not in education, employment or training (LPSA / LAA primary to 2008)	13.5%	11.5%	8.2%	7.5 %	7.0%	6%
	The number of people aged 24 and under in receipt of Jobseekers Allowance (and not on New Deal) helped into paid employment of over 16 hours a week for 13 consecutive weeks or more (LPSA / LAA primary)	100	200	250	N/A	N/A	N/A
	Percentage of people in Tower Hamlets aged 18-25 claiming unemployment-related benefits	17.29%	16.5%	16.0%	15.0%	14.0%	13.0%
	Percentage of local residents claiming unemployment-related benefits	8.5%	8.3%	8.2%	8.0%	7.9%	7.8%
	Increased supply of employment opportunities in key growth sectors promoted directly through the Employment Consortium	N/A	375	550	800	1,000	1,000

CREATING & SHARING PROSPERITY: IMPLEMENTATION PLAN 2006/7

Securing sustainable communities

Objective	Key activity	Progress Milestones
<p>1. To develop the strategic framework to promote sustainable and socially inclusive development</p> <p>Contact officer: Owen Whalley Development and Renewal Directorate</p>	<ul style="list-style-type: none"> Continue development of the Local Development Framework Develop Central Area Action Plan Make representations on strategic planning initiatives including the Revised London Plan Examination in Public and the GLA's Draft Opportunity Planning Frameworks 	<ul style="list-style-type: none"> Statement of Community Involvement, Core Strategy and Development Control document, Waste Development Plan and three Area Action Plans to Secretary of State for independent examination submitted by October 2006 Annual Monitoring Return for 2006/7 completed by December 2006 Consult on Central Area Action Plan issues and options by November 2006 Give evidence to London Plan Examination in Public - June 2006 Make representations on Lower Lea Valley and City Fringe Opportunity Area Planning Frameworks by September 2006
<p>2. To implement the Local Development Framework based area initiatives and secure benefits for borough residents</p> <p>Contact officer: Owen Whalley Development and Renewal Directorate</p>	<ul style="list-style-type: none"> Continue to represent the borough's interests in shaping the development of Crossrail, Docklands Light Railway and East London Line projects Work with the Olympics Delivery Authority, GLA and London Thames Gateway Development Corporation to secure the development of the Olympics planning process Work in partnership with private and public sector stakeholders on development opportunities for key sites in the borough 	<ul style="list-style-type: none"> Core evidence to House of Commons Select Committee to support Council's position by June 2006 Representations made on the DLR Transport Works Order by June 2006 Construction of Langdon Park DLR station to commence October 2006 Effective transition arrangements for Olympic planning decision-making to Olympic Delivery Authority by December 2006 Interim planning guidelines adopted for <ul style="list-style-type: none"> Bromley by Bow – September 2006 Whitechapel – September 2006 Aldgate – September 2006

<p>3. To improve the effectiveness of Development Control and Building Control processes</p> <p>Contact officer: Michael Kiely, Development and Renewal Directorate</p>	<ul style="list-style-type: none"> Transfer historical case files on to computer based systems for development and building control Develop the technology to support improved mobile and flexible working Increase use of electronic facilities Introduce new procedure to improve development control and environmental health enforcement issues 	<ul style="list-style-type: none"> Masterplan process initiated <ul style="list-style-type: none"> Tobacco Dock/ News International – September 2006 Watney Street/ Shadwell – November 2006 Completion of process to enable submission of planning applications for: <ul style="list-style-type: none"> Wood Wharf - September 2006 Bishopsgate Goods Yard - December 2006 St. Katharine's Dock- May 2006
<p>4. To support business information and networking</p>	<ul style="list-style-type: none"> Refurbishment of building to provide an event centre for a programme of business excellence 	<ul style="list-style-type: none"> Scoping analysis of Land Charges digitisation finalised by October 2006 100% of new planning applications digitised on receipt – September 2006 All Statutory Register decision notices scanned by March 2007 Tablet technology for use by building inspectors by December 2006 Quarterly monitoring returns demonstrate: <ul style="list-style-type: none"> 60% BV109a (major planning applications) determined within 13 weeks Over 80% BV109b (minor planning applications) determined within 8 weeks Over 88% BV109c (other planning applications) determined within 8 weeks BV 111 (satisfaction survey) to show at least a 10% improvement by January 2007 Development of an enhanced tracking system for all planning applications by December 2006 10% reduction in the number of complaints about the standard of the enforcement function which are upheld - March 2007 Private sector business mentor programme established January 2007 Assist 25 local businesses/ enterprises to improve

<p>Contact officer: Emma Peters Corporate Director Development and Renewal</p>	<ul style="list-style-type: none"> • Undertake detailed assessment of available business advice and support services • Update evidence base and action plans of Regeneration Strategy • Develop sector supply chains and related business development, particularly targeting HLTT and Business to Business services 	<p>their performance by March 2007</p> <ul style="list-style-type: none"> • Initial assessment completed by February 2007 • Quarterly labour market bulletins produced • Annual progress reports for the Regeneration Strategy and Local Area Agreement – July 2006 • Increase by £0.5m the worth of contracts secured by local businesses, by March 2007
<p>5. To promote key business sectors Contact officer: Emma Peters Corporate Director Development and Renewal</p>	<ul style="list-style-type: none"> • Develop a marketing and communication strategy which conveys key messages to all our stakeholders to improve tourism and investment to the Borough • Promote the Borough's and East London's offer for business tourism and meetings, incentives, conferences and exhibitions markets • Support entrepreneurial activity amongst the local population 	<ul style="list-style-type: none"> • Library of digital images and promotional material available by December 2006 • Draft strategy by January 2007 • 15% improvement in the number of business tourism enquiries from the previous year by March 2007 • 5% Increase in no. of major conferences / events being held in East London by March 2007 • 19 social enterprises supported to facilitate sustainability by March 2007 • Revenue support agreement finalised by July 2006 • Centre fully operational by November 2006
<p>6. To promote the Borough to key stakeholders Contact officer: Emma Peters Corporate Director Development and Renewal</p>	<ul style="list-style-type: none"> • Support the development of the Rich Mix Centre as a flagship project linked to cultural industries • Ensure effective utilisation of external funding opportunities in line with Community Plan priorities 	<ul style="list-style-type: none"> • Over 30 third sector organisations supported to deliver key Creating & Sharing Prosperity outcomes by October 06 • Report to Cabinet on finalisation of SRB6 Programme by December 2006 • Joint European/ Neighbourhood Renewal supported employment initiative agreed by July 2006
<p>7. To develop an enterprising third sector Contact officer: Chris Holme, Development and Renewal Directorate</p> <p>8. To harness community benefits by securing and effectively managing external resources Contact officer: Chris Holme Development and Renewal Directorate</p>	<p>Increasing local employment</p>	

Objective	Key activity	Progress Milestones
<p>1. To improve the transition from education to work</p> <p>Contact officer: Mary Durkin, Children's Services</p>	<ul style="list-style-type: none"> Develop/improve career pathways by more structured links between schools and employers in key growth sectors Develop more internship programmes with key employers for school leavers Continue effective tracking and monitoring systems for young people age 16 and 17 Provide every young person with access to information about the range of employment, education and training opportunities: Develop compatible databases between Children's Services, further and higher education and employment services to provide improved access to training and employment opportunities Develop 14-19 pathways to careers in key growth areas 	<ul style="list-style-type: none"> Employer recruitment events established by March 07 Joint annual progress report, in association with Education Business Partnership, shows 75 pupils taking part in employer-led career development programmes - March 2007 Internship programmes with key private sector employers developed by November 2006 Report from <i>Futures</i> on 16 and 17 year old destination surveys by November 2006 Feasibility report on integrated data base by September 2006, with long term target for data integration between Connexions and Children's Services by 2008 Programme monitored quarterly Skillsmatch Skillsladder programme structured for NEET group - 3 programmes for 60 young people delivered by January 2007 New financial services academy open by September 2006
<p>2. To increase the capacity of local residents to compete for jobs</p> <p>Contact officer: Sue Hinds, Development and Renewal Directorate</p>	<ul style="list-style-type: none"> Implement the CPAG/Consortium partnership model to increase the scale and impact of delivery Deliver a range of transitional employment programmes in partnership with employers in key growth sectors Secure the agreement on the Local Employment and Training Framework with the other 4 Host Olympic boroughs 	<ul style="list-style-type: none"> Develop a 2 year programme of employer-led interventions to increase employability of local residents – July 2006 Schedule of employer recruitment events established by October 06 delivered at the new Canary Wharf recruitment and training centre LETf agreed with LDA by July 2006 5 borough job brokerage team developed and operational by July 2006

<p>3. To increase access to employment for target groups</p> <p>Contact officer: Sue Hinds, Development and Renewal Directorate</p>	<ul style="list-style-type: none"> • Work with employers in growth sectors to maximise job opportunities for local residents • Develop a pilot programme, in partnership with PCT and Job Centre Plus, for clients on incapacity benefit seeking to return to work 	<ul style="list-style-type: none"> • Skillsmatch assist 600 local residents to secure employment by March 2007 • Under 25 JSA clients reduced by 550 by March 2007 • Partnerships protocol established by October 2006
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LEARNING, ACHIEVEMENT & LEISURE: THI INDICATORS FOR 2006-2010

Increased educational attainment

Priority	Performance Indicators	Outturn 2005/6	Target 2006/7	Target 2007/8	Target 2008/9	Target 2009/10	Target 2010/11
Increased educational attainment	Percentage of pupils achieving 5 or more GCSEs at grade A-C, including English and Maths (LPSA / LAA primary)	30%	34%	39%	42%	47%	49%
	Average A-Level points score per student in Tower Hamlets (LPSA / LAA primary)	204.2	229	247	279	285	310
	Percentage of pupils achieving level 5 in both English and mathematics at Key Stage 3 (LAA primary)	52%	57%	61%	69%	70%	71%
	Improved overall attendance rates (LAA primary)						
	a) Primary	a) 93.9%	a) 94.8%	a) 95%	a) 95.5%	a) 96%	a) 96%
	b) Secondary	b) 92.6%	b) 92.6%	b) 93%	b) 93.5%	b) 94%	b) 94%
	Unauthorised absence (LAA primary)						
	a) Primary	a) 1.22	a) 1.1%	a) 0.95%	a) 0.8%	a) 0.7%	a) 0.65%
	b) Secondary	b) 2.42	b) 2.2%	b) 1.9%	b) 1.6%	b) 1.4%	b) 1.3%
	KS2: % Level 4 or above (English)	77%	84%	85%	85.7%	86.2%	86.7%
Satisfaction of users with							
a) primary education	a) 39%	a) 40%	a) 44%	a) 47%	a) 50%	a) 53%	
b) secondary education	b) 35%	b) 36%	b) 41%	b) 46%	b) 50%	b) 55%	

Increased participation in sporting, leisure and cultural activities

Priority	Performance Indicators	Outturn 2005/6	Target 2006/7	Target 2007/8	Target 2008/9	Target 2009/10	Target 2010/11
Increased participation in sporting, leisure and cultural activities	Number of under 16s who are active users of the Council's Idea Stores and libraries (LPSA)	15,100	15,400	17,800	19,272	21,200	23,320
	Total number of library items issued to under 16s (LPSA)	30,000	30,600	31,100	31,700	31,300	31,900
	Number of under 16s regularly attending study support sessions (LPSA)	145	165	200	235	250	275
	Number of under 19s completing a course in Idea Stores, libraries and learning centres (LPSA)	1,200	1,300	1,400	1,464	1,550	1,650
	Number of library visits/ 1,000 population	7,484	9,775	9,881	9,884	9,902	9,933
	Percentage of people asked who think that leisure and sports facilities are good, very good or excellent (Annual Residents Survey)	39%	45%	48%	51%	54%	57%

LEARNING, ACHIEVEMENT & LEISURE: IMPLEMENTATION PLAN 2006/7

Increased educational attainment

Objective and Lead Officer	Key Activity	Progress Milestone
<p>1. To improve standards of pre-school provision to give every child the best possible start in life</p> <p>Contact officer: Helen Jenner, Children's Services</p>	<ul style="list-style-type: none"> Extend and promote access to high quality early education and care provision through children's centres networks Improve outcomes in early language and communication and personal and emotional development Increase number of parents returning to work Provide affordable childcare of high quality and flexibility to meet the needs of all parents in work or seeking work 	<ul style="list-style-type: none"> 15 Children's Centres open by April 2007 92% of three year olds attending early education provision in January 2007 'Excellence in Language' project extended to a further three play groups (project start September 2006) Job Centre Plus links with all Sure Start Children's Centres by January 2007 6 childcare tax credit information sessions for childcare providers held by April 2007 Audit of childcare quality by March 2007
<p>2. To continue to raise standards in primary schools through targeted intervention and enhanced support for leadership and management</p> <p>Contact officer: Terry Parkin, Children's Services</p>	<ul style="list-style-type: none"> Through assessment, target specifically those pupils at risk of not achieving level 4 in both English and mathematics by age 11 Develop a peer leadership support network for primary schools 	<ul style="list-style-type: none"> Intervention identified, planned and implemented for Y5 pupils by July 2006 Agreed workplan in place for all schools by October 2006 All primary schools located within at least one peer support network by October 2006
<p>3. To accelerate improvements in attainment with a particular focus on Key Stage 3 and English and mathematics at GCSE</p> <p>Contact officer: Terry Parkin, Children's Services</p>	<ul style="list-style-type: none"> Through assessment, target pupils at risk of not achieving level 5 in English and mathematics by age 14, and those at risk of not achieving A-C grades in English and mathematics, but whose prior attainment suggests that they should be capable of this 	<ul style="list-style-type: none"> Good progress towards annual targets indicated in mid-year prediction collected from schools for year 9 and year 11 (December-February annually) Interventions identified for year 7 pupils at risk of not achieving level 5 by the end of Key Stage 3 by July 2006

<p>4. To improve the range and quality of post-16 education</p> <p>Contact Officer: Terry Parkin, Children's Services</p>	<ul style="list-style-type: none"> Establish an Education Improvement Partnership (EIP) involving all secondary schools, Tower Hamlets College, and the LSCLE and HE partners Through working with partners including the EBP increase the quantity and range of work experience available To pilot, with the DfES and LSCLE support, one or more new diploma programmes Develop work-based learning opportunities and commission new programmes for students working at level 1 or lower post 16 including people with LDD 	<ul style="list-style-type: none"> EIP in place by September 2006 Common borough 16-19 prospectus published for September 2006 All 14-19 pupils offered high quality work experiences opportunity during the year Vocational area(s) identified by December 2006 Pre-entry proposals developed with Youth and Community Service contractors from September 2006 and presented to the LSCLE by February 2007
<p>5. To enrich learning opportunities and raise standards and attainment through the enhancement of a personalised approach to learning</p> <p>Contact officer: Terry Parkin, Children's Services</p>	<ul style="list-style-type: none"> Extended School Strategy published Improve information available for families and children so that they are aware of the range of activities, and how they might impact on achievement Improve the use made of provision mapping & Pupil Achievement Tracker (PAT) to enhance attainment and improve personalised planning Tower Hamlets Arts and Music Education Service launched 	<ul style="list-style-type: none"> Core programme of extended school activities agreed and started by September 2006 Targets set for visits to cultural events by young people by September 2006 By July 2006, the number of schools using both PAT (or equivalent) and provision management tools to evaluate effectiveness of named interventions will be identified High quality peripatetic music provision available to all pupils by September 2006
<p>6. To promote preventative and early intervention work to raise attainment and reduce levels of disaffection</p> <p>Contact officer: Helen Jenner,</p>	<ul style="list-style-type: none"> Implement the DfES Social and Emotional Aspects of Learning (SEAL) programme to improve behaviour in schools Ensure provision mapping links with prevention strategy, wider extended provision and common assessment and referral processes 	<ul style="list-style-type: none"> SEAL programme in place in 20 primary schools piloted in 2 secondary schools by December 2006 SEAL extended to a 20 further schools by April 2007 Support programme established for those schools not using materials by December 2006 Toolkit provided for schools on integrated approaches

<p>Children's Services</p>	<ul style="list-style-type: none"> • Review multi-agency Pastoral Support Programmes (PSP) for pupils at risk of permanent exclusion • Identify and disseminate best practice to increase rates of reintegration following exclusion • Continue to support schools to develop inclusive teaching and learning programmes and early intervention strategies addressing the needs of all pupils • Target those disaffected with school pre-16, EBD post-16 and those recognised as ASD, as well as those achieving 4A*-C but not English and Maths at C+ • Develop and publish a participation framework for all children and young people • Promote the 'Hear by Right' national framework for monitoring the quality of involvement 	<p>by March 2007</p> <ul style="list-style-type: none"> • Monitoring programme of PSPs of all pupils with more than 15 days exclusion complete by December 2006 • Re-integration protocol implemented and agreed by July 2006, with feedback on progress through BEHAVE monthly newsletter • Best practice disseminated on a monthly basis through BEHAVE newsletter, with report for each secondary school completed by January 2007 • Curriculum audit completed and new provision commissioned by September 2006
<p>7. To increase the participation of children and young people in decision making and community life Contact officer: Mary Durkin, Children's Services</p>	<ul style="list-style-type: none"> • Disseminate best practice in support for newly arrived children and young people with English as an additional language in schools • Strengthen partnerships between children and young people and faith institutions by including children and young people in the Inter-faith Forum. • Encourage young people to undertake cultural exchanges by promoting this through school, 	<ul style="list-style-type: none"> • Annual report on impact of participation by September and audit of Schools' Councils by December 2006 • Audit of "Hear By Right" standards by December 2006
<p>8. To promote and support community cohesion amongst children and young people Contact officer: Terry Parkin, Children's Services</p>	<ul style="list-style-type: none"> • First Language (L1) Assessment service for EAL children available at all Key Stages, with 100% referrals dealt with successfully. • Pilot one inter-faith forum event by March 2007 • Pilot exchange work with one school, one youth project and one faith group by March 2007 	<ul style="list-style-type: none"> • First Language (L1) Assessment service for EAL children available at all Key Stages, with 100% referrals dealt with successfully. • Pilot one inter-faith forum event by March 2007 • Pilot exchange work with one school, one youth project and one faith group by March 2007

	<p>youth work and other settings</p> <ul style="list-style-type: none"> • Work with schools and other settings to combat racism and all forms of discriminatory behaviour by extending the diversity awareness training packages to include all 6 equalities strands • Distribute summary guidelines on policies and procedures for reporting racist incidents to all schools and settings • Increase the number of opportunities for volunteering and community action by children and young people and support children and young people to develop and implement their own plans for community action • Develop opportunities for young people to administer the Youth Opportunities Fund 	<ul style="list-style-type: none"> • Training programme available September 2006 • Training delivered in 15 schools and 5 settings by March 2007 and 50% by December 2006 • All racist incidents reported as they occur by June 2006, with termly monitoring reports produced for each school in July and December 2006 and March 2007 • Number of volunteering opportunities for children and young people increased from 400 to 700 in 2006 working with millennium volunteers
<p>9. To extend engagement in constructive and law abiding activities</p> <p>Contact Officer: Mary Durkin, Children's Services</p>	<ul style="list-style-type: none"> • Bring Connexions in-house in order to pool resources and build integrated local teams • Improve the quality of advice, guidance and provision for young people with learning difficulties or disabilities 	<ul style="list-style-type: none"> • Young People's Steering Group established by April 2006 • First grant call for summer projects by June 2006 • All funding committed by January 2007
<p>10. To improve information, advice and guidance to all young people aged 10-19</p> <p>Contact officer: Mary Durkin, Children's Services</p>	<ul style="list-style-type: none"> • Increase parental awareness and take-up of services, particularly at key transition points through expansion of Parent Information Point • Support schools to communicate more effectively with parents about how they can help 	<ul style="list-style-type: none"> • All Personal Advisers seconded to Tower Hamlets by April 2006 and TUPE process initiated • Unrestricted Connexions funds paid directly to the borough from April 2006 • Two additional staff funded through Connexions unrestricted funds from April 2006 • Ensure that extra support is given to each young person with LDD, from summer half-term, after the Section 140 review, to ensure positive outcomes
<p>11. To increase parental engagement in children's learning</p> <p>Contact Officer: Helen Jenner, Children's Services</p>		<ul style="list-style-type: none"> • Parent Information Point sessions extended to Children's Centres by December 2006 • PIP sessions to include school governance information by June 2006 • All schools offered training and support to deliver curriculum-focused workshops by September 2006

	<p>their children to learn and develop socially and emotionally</p> <ul style="list-style-type: none"> • Consult with parents to develop services that support them and that ensure that their children achieve in an inclusive, effective education system 	<ul style="list-style-type: none"> • Workshop packages taken up by 15 schools by March 2007 • Parenting skills taster workshops developed by October 2006, based on the Race Equality Unit Strengthening Families model • Termly identification of consultation opportunities for parents and Parents' Panel used in at least 5 consultation exercises, with feedback provided on action taken by March 2007
<p>12. To provide high quality places to go and exciting things to do that meet the needs of young people</p> <p>Contact officer: Mary Durkin, Children's Services</p>	<ul style="list-style-type: none"> • Youth work provision for 13-19 year olds delivered through over 40 quality assured youth projects • Rapid Response Team develop the youth work response to youth crime and anti-social behaviour • New Start project expanded to offer more opportunities for young people not in education, training and employment • Work with young people to review their borough –wide framework for their participation 	<ul style="list-style-type: none"> • Youth Service contracts successfully re-commissioned by January 2007 • 29% of the 13-19 population participating in youth work activities March 2007 • Planned programmes of detached and mobile youth work delivered in 24 estates throughout the year. • Termly programmes to be agreed and published. • 250 young people supported through to achieve a smooth transition from pre-post 16 and remain in or return to education, training or employment by March 2007, with 60% targeted by December 2006 • 4 Local Youth Partnerships and the borough-wide Tower Hamlets Youth Partnership actively involving over 100 young people by March 2007, with two active by January 2007 • Pilot with IDeA by November 2006

Increased participation in sporting, leisure and cultural activities

Objective and Lead Officer	Key Activity	Progress Milestone
<p>1. To improve the quality of leisure provision and customer experience</p> <p>Contact officer: Ray Gerlach, Environment & Culture Directorate</p>	<ul style="list-style-type: none"> • Refurbish existing Turkish baths, swimming pool, changing rooms and development of new crèche at York Hall • Obtain quality accreditation for management of the Council's Leisure centres 	<ul style="list-style-type: none"> • Works completed by January 2007 • Quest self assessment for 1 leisure centre by October 2006, with formal assessments by February 2007 and Quest Accreditation by March 2007, bringing the total to 3 leisure centres
<p>2. To increase community engagement and participation in cultural activities</p> <p>Contact officer: Ray Gerlach, Environment & Culture Directorate</p>	<ul style="list-style-type: none"> • Develop and implement a Cultural Services Volunteering Plan • Deliver match funding in kind via support for festivals for partnership with City University and EMEP for the second phase of a two year project measuring the economic impact of festivals along with related SME support • Support local film makers through ERDF project Film London Bursary Scheme and promote and show case locally-based film talent via the East End Film Festival 	<ul style="list-style-type: none"> • Base line study complete by July 2006 • Cultural Service Volunteering Plan agreed and in place by October 2006 • Number of corporate volunteer groups who have assisted in parks projects increased from 10 to 15 by March 2007 • £40,000 of match funding in kind delivered by December 2006 • Production of final report by City University by December 2006 • Film Festival delivered April 2006 • 4 new short films supported by March 2007
<p>3. To improve access to arts based activities for young people</p> <p>Contact officer: Ray Gerlach, Environment & Culture Directorate</p>	<ul style="list-style-type: none"> • Continue to provide a programme of youth arts projects across the Borough 	<ul style="list-style-type: none"> • Deliver a minimum of 420 workshops across the Borough by March 2007 • 550 young people participated by March 2007
<p>4. To improve participation in Idea Store, library and lifelong learning activities</p>	<ul style="list-style-type: none"> • Review Idea Store strategy in light of opening first 4 Idea Stores; review plans including provision in Bethnal Green, Wapping/Shadwell 	<ul style="list-style-type: none"> • Report to Cabinet by autumn 2006

<p>Contact officer: Ray Gerlach, Environment & Culture Directorate</p>	<p>and Isle of Dogs</p> <ul style="list-style-type: none"> • To improve retention in Lifelong Learning Activities in 2006/7 • Increase the number of local people with skills at NVQ level 2 through increased engagement with employers • Deliver a targeted programme of services and activities to increase under 16s library membership and participation • Develop and provide an innovative and flexible programme of courses to attract new learners and widen participation • Increase and widen the number of older people participating in the Idea Store Service • Increase the contribution of Idea Stores to developing an enterprise culture in Tower Hamlets 	<ul style="list-style-type: none"> • Ensure a minimum level of 75% retention in lifelong Learning Activities in 2006/7 • Identify key groups of employers by June 2006 • Deliver a programme of courses to upskill employees to level 2 by September 2006 • Interim review of take up by March 2005 • Programme agreed by June 2006 • Number of young people participating in activities and becoming active users of library services in Idea Stores monitored monthly • Identify baseline participation by key groups and target increases by June 2006 • Identify baseline participation by key groups and target increases by June 2006 • Research the potential of Idea Stores to contribute to the provision of business advice to SMEs by November 2005 • Facilitate the delivery of a programme in Idea Stores targeted at supporting the provision of business advice/information to SMEs from January 2007
<p>5. To increase participation in sport and physical activity for the community</p> <p>Contact officer: Ray Gerlach, Environment & Culture Directorate</p>	<ul style="list-style-type: none"> • Review existing programmes and develop a range of new programmes at leisure centres across the Borough • Continue to implement the School Sport Partnership action plan to deliver high quality 	<ul style="list-style-type: none"> • 50+ programme in place by April 2006 • Women and girls programme in place by June 2006 • Activities programme for disabled people in place by September 2006 • 100,000 additional visits to Leisure centres by March 2007 • 50% of schools offering 2 hours additional sporting activity through schools by July 2006

	<p>PE and school sport for at least two hours per week, per child, in and out of school</p> <ul style="list-style-type: none"> • Support sports clubs in delivering a range of coaching and competitive programmes for adults and young people • Deliver a football development programme for 7-11s in schools and at the Football Development Centre • Deliver a <i>Learn to Swim</i> programme for schools • Organise team entries from disabled people for the London Youth Games • Improve play facilities for disabled children in Mile End Park • Improve access to quality play by developing and implementing a programme to enable disabled children to join schemes with able bodied peers and siblings 	<ul style="list-style-type: none"> • Development programme finalised by June 2006, with 6 clubs identified to deliver the programme • 10,000 young people to have participated in the programme by March 07 • 3,000 participants in football programme by July 2006, with 3,000 additional by December 2006 and a further 3,000 by March 2007 • 350 pupils achieving 25m standard by July 2006, with an additional 350 by December 2006 and a further 350 achieving by March 2007 • 6 teams entered July 2006 • New play equipment purchased and installed September 2006 • 4 new inclusive play sessions by March 2007 • Accessibility of supervised out-of-schools and play schemes audited by December 2006 • Access development plan completed March 2007
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EXCELLENT PUBLIC SERVICES: THI INDICATORS FOR 2006-2010

Efficient and effective services; Locally focused services empowering local people; Stronger and more cohesive communities; Improved equality of opportunity

Priority	Performance Indicators	Outturn 2005/6	Target 2006/7	Target 2007/8	Target 2008/9	Target 2009/10	Target 2010/11
Efficient and effective services	Budget performance	Projected £360K underspend	Nil - Balanced Budget	Nil - Balanced Budget	Nil - Balanced Budget	Nil - Balanced Budget	Nil - Balanced Budget
	CPA Use of Resources Indicator (a) Overall score (b) VFM score	a) 3 b) 2	a) 3 b) 3	a) 4 b) 3	a) 4 b) 3	a) 4 b) 3	a) 4 b) 3
	% Gershon efficiency savings achieved	100%	100%	100%	100%	100%	100%
	% of residents agreeing that the Council "provides value for money for the council tax I pay"	37%	39%	42%	45%	48%	51%
	Proportion of working days / shifts lost due to sickness absence	10	8.5	7.75	7.50	7.25	7.00
Proportion of undisputed invoices paid within 30 days invoices paid in time	86.5%	92%	93.5%	95%	95%	95%	

Priority	Performance Indicators	Outturn 2005/6	Target 2006/7	Target 2007/8	Target 2008/9	Target 2009/10	Target 2010/11	
Locally focused services empowering local people;	% of residents who agree that the Council is doing a good job: (a) Borough average (b) Gap between the overall borough average and the LAP area with the lowest performance	(a)	67%	70%	73%	76%	78%	80%
		(b)	Ave = 67% Min = 55% (LAP 2/4) Gap = 12%	No LAP to fall 10% below the borough average	No LAP to fall 10% below the borough average	No LAP to fall 10% below the borough average	No LAP to fall 10% below the borough average	No LAP to fall 10% below the borough average
	% of residents who feel that they can influence decisions affecting their local area (LAA primary)	54%	60% (LAA 51%)	65% (LAA 53%)	70% (LAA 55%)	75%	80%	
	Increase in the number of residents attending LAP events (LAA secondary)	4489	5000 (LAA 4500)	5250 (LAA 4750)	5500 (LAA 5000)	5750	6000	
	% of telephones answered within the Customer Promise standard	69%	75%	77%	79%	80%	80%	
	& of letters responded to within the Customer Promise Standard	77%	90%	90%	90%	90%	90%	
	% of calls handled by Council Call Centres	38%	40%	45%	47%	49%	50%	
	% of complaints handled within target – Stage 1	60%	75%	77%	79%	80%	80%	

Priority	Performance Indicators	Outturn 2005/6	Target 2006/7	Target 2007/8	Target 2008/9	Target 2009/10	Target 2010/11	
Stronger and more cohesive communities	% of residents who feel that Tower Hamlets is a place where people from different backgrounds can get on well together:		75% (LAA 71%)	77% (LAA 73%)	79% (LAA 75%)	81%	83%	
	a) Borough average	(a)						
	b) Gap between the overall borough average and the LAP area with the lowest performance	(b)	Ave = 73% Min = 67% (LAP 4) Gap = 6%	No LAP to fall 10% below the borough average	No LAP to fall 10% below the borough average	No LAP to fall 10% below the borough average	No LAP to fall 10% below the borough average	No LAP to fall 10% below the borough average
	Percentage of attendants at LAP events who are from targeted communities:							
	a) BME residents	a)	48% ¹	a) 48%	a) 48%	a) 48%	a) 48%	
	b) Bangladeshi residents	b)	33% ²	b) 33%	b) 33%	b) 33%	b) 33%	
	c) Somali residents	c)	5% ³	c) 5%	c) 5%	c) 5%	c) 5%	
	d) Young residents (16-25)	d)	15% ⁴	d) 15%	d) 15%	d) 15%	d) 15%	

Priority	Performance Indicators	Outturn 2005/6	Target 2006/7	Target 2007/8	Target 2008/9	Target 2009/10	Target 2010/11
Improved equality of opportunity	A workforce to reflect the community: percentage of top 5% earners that are from minority ethnic communities	13.5%	16.0%	18.0%	21.0%	24.0%	28.0%
	A workforce to reflect the community: percentage of top 5% earners that are women	48.5%	49%	50%	50%	50%	50%

¹ Target set to reflect current demography (based on total % BME in Tower Hamlets - 2001 Census)

² Target set to reflect current demography (based on total % Bangladeshi in Tower Hamlets - 2001 Census)

³ Target set to reflect current demography (based on estimated size of local Somali population - average of existing research estimates)

⁴ Target set to reflect current demography (based on proportion of people aged 16-25 in Tower Hamlets - GLA projections for mid-2006)

EXCELLENT PUBLIC SERVICES: IMPLEMENTATION PLAN 2006/7

Efficient and effective services

Objective and Lead Officer	Key Activity	Progress Milestone
<p>1. To support the Council's performance in delivering the Neighbourhood Renewal Strategy and Local Area Agreement</p> <p>Contact Officer: Alastair King, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> Co-ordinate implementation of the borough's Local Area Agreement across the Council and its partners Oversee and report on implementation of the agreed Framework for Neighbourhood Renewal 2006-2008 	<ul style="list-style-type: none"> Delivery of milestones and progress against targets confirmed by monitoring reports on LAA and Neighbourhood Renewal, in accordance with the agreed Performance Management Framework (Quarterly and 6-monthly)
<p>2. To develop the organisation in order to deliver high quality and effective services</p> <p>Contact officer: Devora Wolfson, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> Provide training and advice to support managers in developing a performance management culture Embed the principles of Investors in People Council-wide through the implementation of the iIP Action Plan Conduct a staff survey to measure communication of key priorities to staff Deliver learning and management development framework to meet the changing environment of the Council and the way in which it works with its partners Develop a corporate approach to Chartermark 	<ul style="list-style-type: none"> Briefing for managers on Council's Management Framework by June 2006 iIP reports to Corporate Change Team in May and December 2006 Directorate health checks on progress complete by May 2006 Assessment for iIP level 2 complete by March 2007 Second staff survey undertaken by February 2007, with results published by April 2007 Progress reports on existing staff survey action plan to CCT in May 2006 and January 2007 Learning and development framework for the Council agreed by June 2006 Menu of positive action programmes to address staff development needs at all levels in place by September 2006 New management development programme in place by February 2007 Approach to Chartermark agreed by CMT by end July

<p>3. To champion further improvements in performance management across the Council and the Partnership</p> <p>Contact officer: Louise Russell, Chief Executive's Directorate</p>	<p>as a means of reinforcing service commitment to customer focus</p> <ul style="list-style-type: none"> • Undertake a programme of service review and improvement work • Disseminate Business Process Improvement techniques and use to support performance improvement • Undertake team planning peer review with focus on benchmarking, value for money and risk management • Facilitate processes to ensure effective performance management is in place across the Council and with its partners • Implement the performance management framework for the partnership, ensuring the delivery of Community plan and NRS goals and LAA targets • Introduce a web-based performance system (Excelsis – on-line) 	<p>2006</p> <ul style="list-style-type: none"> • Improvement programme developed by June 2006 and reviewed bi-monthly by Performance Review Group • Business Process Improvement analysis completed in 3 key service areas by March 2007 • Peer review completed by October 2006, with analysis and recommendations to CMT by November 2006 • Joint performance management framework for LAA agreed by June 2006, with integrated approach to performance management agreed by January 2007 • Performance management training programme agreed with Directorates and implemented from April 2006, with review March 2007 • Evidence of clear service improvement in BVPI Audit by September 2006 • 6 monthly monitoring by EPS CPAG, with annual review by GOL, indicating progress against floor targets, LAA priority outcomes and other targets • Ward data report July 2006 and January 2007 shows progress against key priorities in each LAP • On-line roll-out commenced from April 2006, with progress review in August 2006 and completion by December 2006
<p>4. To provide a dynamic, outward-facing Overview and Scrutiny function</p> <p>Contact officer: Michael Keating, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> • Implement a Scrutiny work programme which includes input into the corporate improvement work and pilot monitoring of LAAs • Further strengthen the Health Scrutiny function 	<ul style="list-style-type: none"> • Scrutiny work programme agreed by June 2006 and reviewed quarterly • In collaboration with health partners, develop a four-year work programme focussed on tackling health

	<ul style="list-style-type: none"> • Undertake one piece of external Scrutiny work with other London boroughs • Strengthen the role of faith and parent governor co-optees and appointed members of the Overview and Scrutiny Committee • Raise the profile of Overview and Scrutiny with Members, partners and local communities 	<p>inequalities (agreed by September 2006)</p> <ul style="list-style-type: none"> • Joint work undertaken with LB Newham and Hackney Health Scrutiny Panel to consider plans of East London and the City Mental Health Trust by November 2006 • Agreed via ALG Scrutiny Network (July 2006) and first stage of external work completed by February 2007 • Analysis of the work programme shows improved links to community via co-opted and appointed members (March 2007) • Quarterly articles in EEL and Staff Briefing and monthly pieces in Members Bulletin
<p>5. Improve the quality of the Council's financial management</p> <p>Contact officer: Alan Finch, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> • Continue to integrate capital and revenue budget processes to take into account corporate priorities and take full advantage of Prudential Borrowing • Continue to develop revenue budget process to link with service planning and value for money agenda • Accelerate the timetable for closure of accounts • Improve the quality of the Council's financial information and monitoring arrangements 	<ul style="list-style-type: none"> • Integrated timetable for revenue and capital budget processes agreed by May 2006 • Capital Strategy for 2007/08 – 2009/10 agreed by October 2006 • Proposals for integrated planning processes by May 2006 • Draft accounts for 2005/06 published by end June 2006 • Consultation with users of accounts to establish their requirements for Summary Accounts by June 2006 • Working papers for final accounting purposes revised and submitted to audit by June 2006 • Auditor's judgement for accounting records showing increased score by November 2006 • Accounting arrangements for the Local Area Agreement implemented from May 2006 • Review the authority's Chart of Accounts by September 2006

	<ul style="list-style-type: none"> • Continue to incorporate the impact of Housing stock transfer on the debt portfolio into the Treasury Management Strategy • Implement new framework for Pension Fund investment 	<ul style="list-style-type: none"> • General Ledger and other financial systems documented by March 2007 • Standardise and improve the financial and operational information on the Capital Programme by December 2006 • Feasibility study for providing monthly management reports within 10 days of month end by July 2006, with subsequent implementation, if appropriate • Review Audit Commission thinking on World Class financial management and adopt an action plan of appropriate measures by June 2006 • Impact analysed and reflected into Treasury Management Strategy by February 2007 • Management structure for Pension Fund investment portfolio in place by January 2007 • New statutory strategy for Pension Fund governance and stakeholder involvement implemented by June 2006 • Impact of changes to LGPS assessed and accommodate in accordance with government timetable
<p>6. To ensure value for money in providing services</p> <p>Contact officer: Alan Finch, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> • Develop management information on comparative value for money / unit costs • Develop a strategic response to efficiency targets 	<ul style="list-style-type: none"> • Framework for collecting / reporting comparative unit cost data by means of a unit costs index agreed and in place by July 2006 • Review of high cost areas implemented by September 2006 • Efficiency savings of £8.0m per year for 3 years beginning 2007/08 identified and agreed by October 2006 • Keep under review work by the Regional Centre of Excellence with a view to participating in suitable projects

	<ul style="list-style-type: none"> • Embed a culture of value for money in the organisation • Improve value for money in capital investment decisions through revised option appraisal systems • Improve efficiency of processing creditor transactions 	<ul style="list-style-type: none"> • Institute a Learning & Development programme for managers and embed efficiency targets into managers Performance Development Reviews (June 2006) • Option appraisal system for all new major projects in place by June 2006 • Implement a Return on Investments model for use in assessing investment in IT systems (July 2006) • Pilot document imaging and automated workflow management of creditor invoice processing (October 2006)
<p>7. To support the delivery of excellent public services through improved procurement</p> <p>Contact Officer: Head of Procurement, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> • Improve procurement practice building on the procurement strategy and manual • Re-focus the Central Procurement Unit to provide a more pro-active and strategic procurement service • Further extend the use of purchase cards and the Marketplace to reduce transaction costs for small purchases • Identify opportunities to further e-procurement across the Council and increase departmental 	<ul style="list-style-type: none"> • Procurement Advocacy Handbook in place by June 2006 • Procurement Advocacy Team in place by December 2006, working jointly with the corporate Project Management and Risk Management Teams • Benchmark Council Procurement Rules against best practice by October 2006 • Implement change by January 2007 • Re-focused Central Procurement Unit structure agreed by September 2006 • 10 Procurement advocacy forums held in Departments by March 2007 (with 5 held by September 2006) • Value of purchase cards transactions increased by 7.5% by September 2006 • Value of purchase cards transactions increased by 15% by March 2007 • Value of Marketplace transactions increased by 7.5% by September 2006 • Value of Marketplace transactions increased by 15% by March 2007 • Implementation plan for extension of e-procurement in place by September 2006

	<p>direct access to on-line requisitioning</p> <ul style="list-style-type: none"> Identify further opportunities for strategic procurement interventions Enhance the internal 'Gateway' review process 	<ul style="list-style-type: none"> Comprehensive supplier and spend analysis available by June 2006 Council participation in London Centre of Excellence exemplar programme reviewed by July 2006 Optimum procurement routes for key spending categories identified by September 2006 Further opportunities for joint procurement with partners identified by September 2006 All planned procurement to be classified for strategic significance by May 2006 Corporate peer reviews undertaken for 100% of significant procurement 'Gateway' criteria further developed by December 2006
<p>8. To improve the quality of the Councils risk management</p> <p>Contact officer: Richard Ellis, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> Implement a programme to further embed risk management Review the composition of the Audit Panel by October 2006 Review the Council whistle-blowing policy 	<ul style="list-style-type: none"> Quarterly risk management cycle reporting to CMT and Audit Panel in April, July, November and January Audit Commission review of Risk Management – report due April 2006 Terms of Reference for Audit Panel reviewed by July 2006 Whistle-blowing policy reviewed and re-submitted to Audit Panel July 2006
<p>9. To improve levels of attendance and health and well-being of employees</p> <p>Contact officer: Head of Human Resources, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> Continue to strengthen management of sickness absence 	<ul style="list-style-type: none"> Sickness Monitoring Reports to CMT in June, September and December 2006 and March 2007 shows reductions in levels of sickness. Monitor the impact of the Attendance Strategy September 2006 through seeking reductions in the levels of sickness and long term sickness cases Review absence reporting requirements August 2006. Deliver training to managers through the 2006/7 Corporate Learning and Development Programme

	<ul style="list-style-type: none"> • Deliver effective Occupational Health Services • Embed flexible working practices 	<ul style="list-style-type: none"> • Monitoring reports on Occupational Health Service Standards to CMT June and December 2006 • Deliver a health promotions programme during 2006/7, including annual health fair October 2006 • Reports to CMT on the progress of the Flexible Working Group in June and December 2006, including impact of introduction of menu of flexible working policies • Flexible working initiatives to be regularly communicated and publicised through the Managers' Briefing and Pulling Together. Articles to be included on a bi-monthly basis from April 2006
10. To enhance workforce and HR capacity Contact officer: Head of Human Resources, Chief Executive's Directorate	<ul style="list-style-type: none"> • Introduce a new HR Strategy for the Council • Develop a procurement strategy for engaging agency and temporary staff • Implement a new Workforce Strategy for the Council by June 2006 	<ul style="list-style-type: none"> • New HR Strategy in place by June 2006, with progress reports to CMT by December 2006 and HR Committee in February 2007 • Report to CMT outlining procurement strategy by June 2006 • Strategy implemented by October 2006 • New strategy in place by June 2006, with progress reports to CMT in December 2006 and HR Committee by February 2007
11. To support the delivery of excellent public services through the use of new technology Contact officer: Jim Roberts, Chief Executive's Directorate	<ul style="list-style-type: none"> • Publish the ICT Strategy for 2006-10 to align with the Council's Community and Strategic plans. • In support of accommodation, flexible working, home working and remote working strategies, deliver a modern, innovative, robust and flexible ICT working environment including telephony. • Continuously improve the ICT service to ensure 	<ul style="list-style-type: none"> • ICT Strategy published by July 2006 • Clearly defined work programme for ICT in place and published by July 2006 • Moves to Anchorage House supported in line with agreed Accommodation Strategy and prioritised timetable for 06/07 • All other moves supported in line with Accommodation Strategy • Roll-out of upgraded desktop completed by December 2006. • New ICT management structure operational by April

	<p>it meets the needs of the Council's business and ultimately its residents by seeking accreditation to the appropriate international standards, driving down costs and improving efficiency and resilience.</p> <ul style="list-style-type: none"> • ICT to work with strategic partners on initiatives that support the community in meetings its aspirations • In support of the Council's Customer Access Strategy, improve access channels to residents and external partners via the internet and improve the intranet for internal customers, simplifying business processes and increasing transactional capability. • ICT to attain a higher profile within the Council as respected strategic partners and facilitators of business transformation to the clear benefit of residents. • Improve the quality and speed of response to residents by improving information retrieval from the Council's principal business systems 	<p>2006</p> <ul style="list-style-type: none"> • Departmental re-alignment completed by September 2006 • Internal consultation and external benchmarking completed by September 2006 • Key ICT business processes reviewed and changes implemented by October 2006 • Appropriate compliance with ISO 27001 (BS7799) for ICT achieved by March 2007 and accreditation by September 2007 • Intermediate audit check on ISO/IEC 20000 for ICT completed by December 2006 and accreditation achieved by December 2007. • Identify opportunities to work in partnership with regional and other bodies to harness Gershon savings and efficiencies • Work with Education to support the 'Building Schools for the Future' programme • Develop SMS capability by September 2006 • CMS (Content Management System) procured by September 2006 and implemented by December 2006 • Business processes for the intranet, including all current Lotus applications to be implemented by March 2007 • Use of videoclips enabled across the intranet by May 2006 • ICT managers to attend directorate management meetings on a regular basis by August 2006 • ICT business transformation expertise to be developed within the department by August 2006 • Develop appropriate integration tools in line with business requirements and emerging standards by March 2007
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<p>12. To develop internal communications that are targeted and purposeful</p> <p>Contact Officer: Sara Williams, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> • Use a variety of methods and media to keep staff informed • Encourage and support staff engagement and participation in delivering the Council's vision through: <ul style="list-style-type: none"> - activities to ensure understanding of the Council's priorities and their team and individual roles in achieving them - inductions, and the programme of staff briefings and meetings, to ensure that staff feel valued - developing managers' competencies to ensure that staff feel listened to 	<ul style="list-style-type: none"> • Pulling Together produced monthly • Review of intranet with action plan to reinvigorate it by December 2006 • Staff survey (2005 baselines) shows: <ul style="list-style-type: none"> - Percentage of staff who feel they are kept well informed increased (from 60% in 2005) - Percentage of staff who understand how their role contributes to council priorities increased (from 83%) - Percentage of staff who feel motivated in their job increased (from 62%) - Percentage of staff who feel their manager listens to them increased (from 79%)
<p>13. To ensure the efficient and effective use of council accommodation resources</p> <p>Contact officer: Ian Brown, Environment & Culture Directorate</p>	<ul style="list-style-type: none"> • Complete implementation of the councils agreed Office Accommodation strategy • Develop Energy Use Improvement Plans for all Council office buildings not achieving A ratings in both carbon and energy performance categories • Establish an agreed governance structure through the Tower Hamlets Partnership 	<ul style="list-style-type: none"> • IT Services moved by May 2006 • Environment and Culture moved by July 2006 • Children's Services moved by September 2006 • Adult Services moved by November 2006 • Housing Services moved by March 2007 • 25% reduction in work stations achieved as part of the above programme by March 2007 • Accommodation strategy for One Stop Shops based on Customer First Agenda agreed by September 2006 • Improvement actions agreed with facility managers by August 2006 • Energy use reduction Strategy in place by March 2007
<p>14. To ensure that a Children's Trust is in place, providing effective governance of Children's Services and ensuring delivery of priority outcomes</p> <p>Contact Officer: Kevan Collins,</p>	<ul style="list-style-type: none"> • Implement Children and Young People's Plan 	<ul style="list-style-type: none"> • Paper to establish Children's Trust arrangements agreed at PMG (April 2006) • Children and Young People Strategic Partnership Group to meet four times by March 2007 • Establish a Local Safeguarding Children Board by April 2006 • CYPP published in April 2006

<p>Children's Services</p>	<ul style="list-style-type: none"> Review service delivery organisation to ensure that priority outcomes are achieved 	<ul style="list-style-type: none"> Launch event for CYPP in June/July 2006 CYPP implementation monitored quarterly through CYPSP group CYPP updated in March 2007 Establish Children's Directorate (September 2006) Establish a workforce development strategy by September 2006
<p>15. To increase the capacity of the third sector to participate in the planning and delivery of excellent public services</p> <p>Contact officer: Michael Keating, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> Review the Council's Third Sector Strategy and Commissioning Framework Review with other key stakeholders in Tower Hamlets Partnership the roll out the Third Sector Strategy and Commissioning Code Practice across the Partnership Provide support and broker funding for local organisations enabling them to provide excellent services for diverse communities 	<ul style="list-style-type: none"> Outcomes from the Treasury's Local Area Pathfinder are incorporated into the Strategy with report to Cabinet by September 2006 Review of Third Sector Strategy and Commissioning Code of Practice completed and agreed by the Tower Hamlets Partnership Management Group by December 2006 Commissioning priorities for the mainstream grant programme agreed by July 2006 Report and action plan for implementing commissioning framework within the mainstream grant programme agreed by December 2006

Locally focused services empowering local people

Objective and Lead Officer	Key Activity	Progress Milestone
<p>1. To improve the co-ordination and responsiveness of services to better reflect local people's needs</p> <p>Contact Officer: Heather White, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> Develop robust approaches to measuring the impact of local management: <ul style="list-style-type: none"> develop neighbourhood performance indicators evaluate the impact of LAP action plans Develop a local focus for the Partnership's LAA and its response to the Government's localisation agenda 	<ul style="list-style-type: none"> Regular reports on local management to EPS CPAG 2 case studies per year from each Neighbourhood Manager and LAP Development Officer, with at least half produced by October 2006 Establish a set of neighbourhood performance indicators by September 2006 Quarterly reports to LAP Steering Groups on the delivery of NRF funded activities supporting LAP action plans Response to anticipated White Paper prepared to government timescale
<p>2. To provide and co-ordinate the use of reliable information, research and analysis across the Council and the Partnership to inform effective decision making and evaluation</p> <p>Contact officer: Louise Russell, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> Develop and implement the Local Intelligence System (LIS) Maintain a compendium of ward-based data Oversee and manage the use of residents' views data across the Council Undertake work to better understand trends in local population and demographics to inform service provision and funding decisions 	<ul style="list-style-type: none"> Local Intelligence System in place by June 2006 Communication and training programme completed across Council and with partners (September 2006) Evidence of regular use by key partners (December 2006) Ward data report updated six-monthly (June, December 2006) Analysis of Annual Residents Survey results completed and disseminated by May 2006 BVPI Survey conducted by November 2006 and results analysed and disseminated by January 2007 Review of demographic and population trends by July 2006 Approach to better-informed population trend data agreed by September 2006
<p>3. To support effective Member involvement</p> <p>Contact officer: Tim Revell,</p>	<ul style="list-style-type: none"> Provide a comprehensive induction programme for newly elected and re-elected Members 	<ul style="list-style-type: none"> Initial modules delivered and evaluated by end of June 2006. Remaining modules by December 2006

<p>Chief Executive's Directorate</p>	<ul style="list-style-type: none"> Develop and implement a comprehensive programme of Member learning and development for 2006-07 Enhance the representative role of Members in the community through the use of technology Sustain and develop quality administrative support to Members through effective management of enquiries 	<ul style="list-style-type: none"> Compulsory section of programme delivered for all relevant Members by end of June 2006 Full programme agreed and circulated to all Members by end of August 2006 London Member Development Charter accreditation achieved by November 2006 Access to establish independent web pages for all Councillors by June 2006, with workshops for Councillors to create independent web pages delivered by July 2006; reviewed by November 2006 Hit-rate on Members' Intranet pages increased (measured monthly) E-communications introduced for regular communications via e-mail links to the Intranet by August 2006 Monthly reports to Members and CMT on enquiry activity and monthly response rate
<p>4. To increase public participation in the decision-making process</p> <p>Contact officer: Tim Revell Chief Executive's Directorate</p>	<ul style="list-style-type: none"> Develop and extend strategy to promote the involvement of young people in democracy, linked to the citizenship curriculum and local democracy week Create opportunities for more direct contact between young people and Councillors Use focus groups to inform proposed improvements in access to meetings and to the decision-making process, and canvass views on web-casting, knowledge of Forward Plan, sources of information Promote public awareness of the Forward Plan 	<ul style="list-style-type: none"> 8 outreach events for Young People on <i>Build Your Own Politician</i> by March 2007 Two events with young people and Lead Members in young people's forum by March 2007 2 focus groups run by Consultation and Involvement/Democratic Renewal and Engagement, with reports and recommendations to CMT by December 2006 New committee management system in place, making documentation and decision-making more accessible,

	<ul style="list-style-type: none"> • Extend 'People into Public Life' event to LAPs • Implement a programme of outreach support encouraging people to vote, targeting BME communities and young people • Introduce a programme of regular canvassing throughout the year 	<p>by August 2006</p> <ul style="list-style-type: none"> • Forward Plan re-positioned with greater prominence on Council website by July 2006 • Hit rate on Forward Plan increased by 10% by March 2007 • People into Public Life events to 2 LAPs by December 2006 • 20 registration forms completed at each public outreach event • Increase in rolling registration • Review of difficult areas to canvass complete by November 2006. • Schedule of visits agreed by January 2007 and visits complete by November 2007
<p>5. To improve public understanding of Council services</p> <p>Contact Officer: Sara Williams, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> • Implement brand management and signage proposals to ensure that the council's services and facilities are properly recognised. • Improve communications with residents and stakeholders by developing a more corporate approach council-wide • Review East End Life as one of the Council's primary communications channel • Improve understanding of the council via the press and media, including robust reputation management and crisis management approach • Establish an Inter-agency Forum for Communications to strengthen working with 	<ul style="list-style-type: none"> • Gateway signage programme underway from May 2006 with more robust brand management in place by July 2006 • Develop a council wide communications strategy and action plan to guide the communications function council wide by September 2006 • Revised approach, new editorial policy, advertising policy and redesign to be implemented by September 2006; readers feel better informed about the council than non readers (ICM survey 2007) • Percentage of residents who think the Council keeps them informed increased (Annual Residents Survey) • Monthly briefings for Bengali press and for other local media • Inter-agency Action Group for Communications operating from August 2006; borough communications

	<p>partner organisations, including the development of a borough communications plan</p> <ul style="list-style-type: none"> • Re-Establish the Council-wide Communications Action Group, to develop and implement an annual communications plan, strengthen joint communications work across the Council and guide resources 	<p>plan agreed by LSP October 2006</p> <ul style="list-style-type: none"> • Council-wide Communications Action Group in place, with annual communications plan agreed September 2006
<p>6. To improve customer access to services</p> <p>Contact officer: Claire Symonds, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> • Develop a Corporate Customer Access Strategy, based on customer preferences and demands • Monitor and improve the delivery of the Council's Customer Promise • Establish internal targets and measures to encourage greater number to take up e-enabled channels of service delivery • Develop a strategic approach to the handling of face to face enquires for the authority • Introduce further improvements to the Council's website, developing it to become a prime access channel for customers • Implement proposals to improve responsiveness to Comments, Compliments and Complaints. • Further develop the call centre approach that builds on the investment made in Customer Relationship Management. • Develop mechanisms to ensure findings and actions of consultation are built in to customer service development. 	<ul style="list-style-type: none"> • Strategy and action plan agreed by June 2006 • 90% of services reaching standards by March 2007 • Robust mechanisms to measure in place June 2006 • Programme of action to improve take up agreed July 2006 • Strategy and action plan agreed by June 2006 • Web Strategy agreed by June 2006 • Implementation of Content Management System to facilitate future development October 2006 • Mechanism devised to measure actions taken in response to complaints June 2006 • Suitable services for integration into the Call Centre approach identified by August 2006 • 80 % of public enquires resolved at first point of contact by April 2007 • Mechanism devised to record action taken in response to consultation activities by March 2007

	<ul style="list-style-type: none"> • Improve delivery of care to vulnerable passengers via introduction of Care Card Scheme 	<ul style="list-style-type: none"> • Complete Individual data gathering from care organisations by June 2006 • Care Card Content and format agreed with partners by June 2006 • Identification of additional Staff Training needs by September 2006 • Associated Staff training completed by December 2006
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Stronger and more cohesive communities

Objective and Lead Officer	Key Activity	Progress Milestone
<p>1. To promote and support community cohesion across all communities</p> <p>Contact officer: Michael Keating Chief Executive's Directorate</p>	<ul style="list-style-type: none"> Develop a bridging communities pilot (linking corporate and Children's services with partner agencies and the third sector) Work with the voluntary and community sector to develop and deliver a programme of activities to promote cultural understanding and to improve community cohesion. Work with the voluntary and community sector to deliver a programme to increase the level of volunteering in the borough 	<ul style="list-style-type: none"> Pilot agreed (June 2006) and reviewed (March 2007) Programme of events agreed by May 2006 and outcomes review completed by February 2007 Adopt national Compact Code by September 2006 Work with Black Women's family Support, Victim Support and Island Advice) to increase number of volunteers (by March 2007)
<p>2. To support the continued effective development of the Tower Hamlets Partnership, ensuring both strategic and operational integration with the work of the council</p> <p>Contact: Margaret Libreri, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> Work with key partners to promote community engagement and deliver the priority outcomes identified in the Stronger Communities strand of the LAA Implement the agreed framework for NRF for 2006-08, with robust systems for programme management, performance management and evaluation Implement the communications strategy for the Partnership 	<ul style="list-style-type: none"> Delivery Plan agreed with third sector partners underway by May 2006, with quarterly monitoring reports to Excellent Public Services CPAG 6-monthly monitoring reports confirm progress against agreed targets Quarterly reporting to LAPs, CPAGs and PMG on progress against NRF interventions Ward data report July 2006 and January 2007 shows progress against key priorities in each LAP Progress against agreed targets confirmed by annual evaluation report Impact of communications strategy monitored twice yearly by EPS CPAG Review of Newsletter, e-bulletin and communications protocol complete by September 2006 45% of local residents have heard of the THP by March 2007 (Annual Residents Survey) Number of residents attending LAP events increased to 4500 by April 2007, with targets met for

	<ul style="list-style-type: none"> Develop and implement a training and development programme for the Partnership 	<p>attendance BME communities and young people</p> <ul style="list-style-type: none"> Revised training and development programme agreed and in place by June 2006, with monthly updates through e-bulletin Annual assessment of training carried out and reported to EPS by March 2007
<p>3. To ensure a strategic approach across services to consultation with the public</p> <p>Contact officer: Claire Symonds, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> Work with key partners (PCT, Police, Fire Brigade and Community Organisations Forum) to review the forward plan of consultation Develop the consultation calendar to be more user friendly and easily accessible Develop and implement a workplan for the use of the Residents' Panel Deliver a training programme for staff, to include; questionnaire design, focus group moderation, 'accessing hidden communities' and using the consultation toolkit 	<ul style="list-style-type: none"> Review completed and presented to EPS CPAG by July 2006 Case study of consultation best practice published by September 2006 Key partner consultations published on the calendar by June 2006 'Hits' to the site show a significant increase by March 2007 Workplan agreed and underway from May 2006 Panel members consulted on key policies across the borough no less than 3 times per year Increased participation in training via the Council's Corporate Learning and Development process

Improved equality of opportunity

Objective and Lead Officer	Key Activity	Progress Milestone
<p>1. To ensure that the Council operates to the highest standards of equalities practice.</p> <p>Contact officer: Michael Keating, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> Publish new Equality Action Plan including specific targets and actions on race, faith, gender, sexual orientation, age and disability. Monitor implementation of Race Equality Scheme (2005-2008) to ensure that targets are on track or being met Publish new guidance on Equality Impact Assessments to improve rigour and efficiency Maintain level 5 of the Local Government Equality Standard. Publish a Gender Equality Scheme – as required by legislation – to address inequality between men and women in service provision and in the workplace. Provide training to ensure that all Council staff are aware of and fully comply with equalities legislation relating to age, faith and sexual orientation, and that it is reflected in service delivery and provision Work with key partners to promote community engagement and participation from targeted communities, supporting the priority outcomes identified in the Stronger Communities strand of the LAA 	<ul style="list-style-type: none"> Equality Action plan published June 2006 Six-monthly monitoring in October 2006 confirms targets are on track. 95% of targets set in Race Equality Scheme are achieved by March 2007 New guidance on Equality Impact assessments published by May 2006 Audit Commission confirm Level 5 by January 2007 Gender equality scheme published by December 2006 All staff receive training and information on new equalities legislation by March 2007
<p>2. To support the Tower Hamlets Partnership in ensuring that it engages effectively with all communities in the borough</p> <p>Contact officer: Margaret Libreri, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> Implement Workforce to Reflect the Community Strategy Action Plan 	<ul style="list-style-type: none"> Quarterly monitoring reports show increased participation from targeted communities Self assessment review by February 2007 confirms that LAP Steering Groups are more reflective of their local communities
<p>3. To improve the extent to which the workforce reflects the</p>	<ul style="list-style-type: none"> Implement Workforce to Reflect the Community Strategy Action Plan 	<ul style="list-style-type: none"> Progress report against targets to CMT in May and November 2006; to Cabinet in July 2006 and January

<p>community</p> <p>Contact officer: Head of Human Resources, Chief Executive's Directorate</p>	<ul style="list-style-type: none"> • Measure gender pay gap in accordance with the Council's Equal Pay Policy following implementation of Single Status Agreement and job evaluation process 	<p>2007</p> <ul style="list-style-type: none"> • Report on 3rd equal pay audit to CMT by December 2006 supported by an appropriate action plan
<p>4. To establish a school workforce to reflect the community</p> <p>Contact Officer: Helen Jenner, Children's Services</p>	<ul style="list-style-type: none"> • Develop and implement a package of initiatives targeting under-represented groups in the school workforce • Implement initiatives to support the progression of BME staff into management roles 	<ul style="list-style-type: none"> • Package of incentives publicised (July 2006) and taken up by 5 Somali young people wishing to train as teachers by (September 2006) • Consult with schools on development opportunities for BME staff (July 2006) and publicise these (September 2006) • 10 BME staff access programmes (March 2007)
<p>5. To develop services that better meet the needs of disabled people in Tower Hamlets</p> <p>Contact officer: Michael Keating Chief Executive's Directorate</p>	<ul style="list-style-type: none"> • Publish a Disability Equality Scheme covering all aspects of the Councils services to disabled residents. • Re-launch Disabled Go, an on-line guide to access information on 1,000 buildings in Tower Hamlets • Review and update all policy and provision in light of the 2005 Disability Discrimination Act • Invest in improvements to the physical accessibility of Council buildings concentrating on those buildings that generate the most public activity 	<ul style="list-style-type: none"> • Disability Equality Scheme published by December 2006 • Disabled Go re-launched by September 2006 (this re-launch is one year on from the initial launch in 2005/6) • Disability Scheme in place by December 2006 • All policies and procedures reviewed by March 2007 • A minimum of 5 disabled parking bays in the vicinity of each major retained council office building by March 2007 • Percentage of DDA compliant council buildings from 45% to a minimum of 55% by March 2007
<p>6. To ensure that older people are valued as active citizens, with the same opportunities for engagement in the community and in service planning and delivery as all other citizens of Tower Hamlets.</p>	<ul style="list-style-type: none"> • Implement recommendations from Older People Review and implement performance management arrangements to measure progress against agreed outcomes 	<ul style="list-style-type: none"> • As defined in the Best Value Improvement Plan

Contact Officer: John Goldup, Adult Services		
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9. The Council's Planning Framework

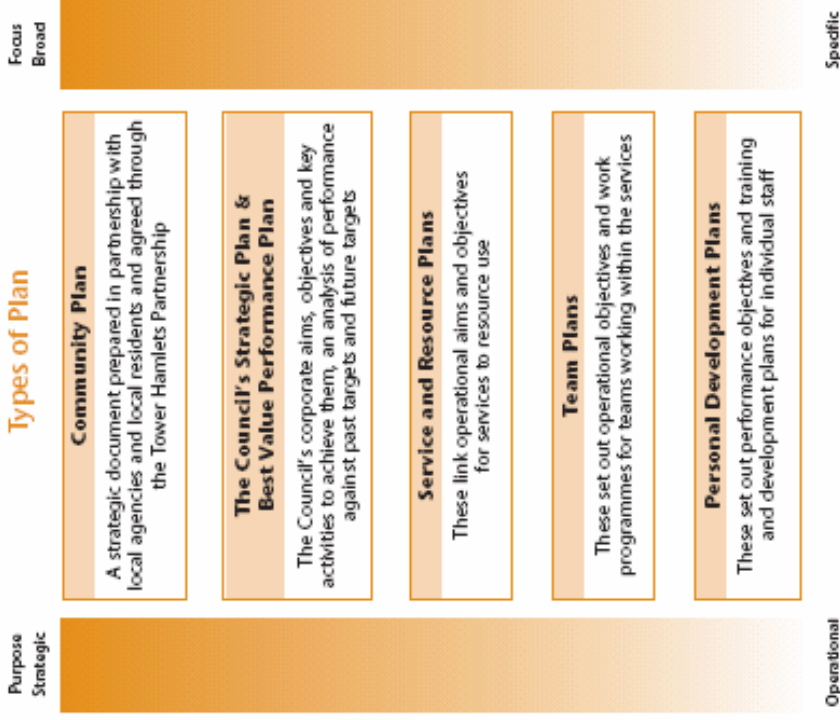
Planning is a major thread running through any organisation. In local government it has always been important, but never more so in enabling councils to set objectives and priorities, turn policy decisions into action, decide how best to allocate resources, and review results so that learning feeds back into the decision-making process. It is through an effective planning framework, with explicit processes for monitoring and evaluating progress, that all stakeholders – both within and outside the Council – can understand exactly what goals we are working towards and assess our progress. An effective planning framework also reflects the role of each organisation and its services and teams – and also of each individual within those services and teams – in achieving those goals, and sets out how our performance will be judged.

This Strategic Plan, which is the Council's core planning document, sits within a broad and inclusive base for the increasingly complex planning framework facing local authorities. It is one of a series of plans, interconnected at different levels, each of which informs the other and each of which has identified mechanisms for monitoring and evaluating progress. The diagram below illustrates the links between each of these plans. It is followed by a brief explanation of the purpose of each plan.

Community plan

The Council is only one of many providers of services in Tower Hamlets. The need for better co-ordination and integration has become all the more important because so many of the key issues affecting local communities cross organisational boundaries. Both the work of the Council – and that of other agencies – is guided by an overarching Community Plan, which sets out the vision for the borough as envisaged by key stakeholders.

The Council takes the lead in the development and co-ordination of the Community Plan and works with local residents and partners in its preparation, implementation and review. The Plan is agreed through the Tower Hamlets Partnership, and incorporates both the Neighbourhood Renewal Strategy and the priorities set out in the borough's Local Area Agreement.



Strategic plan

The Council's Strategic Plan enables us to be clearer about our purposes, our sense of direction and our discipline in managing change and development. The Strategic Plan should enhance the Council's capacity to anticipate need and develop its services to meet new and emerging challenges so we are more able to improve the quality of life for everyone living and working in Tower Hamlets. The objectives set out in this Strategic Plan are related to each of the key elements of the Council's vision and the Community Plan.

The Strategic Plan is Member-led, reflects community needs, involves and informs staff, and incorporates the Council's contribution to partnerships and other joint initiatives. Many other statutory and local plans both inform and are informed by the Strategic Plan. These include, for example, the Medium Term Financial Strategy, Capital Strategy and Asset Management Plan, the Crime and Drugs Reduction Strategy, the Housing Investment

Programme Strategy, the Improving Health and Wellbeing Strategy, the Children and Young People's Plan, the emerging Local Development Framework and the Regeneration Strategy, and many others.

Performance against our strategic objectives and targets is evaluated annually and the Strategic Plan updated accordingly. This Annual Report incorporates the Council's Best Value Performance Plan, a statutory document detailing the Council's performance and future targets for a wide range of services.

Resource plans

Financial Plans cover the annual budget and medium and longer-term financial strategies for both revenue and capital expenditure. Financial Plans provide a framework for allocating resources to support corporate objectives and service priorities. Last year, service and financial plans were brought together for the first time in a single policy and resource allocation cycle. This was an important step in ensuring that the allocation of resources flows from changing community needs and service priorities.

The Asset Management Plan represents the Council's strategic approach to the management of its property assets. It provides a statement of the current property portfolio and the aims, objectives and strategic management plans for land and building assets over a five-year period. The Capital Strategy provides a framework to ensure that capital resources are administered efficiently and effectively and are allocated to projects which correspond to the Council's corporate objectives, including priorities identified in the Asset Management Plan.

Service plans

Each of the larger services provided by the Council has its own Service Plan, through which it seeks to implement the overarching objectives of the Strategic Plan. Service Plans have different formats but all show how the service contributes to the achievement of the Council's strategic objectives. They include targets against which the performance of the service can be judged, and information which will feed into the Best Value Performance Plan and the Strategic Plan.

Team plans

Council services are supported by organisational structures made up of different teams or sections focusing on specific areas of service delivery. Each team has its own Team Plan, which demonstrates how it is working towards the strategic goals of the service through a clear work programme. As with Service plans, team performance can be judged against the degree to which objectives are met and best value provided.

Personal development plans

Each member of the Council's staff should have a Personal Development Plan, through which s/he sets out how they intend to contribute to the achievement of service and team objectives. Personal Development plans also identify specific training or professional development required to support the staff member in further improving their skills and knowledge to do their job more effectively. Personal Development plans, which are reviewed regularly with team or service managers, are a requirement for organisations committed to the Investors in People Standard (IIP).

10. Use of Resources

Introduction and Background

During the financial year 2006/07, the Council will spend nearly £1.2 billion providing a wide range of local services. Of this, £1,085 million is revenue spending, and £82 million capital.

Integrated Service and Financial Planning

The Council operates an integrated service and financial planning process which ensures that:-

- Service planning is informed by medium term projections of financial resources
- The financial implications of service improvement and development are clearly identified
- Resources are directed to meeting the Council's strategic objectives

Medium Term Plan

Medium term financial planning is an important component of the Council's strategic planning framework. 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 planning horizon.

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 described below as well as demographic changes, changes in responsibilities, unavoidable growth, inflation, ongoing costs associated with our capital programme, efficiency targets and the impact of development 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 2006/07-2008/09. Figures for 2007/08 and 2008/09 are projections and decisions on these will be taken as part of future budget rounds.

MEDIUM TERM FINANCIAL PROJECTION			
	2006/07	2007/08	2008/09
	£'000	£'000	£'000
Opening Budget Requirement	438,848	267,894	279,186
Transfer of Schools funding to Dedicated Schools Grant	-183,315		
Inflation	6,152	6,300	6,700
Other unavoidable budget growth	12,526	9,514	9,827
Efficiency savings	-6,317	-4,522	-5,411
	<u>18,678</u>	<u>15,814</u>	<u>16,527</u>
Budget Requirement	267,894	279,186	290,302
Formula Grant	-205,777	-213,822	-222,161
Collection Fund Surplus	-1,905	-1,598	-1,151
	<u>60,212</u>	<u>63,766</u>	<u>66,990</u>
Indicative Band D Council Tax	£797.28	£816.99	£837.38
Change in Council Tax	0.0%	2.5%	2.5%

	Budget Requirement	Council Tax
	£'000	£
Sensitivity Analysis 2006/07		
Effect of:		
1% reduction in Formula Grant	2,058	27.25
0.5% increase in pay and price inflation	1,148	15.20
5% increase in committed growth	543	7.19

Financial Management

The Council's financial management systems aim to:

- Maximise the resources available to deliver the objectives of the Council and its partners, by securing external and third party funding
- Optimise the use of existing resources through effective procurement, delivering Best Value, and partnership working
- Reconcile the need for service development with the demands placed on Council Tax payers
- Align our spending plans with the priorities set out in the Community and Strategic Plans
- Maintain and enhance confidence in the Council's stewardship of public money
- Contribute to the overall arrangements for corporate governance
- Deliver efficiency improvements in excess of 2.5% per annum

Resources for the Year Ahead

The table below sets out our estimated revenue spending for the year 2006/07. Revenue expenditure is the day-to-day costs of running services.

Revenue Budget for 2006/076

Service	Gross Expenditure (£,000)	Income (£,000)	Net Expenditure
Education	278,006	245,741	32,265
General Fund Housing	368,653	360,859	7,794
Housing Revenue Account	106,016	106,016	0
Social Services	132,765	19,449	113,316
Environment and Culture	84,106	21,346	62,760
Chief Executive's & Other Corporate	98,968	58,669	40,299
Development and Renewal	17,389	10,875	6,514
Total	1,085,903	822,955	262,948

The authority's new Children's Directorate will be created in September 2006. Budgets will be reorganised during the year to reflect this.

Capital Investment

Our Capital Strategy provides the basis for evaluating capital intensive 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 property portfolio and its role in supporting corporate and service objectives.

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

CAPITAL PROGRAMME 2006/07 - 2008/09					
Community Plan Theme	2006/07 £000s	2007/08 £000s	2008/09 £000s	Future years	Total
Living safely	14,700	14,100	10,640	11,770	51,210
Living well	33,851	22,811	17,516		74,178
Creating & sharing prosperity	1,632	2,603			4,235
Learning, achievement & leisure	17,921	34,300	15,282	1,101	68,604
Excellent public services	13,690	9,712	7,263		30,665
TOTAL	81,794	83,526	50,701	12,871	228,892

Financial Context

The Council faces a number of major strategic and service issues over the lifetime of its strategic planning cycle, all 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.

Changes to the Local Government Finance System

The Government introduced two-year settlements for many local authority grants, including the Formula Grant, with effect from 2006/07, and announced the intention to extend this to three-year settlements with effect from 2008/09. This should have a major positive impact on the authority's ability to plan ahead. At the same time, however, changes to the Formula Grant distribution mechanism also introduced in 2006/07 were largely detrimental to the authority. The changes are being phased in, but will lead to a reduction in grant share to the Borough over a period.

In addition, the Lyons Inquiry into Local Government Funding is examining a range of alternatives to the current system of local government funding, including reform of the Council Tax system and the introduction of other forms of local taxation. These potential reforms have a potentially major impact on the Council's finances and for local taxpayers.

Spending Review

The Government undertakes periodic reviews of public spending for all services. The last was in summer 2004 and covers the period to March 2008. The review provided for increases of total local government spending of 5.4% in 2005/6, 5.5% in 2006/7 and 5.1% in 2007/8. These rates of increase are lower than in recent years and also incorporate an efficiency target of 2.5% per annum. For Tower Hamlets this target equates to £6.5m per year.

The next spending review is expected in the summer of 2007. The Chancellor of the Exchequer has already indicated that this will be a more in depth review, which will focus among other things on further opportunities for securing more efficient, more responsive public services.

Capital Funding

Funding for the Council's capital programme comes from a variety of sources: one of the most significant of these has been capital receipts from the sale of Council assets. Funding from this source is set to reduce significantly, principally due to changes in legislation governing the right to buy Council houses. The authority will need to review 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 have negotiated a Local Area Agreement, to run from April 2006/5– 2009. This comprises a number of key stretch targets, the achievement of all of which would bring additional reward grant funding of approximately [£10m] to the authority after 2009.

Housing Choice

The number of dwellings directly managed by the Council is likely to continue to reduce significantly over the next two/ three years. This has significant implications for the Council as a whole, as it will need to reshape both direct services and support services to reflect lower levels of activity.

E-government Strategy

The Council used innovative 'invest to save' techniques in order to fund the first tranche of its e-government strategy. Further significant investment in IT infrastructure and systems development may be required in order to deliver step changes in public service delivery. All significant investment is subject to the production of a business case identifying tangible and measurable improvements in service quality and/or efficiency. Improvements in customer access and further efficiency and productivity gains will be key drivers for further ICT investment.

Office Accommodation Strategy

The Council has developed and is currently implementing a long-term strategy for the rationalisation of its office accommodation. The strategy will require corporate funding in line with the priorities of the Capital Strategy, and the introduction of new working practices, with the aim of delivering significant ongoing financial savings and other efficiency improvements, and improved access to Council services, and a more productive working environment for Council staff.

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 systems. Financial planning and budgetary processes are designed to identify and realise annual efficiency gains, and this contributes to an increase in Tower Hamlets' Council Tax, being one of the lowest of all 33 London councils. The combined effect of the Council's medium term service and financial planning and focus on value for money resulted in a 0% increase in Tower Hamlets element of the Council Tax for 2006/07.

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' describes the process of organising and arranging the acquisition of goods or services. All Council services involve some form of procurement, be it contracting out a whole function or purchasing small items of office equipment. Services can be acquired in-house or externally.

The Council's procurement strategy provides a common framework for the acquisition of goods or services, to further the Council's vision, help achieve its corporate objectives, and to deliver Best Value. It is based on the fundamental principle that the provision of a service should be carried out by the supplier best suited, whether that be in-house, other public providers, private or voluntary sectors. The Strategy requires that each service be evaluated on the basis of a number of criteria. These are:

- Strategic Challenge
- Quality and Competitiveness
- Future Service Requirements
- Market Conditions
- Risk Analysis
- The Local Environment

We will continue to develop mechanisms to measure the contribution of effective procurement to enhancing value for money and improving service outcomes.

Risk Management

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

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

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

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

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

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

- those that are inherent in the business of a local authority - for example, business continuity planning, the Council's responsibilities to vulnerable people, and maintenance of effective financial and information management systems;
- those that arise from strategic initiatives of the Council - for example Housing Choice and the Idea Stores programme; and
- those that arise from initiatives to improve the business infrastructure of the Council - for example the accommodation strategy, the ICT/eGovernment programme, and management of change.

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

11. Monitoring and Evaluation

Monitoring and evaluation of the annual plan takes place at a number of levels. At Directorate level, it is subsumed within the broader service planning framework and management and performance culture. At Council level, this plan is agreed by members and is subject to monitoring and evaluation by the Corporate Management Team (CMT), Cabinet and the Overview and Scrutiny Committee. Progress against the Tower Hamlets Index performance indicators is reported to Cabinet Members at two-monthly intervals, while two monitoring reports will be produced over the life of the Plan, at 6 months and at 12 months to go to the Overview and Scrutiny Committee. A more evaluative Annual Review will be produced by the end of June each year, incorporating the Council's Best Value Performance Plan.

How will monitoring and evaluation be carried out?	Who will be responsible for ensuring that it is carried out?	Who should consider the report?	Dates for reporting
Monitoring reports based on progress against performance indicators for Tower Hamlets Index	Chief Executive and Directors	Cabinet	Two month rolling programme
Monitoring report, based on: <ul style="list-style-type: none"> Activity analysis Data analysis 	Directors and Service Reports	CMT / Overview and Scrutiny Committee	November / December and June / July
Annual Report and Best Value Performance Plan	Chief Executive and Directors	Cabinet / Overview and Scrutiny Committee / Full Council	Annually by 30 June
Scrutiny Report focusing on issues within themes	Chief Executive and Directors	Overview and Scrutiny Committee	As requested and agreed

Monitoring against Performance Indicators: The Tower Hamlets Index

The Overview and Scrutiny Committee will monitor progress against the performance indicators linked to our priorities, as set out in Section 7, on a rolling basis. Some of these performance indicators can usefully be monitored on a two or three monthly basis, but others, such as GCSE results, can only be considered annually. Where this is the case, contributory or underlying indicators - such as the number of schools causing concern - will be monitored as interim proxy indicators.

Performance indicators to be monitored through Cabinet's 2-monthly rolling programme:

A Better Place For Living Safely

Communities that are safer

1.	Number of violent crimes (common assault plus ABH/GBH)	LPSA/LAA
2.	Increased number of young people under 18 accessing treatment	LPSA/LAA
3.	Overall crime rate	LPSA/LAA

A cleaner and greener Tower Hamlets

4.	The standard of cleanliness in the borough's streets	BV 199a/LPSA/LAA
5.	Percentage of household waste recycled	BV 82a

A Better Place for Living Well

Decent homes in decent neighbourhoods

6.	Percentage of specified urgent repairs completed in government time limits	National
7.	Average re-let time for local authority dwellings	BV212
8.	Percentage of residents satisfied with the Council's repairs service	Local

Improved Outcomes for Vulnerable Children and Adults

9.	Average length of stay in bed and breakfast accommodation	BV 183a
10.	Number of supported admissions of older people to permanent residential and nursing care	PAF C27
11.	Adults and older people receiving a review	PAF D40
12.	Percentage of child protection cases reviewed	BV 162
13.	Stability of placements for children looked after	BV 49

14.	Average time to process new Housing and Council Tax benefit claims	BV 78a
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A Better Place for Creating a Sharing Prosperity

Securing sustainable communities

15.	Number of businesses/social enterprises assisted to improve their performance	LAA
16.	Percentage of major planning applications determined within 13 weeks	BV109a
17.	Percentage of minor planning applications determined within 8 weeks	BV109b
18.	Percentage of other planning applications determined within 8 weeks	BV109c

Increasing local employment

19.	Young people not in education, employment or training (NEET)	LAA/LPSA
20.	Percentage of local residents claiming unemployment-related benefits	Local
21.	Young people aged 24 and under helped into paid employment	LAA/LPSA
22.	Percentage of people in Tower Hamlets aged 18-25 claiming unemployment-related benefits	Local
23.	Increased supply of employment opportunities in key growth sectors promoted directly through Employment Consortium	LAA

A Better Place for Learning, Achievement and Leisure

Improved Education Attainment

24.	School attendance a) Primary b) Secondary	LAA
25.	Unauthorised school absence	LAA

Increased Participation in Sporting, Leisure and Cultural Activities

26.	Number of under 16s who are active users of the Council's Idea Stores and libraries	LAA/LPSA
27.	Total number of library items issues to under 16s	LAA/LPSA
28.	Number of under 16s regularly attending study support sessions	LAA/LPSA
29.	Number of under 19s completing a course in Idea Stores, libraries and learning centres	LAA/LPSA
30.	Number of library visits/1000 population	CPA

A Better Place for Excellent Public Services

Efficient and effective services

31.	Budget performance	Local
32.	Proportion of working days / shifts lost due to sickness absence	BV 12
33.	Proportion of invoices paid within 30 days	BV 8

Locally focussed services empowering local people

34.	Number of residents attending LAP events	LAA
35.	Percentage of telephones answered within the Customer Promise standard	Local
36.	Percentage of letters responded to within the Customer Promise standard	Local
37.	Percentage of calls handled by Council Call Centres	Local
38.	Percentage of Stage 1 complaints completed within target	Local

Stronger and more cohesive communities

39.	LAP attendees from target communities	Local
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Improved equality of opportunity

40.	Workforce to reflect this community: percentage of top earners who are women	BV 11a
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41.	Workforce to reflect this community: percentage of top earners that are from minority ethnic communities	BV 11b
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LIST OF CONTACT OFFICERS

Name		Contact
Alan	Finch	020 7364 4915
Alastair	King	020 7364 4981
Claire	Symonds	020 7364 0839
Devora	Wolfson	020 7364 4634
Emma	Peters	020 7364 4247
Heather	White	020 7364 4244
Helen	Jenner	020 7364 3114
Ian	Brown	020 7364 4240
Jackie	Oduoye	020 7364 7522
Jim	Roberts	020 7364 4901
John	Goldup	020 7364 2204
John	Palmer	020 7364 6769
Kevan	Collins	020 7364 4953
Louise	Russell	020 7364 3186
Margaret	Libreri	020 7364 4470
Mary	Durkin	020 7364 4373
Maureen	McEleney	020 7364 7134
Michael	Keating	020 7364 3183
Olivia	McLeod	020 7364 0764
Ray	Gerlach	020 7364 4982
Richard	Ellis	020 7364 0738
Sara	Williams	020 7364 4771
Sue	Hinds	020 7364 4936
Terry	Parkin	020 7364 4824
Terry	Damiano	020 7364 2869
Tim	Revell	020 7364 4204
Vernon	Simpson	020 7364 7107

ABBREVIATIONS

ABH-GBH	Actual Bodily Harm – Grievous Bodily Harm	liP	Investors in People
ACPC	Area Child Protection Committee	ISO	International Organization for Standardization
ASB	Anti Social Behaviour	JSA	Jobseekers Allowance
ASD	Autistic Spectrum Disorders	LAA	Local Area Agreement
BACs	Bank Account Credit	LAP	Local Area Partnership
BLT	Barts and the London Trust	LDA	London Development Agency
BME	Black and Minority Ethnic	LDD	Learning difficulties and disabilities
BV	Best Value	LEGI	Local Enterprise Growth Initiative
BVPI	Best Value Performance Indicators	LETF	Local Employment and Training Framework
CAMHS	Child and Adolescent Mental Health Services	LGPS	Local Government Pension Scheme
CAPAG	Crimes Against Poverty Action Group	LPSA	Local Public Service Agreement
CCT	Corporate Change Team	LS CPAG	Local Strategic Services CPAG
CCTV	Close Circuit Television	LSCLE	Learning & Skills Council London East
CMS	Content Management System	LSP	Local Strategic Partnership
CMT	Corporate Management Team	MBA	Masters in Business Administration
CPAG	Community Plan Action Group	NCH	National Children’s Home
CYPP	Children and Young People Plan	NEET	Not in education, employment or training
DDA	Disability Discrimination Act	NHS	National Health Service
DfES	Department for Education and Skills	NRF	Neighbourhood Renewal Fund
DV	Domestic Violence	PAF	Performance Assessment Framework
EAL	English additional language	PAT	Pupil Achievement Tracker
EBD	Emotional and Behavioural Difficulties	PCT	Primary Care Trust
EBP	Education Business Partnership	PIs	Performance Indicators
EEL	East End Life	PMG	Partnership Management Group
EIP	Education Improvement Partnership	PPO	Prolific and priority offenders
EMEP	Ethnic Minority Enterprise Project	PSP	Personal Support Programme
EPS	Excellent Public Services	RHIAF	Race and Hate Crime Interagency Forum
EPS CPAG	Excellent Public Services CPAG	RSL	Registered Social Landlord
GIS	Geographical Information System	SAP	Single Assessment Process

GLA	Greater London Authority	SEAL	Social and Emotional Aspects of Learning
HE	Higher Education	THPCT	Tower Hamlets Primary Care Trust
HLTT	Hospitality, Leisure, Travel & Tourism	TUPE	Transfer for undertakings Protection of Employment
HR	Human Resources	VFM	Value for Money
ICT	Information Communication Technology	YOT	Youth Offending Team

Appendix 2

TOWER HAMLETS STRATEGIC PLAN ANNUAL REPORT

YEAR 4 2005-2006

CONTENTS

Introduction

Part A Annual Report for Year 4 (2005-2006)

Appendices

1 Best Value Performance Indicators, outcomes and targets

2 Significant Variances between targets and outcomes

a) Improvement on target

b) Below target

3 Tower Hamlets Index Composite Indicator

4 Workforce Matters in Service Contracts

Part B Strategic Plan 2006-11: Year 1 (2006-07)

Introduction

This document brings together in one place a clear statement of the priorities of Tower Hamlets Council, how well we are meeting those priorities and how we plan to improve services in the future. We are required by law to prepare a publication like this one which incorporates our Best Value Performance Plan but in order to produce something of value we have brought together a variety of documents which were published separately: the Best Value Performance Plan, the Annual Report and our Strategic Plan. The present document therefore comprises a report on our achievements against the priorities and objectives for the Year 4 (2005/6) Strategic Plan and our Year 1 (2006/07) implementation plan for the new Strategic Plan, together with a number of Appendices which contain the detailed performance indicators and other information required.

There are two main parts to the document:

A. The Annual Report 2005 – 2006 (Year 4) provides a report on the progress made in 2005 – 2006 (Year 4) towards the goals set out in the Council's four year Strategic Plan 2002 – 2006. The Strategic Plan was monitored throughout 2005/06 against key activities, progress milestones and targets .

Appendices (1 – 4)

- **Appendix 1** contains the achievements of the Council against all Best Value Performance Indicators for 2005 – 2006, along with targets for those indicators for the next three years.
- **Appendix 2** explains significant variances (i.e. greater than +/-10%) between targets and outcomes.
- **Appendix 3** provides a table showing our overall performance against a composite of Tower Hamlets Index performance indicators compared with other local authorities.
- **Appendix 4** provides the statutorily required information about workforce matters.

B. The Strategic Plan Year 1 (2006 – 2007) sets out our corporate strategy and an action plan for Year 1 of our new Strategic Plan (2006 - 2011). This describes how the Council intends to achieve its vision, key priorities and targets and explains how progress towards them will be monitored and evaluated.

PART A

ANNUAL REPORT FOR YEAR 4 (2005 – 2006)

Contents

Part A Annual Report for Year 4 (2005 – 2006)	Page No
1. Our Vision and Objectives	To be completed for final version
2. Overall Performance: Comprehensive Performance Assessment	
3. Other achievements	
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5. Performance against Best Value Performance Indicators (BVPs)	
6. Performance against Community Plan Themes and Key Priorities	
• A Better Place for Living Safely <i>Building Safer and Stronger Communities</i>	
• A Better Place for Living Safely <i>Improving the Environment</i>	
• A Better Place For Living Well <i>More Homes of a Decent Standard</i>	
• A Better Place For Living Well <i>Improving Outcomes for Vulnerable Children and Adults</i>	
• A Better Place for Creating and Sharing Prosperity <i>Developing the Local Economy</i>	
• A Better Place for Creating and Sharing Prosperity <i>Reducing Poverty</i>	
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Annual Report For Year 4 (2005 – 2006)

1. Our Vision and Objectives

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

The strategy for delivering this vision was set out in the Council's Strategic Plan 2002 – 2006, which takes as its framework for development the priorities identified in the borough's Community Plan. This has now been succeeded by the Strategic Plan 2006-2011. The priorities remain which is **to make Tower Hamlets by 2011:**

A Better Place for Living Safely – reducing crime, making people feel safer and creating a more secure and cleaner environment.

A Better Place for Living Well – improving housing, health and social care and promoting healthy living.

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

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

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

Within each of these areas we have set challenging but realistic targets for change, which focus on the critical areas that will make a lasting difference to people's life chances. The Council identified **12 key priorities** for the period to 2011:

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

2. Overall Performance: Comprehensive Performance Assessment

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

The Council has had another successful year. Significant progress has been made in improving how services are delivered. This is reflected in recently published inspection scores where both children's services and adult social care provision received the top score. The 2005 Comprehensive Performance Assessment concluded that the Council is improving well and demonstrating a three-star overall performance.

Overall, we found that the Council was improving well with its community priorities having successfully reduced crime and health inequalities and improved educational attainment. The Local Strategic Partnership has received the highest rating, green, from the Government and 11 out of 13 Local Public Service Agreement targets have been delivered. The annual survey of residents showed that public satisfaction with the Council was rising, with improved satisfaction ratings for recycling, street cleaning and refuse collection.

Improvements in services have also been acknowledged in recent annual assessments from regulators. The Council has also been awarded Beacon status in two areas, Getting Closer to the Community and Promoting Racial Equality.

The Council has taken major steps to improve value for money and recognises the need to do more. This will be helped by the Council's strong performance management framework which is also driving forward the delivery of both the Community Plan and the Council's Strategic Plan. Arrangements for securing continuous improvement in corporate governance have also continued to be strengthened to support service delivery.

Each major service area is scored on a scale of 1 to 4, where 1 is the lowest and 4 the highest. Education and social care are given more weight in reaching the overall service score than other areas because of their importance to local people. Overall, our services were scored 3 out of 4.

Individual Service scores

Service	Rating 2002	Rating 2003	Rating 2004	Rating 2005
Education	3 out of 4	3 out of 4	3 out of 4	4 out of 4
Social Care – children*	3 out of 4	3 out of 4	3 out of 4	See above
Social Care – adults	2 out of 4	3 out of 4	3 out of 4	4 out of 4
Environment	2 out of 4	1 out of 4	2 out of 4	2 out of 4
Housing	3 out of 4	3 out of 4	3 out of 4	3 out of 4
Libraries and Leisure **	2 out of 4	2 out of 4	2 out of 4	2 out of 4
Benefits	4 out of 4	4 out of 4	4 out of 4	3 out of 4
Use of resources	3 out of 4	3 out of 4	4 out of 4	3 out of 4

**For 2005 Education and Social Care –Children were amalgamated into a new service block entitled Children's Services*

*** Now renamed Culture*

Corporate Assessment

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

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

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

Tower Hamlets is scheduled to receive another corporate assessment in 2007/08.

3. Key Achievements in 2005/06

Local Area Agreement (LAA)

In March 2006 the council learnt that the Tower Hamlets Partnership had been successful in its bid to enter into a Local Area Agreement (LAA) with the Government. The agreement reflects a new contract between the Tower Hamlets Partnership, represented through the Council, and central government for improving the delivery of key local priorities through stronger local leadership, enhanced levels of partnership working, and improved mechanisms for service planning and delivery. The LAA will offer freedoms from bureaucracy to allow accelerated achievement across the borough.

The agreement sets out the outcomes for local people that the local community and central government want to see achieved over the period April 2006 to March 2009. These outcomes have been identified and agreed through the Tower Hamlets Partnership, involving all key local partners and stakeholders. Our proposed outcomes strike a balance between local and national priorities, and also reflect the impact of the major regional developments of the Thames Gateway and the Olympics.

Our outcomes have been developed around the four blocks set out in the government guidance:

- Safer, Stronger Communities
- Healthier Communities & Older People
- Economic Development & Enterprise
- Children & Young People

These blocks match well with the priorities set out in the Community Plan and actions that Council will undertake will meet objectives in both the Community Plan and the LAA.

Social Services

The Social Services Directorate has been awarded the highest star rating for the service by the Commission for Social Care Inspection and is the most successful service in the whole of England. The Inspecting body concluded that the council has 'excellent' prospects for the future in both adult and child categories. The inspection of our Children's service confirmed that we were serving all children well and demonstrated excellent prospects for improvement.

Beacon Council

Following the award of Beacon status in 2003 for community cohesion, in 2004 for supporting social care workers and the double Beacon award for Getting Closer to Communities and Promoting Racial Equality in 2005, the Council was pleased to announce that the Office of the Deputy Prime Minister had granted the Council Beacon status for 2006 in the category of Early Intervention (Children at Risk)

During the next 15 months the Council will produce a range of case study materials and undertake a number of activities designed to share our good practice with other local authorities. These will include workshops, open days, visits and exhibitions at national conferences.

Annual Residents Survey

The Council's progress in continuing to improve services has led to increased satisfaction amongst our residents again this year. The results of the Annual Residents' Survey – undertaken during January/February this year – show that customer

satisfaction has increased across the board. Last year 64% of our residents thought the Council was doing a good job – this year this has increased to 67% - an increase of 10% over two years. In addition, 60% think the Council is efficient and well run (up from 55%) and 59% think we listen to the concerns of local residents (up from 48% last year). In all these areas, our results are above the London average.

Residents have noticed improvements in individual services too – 69% are satisfied with the recycling service compared to 58% last year; and 65% are satisfied with street lighting – up from 58% last year. Some areas where we did less well last year have seen improvements – satisfaction with parks and open spaces is up from 39% to 46% and with libraries from 47% to 54%. For parks and libraries, however, satisfaction is still below the London average and we need to continue our work to improve these services for local people.

There is good news about community cohesion – those thinking that the borough is a place where people from different backgrounds get on well has gone up from 68% to 73%, and 82% now think ethnic differences are respected in their area (up from 71%).

Individual services ordered by satisfaction rating

Brackets equal % change since last year

<i>% rating service good to excellent</i>	Tower Hamlets	London
Refuse collection	73% (-5)	73% (+7)
Recycling facilities	69% (+11)	63% (+10)
Public transport	66% (+13)	66% (+14)
Street lighting	65% (+7)	68% (+9)
Street cleaning	59% (n/s)	52% (+9)
Collection of Council Tax	59% (n/s)	58% (+5)
Local health services	58% (+5)	56% (+9)
Libraries	54% (+7)	61% (+5)
Road and pavement repairs	47% (+9)	36% (+9)
Parks playgrounds and open spaces	46% (+7)	58% (+10)
Policing	42% (+8)	48% (+15)
Primary education	39% (n/s)	39% (+7)
Leisure and sports facilities	39% (n/s)	42% (+5)
Adult education / evening classes	38% (n/s)	41% (+4)
Secondary education	35% (+7)	33% (+9)
Housing Benefit service	35% (+7)	20% (n/s)
Nursery education	33% (n/s)	32% (+7)
Council housing	31% (+8)	19% (+3)
Social services	30% (n/s)	26% (+5)
Services for young people	27% (+5)	not asked

4. Performance against the Tower Hamlets Index

Our success in achieving our 12 priorities is measured by a single indicator. This is a composite index – the **Tower Hamlets Index** – derived from a basket of nationally comparable indicators that cover our key priorities. The Index is used to show how our overall performance and rate of improvement compares with other local authorities at three levels:

- Inner London – against the 12 boroughs making up the Inner London area
- Greater London – against all 32 councils making up the Greater London area
- National – against all other metropolitan authorities

By 2006, Tower Hamlets Council intends to be performing at the following levels against the Tower Hamlets Performance Index

- Inner London – Top 3 (out of 12)
- Greater London – Top 25% (out of 32)
- National – Top 33% of metropolitan authorities

For 2004/05, the Council has now improved on its target of being in the top three performing authorities in inner London. Unfortunately the Council has dropped back to 16th in Greater London and to the 41st percentile across all English authorities. The ranking for 2005/06 will be available once the comparative data becomes available.

Tower Hamlets Ranking:

Against:	2001 – 2002	2002 – 2003	2003 – 2004	2004 - 2005	Target Position (April 2006)
Inner London (the lower the better)	6 th	5 th	3 rd	2nd	3 rd or better
Greater London (the lower the better)	18 th	14 th	14 th	16th	8 th or better
National (the lower the better)	56 th percentile	45 th percentile	32 nd percentile	41st percentile	33 rd or better

5. Performance against Best Value Performance Indicators (BVPs)

The full list of BVPs is set out in the Appendix to this report, along with:

- the targets set for each indicator for 2005/06 upto 2008/09
- the outcomes achieved for each year from 2002/03 to 2005/06 (where possible)

We showed an improvement in **63%** of Performance Indicators, which is comparable last year's figure of improvement in **64%** of indicators. There was decline in performance in only **23%** of indicators with **22%** of indicators remaining the same as last year.

The proportion of indicators reaching target levels rose to **57%**; this compares with **56%** last year.

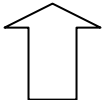
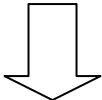
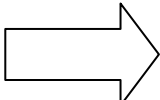
The level of significance for the difference between the target set and the outcome achieved has been set at 10%. A further appendix provides an analysis of the reasons for any variance beyond this level.

6. Performance against Community Plan Themes and Key Priorities

Performance in each of the 12 key priorities is closely monitored throughout the year. A selection of indicators are used for each priority to allow us to accurately measure our performance. The Council sets robust and challenging targets each year. The tables below indicate the targets for each indicator for this year, our actual achievement for this year and, for comparison, our achievement in the previous two years (where available).

Our achievement is also compared against the London top quartile level of performance and the top quartile level for all English metropolitan authorities. The Council believes comparisons with these authorities give a fair picture as to whether we are accelerating improvement or merely beneficiaries of a general rise in performance. The top quartile level is important as the government has set guidance that all authorities should aim to achieve at this level wherever possible.

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

Symbol	Meaning
GREEN	A green background indicates that the target for 2005/06 has been achieved
RED	A red background indicates that the target for 2005/06 has not been achieved
	This means performance has improved for the indicator compared to 2004/05
	This means performance has declined for the indicator compared to 2004/05
	This means performance has stayed the same for the indicator compared to 2004/05

N/A in any cell means either the information was not collected at that time or a comparison cannot be made. This often occurs as the method of calculation for an indicator can change between years. Also, quartile information is not available for local indicators.

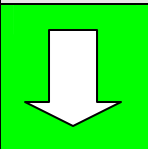
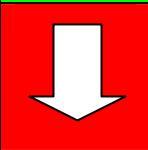

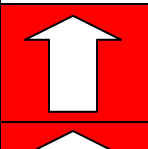
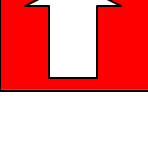
Further information relating to performance against each key priority is contained in the text.

A Better Place for Living Safely
Building Safer and Stronger Communities

Our strategic aim is to work with partners to build safe and harmonious communities in which crime is reduced and the fear of crime alleviated.

How successful were we in increasing community safety?

Our performance against the key priorities we set was as follows:

Performance Indicators	Outcome 2003/04	Outcome 2004/05	Outcome 2005/06	Target 2005/06		London Top Quartile 2004/05	England (Metropolitan) Top Quartile 2004/05
Number of young people accessing drug treatment interventions (THI 1)	627	739	508	313		N/A	N/A
Number of domestic burglaries per 1,000 households (BV 126/THI 2)	19.52	18.50	23.02	18.50		N/A	N/A
Violent offences per 1,000 population (THI 3)	N/A	N/A	46.65	46.07		N/A	N/A
Number of racial incidents recorded per 100,000 population (BV 174/THI 4)	243.20	237.18	286.55	275.24	There is no preferred direction for this indicator	N/A	N/A
Number of street robberies (THI 6)	11.00	9.40	8.14	6.99		N/A	N/A
Number of vehicle crimes per 1,000 population (BV 128/THI 7)	31.74	25.56	25.24	22.44		N/A	N/A

- ❑ Burglary has increased 24% compared to last year and we have not met our end of year target of no increase in residential burglary. There were specific difficulties during July and August 2005 when the majority of police officers were on counter terrorism operations. Improvements planned to ensure reductions take place include investing a large amount of money to target hardened areas, which are identified as long term crime hotspots. These areas will then be transformed physically to make it more difficult to commit crimes in those areas. The new action plan will also continue to provide vulnerable properties with necessary security to prevent them from being burgled and we will also continue to do intensive patrolling of hotspot areas.
- ❑ Operation Bull and Operation Trent continue to yield excellent results with regards to a reduction in violent offending. Violent crime has declined throughout the year with an average reduction of 3.89 offences per 1,000 population.
- ❑ Anti social behaviour remains a high priority for the Council, Police and public. The Cabinet approved the Anti-Social Behaviour Strategy and an internal improvement exercise has made an impact in the time taken to investigate and resolve reports of

anti-social behaviour. Support is now offered to all victims of anti-social behaviour who have to attend court. The pilot drinking Control Zone was implemented in July and is currently being evaluated. Firework ASB programme developed with the Crime Reduction Unit and the resulting Partnership work has contributed to a 50% reduction in the number of fires around November the 5th. There has also been a 62% reduction in malicious fires.


- Commercial crime has been a focus for the Council. A RAID Control Initiative was established in June 2005. 30 potential premises were visited by crime prevention officers. The Brick Lane Steering Group (a partnership action group) has set up a Small Business Crime Initiative which aims to reduce overall crime in Brick Lane by 30% over 18 months.
- 504 council homes have benefited from the installation or upgrade of door entry systems or CCTV. General lighting improvements to improve estate security have also been carried out.

**A Better Place for Living Safely
Improving the Environment**

Our strategic aim is to ensure that, in partnership with others, we develop a cleaner, more secure, greener and more attractive borough in which to live and work.

How successful were we in making our streets cleaner and safer?

Our performance against the key targets we set was as follows:

Performance Indicators	Outcome 2003/04	Outcome 2004/05	Outcome 2005/06	Target 2005/06		London Top Quartile 2003/04	England (Metropolitan) Top Quartile 2003/04
Percentage of street lights not working as planned (THI 5)	N/A	N/A	3.96%	5%		N/A	N/A
Standard of cleanliness of the borough's streets (ENCAMS Index) (THI 8)	34.08	22.00	20.00	20.00		N/A	N/A
Percentage of new reports of abandoned vehicles investigated within 24hrs of notification (THI 9a)	N/A	N/A	91.80	80.00		N/A	N/A
Percentage of abandoned vehicles removed within 24 hours from the point at which the Authority is legally entitled to remove the vehicle (THI 9b)	N/A	N/A	92.60	80.00		N/A	N/A
Percentage of household waste recycled (BV 82A/THI35)	5.09	7.34	8.81	14.00		14.30	8.83

- ❑ October 2005 saw the successful implementation of the final phase of the doorstep recycling service, extending to a further 7,000 high-rise residential properties. Nearly all residents now have doorstep collections or communal collection systems. The range of materials collected was expanded to include plastic bottles and aerosols. An action plan for partnership working with Registered Social Landlords (RSLs) and Parks to co-ordinate waste collection and recycling was implemented from May 2005.
- ❑ The additional publicity from the 'It's so easy' recycling campaign and the Cleaner Safer Tower Hamlets Campaign, (including a faith based outreach scheme and the introduction of an incentive scheme with 25 winners each month) has seen the amount of household waste recycled increase. While the Council has failed to meet its statutory recycling target of 18% for 2005/06, the expanded service, the raised profile through campaigning and proactive programmes planned for the coming year are projected to vastly improve recycling. The month-on-month recycling rate

increased steadily since October and exceeded 10% for January, February and March 2006

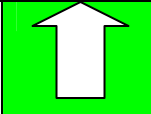


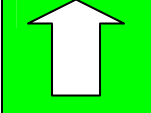
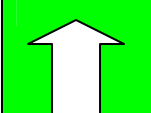
- The Environmental Education Plan was agreed by May 2005 and implemented from June 2005. This formed a key part of the Council's Cleaner Safer Tower Hamlets campaign. A waste awareness programme was run for children and young people during the year. The outcome from the Cleaner, Safer Tower Hamlets campaign has been a noticeable reduction in the amount of litter and detritus on the highway as recorded in the ENCAMS survey – an independent assessment that takes place three times a year.
- The Council has agreed an approach to private land consisting of implementation of the new Cleaner Neighbourhoods and Environment Act 2005 and specifically the development of a partnership "eyesore register" of difficult-to-solve cleanliness issues on private land. This is also part of a new anti-litter campaign. Our approach to graffiti and flyposting on private property is covered by the Anti-graffiti and Flyposting Action Plan. Full operations for enforcement teams began in autumn 2005, which meant less enforcement action was undertaken than anticipated. We have had support in removing flyposting since January 2006 from positive action by Offenders supervised under the "Payback" scheme.
- The Abandoned Vehicles Service has consistently outperformed its target of 80% of all abandoned vehicle reports being investigated within 24 hours. 91% of all cars are investigated and 92% of all cars are removed within 24 hours of the expiry of the notice period. All front line street enforcement staff are now equipped with hand held PCs to enable mobile reporting and information access.

A Better Place for Living Well
More Homes of a Decent Standard

Our strategic aim is to ensure that all residents have a safe, decent and affordable home suitable to their needs.

How successful were we in ensuring more homes of a decent standard?

Our performance against the key targets we set was as follows:

Performance Indicators	Outcome 2003/04	Outcome 2004/05	Outcome 2005/06	Target 2005/06		London Top Quartile 2004/05	England (Metropolitan) Top Quartile 2004/05
Decent Homes Standard (The proportion of homes non-decent (BV184a/ Local PSA)	74.55	77.50	67.2	74.08		30	43
Number of empty private sector dwellings returned to occupation (BV 64)	811	446	291	320		301.25	140.75
Percentage of specified urgent repairs completed in government time limits (THI 10)	93.90	94.42	95.50	95.00		N/A	N/A
Average re-let time for local authority dwellings (days) (THI 11)	36.37	37.00	27.00	33.00		N/A	N/A
Overcrowding in council stock (Reduction in no. of overcrowded households) (THI 12)	130	226	252	242		N/A	N/A

- ❑ The Housing Choice Programme has developed throughout 2005/06 with further estates voting to transfer to Registered Social Landlords. 1057 affordable new homes were completed in the borough during 2005/06. 291 empty private sector homes have been brought back into use while a further 19 non-decent homes have been made habitable and reused. Over £28 million was invested in housing improvements during 2005/06.
- ❑ 95.9% of urgent repairs have been completed on time. Performance measures and monitoring are now in place to monitor housing contractors. This will examine quality and performance. Re-let times of vacant properties have significantly improved during the year with performance improved by 28% and properties now re-let on average in under one month.
- ❑ Over 25 estate improvement projects have been undertaken including renovation works to Robin Hood Gardens and upgrading Cleveland Estate 'kickabout' area.
- ❑ The council approved 129 Disabled Facilities Grants during 2005/06. The Supporting People service was inspected by the Audit Commission in July 2005 who rated the service as Good with Excellent prospects for improvement.

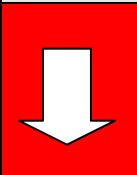
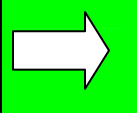


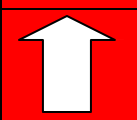
- There was a reduction of 31% in homelessness acceptances during 2005/06. 212 households received a rent deposit and were successfully housed in the private sector. 86% of all homeless applications were processed within the target time of 33 days. The number of homeless applications fell from 1709 in 2004/05 to 1456 in 2005/06: the number of homeless acceptances fell from 1140 to 785: a reduction of 355.

A Better Place for Living Well
Improved Outcomes for Vulnerable Children and Adults

Our strategic aim is to promote independence through providing effective support in the community, and to protect children and promote their welfare, working in partnership with families and respecting the diversity of our community.

How successful were we in improving outcomes for vulnerable children and adults?

Our performance against the key targets we set was as follows:

Performance Indicators	Outcome 2003/04	Outcome 2004/05	Outcome 2005/06	Target 2005/06		London Top Quartile 2004/05	England (Metropolitan) Top Quartile 2004/05
Stability of children looked after (% of looked after children with 3 or more placements) (BV 49/THI 13)	10.71	10.18	12.2	8.50		N/A	N/A
Reviews of child protection cases (%) (BV 162 / THI 14)	100	100	100	100		100	100
Adoptions of children looked after (percentage of total) (BV 163 / THI 15)	8.10	5.48	8.72	8.00		6.7	9.4
Number of admissions of supported residents aged 65 + to residential care (THI 16 PAF C26)	117.00	117.20	105.3	100.00		N/A	N/A
Percentage of clients receiving a review (THI 17)	77.48	65.20	67.97	75.00		N/A	N/A

- ❑ Social Services has been awarded the highest star rating for the service by the Commission for Social Care Inspection and is the most successful service in the whole of England. The Inspecting body concluded that the council has 'excellent' prospects for the future in both adult and child categories. The inspection of our Children's service confirmed that we were serving all children well and demonstrated excellent prospects for improvement.

Vulnerable Adults

- ❑ Social Care – Adults was graded at the highest level – Level 4 – in the Comprehensive Performance Assessment.
- ❑ The Council is supporting more older people intensively at home but our resources face extra pressures from increasing levels of frailty and dependency within the ageing population. Performance is in band 4 out of 5 in the Social Services Performance Assessment Framework (PAF) and the target is to improve performance to the top band next year. The Best Value Review of Older People's Services has been ongoing throughout the year and will result in many key improvements being identified and addressed.

- ❑ A full integration of health and social care planning for people with learning disabilities has been completed. 215 people with complex conditions have received intensive case management
- ❑ Performance in occupational therapy has improved with most referrals responded to within timescales and 95% of equipment items delivered within seven days.
- ❑ Training and standards for homecare staff have been undertaken with 33% of home care staff and 50% of daycare staff qualified to NVQ Level 2 by April 2006.

Vulnerable Children


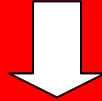
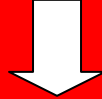
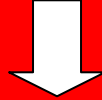
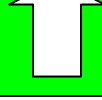
- ❑ Children's Services were scored at the highest level – Level 4 – in all aspects of the Annual Performance Assessment of Children's Services, including in the Staying Safe and Being Healthy outcomes.
- ❑ The Council appointed a Director of Children's Services who began work in September 2005. A Children and Young People's Plan was published in draft and a major consultation took place. Planning for ensuring the children's pathfinder is integrated into planning for Children's Services has been completed and the ISA protocol has been implemented.
- ❑ The implementation of the Common Assessment Framework is taking place. Pilot schemes have been successful and further integration is now underway. A training strategy is also being developed to underpin the strategy. A cross agency Safeguarding Board has been established in March 2006 to further co-ordinate the new requirements on child protection work.
- ❑ The Disabled Children's workstream has expanded residential respite care beds from 3 to 7. New staff have been recruited to work with hearing impaired children.

A Better Place for Creating and Sharing Prosperity

Our strategic aim is to ensure that all Tower Hamlets residents and businesses are in a position to benefit from, and contribute to, the economic prosperity that surrounds them.

How successful were we in developing the local economy?

Our performance against the key targets we set was as follows:

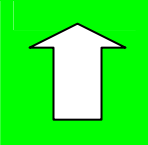
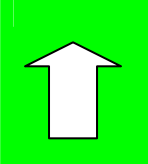
Performance Indicators	Outcome 2003/04	Outcome 2004/05	Outcome 2005/06	Target 2005/06		London Top Quartile 2004/05	England (Metropolitan) Top Quartile 2004/05
% of people claiming employment-related benefits (THI 18)	9.10	8.40	8.40	8.50		N/A	N/A
People under 25 coming off benefits and gaining sustainable employment (THI 19)	N/A	17.80	20.60	17.29		N/A	N/A
% of major planning applications determined within 13 weeks (BV109a/THI 20a)	60.00	63.41	35.00	60.00		67.00	67.00
% of minor planning applications determined within 8 weeks (BV109b/THI 20b)	70.31	79.57	78.56	80.00		78.95	75.12
% of other planning applications determined within 8 weeks (BV109c/THI 20c)	72.61	83.95	85.35	84.00		88.23	87.20

- Unemployment levels among young people remains higher than the London average. However the figures are complicated by the continued increase in the Borough's working-age population which has resulted in an increase in potential claimants. The Council's Skillsmatch programme assisted 569 local residents into employment 05/06. The Skillsladder transitional employment programme commenced in 2005 and three programmes have been completed helping 60 under-25's into employment. 120 under-25s on Jobseekers Allowance have been helped into work during 2005/06.
- The council is undertaking the formal transition from its Unitary Development Plan (UDP) to a Local Development Framework (LDF) as part of the revised planning legislation. Draft Area Action Plans for the Lower Lea, Isle of Dogs and City Fringe form part of the first phase of introducing formal "Local Development Documents". Formal consultation was undertaken for 12 weeks. As a result over 5,000 comments were received which are now being used to shape the revised LDF
- In October 2005 the Council launched its Regeneration Strategy. This was followed by the launch of Canary Wharf Recruitment and Training Centre in February 2006. The Economic Development and Enterprise block of the new Local Area Agreement builds on the principles of increasing employment opportunities for young people outlined in the Regeneration Strategy. All new regeneration projects are subject to a rigorous appraisal using the Treasury's "green book" methodology.

- ❑ Tower Hamlets was successful in securing £3million of funding through the European Objective 2 Priority 1CED programme. The required levels of co-financing have been secured and a strategic approach put in place to deliver initiatives over the next two years.
- ❑ Crossrail has been a major concern to residents and businesses in the borough. The submission of the Council's parliamentary petition was delivered on time. Negotiations on the petition have resulted in positive changes to the Crossrail proposals, including the tunneling arrangements.
- ❑ London was successful in its bid to secure the Olympic Games in 2012. This represents a tremendous opportunity for the borough. The Council is awaiting the main development strategy from the Olympic Delivery Authority and will seek to ensure the realisation of benefits for local people.
- ❑ The Council successfully negotiated over concerns relating to the 3-car upgrade to the Docklands Light Railway. Enabling works commenced in February 2006 at Poplar with the main works commencing in April 2007 and programmed for completion by the end of 2009. Preparatory work has commenced on the East London Line Extension with the main works to commence in summer 2006.
- ❑ There has been continued improvement in our performance for determination of 'other' planning applications, and we exceeded our target of 84% (Government target 80%). 79% of minor applications were determined within 8 weeks, just short of the target of 80% (Government target 65%). However, our performance in the determination of major applications (35% within 13 weeks) was significantly below our target for the year (60%.) This was due to a very high proportion of determinations related to old cases, some of which have required detailed legal agreements, which have taken a long time to conclude. The Council also deals with an increasing number of very large applications. Tower Hamlets makes up almost 40% of London's strategic applications according to figures provided by the Greater London Authority. It is extremely difficult to determine these large applications within the target of 13 weeks due to the nature of consultation, referral and environmental impact assessment requirements. The improvement of performance in processing major applications is a key aspect of our improvement programme for 2006/7.

How successful were we at reducing poverty?

Our performance against the key targets we set was as follows:

Performance Indicators	Outcome 2003/04	Outcome 2004/05	Outcome 2005/06	Target 2005/06		London Top Quartile 2004/05	England (Metropolitan) Top Quartile 2004/05
Average time to process benefits claims (days) (BV78a/ THI 21)	41.72	52.30	33.79	35.00		38.50	30.09
Amount of additional benefit and tax credit take-up (THI 22)	£2.928 million	£4.604 million	£5.688 million	£5.500 million		N/A	N/A

- ❑ The value of benefit and tax credit take up increased by £5, 689, 000 by March 2006. 2 welfare benefits awareness courses were delivered and welfare benefits advice is now provided in 8 GP surgeries across the borough.
- ❑ The Credit Union office has been established in Chrisp Street and 500 accounts have been opened. A Debt Advice Forum established and a debt self-help pack and flyer was produced; 28 debt advisers were trained during the year.
- ❑ The Council is making increased efforts to tackle benefit fraud through introducing the Verification Framework in 2005/06 and increasing the number of anti-fraud investigators. Prosecutions have risen some 300% since 2004/05.

A Better Place for Learning, Achievement and Leisure
Improved Educational Attainment

Our strategic aim is to raise aspirations, expectations and achievement so that Tower Hamlets is a thriving learning community with rapidly improving schools and with education at the centre of community regeneration and social inclusion, and lifelong learning a reality to those living and working locally.

How successful were we in improving educational attainment?

Our performance against the key targets we set was as follows:

Performance Indicators	Outcome 2003/04	Outcome 2004/05	Outcome 2005/06	Target 2005/06		London Top Quartile 2004/05	England (Metropolitan) Top Quartile 2004/05
School absence level – Primary Schools (BV46)	6.62	5.94	6.08	5.30		N/A	N/A
School absence level – Secondary Schools (BV45)	8.24	7.62	7.42	7.30		N/A	N/A
Number of schools causing concern (THI 24)	4	3	3	3		N/A	N/A
Percentage of pupils achieving 5 or more GCSEs at grade A-C (BV 38)	42.67	47.95	50.8	49.0		56.2	51.5
Percentage of children in public care leaving Year 11 with 1 or more GCSE at grade A-G (BV50)	54.00	60.00	54.76	68.00		56.0	56.0
Percentage of pupils achieving Level 4 or better at Key Stage 2 in English (BV 41)	73.99	77.07	77.4	83.0		80.0	78.3
Percentage of pupils achieving Level 4 or better at Key Stage 2 in Maths (BV 40)	71.38	74.81	75.9	83.0		77.0	76.8

- Children’s Services were scored at the highest level – Level 4 – in all aspects of the Annual Performance Assessment of Children’s Services, including in the Enjoying and Achieving Outcome.
- A target of 68% of all pupils at Key Stage 3 achieving a Level 5 or above was not met. English attainment was the most with an increase of 10% points to 67%. The Key Stage 3 strategy is now being expanded to give a clearer focus on improving teaching and learning across the 11-16 age-range. Key Stage 4 attainment measured in % achieving 5+ A*-C GCSEs in 2004 has shown sustained strong improvement over the past five years with 51% now achieving this standard – a 3% increase on 2004.

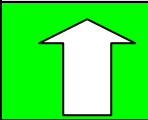
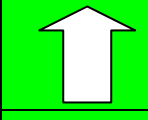
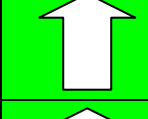
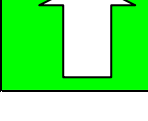
- Children's attainment in English and Maths at Key Stage 2 continued to improve although we did not meet our challenging targets. Improvement was particularly strong in Maths where Tower Hamlets results exceeded the national average
- Two schools are currently placed in special measures. One school has recovered from serious weaknesses reducing the number to one.
- The annual primary attendance rate for 2005 was 93.9%, a slight decrease of 0.1% on the previous year. This followed 5 years of improving attendance and closing the gap on the national average. In 2005 primary attendance was 0.6% less than the national average. Secondary attendance improved 0.2% in 2005 to reach 92.58%, which was 0.39% better than the national average. Attendance in the autumn term 2005 indicated overall decreased attendance; register inspections and action plans in place for targeted schools.
- The borough-wide Tower Hamlets Youth Partnership and four Local Youth Partnerships all now meet monthly. Over 100 young people are involved in decision-making activities. Over 180 people completed courses in 2005/6 related to working with young people, ranging from the introduction to youth work through to VRQ level 3. A new mobile vehicle was launched in March 2006 and has begun delivering 6-week personal and social development programmes using music. A new facility opened in Whitechapel in November 2005. The building is being well used by local young people and their programme includes a successful young women's group.

A Better Place for Learning, Achievement and Leisure
Increased participation in Leisure and Cultural Activities

To ensure, with other partners, that the widest range of arts and leisure opportunities and facilities are provided for the residents, workers and visitors of the borough, and that these are affordable and accessible.

How successful were we in increasing participation in leisure and cultural activities?

Our performance against the key targets we set was as follows:

Performance Indicators	Outcome 2003/04	Outcome 2004/05	Outcome 2005/06	Target 2005/06		London Top Quartile 2004/05	England (Metropolitan) Top Quartile 2004/05
Number of visits to leisure centres (THI 25)	945,966	983,833	1,175,000	992,500		N/A	N/A
Number of visits to council arts facilities (THI 26a)	36,309	30,522	43,817	35,000		N/A	N/A
Number of festivals and events attracting a diverse audience (THI 26b)	47	56	78	57		N/A	N/A
Number of visits to Public Libraries per 1,000 population (BV 117/THI 27)	5,310.42	6,504.44	7,709.22	7,440.13		8360	5875

- ❑ The Whitechapel Idea Store opened on 22 September. This has resulted in an approximately 400% increase in attendance compared to the previous levels at the Stepney and Whitechapel Libraries. 1,604 course enrolments were recorded at Idea Store Whitechapel for the council's learning service. This success was followed by the opening of the Idea Store Canary Wharf on 16th March 2006. Initial data indicates another significant improvement in attendance and items borrowed compared to the libraries which were replaced.
- ❑ The new Mile End Stadium and Leisure Centre was opened in January 2006. Leisure centre usage has increased to 1.2million visits for 2005/06 – an increase of some 20%. The Subsidy per user reduced from £1.68 to £1.39 - a unit cost reduction of 17%. This was primarily achieved by increasing usage beyond target levels. Online bookings for leisure centres went live in January 2006.
- ❑ Mile End Park has been awarded Green Flag status. The Adventure Park phase 1 opened in May 2005, with phase 2 by June 2005. 20% more mini family events were undertaken by March 2006. Football in Mile End has proved successful with some 22,000 participants during the course of the scheme.
- ❑ The number of trees planted exceeded targets for 2005/06. 567 trees were planted. Schemes have included Victoria Park, Mile End Park, Archibald Place, Poplar Tree Project and Street Tree planting and replacement.
- ❑ The number of people attending arts events across the borough has increased by 30% in 2005/06. The Council developed the Urban Cultural Programme and arts related activities in conjunction with other neighbouring local authorities. The








Raindance Festival in April expanded to include Newham and a new youth strand across three boroughs. The Black History Month programme of events covered three boroughs and included three Tower Hamlets-commissioned projects.

A Better Place for Excellent Public Services

To ensure, with other partners, that the widest range of arts and leisure opportunities and facilities are provided for the residents, workers and visitors of the borough, and that these are affordable and accessible.

How successful were we in developing more effective staff and council services, improving equality of opportunity and increasing democratic participation and engagement?

Our performance against the key targets we set was as follows:

Performance Indicators	Outcome 2003/04	Outcome 2004/05	Outcome 2005/06	Target 2005/06		London Top Quartile 2004/05	England (Metropolitan) Top Quartile 2004/05
Proportion of working days /shifts lost due to sickness absence (BV 12/THI 28)	11.74	10.80	9.79	9.00		7.92	8.78
Percentage of top 5% earners that are from minority ethnic communities (BV 11b/THI 29)	14.62	16.43	14.29	17		16.30	3.84
Percentage of top 5% earners that are women (BV11a/THI 30)	41.42	44.41	48.66	45		46.75	47.10
Percentage of local authority employees from minority ethnic communities compared with the percentage of the economically active minority ethnic community population (BV 17a)	36.60	37.21	41.17	38		35.3	5.7
Speed of processing changes in circumstances (days) (BV 78b/THI 31)	8.04	10.80	15.98	8.00		11.10	9.7
Budget Performance (variance from planned) (THI 32)	£35,000	£1.18 million	Awaiting	0		N/A	N/A
Percentage of undisputed invoices paid within 30 days (BV 8/THI 33)	71.13	74.45	94.16	83		90.20	93.30
Increased attendance at Local Area Partnership events (THI 34)	3,500	4,088	4,489	4,250		N/A	N/A

More effective staff

- ❑ The Human Resources Strategy action plan has been implemented and a revised strategy agreed in January. The Council has also been taking steps to implement the Workforce Strategy and Development Plan. A particular focus has been the full implementation of the Homeworking Procedure. Hot-desking has been piloted from October 2005 and fully implemented in those services which have moved to Anchorage House in March 2006.
- ❑ Work has progressed on the Corporate Induction Evaluation. All new starters are asked to complete an induction review form which is considered on a six-monthly basis to identify improvements required to the Council's Induction Procedure. The Council is shortly to undertake work on improving the effectiveness of its recruitment and induction processes.
- ❑ Progress against our targets for a Workforce to Reflect the Community continue to exceed expectation. 41% of all staff employed by the Council are from an ethnic minority; an increase of 4% since last year. There has also been a narrowing of the gender pay gap from 6.46% to 5.24%. The Council is in the final stages of implementing a Single Status Agreement.

More effective council services

- ❑ The Customer Promise was launched in September 2005. A linked initiative of dedicated Council Hotlines was introduced which supports a callcentre approach for the Council's high volume services. In addition a General Enquiry service was introduced to simplify and improve call handling. The Siebel Customer Relationship Management system is now used to record all service requests. Siebel has also been integrated to cover Members enquiries and corporate complaints. All Contact Centre staff have been trained and have passed Institute of Customer Service exams. The Council's website has been assessed as complying with accessibility standards at Level A. Out of the other London council sites, only two others achieved A standard.
- ❑ Efficiencies of £23.6m have been identified which exceeds the Government's target for the Council. An Efficiency Board meets quarterly and has a programme of work to accelerate our progress in maximising value for money. A Continuous Improvement Programme and Service Improvement work is underway as a result of a Council-wide self-assessment undertaken in Autumn 2005.
- ❑ Electronic invoicing was introduced in February 06. Progress is being made in signing up additional suppliers to use the facility. The percentage of payments paid by BACS increased to 75% in Mar 06 compared to less than 30% at the start of the year. Approximately 90% of all invoices are now paid within the 30 day limit which represents a significant increase on previous performance.
- ❑ The council has now achieved an effective maximum performance level for collection of business rates of 99.41%. Council tax collection levels have continued to improve and during the past year rose to 94.5%. Performance has improved from bottom quartile to median level for this indicator.
- ❑ Improvements to our IT infrastructure have been made to support effective working and over 2,500 desktop computers have been upgraded. Home-working is being extended following a successful pilot. The first wave of moves to Anchorage House

has been successfully accomplished and hot-desking arrangements established and supported.

- The Annual Accounts were approved by the auditors without qualification. In the CPA Use of Resources assessment, the Council was judged as performing well with scores of 3 out of 4 for financial management, financial standing and internal control and performing adequately with scores of 2 out of 4 for value for money and financial reporting.

Improving equality of opportunity

- The Council has achieved National Equality Standard Level 5. The Council is only one of two authorities to reach this standard. Further work on validating this through external review will take place in 2006. The Tower Hamlets Access Group was relaunched on in November 2005 and a three-year work programme has been developed. The Council plans to produce a wide range of information both internally and externally relating to equalities including items on Disabled Go, International Day of the Disabled, the Disability Discrimination Act and Civil Partnership.

Improving democratic participation and engagement

- The Tower Hamlets Partnership has retained its highest-level 'Green' rating from the Government Office for London. Challenging targets were set for attendance at Tower Hamlets Local Area Partnership events. The overall attendance rate and attendance by ethnic minorities residents and under 25s exceeded targets. 92% of attendees expressed satisfaction with events. Awareness of the partnership amongst residents increased from 38% in March 2005 to 40% by March 2006
- The action plan from the Consultation & involvement Best Value Review has produced significant improvements in the way the Council contacts and engages its residents. A web-accessible consultation calendar is now in place and its format and content are being enhanced across the Council and its partners.
- The Council has developed its scrutiny role throughout the year. The Health Scrutiny Panel held two sessions with Hackney and Newham to consider the Annual Healthcheck declarations of East London and the City Mental Health Trust. The Health Scrutiny Panel was awarded £17,000 from the Centre for Public Scrutiny (one of nine authorities nationally) to develop work on the Choosing Health agenda. Scrutiny topics have also been driven by members. An analysis of Members' enquiries has been undertaken and a questionnaire sent to all councillors to inform the work programme, e.g. domestic violence was the subject of a Scrutiny review on the basis of member concern.

Tower Hamlets Performance												Tower Hamlets Targets			
BVPI	Description	2002/03	2003/04	2004/05	Outturn 2005/06	Target 2005/06	2006/07	2007/08	2008/09	London Top Quartile 2004/05	Traffic Light	Preferred Direction	Direction of Performance		
Chief Executives															
BV002a	Level of the Equality Standard for Local Government to which the authority conforms.	3	4	5	5	5	5	5	5	2	GREEN	Higher	▲		
BV002b	The quality of an Authority's Race Equality Scheme (RES) and the improvements resulting from its application.		100 %	100 %	100 %	100 %	100 %	100 %	100 %	84 %	GREEN	Higher	▲		
BV003	The % of citizens satisfied with the overall service provided		35 %		N/A	N/A	60 %			57 %		Higher			
BV004	Percentage of complainants satisfied with the handling of their complaint		22 %		N/A	N/A	32 %			32 %		Higher			
BV008 CE038 THI033 SP506	Percentage of Undisputed Invoices Paid on Time	70.64 %	71.13 %	74.45 %	94.16 %	83 %	96 %	93 %	94 %	90.20 %	GREEN	Higher	▲		
BV009 CE034	Percentage of council tax collected.	91.81 %	92.5 %	92.58 %	94.50 %	94 %	96 %	96.25 %	96.50 %	95.85 %	GREEN	Higher	▲		
BV010 CE035	Percentage of Non-domestic Rates Collected	98.3 %	99.2 %	99.23 %	99.41 %	99.4 %	99.5 %	99.5 %	99.5 %	98.83 %	GREEN	Higher	▲		
BV011a THI030	Percentage of top 5% of earners that are women.	36.57 %	41.42 %	44.41 %	48.66 %	45 %	48 %	49 %	50 %	46.75 %	GREEN	Higher	▲		
BV011b THI029 SP516 CE044a	The percentage of the top 5% of Local Authority staff who are from an ethnic minority.	13.42 %	14.62 %	16.43 %	14.29 %	17 %	18 %	20 %	22 %	16.30 %	RED	Higher	▼		
BV011c	Percentage of the top paid 5% of staff who have a disability (excluding those in maintained schools.) [New PI]			3.58 %	2.45 %	N/A	3.5 %	4.5 %	5.5 %	N/A		Higher	▼		
BV012 THI028 CE046a SP505	Number of working days/shifts lost to sickness absence per employee.	10.63	11.74	10.80	9.79	9.0	8.5	8.0	7.5	7.92	RED	Lower	▲		
BV014	Percentage of early retirements (excluding ill-health retirements) as a percentage of the total workforce.	1.27 %	0.59 %	0.33 %	0.41 %	0.3 %	0.2 %	0.18 %	0.16 %	0.17 %	RED	Lower	▼		
BV015	Percentage of employees retiring on grounds of ill health as a percentage of the total workforce.	0.08 %	0.29 %	0.20 %	0.30 %	0.10 %	0.10 %	0.10 %	0.1 %	0.20 %	RED	Lower	▼		

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Performance Indicators for 2005/06

BVPI	Description	2002/03	2003/04	2004/05	Outturn 2005/06	Target 2005/06	2006/07	2007/08	2008/09	London Top Quartile 2004/05	Traffic Light	Preferred Direction	Direction of Performance
BV016a	Percentage of staff declaring that they meet the Disability Discrimination Act disability definition.	3.89 %	3.92 %	3.91 %	4.66 %	4.65 %	4.80 %	5.00 %	5.20 %	3.96 %	GREEN	Higher	▲
BV016b	Percentage of economically active disabled people in the authority area.	16.19 %	16.19 %	16.20 %	16.20 %					13.79 %		Higher	▲
BV017a	Percentage of authority employees from minority ethnic communities as a percentage of the total workforce.	35.77 %	36.6 %	37.21 %	41.17 %	38 %	39 %	40 %	41 %	35.3 %	GREEN	Higher	▲
BV017b	Percentage of economically active minority ethnic community population in the authority area.	42.19 %	42.19 %	42.20 %	42.20 %					34.49 %		Higher	▲
BV126 TH1002	Number of domestic burglaries per 1,000 households.	24.29	19.52	18.50	23.02	18.50	18.50	18.50	18.50	15.90	RED	Lower	▼
BV127a CE012 TH1003	Violent crime per year, 1,000 population in the Local Authority area.				46.65	46.07	44.24	43.32	41.61	N/A	RED	Lower	
BV127b CE016 TH1006	Robberies per year, per 1,000 population in the Local Authority area.				8.14	6.99	6.99	6.99	6.99	N/A	RED	Lower	
BV128 TH1007	Number of vehicle crimes per 1,000 population.	42.25	31.74	25.56	25.24	22.44	21.50	18.31	18.31	15.73	RED	Lower	▲
BV157 PSA001	Number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery. (Deleted from 2006/07)	51.88 %	60.08 %	100 %	100 %	100 %				92.24 %	GREEN	Higher	▲
BV174 TH1004 CE013	Number of racial incidents recorded by the authority per 100,000 population.	160.63	243.20	237.18	286.55	275.24	289	285	280	41.00	GREEN	Higher	▲
BV175 CE014	Percentage of racial incidents that resulted in further action.	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	GREEN	Higher	▲
BV225	Actions Against Domestic Violence. [New PI]			N/A	100 %	N/A	100 %	100 %	100 %	N/A		Higher	
BV226a	Total amount spent by the Local Authority on Advice and Guidance services provided by external organisations. [New PI]			N/A	£ 1,007,463	N/A	£ 1,027,612	£ 1,048,164	£ 1,069,127	N/A		Higher	
BV226b	Percentage of monies spent on advice and guidance services provision which was given to organisations holding the CLS Quality Mark at 'General Help' level and above. [New PI]			N/A	91 %	N/A	92 %	93 %	95 %	N/A		Higher	

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Performance Indicators for 2005/06

BVPI	Description	2002/03	2003/04	2004/05	Outturn 2005/06	Target 2005/06	2006/07	2007/08	2008/09	London Top Quartile 2004/05	Traffic Light	Preferred Direction	Direction of Performance
BV226c	Total amount spent on Advice and Guidance in the areas of housing, welfare benefits and consumer matters which is provided directly by the authority to the public. [New PI]			N/A	£ 702,500	N/A	£ 680,900	£ 702,900	£ 716,958	N/A		Higher	
THI001 CE017	The number of young people under 18 accessing substance misuse treatments (Revised PI for 05/06)				415	313	448	481	495	N/A	GREEN	Higher	
THI022 CE051	Take up of welfare benefits	1,245,000	2,928,287	4,604,480	5,688,830	5,500,000	6,000,000			N/A	GREEN	Higher	▲
THI032 SP501	Budget Performance	£ 2,100,000	£ 35,000	£ -1,180,000		£ 0	£ 0	£ 0	£ 0			Lower	
THI034 CE021 SP509 LAAS201a	Increased attendance at Local Area Partnership events	1,664	3,500	4,088	4,489	4,250	5,000	5,250	5,500	N/A	GREEN	Higher	▲
Development and Renewal													
BV106	Percentage of new homes built on previously developed land.	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	GREEN	Higher	▲
BV109a THI020a CPA026a SP301	Percentage of major planning applications determined within 13 weeks.	46.48 %	60.00 %	58.54 %	35.00 %	60 %	60 %	60 %	60 %	67.00 %	RED	Higher	▼
BV109b THI020b CPA026b SP302	Percentage of minor planning applications determined in 8 weeks.	54.99 %	70.31 %	79.57 %	78.56 %	80 %	80.25 %	80.5 %	81 %	78.95 %	RED	Higher	▼
BV109c THI020c CPA026c SP303	Percentage of other planning applications determined in 8 weeks.	56.70 %	72.61 %	83.95 %	85.35 %	84.00 %	88.25 %	88.3 %	88.5 %	88.23 %	GREEN	Higher	▲
BV111	The % of applicants satisfied with the service received		51.30 %		N/A	N/A				81.00 %		Higher	
BV179	Percentage of standard searches carried out in 10 working days.	69.83 %	100 %	100 %	94.42 %	100 %	100 %	100 %	100 %	100 %	RED	Higher	▼
BV200a	Did the local planning authority submit the Local Development Scheme (LDS) by 28th March 2005 and thereafter maintain a 3-year rolling programme?			No	Yes	Yes	Yes	Yes	Yes	N/A	GREEN	None	
BV200b	Has the local planning authority met the milestones which the current Local Development Scheme (LDS) sets out?			Yes	Yes	Yes	Yes	Yes	Yes	N/A	GREEN	None	

BVPI	Description	2002/03	2003/04	2004/05	Outturn 2005/06	Target 2005/06	2006/07	2007/08	2008/09	London Top Quartile 2004/05	Traffic Light	Preferred Direction	Direction of Performance
BV200c	Did the Local Planning Authority publish an annual monitoring report by December of the last year?				Yes	Yes	Yes	Yes	Yes	N/A	GREEN	None	
BV204	Percentage of appeals allowed against the authority's decision to refuse planning applications.			18.8 %	Tbc %	28 %	27 %	Tbc %	Tbc %	28 %	GREEN	Lower	◀
BV205	Score against a planning service quality checklist.			94.4 %	100 %	94.44 %	100 %	100 %	100 %	94.0 %	GREEN	Higher	◀
BV219a	Total number of conservation areas in the local authority area - [New PI]			N/A	50	51	51	51		N/A	RED	None	
BV219b	Percentage of conservation areas in the local authority area with an up-to-date character appraisal - [New PI]			N/A	0.00 %	60 %	80 %	100 %		N/A	RED	Higher	
BV219c	Percentage of conservation areas with published management proposals - [New PI]			N/A	14.00 %	60 %	80 %	100 %		N/A	RED	Higher	
Local108	The number of advertised departures from the statutory plan approved by the authority as a percentage of total permissions granted	0.16 %	0.69 %	0.00 %	Tbc %	2.00 %	2.00 %	2.00 %	Tbc %	N/A	GREEN	Lower	◀
Local110	Average time taken to determine all planning applications (weeks)	12.40	11.93	11.38	Tbc	8.0	8.0	8.0	Tbc	N/A	GREEN	Lower	◀
TH1018	Percentage of local residents claiming employment-related benefits	11.8 %	9.1 %	8.4 %	8.5 %	8.5 %	8.3 %	8.2 %	8.0 %	N/A	GREEN	Lower	▶
TH1019	Proportion of people under 25 claiming unemployment related benefits			17.8 %	20.6 %	17.29 %	16.5 %	16.0 %	15.0 %	N/A	RED	Lower	▶
Education													
BV038 PSA004	Percentage of 15 year old pupils in schools maintained by the LEA achieving 5 or more GCSEs at grades A* - C or equivalent.	43.63 %	42.67 %	47.95 %	50.8 %	49.0 %	56.0 %	59.0 %	61.0 %	56.2 %	GREEN	Higher	◀
BV039	Percentage of 15 year old pupils in schools maintained by the local education authority achieving 5 GCSEs or equivalent at grades A* - to G including English and Maths.	87.76 %	86.27 %	86.80 %	86.6 %	91.6 %	92.7 %	93.5 %	93.7 %	89.3 %	RED	Higher	▶
BV040	Percentage of pupils in schools maintained by the LEA achieving Level 4 or above in the Key Stage 2 Mathematics test.	68.20 %	71.38 %	74.81 %	75.9 %	83.0 %	84.0 %	85.0 %	85.3 %	77.0 %	RED	Higher	◀

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Performance Indicators for 2005/06

BVPI	Description	2002/03	2003/04	2004/05	Outturn 2005/06	Target 2005/06	2006/07	2007/08	2008/09	London Top Quartile 2004/05	Traffic Light	Preferred Direction	Direction of Performance
BV041 SP406	Percentage of pupils in schools maintained by the LEA achieving Level 4 or above in the Key Stage 2 English test.	70.90 %	73.99 %	77.07 %	77.4 %	83.0 %	84.0 %	85.0 %	85.7 %	80.0 %	RED	Higher	▲
BV043a	Percentage of statements of special educational need prepared within 18 weeks excluding those affected by" exceptions to the rule" under the SEN Code of Practice.	89.1 %	73.1 %	99.2 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	GREEN	Higher	▲
BV043b	Percentage of statements of special educational need prepared within 18 weeks including those affected by" exceptions to the rule" under the SEN Code of Practice.	3.8 %	9.1 %	80.3 %	94.8 %	85.0 %	97.0 %	100.0 %	100.0 %	92.2 %	GREEN	Higher	▲
BV045 TH1023b	Percentage of half days missed due to total absence in secondary schools maintained by the local education authority.	8.87 %	8.24 %	7.62 %	7.42 %	7.30 %	7.10 %	7.00 %	6.50 %	7.46 %	RED	Lower	▲
BV046 TH1023a	Percentage of half days missed due to total absence in primary schools maintained by the local education authority.	7.25 %	6.62 %	5.94 %	6.08 %	5.30 %	5.20 %	5.00 %	4.50 %	5.71 %	RED	Lower	▼
BV181a LPSA1a	Percentage of 14-year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 test in English.	51.00 %	53.53 %	57.30 %	66.78 %	71.00 %	72.00 %	73.00 %	76.25 %	76.25 %	RED	Higher	▲
BV181b LPSA1b	Percentage of 14-year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 test in Mathematics.	49.00 %	54.90 %	58.50 %	61.40 %	71.00 %	72.00 %	73.00 %	76.25 %	76.25 %	RED	Higher	▲
BV181c LPSA1c	Percentage of 14-year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 test in Science.	43.00 %	45.71 %	49.24 %	52.03 %	68.00 %	69.00 %	71.00 %	71.25 %	68.25 %	RED	Higher	▲
BV181d LPSA1d	Percentage of 14-year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 test in ICT assessment.		46.73 %	48.27 %	52.51 %	69.00 %	70.00 %	71.00 %	71.25 %	68.30 %	RED	Higher	▲

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Performance Indicators for 2005/06

BVPI	Description	2002/03	2003/04	2004/05	Outturn 2005/06	Target 2005/06	2006/07	2007/08	2008/09	London Top Quartile 2004/05	Traffic Light	Preferred Direction	Direction of Performance
BV194a	Percentage of pupils in schools maintained by the local education authority achieving level 5 or above in Key Stage 2 in English.	20.52 %		25 %	20 %	31 %	32 %	33 %	33.5 %	28 %	RED	Higher	▲
BV194b	Percentage of pupils in schools maintained by the local education authority achieving level 5 or above in Key Stage 2 in Mathematics.	24.17 %		26 %	28 %	31 %	32 %	33 %	33.5 %	33 %	RED	Higher	▲
BV221a	Percentage of young people aged 13-19 gaining a recorded outcome compared to the percentage of young people in the local authority area. [New PI]			N/A	55 %	N/A	57 %	60 %	62 %	N/A		Higher	
BV221b	Percentage of young people aged 13-19 gaining an accredited outcome compared to the percentage of young people in the local authority area. [New PI]			N/A	18 %	N/A	22 %	26 %	30 %	N/A		Higher	
BV222a	Percentage of integrated early education and childcare settings funded or part-funded by the local authority with a qualification at Level 4 or above. [New PI]			N/A	20 %	N/A	22 %	25 %	30 %	N/A		Higher	
BV222b	Percentage of integrated early education and childcare settings funded or part-funded by the local authority which have input from staff with graduate or post graduate training in teaching or child development. [New PI]			N/A	29 %	N/A	32 %	40 %	45 %	N/A		Higher	
Local002	Number of total places in childrens day care and after school clubs	3760		4732	5770	4841	4941	5041	N/A	N/A	GREEN	Higher	▲
Local003	The % of pupils in Tower Hamlets earning 5 or more GCSEs at grades A*-C, including English and Mathematics. (New local PI)				30.2 %	N/A	34.0 %	39.0 %	42.0 %	N/A		Higher	
Local037	Average GCSE/GNVQ points score of 15 year old pupils in schools maintained by the local education authority.	37.84	38.12	41.03	43.24	43.00	45.00	47.00	N/A	N/A	GREEN	Higher	▲
Local042	Enrolments on adult education courses per 1,000 adult population	45.48	56.19	73.47	77.65	76.00	78.00	79.00	79.40	N/A	GREEN	Higher	▲
Local158	The percentage of adult education hours for which students attended	46.35 %	65.71 %	75.96 %	76.63 %	78.00 %	78.10 %	78.20 %	78.30 %	N/A	RED	Higher	▲

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Performance Indicators for 2005/06

BVPI	Description	2002/03	2003/04	2004/05	Outturn 2005/06	Target 2005/06	2006/07	2007/08	2008/09	London Top Quartile 2004/05	Traffic Light	Preferred Direction	Direction of Performance
LocalK7a	Percentage of key stage test and teacher assessments in local authority schools where the following levels were achieved: level two or above at key stage one	80.47 %	82.70 %	82.30 %	82.33 %	83.00 %	84.00 %	85.00 %	N/A	N/A	RED	Higher	▲
LPSA011 SP401 LAA602	The % of pupils in Tower Hamlets earning 5 or more GCSEs at grades A*-C, including English and Mathematics.			28.1% %	30.2% %	N/A	39.0% %	42.0% %	47.0% %			Higher	▲
THI024	Number of schools causing concern	10.00	4.00	3	3	3	0	0	0	N/A	GREEN	Lower	▲
Environment and Culture													
BV082a(i) THI035 CPA019a SP111 LAA106	Percentage of household waste which has been sent by the authority for recycling.			7.35 %	8.82 %	14 %	15 %	20 %	24 %	16.97 %	RED	Higher	▲
BV082a(ii)	Total tonnage of household waste arisings which have been sent by the Authority for recycling. [New PI]			N/A	6978.56	11490	12,099.80	16455.73	20141.82	N/A	RED	Higher	▲
BV082b(i)	The percentage of household waste sent by the Authority for composting or treatment by anaerobic digestion.			0 %	0 %	0 %	1 %	2 %	3 %	5.45 %	GREEN	Higher	▲
BV082b(ii)	The tonnage of household waste sent by the authority for composting or treatment by anaerobic digestion. [New PI]			N/A	0	0	806.65	1645.57	2517.73	N/A	GREEN	Higher	▲
BV082c(i)	Percentage of the total tonnage of household waste arisings which have been used to recover heat, power and other energy sources.		0 %	0 %	0 %	0 %	0 %	5.0 %	49.0 %	37.31 %	GREEN	Higher	▲
BV082c(ii)	Tonnage of household waste arisings which have been used to recover heat, power and other energy sources. [New PI]			0	0	0	0	4144.0	41,129.0	N/A	GREEN	Higher	▲
BV082d(i)	Percentage of household waste arisings which have been landfilled.			92.66 %	91.18 %	85.00 %	84.00 %	73.00 %	24.00 %	0 %	RED	Lower	▲
BV082d(ii)	The tonnage of household waste arisings which have been landfilled. [New PI]			N/A	72105.13	73343	67758.9	60063.43	20143.47	N/A	GREEN	Lower	▲
BV084a	Number of kilograms of household waste collected per head of the population			379.4	387.86	370.26	395.61	403.52	411.60	396.2	RED	Lower	▲

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Performance Indicators for 2005/06

BVPI	Description	2002/03	2003/04	2004/05	Outturn 2005/06	Target 2005/06	2006/07	2007/08	2008/09	London Top Quartile 2004/05	Traffic Light	Preferred Direction	Direction of Performance
BV084b	Percentage change from the previous financial year in the number of kilograms of household waste collected per head of the population. [New PI]			N/A	-0.28	2	2	2	2	N/A	GREEN	Lower	
BV086	Cost of waste collection per household.	£ 30.78	£ 49.10	£ 66.31	£ 100.79	£ 58.82	£ 75.38	£ 75.77	£ 76.16	£ 38.6	RED	Lower	▼
BV087	Cost of waste disposal per tonne for municipal waste	£ 56.94	£ 44.74	£ 53.84	£ 59.84	£ 47.07	£ 50.98	£ 51.77	£ 53.63	£ 43.09	RED	Lower	▼
BV089	The percentage of people satisfied with the cleanliness standard in their area		51.00	N/A	N/A	N/A	59.00			57.00		Higher	
BV090a	The % of people satisfied with household waste collection overall		62.00 %	N/A	N/A	N/A	69.00 %			76.00 %		Higher	
BV090b	The % of people satisfied with recycling facilities		22.00 %	N/A	N/A	N/A	34.00 %			60.00 %		Higher	
BV090c	The % of people satisfied with the local tip		45.00 %	N/A	N/A	N/A	57.00 %			70.00 %		Higher	
BV091a	Percentage of households resident in the authority's area served by kerbside collection of recyclables			100 %	100 %	100 %	100 %	100 %	100 %	100 %	GREEN	Higher	▲
BV091b	Percentage of households resident in the authority's area served by kerbside collection of at least two recyclables. [New PI]			N/A	85 %	100 %	100 %	100 %	100 %	N/A	RED	Higher	
BV099ai LPSA004 SP103 LAA107	Number of people killed or seriously injured (KSI) in road traffic collisions.		139	139	133	135	131	127	123	123	GREEN	Lower	◀
BV099aii	Percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions since the previous year.			-7.95 %	-4.32 %	-2.88 %	-1.50 %	-3.05 %	-3.15 %	-14.17 %	GREEN	Lower	▼
BV099aiii	Percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions since the 1994-98 average.			-25.51 %	-28.72 %	-27.65 %	-29.80 %	-31.94 %	-34.08 %	-30.39 %	GREEN	Lower	◀
BV099bi	Number of children (aged under 16 years) killed or seriously injured (KSI) in road traffic collision			11	17	11	11	10	10		RED	Lower	▼
BV099bii	Percentage change in the number of children (aged under 16 years) killed or seriously injured (KSI) in road traffic collisions since the previous year.			-8.33 %	54.55 %	0.00 %	-35.29 %	-9.09 %	0.00 %	-24.88 %	RED	Lower	▼

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Performance Indicators for 2005/06

BVPI	Description	2002/03	2003/04	2004/05	Outturn 2005/06	Target 2005/06	2006/07	2007/08	2008/09	London Top Quartile 2004/05	Traffic Light	Preferred Direction	Direction of Performance
BV099biii	Percentage change in the number of children killed or seriously injured (KSI) in road traffic collisions since the 1994-98 average.			-59.85 %	-37.96 %	-59.85 %	-59.85 %	-63.50 %	-63.50 %	-55.63 %	RED	Lower	►
BV099ci	Number of people slightly injured in road traffic collisions.			918	858	913	840	830	818		GREEN	Lower	◀
BV099cii	Percentage change in the number of people slightly injured in road traffic collisions since the previous year.			-2.65 %	-6.54 %	-0.54 %	-2.10 %	-1.19 %	-1.47 %	-9.05 %	GREEN	Lower	◀
BV099ciii	Percentage change in the number of people slightly injured in road traffic collisions since the 1994-98 average.			-10.23 %	-16.10 %	-10.72 %	-17.86 %	-18.83 %	-20.01 %	-19.55 %	GREEN	Lower	◀
BV100	Number of days of temporary traffic controls or road closure on traffic sensitive streets per km of traffic sensitive streets.	5.77	8.63	2.5	1.2	7.50	6.00	5.50	5.00	0.2	GREEN	Lower	◀
BV118a	Percentage of library users who found the book they wanted or reserved it and were satisfied with that outcome		60.60 %		N/A	N/A	67.0 %			67.00 %		Higher	
BV118b	Percentage of library users who found the information they wanted or reserved it and were satisfied with the outcome		67.00 %		N/A	N/A	67.0 %			67.00 %		Higher	
BV118c	Percentage of library users satisfied with the library overall		83.60 %		N/A	N/A	89.0 %			89.00 %		Higher	
BV119a	Percentage satisfied with sports/leisure facilities		44.00 %		N/A	N/A	50.00 %			49.00 %		Higher	
BV119b	Percentage satisfied with libraries		43.00 %		N/A	N/A	67.00 %			67.00 %		Higher	
BV119c	Percentage satisfied with museums/galleries		29.00 %		N/A	N/A	40.00 %			40.00 %		Higher	
BV119d	Percentage satisfied with theatres/concert halls		28.00 %		N/A	N/A	42.00 %			41.50 %		Higher	
BV119e	Percentage satisfaction with parks/open spaces		57.00 %		N/A	N/A	65.00 %			73.00 %		Higher	
BV156	Percentage of Authority buildings in which all public areas are suitable for and accessible to disabled people	22.03 %	28.81 %	38.98 %	54.39 %	36 %	55 %	Tbc %	Tbc %	46.06 %	GREEN	Higher	◀
BV165	Percentage of pedestrian crossings with facilities for disabled people.	87.23 %	88.89 %	96.3 %	100 %	100 %	100 %	100 %	100 %	100 %	GREEN	Higher	◀
BV166a	Score against a checklist of enforcement best practice for environmental health.	80.00 %	100.00 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	GREEN	Higher	►

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Performance Indicators for 2005/06

BVPI	Description	2002/03	2003/04	2004/05	Outturn 2005/06	Target 2005/06	2006/07	2007/08	2008/09	London Top Quartile 2004/05	Traffic Light	Preferred Direction	Direction of Performance
BV166b	Score against a checklist of enforcement best practice for trading standards.	80.00 %	93.33 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	GREEN	Higher	▲
BV187	Percentage length of category 1, 1a and 2 footway network needing treatment.	22.62 %	30.80 %	27 %	Tbc %	20.00 %	10.00 %			15 %	GREEN	Lower	▲
BV199a TH1008 LPSA003 SP108 LAA105	The proportion of relevant land and highways (expressed as a percentage) that is assessed as having combined deposits of litter and detritus that fall below an acceptable level. [amended]		34.08 %	22.0 %	Tbc %	20 %	16 %	12 %	11 %	20.0 %	GREEN	Lower	▲
BV199b	The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of graffiti are visible. [New PI]			N/A	Tbc %	17 %	7 %	6 %	5 %	N/A	GREEN	Lower	
BV199c	The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of fly-posting are visible. [New PI]			N/A	Tbc %	18 %	8 %	7 %	6 %	N/A	GREEN	Lower	
BV199d	The year-on-year reduction in total number of incidents and increase in total number of enforcement actions taken to deal with 'fly-tipping'. [New PI]			N/A	3	1	2	1	1	N/A	RED	Lower	
BV215a TH1005	The average number of days taken to repair a street lighting fault, which is under the control of the local authority - non DNO - [New PI]			N/A	3.96	5	3.75	3.50	3.25	N/A	GREEN	Lower	
BV215b	The average time taken to repair a street lighting fault, where response time is under the control of a DNO - [New PI]			N/A	13	13	12	11	10	N/A	GREEN	Lower	
BV216a	Number of 'sites of potential concern' (within the local authority area), with respect to land contamination. [New PI]			N/A	1998	20	1828	1648	1458	N/A	GREEN	None	
BV216b	Number of sites for which sufficient detailed information is available to decide whether remediation of the land is necessary, as a percentage of all 'sites of potential concern'. [New PI]			N/A	0.45 %	100 %	9.3 %	10.9 %	13.0 %	N/A	RED	Higher	
BV217	Percentage of pollution control improvements to existing installations completed on time - [New PI]			N/A	100 %	90.0 %	80.0 %	90.0 %	90.0 %	N/A	GREEN	Higher	

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Performance Indicators for 2005/06

BVPI	Description	2002/03	2003/04	2004/05	Outturn 2005/06	Target 2005/06	2006/07	2007/08	2008/09	London Top Quartile 2004/05	Traffic Light	Preferred Direction	Direction of Performance
BV218a THI009a	Percentage of new reports of abandoned vehicles investigated within 24hrs of notification - [New PI]			N/A	91.8 %	80.00 %	92.0 %	93.0 %	93.5 %	N/A	GREEN	Higher	
BV218b THI009b	Percentage of abandoned vehicles removed within 24 hours from the point at which the Authority is legally entitled to remove the vehicle - [New PI]			N/A	92.6 %	80.00 %	93.0 %	93.5 %	94 %	N/A	GREEN	Higher	
BV220	Compliance against the Public Library Service Standards - [New PI]			N/A	13	16	19	18.5	18.5	N/A	RED	Higher	
BV223	Percentage of the local authority principal road network where structural maintenance should be considered. [New PI]			71.85 %	Tbc %		Tbc %	Tbc %	Tbc %	N/A		Lower	▲
BV224a	Percentage of the non-principal classified road network where maintenance should be considered. [New PI]			N/A	Tbc %	7.5 %	Tbc %	Tbc %	Tbc %	N/A	GREEN	Lower	
BV224b	Percentage of the unclassified road network where structural maintenance should be considered. [New PI]			0.41 %	Tbc %	0.38 %	0.35 %	0.30 %	0.25 %	N/A	GREEN	Lower	▲
THI025	Number of visits to Leisure Centres	944,608	956,339	983,833	1,236,155	992,500	1,336,000	1,349,360	1,362,850	N/A	GREEN	Higher	▲
THI026a	Number of visits to council arts facilities		36,309	30,522	49,450	35,000	36,000	36,720	37,454	N/A	GREEN	Higher	▲
THI026b	Number of festivals or cultural events organised or otherwise facilitated by the Council which have attracted a diverse audience of 100 or more		47	56	78	57	65	66	67	N/A	GREEN	Higher	▲
THI027 CPA010c SP412	Number of physical visits to public library premises per 1000 population	5453.00	5310.42	6,504	7,709.22	7,440.13	8,795.07	9,356.75		8,360	GREEN	Higher	▲
Housing													
BV062	Percentage of unfit private sector dwellings made fit or demolished as a direct result of action by the local authority. (Deleted from 2006/07)	2.17 %	5.44 %	5.38 %	5.03 %	5.92 %				4.63 %	RED	Higher	▼
BV063	Energy Efficiency the average SAP rating of local authority owned dwellings.	47.61	48.46	62.04	63.79	62.78	64.60	65.41	67.00	67	GREEN	Higher	▲

BVPI	Description	2002/03	2003/04	2004/05	Outturn 2005/06	Target 2005/06	2006/07	2007/08	2008/09	London Top Quartile 2004/05	Traffic Light	Preferred Direction	Direction of Performance
BV064	Number of private sector vacant dwellings that are returned into occupation or demolished as a direct result of action by the local authority	363.00	811.00	435	291	320	300	301	302	301	GREEN	Lower	▲
BV066a	Local authority rent collection and arrears: proportion of rent collected.	96.34 %	96.07 %	95.52 %	97.22 %	96.60 %	97.40 %	97.9 %	98.0 %	97.30 %	GREEN	Higher	▲
BV066b CPA003	The number of local authority tenants with more than seven weeks of (gross) rent arrears as a percentage of the total number of council tenants.			N/A	6.8 %	N/A	6.6 %	6.5 %	6.4 %	N/A		Lower	
BV066c	Percentage of local authority tenants in arrears who have had Notices Seeking Possession served.			N/A	27.6 %	N/A	28.0 %	27.0 %	26.0 %	N/A		Lower	
BV066d	Percentage of local authority tenants evicted as a result of rent arrears.			N/A	0.3 %	N/A	0.25 %	0.2 %	0.15 %	N/A		Lower	
BV074a	Satisfaction of tenants of council housing with the overall service provided by their landlord a: all tenants	53.41 %	52.01 %	52.01 %	57.52 %	70.00 %	63.00 %	63.00 %	63.00 %	71.50 %	RED	Higher	▲
BV074b	Satisfaction of tenants of council housing with the overall service provided by their landlord: with results further broken down by b) black and minority ethnic tenants.	47.61 %	49.49 %	49.49 %	54.75 %	70.00 %	63.00 %	63.00 %	63.00 %	67.00 %	RED	Higher	▲
BV074c	Satisfaction of tenants of council housing with the overall service provided by their landlord: with results further broken down by b) non-black and minority ethnic tenants.	57.43 %	53.17 %	53.17 %	60.44 %	70.00 %	63.00 %	63.00 %	63.00 %	74.00 %	RED	Higher	▲
BV075a	Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord: a: All tenants		49.18 %	49.18 %	44.51 %	66.00 %	51.00 %	51.00 %	51.00 %	60.25 %	RED	Higher	▼
BV075b	Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord: b: black and minority ethnic tenants		50.60 %	50.60 %	39.82 %	66.00 %	51.00 %	51.00 %	51.00 %	59.75 %	RED	Higher	▼

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Performance Indicators for 2005/06

BVPI	Description	2002/03	2003/04	2004/05	Outturn 2005/06	Target 2005/06	2006/07	2007/08	2008/09	London Top Quartile 2004/05	Traffic Light	Preferred Direction	Direction of Performance
BV075c	Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord: b) non-black and minority ethnic tenants.	48.66 %	48.66 %	48.66 %	49.0 %	66.00 %	51.00 %	51.00 %	51.00 %	61.75 %	RED	None	▲
BV076a	Number of benefit claimants visited, per 1,000 caseload.	3.11	6.78	6.78	4.86	37.00	189.53	193.78	195.19	264.82	RED	Higher	▼
BV076b	Number of benefit fraud investigators employed, per 1,000 caseload.	0.17	0.21	0.21	0.25	0.25	0.37	0.38	0.39	0.34	GREEN	None	▲
BV076c	Number of benefit fraud investigations, per 1,000 caseload	13.79	9.59	9.59	16.52	15.00	24.00	29.00	34.00	33.02	GREEN	Higher	▲
BV076d	Number of prosecutions and sanctions, per 1,000 caseload.	0.51	0.74	0.74	2.40	1.30	3.25	4.00	4.50	3.25	GREEN	Higher	▲
BV078a THI021 SP218	Average time for processing new housing benefit and council tax benefit claims (days).	47.03	41.72	52.30	33.79	35.00	31.00	30.00	29.00	38.50	GREEN	Lower	▲
BV078b THI031	Average time for processing notifications of changes of circumstance, relating to housing benefit and council tax benefit claims (days).	6.71	8.04	10.8	15.98	8.00	7.75	7.50	7.25	11.1	RED	Lower	▼
BV079a	Percentage of housing benefit and council tax benefit cases for which the calculation of the amount of benefit due was correct.	98.41 %	99.24 %	99.80 %	97.6 %	99.80 %	98.00 %	98.25 %	98.50 %	98.00 %	RED	Higher	▼
BV079b(i)	The amount of Housing Benefit overpayments (HB) recovered during the period being reported on as a percentage of HB deemed recoverable overpayments during that period. [amended]			N/A	62.57 %	N/A	64.00 %	64.20 %	64.40 %	N/A		Higher	
BV079b(ii)	HB overpayments recovered during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period. [New PI]			N/A	39.16 %	N/A	39.3 %	39.6 %	39.9 %	N/A		Higher	

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Performance Indicators for 2005/06

BVPI	Description	2002/03	2003/04	2004/05	Outturn 2005/06	Target 2005/06	2006/07	2007/08	2008/09	London Top Quartile 2004/05	Traffic Light	Preferred Direction	Direction of Performance
BV079b(iii)	Benefit (HB) overpayments written off during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period, plus amount of HB overpayments identified during the period [New PI]			N/A	6.37 %	N/A	15.00 %	15.50 %	16.00 %	N/A		None	
BV164	Does the authority follow the Commission for Racial Equality's code of practice in rented housing and follow the Good Practice Standards for social landlords on tackling harassment included in Tackling Racial Harassment: Code of Practice for Social Landlords?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	N/A	GREEN		
BV183a SP210	Average length of stay in bed and breakfast accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need.	11.75	12.72	13	5	10.50	4.5	4.0	3.5	5	GREEN	Lower	▲
BV183b	Average length of stay in hostel accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0	GREEN	Lower	▲
BV184a	The proportion of LA homes which were non-decent at 1 April 2004.	80.01 %	74.55 %	78 %	67.2 %	74.08 %	74.08 %	76.56 %	73.62 %	30 %	GREEN	Lower	▲
BV184b SP202	The percentage change in proportion of non-decent LA homes between 1 April 2004 and 1 April 2005.	11.57 %	0.27 %	17.8 %	19.27 %	20.52 %	69.88 %	32.06 %	16.42 %	14.9 %	RED	Higher	▲
BV202	Number of people sleeping rough on a single night within the area of the authority.			5	3	<5	<5	<5	<5	1	GREEN	Lower	▲
BV203	Percentage change in the average number of families which include dependent children or a pregnant woman, placed in temporary accommodation under the homelessness legislation in the current financial year compared with the average from the previous year.			5.53 %	-2.5 %	-2.5 %	-2.5 %	-2.5 %	-2.5 %	5.01 %	GREEN	Lower	▲

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Performance Indicators for 2005/06

BVPI	Description	2002/03	2003/04	2004/05	Outturn 2005/06	Target 2005/06	2006/07	2007/08	2008/09	London Top Quartile 2004/05	Traffic Light	Preferred Direction	Direction of Performance
BV211a	The proportion of planned repairs and maintenance expenditure on HRA dwellings compared to responsive maintenance expenditure on HRA dwellings - [New PI]			N/A	70.7 %	66 %	68 %	70 %	71 %	N/A	GREEN	Higher	
BV211b	Proportion of expenditure on emergency and urgent repairs to HRA dwellings compared to non-urgent repairs expenditure to HRA dwellings. - [New PI]			N/A	40.6 %	46 %	40 %	39 %	38 %	N/A	GREEN	Lower	
BV212 SP204	Average time taken to re-let local authority housing. - [New PI]			N/A	39.9	37	36	35	34	N/A	RED	Lower	
BV213	Number of households who considered themselves as homeless, who approached the local housing authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation. - [New PI]			N/A	600	N/A	605	610	615	N/A		Higher	
BV214	Proportion of households accepted as statutorily homeless who were accepted as statutorily homeless by the same Authority within the last two years. - [New PI]			N/A	1 %	N/A	0.99 %	0.98 %	0.97 %	N/A		Lower	
TH1010 SP203	Percentage of urgent repairs completed in government time limits	94.50 %	93.90 %	94.42 %	95.5 %	95.00 %	95.50 %	96 %	96.5 %	N/A	GREEN	Higher	▲
TH1011	Average re-let times in local authority dwellings (days)	34.33	36.37	37.00	27.00	33.00	N/R	N/R	N/R	N/A	GREEN	Lower	▲
TH1012a	Number of lettings to overcrowded Common Housing Register tenants			N/A	252	240	255	N/R	N/R	N/A	GREEN	Higher	
TH1012b	Number of lettings to underoccupying Common Housing Register tenants			N/A	117	100	105	N/R	N/R	N/A	GREEN	Higher	
Social Services													
BV049	Percentage of children looked after at 31 March with three or more placements during the year	9.97 %	10.71 %	10.94 %	12.2 %	8.50 %	10 %	10 %	9.5 %	11.19 %	RED	Lower	▼
TH1013 PAF01 PSA007 SP215													
BV050 PAF02 PSA006 SP216	Percentage of children looked after leaving care aged 16 or over with at least 1 GCSE at grade A-G or a GNVQ.	47.06 %	54 %	57.67 %	54.76 %	68.00 %	70.00 %	72.00 %	73 %	56 %	RED	Higher	▼

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Performance Indicators for 2005/06

BVPI	Description	2002/03	2003/04	2004/05	Outturn 2005/06	Target 2005/06	2006/07	2007/08	2008/09	London Top Quartile 2004/05	Traffic Light	Preferred Direction	Direction of Performance
BV053 PAFC28 SP213	Number of households receiving intensive home care per 1000 population aged 65 or over.	29.90	28.86	30.99	38.58	34	38	38	40	23.43	GREEN	Higher	▲
BV054 PAFC32	Number of older people aged 65 or over helped to live at home per 1000 population aged 65 or over.	184.49	183.03	173.51	180.18	175.00	180	180	180	116.25	GREEN	Higher	▲
BV056 PAFD54	Percentage of items of equipment and adaptations delivered within 7 working days.	85.04 %	85.04 %	77.80 %	95.66 %	95.00 %	95.00 %	95.00 %	95.00 %	91 %	GREEN	Higher	▲
BV161 LPSA3a PAFA04	Ratio of the percentage of those young people who were looked after on 1 April in their 17th year (aged 16) who were engaged in education, training or employment at the age of 19, to the percentage of all 19 year olds who were engaged in education, training or employment.	45.00 %	61.29 %	0.81 %	0.94 %	0.87 %	0.94 %	0.94 %	0.94 %	0.83 %	GREEN	Higher	▲
BV162 PAFC20 THI014 SP214	Percentage of child protection cases which should have been reviewed during the year that were reviewed.	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	GREEN	Higher	▲
BV163 PAFC23 THI015	Percentage of children looked after that where adopted during the year.	5.80 %	8.10 %	5.5 %	8.72 %	8 %	9 %	9.0 %	9.0 %	6.7 %	GREEN	Higher	▲
BV195 PAFD55	Acceptable waiting times for assessment		75.90 %	80.2 %	86.0 %	90 %	92 %	94 %	96 %	77.1 %	RED	Higher	▲
BV196 PAFD56	Percentage of new clients aged over 65, where the time from completion of assessment to provision of all services in a care package is less than or equal to four weeks (that is, 28 calendar days)		91.92 %	85.9 %	87.8 %	90 %	92 %	94 %	96 %	90.5 %	RED	Higher	▲
BV197	Percentage change in the number of conceptions to females aged under 18, resident in an area, per thousand females aged 15-17 resident in the area, compared with the baseline year of 1998.		-19.6 %	-25.3 %	-25.3 %	-30 %	-34.1 %	-38.3 %	-42.5 %	-11.4 %	RED	Lower	▲
BV201 PAFC51	Number of adults and older people receiving direct payments per 100,000 population aged 18 years or over.	7	22	49	96	70	130	160	190	81	GREEN	Higher	▲

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Performance Indicators for 2005/06

BVPI	Description	2002/03	2003/04	2004/05	Outturn 2005/06	Target 2005/06	2006/07	2007/08	2008/09	London Top Quartile 2004/05	Traffic Light	Preferred Direction	Direction of Performance
TH1016 PAFC26 SP211	Number of supported admissions of older people to permanent residential and nursing care per 10,000 population aged 65 or over.	96.38	117.00	117.2	108.1	100	85	80	75	74.2	RED	Lower	▲
TH1017	Percentage of clients receiving a review	54.84 %	78.00 %	65.20 %	67.97 %	75 %	90 %	90 %	90 %	N/A	RED	Higher	▲

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BVPIs where performance is 10% or more above target				
BVPI	Description	Preferred Outcome	Variance	Comments
BV008 CE038 THI033 SP506	Percentage of Undisputed Invoices Paid on Time	Higher	13.45	Significant effort went into improving performance on payment of invoices during 05/06. Some of the measures introduced include: employment of temporary staff and a creation of a special team to clear the backlog of invoices. Electronic invoicing and BACS were also introduced. The team's performance was continuously monitored by senior management and a presentation to the performance review team on performance improvement measures. A payments summit team which consists of two corporate directors was also set up to help monitor progress. Monthly management information is also provided to Corporate Directors on their Directorates performance showing areas where the 30 day performance target have not been met. All these measures have resulted in a significant improvement in performance.
BV043b	Percentage of statements of special educational need prepared within 18 weeks including those affected by "exceptions to the rule" under the SEN Code of Practice.	Higher	11.53	The change in working practices implemented in the SEN section two years ago, have continues to produce results in excess of those projected. In light of this, future year targets have been changed to reflect the increased performance.
BV053 PAFC28 SP213	Number of households receiving intensive home care per 1000 population aged 65 or over.	Higher	13.47	Under investigation
BV076c	Number of benefit fraud investigations, per 1,000 caseload	Higher	10.13	A range of management measures including the recruitment of more investigative staff improved performance. Assistance and advice was sought from the Benefit Fraud Inspectorate who undertook a review of the service.
BV076d	Number of prosecutions and sanctions, per 1,000 caseload.	Higher	84.62	A range of management measures including the recruitment of more investigative staff improved performance. Assistance and advice was sought from the Benefit Fraud Inspectorate who undertook a review of the service.
BV084b	Percentage change from the previous financial year in the number of kilograms of household waste collected per head of the population. [New PI]	Lower	-114	Household waste growth for the borough was projected in the Municipal Waste Strategy as 3.5% per year due to affluence-related factors. However, given the Council's continued improved performance in waste reduction and re-use, and enhanced waste education initiatives and resources, a 2% growth was set for BV84b. 2005/06 has seen a continued decrease in the household waste collected per head as a result of these activities.
BV099biii	Percentage change in the number of children killed or seriously injured (KSI) in road traffic collisions since the 1994-98 average.	Lower	-36.57	The Council continues with the implementation of its road safety programmes, including: the development of school travel plans in 30 schools and associated traffic management measures on safer routes to school, junior road safety officer scheme extended to 20 primary schools, kerbcraft projects teaching children road safety skills benefiting 300 children, an expanded Junior Citizen Scheme Safety training undertaken in October that attracted 1,500 children, and six new School Crossing Patrol officers (lollipop people) were taken on during the year. In addition, we introduced two additional 20mph zones bringing the total to 20 and one additional Home Zone bringing the total to eight. Despite these actions, the Borough has seen a significant increase in the number of children killed/seriously injured from 11 to 17 this year. While the Council is proactive in its road safety programmes, a small number of serious road incidents can adversely affect this BVPI given its small base figure. Such low child KSI numbers are more prone to random fluctuation.
BV100	Number of days of temporary traffic controls or road closure on traffic sensitive streets per km of traffic sensitive streets.	Lower	-84	A planned programme of major road improvement works for the next few years funded from the Borough Spending Plan and by Transport for London saw this target set high in anticipation of road closures. However, through efficient programming and improvement measures, the Council was not required to close as many major roads as originally projected.

BVPI	Description	Preferred Outcome	Variance	Comments
BV156	Percentage of Authority buildings in which all public areas are suitable for and accessible to disabled people	Higher	51.08	In 2005/06, four buildings from the 2004/05 submission were deleted from the list due to service reviews and property disposals and two compliant new builds (Whitechapel and Canary Wharf Idea Stores) added. Targeted DDA works were carried out as originally foreseen in 2004/05, and in addition to the two new builds were completed in the year there was funding for additional buildings to reach compliancy in 2005/06. This means that 31 of 57 applicable buildings (54.39%) were compliant to the meaning of the indicator.
BV183a SP210	Average length of stay in bed and breakfast accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need.	Lower	-52.38	The definition of this indicator was amended following the targets being set. The new definition excludes any time spent in bed and breakfast prior to 1st April 2004, the date from which the Homelessness (Suitability of Accommodation - England) Order 2003 took effect.
BV197	Percentage change in the number of conceptions to females aged under 18, resident in an area, per thousand females aged 15-17 resident in the area, compared with the baseline year of 1998.	Lower	-15.67	Variance between outturn and target: The Tower Hamlets teenage pregnancy strategy, lead by the PCT in partnership with the council, continues to perform well above the national average. Our teenage conception rate is significantly below the average for London. We fell short of our target in for the 2004 conception rate (which is the data this PI is based on), but initiatives have been put in place to further reduce the rate and meet the target of a 55% reduction in the conception rate by 2010.
BV201 PAFC51	Number of adults and older people receiving direct payments per 100,000 population aged 18 years or over.	Higher	37.14	Under investigation
BV211b	Proportion of expenditure on emergency and urgent repairs to HRA dwellings compared to non-urgent repairs expenditure to HRA dwellings. - [New PI]	Lower	-11.74	This is a new performance indicator and targets were set without any comparative data to base these on. Targets will be revised once comparative data is received from the first year of reporting.
BV215a THI005	The average number of days taken to repair a street lighting fault, which is under the control of the local authority - non DNO - [New PI]	Lower	-20.8	This is a joint new BVPI shared between Housing and E&C introduced for 2005/06. We are already performing at a very high level, therefore the margins for improvement are smaller.
BV217	Percentage of pollution control improvements to existing installations completed on time - [New PI]	Higher	11.11	This is a new BVPI introduced for 2005/06. In addition to changes in regulation and guidance which has excluded certain sites (that were originally included in the Environmental Health team's work programme), the Council has proactively managed the pollution control improvements (PPC) compliancy work - combining inspection and enforcement by officers with the use of consultants to ensure all sites have had PPC installations carried out on time.
BV218a THI009a	Percentage of new reports of abandoned vehicles investigated within 24hrs of notification - [New PI]	Higher	14.75	This is a joint new BVPI shared between Housing and E&C introduced for 2005/06. We are already performing at a very high level, therefore the margins for improvement are smaller.
BV218b THI009b	Percentage of abandoned vehicles removed within 24 hours from the point at which the Authority is legally entitled to remove the vehicle - [New PI]	Higher	15.75	See comments in above BV218a.
Local002	Number of total places in childrens day care and after school clubs	Higher	19.19	Schools offering childcare through extended schools programme accounts for targeted expansion in this area.
THI001 CE017	The number of young people under 18 accessing substance misuse treatments (Revised PI for 05/06)	Higher	32.59	The target for 2005/06 has been met and exceeded, and subsequent years' targets have been revised to make them more stretching. This success is largely due to the successful implementation of the new LifeLine service. The sustained focus on this area is reflected in the Local Area Agreement, where this is a primary indicator.

BVPI	Description	Preferred Outcome	Variance	Comments
THI011	Average re-let times in local authority dwellings (days)	Lower	-18.18	Results for 2005/06 show the best performance recorded within the last three years. This improvement can be attributed to regular and close monitoring of the void and lettings processes.
THI012b	Number of lettings to underoccupying Common Housing Register tenants	Higher	17	Our targets on lettings to overcrowded households and under-occupying households were both exceeded in 2005/06. Close monitoring ensured that suitable homes were made available to overcrowded households in partnership with RSL's.
THI025	Number of visits to Leisure Centres	Higher	24.55	The Council has seen an over 20% increase in visitors to leisure centres over the previous year. This can be attributed to the opening of the new Mile End Park Leisure Complex, as well as dedicated programmes aimed at encouraging participation in sports and leisure activities.
THI026a	Number of visits to council arts facilities	Higher	41.29	Visits to arts centres has continued to surpass its annual target. This can be attributed to the strong arts programmes as well as the wide range of festivals and other events delivered by the Council during the year.
THI026b	Number of festivals or cultural events organised or otherwise facilitated by the Council which have attracted a diverse audience of 100 or more	Higher	36.84	The Council continues to deliver and support a wide range of festivals and events in the Borough. Additional one-off funding has meant that the 2005/06 target was exceeded by a wide margin.

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BVPIs where performance is 10% or more below target				
BVPI	Description	Preferred Outcome	Variance	Comments
BV011b THI029 SP516 CE044a	The percentage of the top 5% of Local Authority staff who are from an ethnic minority.	Higher	-15.94	There has been a slight drop in the 05/06 outturn in this PI when compared to the last reporting year. This is due overall to the volatile nature of this PI as the numbers involved are relatively small. There were also a number of resignations of senior officers including the Head of Equalities which has caused the drop in performance. The council recruited trainee graduates from the National Graduate Scheme, a number of whom are BMEs, and it is likely that these graduates attain senior positions in the council in the future.
BV014	Percentage of early retirements (excluding ill-health retirements) as a percentage of the total workforce.	Lower	36.67	There were a number of early retirements that occurred at senior levels during 05/06 due to council wide reorganisation. These have resulted in an increase in the number of employees who meet the criteria for this PI.
BV015	Percentage of employees retiring on grounds of ill health as a percentage of the total workforce.	Lower	200	The increased management intervention / actions taken to reduce sickness absence has led to increase in referral to Occupational Health and subsequent ill-health retirements.
BV046 THI023	Percentage of half days missed due to total absence in primary schools maintained by the local education authority.	Lower	14.72	After two years of improvement within the top five in the country, a small fall in attendance was experienced (0.14%). This was particularly affected by a late change in the Eid-ul-Adha date, so that schools were closed on the wrong day.
BV049 THI013 PAFA1 PSA007 SP215	Percentage of children looked after at 31 March with three or more placements during the year	Lower	43.53	We have not been able to perform to target due to a number of looked after children having to be moved during the year. Analysis of our looked after children indicates that we have a high proportion of children in the cohort for this indicator who have entered care as adolescents, and are therefore difficult to place in stable placements. Over the coming year, strategies are being put in place to address the issue of placement stability, through a multi-agency foster care programme. This includes the recruitment of specialist foster placements who are able to deal with 'difficult to place' children, 24 hour access to Child and Adolescent Mental Health Services and the introduction of a new outreach team to prevent children coming into care.
BV050 PAFA2 PSA006 SP216	Percentage of children looked after, leaving care aged 16 or over with at least 1 GCSE at grade A-G or a GNVQ.	Higher	-19.47	This PI measures the percentage of children leaving care during the year who had achieved at least one GCSE or equivalent. Due to the small number in the denominator (42), even small changes in the number achieving these qualifications can have a significant effect on the PI value. The variance between our outturn and target represents 6 children who did not achieve the relevant qualifications. Unfortunately there were a disproportionately large number of children in the cohort for 2005-6 who were unable to sit exams.
BV062	Percentage of unfit private sector dwellings made fit or demolished as a direct result of action by the local authority. (Deleted from 2006/07)	Higher	-15.03	The Housing Act 2004 replaces the definition of 'unfitness' with the housing safety rating system (HHSRS), a more risk and hazard based approach. Introduction of these new arrangements impacted on officers ability to meet the original target. However, the result remains above the CPA upper threshold. This indicator has been deleted for 2006/07.
BV074a	Satisfaction of tenants of council housing with the overall service provided by their landlord a: all tenants	Higher	-17.83	This three year survey was repeated last year in advance of BVPI requirements. Whilst an improvement in satisfaction was achieved improvement was not as much as originally expected. This indicator is adjusted within the CPA for deprivation factors. A survey will be repeated later this year.
BV074b	Satisfaction of tenants of council housing with the overall service provided by their landlord: with results further broken down by b) black and minority ethnic tenants.	Higher	-21.79	This three year survey was repeated last year in advance of BVPI requirements. Whilst an improvement in satisfaction was achieved improvement was not as much as originally expected. This indicator is adjusted within the CPA for deprivation factors. A survey will be repeated later this year.
BV074c	Satisfaction of tenants of council housing with the overall service provided by their landlord: with results further broken down by b) non-black and minority ethnic tenants.	Higher	-13.66	This three year survey was repeated last year in advance of BVPI requirements. Whilst an improvement in satisfaction was achieved improvement was not as much as originally expected. This indicator is adjusted within the CPA for deprivation factors. A survey will be repeated later this year.

BVPI	Description	Preferred Outcome	Variance	Comments
BV075a	Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord: a: All tenants	Higher	-32.56	This three year survey was repeated last year in advance of BVPI requirements. The results did not demonstrate an improvement as expected particularly as considerable efforts are made with Tenant Compact and tenant involvement with Major Works. This indicator is adjusted within the CPA for deprivation factors. A survey will be repeated later this year.
BV075b	Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord: b: black and minority ethnic tenants	Higher	-39.67	This three year survey was repeated last year in advance of BVPI requirements. The results did not demonstrate an improvement as expected particularly as considerable efforts are made with Tenant Compact and tenant involvement with Major Works. This indicator is adjusted within the CPA for deprivation factors. A survey will be repeated later this year.
BV076a	Number of benefit claimants visited, per 1,000 caseload.	Higher	-86.86	Targets were set in anticipation of the introduction of the Verification Framework during 2005/06. VF introduces targets for individual local authorities based on caseload visits, investigations and other benefits activity. Full VF has been introduced from 1st April 2006 and targets have been set to reflect this.
BV078b THI031	Average time for processing notifications of changes of circumstance, relating to housing benefit and council tax benefit claims (days).	Lower	99.75	
BV082a THI035 CPA019 SP111 LAA106	Percentage of household waste which has been sent by the authority for recycling.	Higher	-37	October 2005 saw the successful implementation of the final phase of the doorstep recycling service, extending to a further 7,000 high-rise residential properties. Nearly all residents now have doorstep collections or communal collection systems, while those not covered under this service have recycling centres close by. Officers are working with landlords and residents associations to extend doorstep or communal collections to these remaining properties. The range of materials collected was expanded to include plastic bottles and aerosols. The additional publicity from the 'It's so easy' recycling campaign and the Cleaner Safer Tower Hamlets Campaign, (including a faith based outreach scheme, the introduction of an incentive scheme with 25 winners each month and direct contact with residents through a team of 'doorsteppers') has seen the amount of household waste recycled increase significantly (from 7.35% in 2004/05 to 8.82% for 2005/06). While the Council has failed to meet its statutory recycling target of 18% for 2005/06, the expanded service, the raised profile through campaigning and proactive programmes planned for the coming year are projected to vastly improve recycling. The month-on-month recycling rate increased steadily since October and exceeded 10% for January, February and March.
BV082a	Total tonnage of household waste arisings which have been sent by the Authority for recycling. [New PI]	Higher	-39.26	See comment above in BV 82a(i)
BV086	Cost of waste collection per household.	Lower	71.35	Costs have increased during 2005/06 due to significant increased investment via strategic plan growth allocations for cleansing and waste collection enhancements. The 2005/06 budget included one-off costs for specific enhancements. In future, these enhancements will be contained in the new contracts in operation, which will mean significant qualitative improvements at a reduced costs.
BV087	Cost of waste disposal per tonne for municipal waste	Lower	27.13	Costs have increased in 2005/06 due to significant increased investment via strategic plan growth allocations for waste disposal, and one-off step change investments have been undertaken to increase recycling %s which will level off in future years. In future, new contracts that are now in operation reflect significant qualitative improvements but at reduced cost.

BVPI	Description	Preferred Outcome	Variance	Comments
BV091b	Percentage of households resident in the authority's area served by kerbside collection of at least two recyclables. [New PI]	Higher	-15	
BV099b	Number of children (aged under 16 years) killed or seriously injured (KSI) in road traffic collision	Lower	54.55	See comments in above BV99ai. However, despite these actions, the Borough has seen an increase in the number of children killed/seriously injured from 11 to 17 this year. While the Council is proactive in its road safety programme, a small number of serious road incidents can adversely affect this BVPI given the small base figure. Such low child KSI numbers are more prone to random fluctuations.
BV109a THI020 CPA026 SP301	Percentage of major planning applications determined within 13 weeks.	Higher	-41.67	There has unfortunately been a marked reduction in the proportion of major applications determined within 13 weeks, which will mean that our target of 60% will not be met. The reasons for this are as follows: <ul style="list-style-type: none"> · Since the last report there has been a very high proportion of major determinations that relate to extremely old cases, some of which have required detailed car-free and S106 agreements, which have taken a long time to conclude. We have been working in partnership with both internal and external legal services to ensure more effective negotiation of S106 agreements. However this process has impacted on performance. · We are now dealing with an increasing number of very large applications. Tower Hamlets makes up almost 40% of London's strategic applications according to figures provided by the Greater London Authority. It is extremely difficult to determine these large applications within the target of 13 weeks due to the nature of consultation, referral and environmental impact assessment requirements. We are one of a small number of local authorities working with English Partnerships to assess how very large applications can be managed so that they do not have a detrimental impact on efficiency of determinations · There has been an unusually high level of staff turnover during the period November to January, as private sector companies have been more aggressive and competitive in the market. Although we have undertaken a rigorous recruitment process there have been inevitable performance issues arising from hand-over and capacity building.
BV126 THI002	Number of domestic burglaries per 1,000 households.	Lower	24.43	Burglary has increased 24% from this time last year so we have not met our end of year target of no increase in residential burglary. Our performance is in the third quartile when compared with the rest of London. The Partnership experienced difficulties in recovering from the spate of burglaries which took place in July and August when majority of officers were directed on to counter terrorism operations. However, the Partnership have worked extremely hard to bring the level of burglary down to 24% , as, burglary was up 31.7% a few months ago, and performance is now on track to meet the 2006/07 target. For this year the Partnership are planning major changes in our approach to acquisitive crime. The action group are looking to invest a large amount of money to target harden areas, which are identified as long term crime hotspots, in particular burglary hotspots. These areas will then be transformed physically to make it more difficult to commit crimes in those areas. The new action plan will also continue to provide vulnerable properties with necessary security to prevent them from being burgled and we will also continue the intensive patrolling of hotspot areas.
BV127b CE016 THI006	Robberies per year, per 1,000 population in the Local Authority area.	Lower	16.45	The target in this area has been missed by 1.15 incidents per 1,000 residents. When considered London-wide our performance was in the third quartile, and was ranked 24th out of 32 authorities. However, robberies on business properties fell over 30% from 2004/05 following the introduction of anti-robbery security. Our performance is mainly due to a high number of incidents following July when a large number of officers were engaged in counter terrorism activities. Robbery is a hard crime to prevent as it requires a significant number of police on the streets in hotspots. Numbers of incidents fell after November following the introduction of Operation Raven 2. Robbery continues to be an area of key focus for 2006/07 with provision being made for anti-robbery patrols in the 2006/07 Crimes Against Property Action Group Action Plan. Also the extension of the Drugs Intervention Programme to target drug-using offenders will also impact on this crime which is often drug-fuelled.
BV128 THI007	Number of vehicle crimes per 1,000 population.	Lower	12.48	We have not met our 2005/06 target by 2.8 incidents per 1,000 residents. Both theft of and theft from motor vehicles fell in the bottom quartile for London this year. Despite this there has been a visible trend of reduction in vehicle crime across the borough during the past 3 years, with the last quarter of 05/06 showing a noticeable drop. Vehicle crime remains a key priority as a high volume crime. Actions in the Crimes Against Property Action Plan related to persistent and prolific offenders, and to target hardening are anticipated to have a significant impact in this area.

BVPI	Description	Preferred Outcome	Variance	Comments
BV181b LPSA1b	Percentage of 14-year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 test in Mathematics.	Higher	-13.52	Targets were set 2 years ago taking account of national expectations. Our improvement has been significantly higher than national rates (3x), but the gap with national results remains, although narrowing. Agreed interventions are in place in each school, with additional support provided through Neighbourhood Renewal Fund (NRF).
BV181c LPSA1c	Percentage of 14-year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 test in Science.	Higher	-23.49	Agreed interventions are in place in each school, with additional support provided through Neighbourhood Renewal Fund (NRF). The ability to recruit and retain high quality science teachers remains a cause for concern. Resources from the Gatsby Foundation have been used to support teaching in this area.
BV181d LPSA1d	Percentage of 14-year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 test in ICT assessment.	Higher	-23.9	There is a lack of expertise in ICT teaching in many schools. Historically there have been vacancies in key positions but these have now been filled. In order to build capacity we have introduced a certified course for Heads of ICT that explores the necessary management skills. We are also focusing on making sure that all schools are ready for the on line tests and that they use the opportunity for using the practice tests this summer. Please note that the figure quoted for 2005/06 is the DfES provisional teacher assessment data for 2005. This quality of the data that the DfES has used to calculate this figure is not good. Revised dataset, cleaned by the LA put the 2005/06 outturn at 55.64%. The DfES have been contacted regarding these data quality/validation issues.
BV194a	Percentage of pupils in schools maintained by the local education authority achieving level 5 or above in Key Stage 2 in English.	Higher	-35.48	The target remains very challenging. Our Gifted and Talented programme is beginning to impact on this area.
BV199d	The year-on-year reduction in total number of incidents and increase in total number of enforcement actions taken to deal with 'fly-tipping'. [New PI]	Lower	200	Reports of fly-tipping have significantly increased during the year due to the introduction of Council Hotlines and the "Use It Report It" campaign making it easier than in 2004/2005 for the public to report rubbish left in the wrong place at the wrong time. Now any and all dumped rubbish is counted as a report of fly-tipping, even down to a black sack left by a litter bin. At the same time the organisation of enforcement activities as part of the Street Management restructure took longer than anticipated during 2005. The balance will be restored for 2006/2007 by the successful enforcement activities of the LETS teams (which went fully operational in December 2005) and the new street cleaning contract which started at the end of Feb 2006. Both of these services are fully computerised and able to respond very fast by using the latest hand-held equipment connected in real time to the Customer Contact Centre.
BV216b	Number of sites for which sufficient detailed information is available to decide whether remediation of the land is necessary, as a percentage of all 'sites of potential concern'. [New PI]	Higher	-99.55	Comments as above BV216a. Given the high number of potentially contaminated sites in the Borough, the proportion of sites which are discharged (i.e. sufficient detailed information available) will always be high despite the significant investigative work carried out by the Council and those that come through the planning process.
BV219c	Percentage of conservation areas with published management proposals - [New PI]	Higher	-76.67	
BV220	Compliance against the Public Library Service Standards - [New PI]	Higher	-18.75	The Council achieved compliance against the 6 of the 8 (applicable) Public Library Service Standards that were included in assessment for 2005/06, but was unable to meet all the PLSSs targeted. Two points were awarded for each fully met standard, while PLSS 2 and PLSS 5 were within 5% of target and provided 0.5 points together, and a further 0.5 points to recognise progress from previous year awarded for an additional PLSS met this year.
THI019	Proportion of people under 25 claiming unemployment related benefits	Lower	19.14	

Agenda Item 9.2

Committee: Overview & Scrutiny	Date: 6 th June 2006	Classification: Unrestricted	Report No: 0&SC07/067	Agenda Item: 9.2
Report of: Chief Executive		Title: Tower Hamlets Community Plan to 2010: Year 6 (2006 – 07) Revision		
Originating officer(s) Alastair King, Head of Policy and Partnership x 4981		Wards Affected: All		

1. SUMMARY

- 1.1 This report sets out – through its appendix – the revised Community Plan for 2002 – 2010. The Community Plan for Year 6 comprises:
- a report on the progress and milestones achieved during 2005 – 06 (Year 5 of the plan)
 - the priorities and specific targets on which we will be concentrating for the sixth year of the plan – the year to April 2007
 - a summary of the outturns for the use of the Neighbourhood Renewal Fund (NRF) in 2004-06 (subject to final confirmation in the closure of the accounts in June 2006)
 - the process and priorities agreed by the Tower Hamlets Partnership Management Group for the allocation of the Neighbourhood Renewal Fund in 2006 - 2008
- 1.2 The Cabinet considered the Tower Hamlets Community Plan to 2010: Year 6 (2006/2007) Revision at its meeting held on 5th April 2006. Cabinet endorsed these initial policy framework proposals and agreed to refer them to the Overview & Scrutiny Committee for consideration and advice, in accordance with the requirements of Budget and Policy Framework Procedure Rules contained within the Authority's Constitution, prior to its recent amendment.
- 1.3 The Overview & Scrutiny Committee will give consideration to the Tower Hamlets Community Plan to 2010: Year 6 (2006/2007) Revision at its meeting to be held on 6th June 2006, with any comments to be reported to the Cabinet, to be held on 7th June 2006. The advice / comments of the Overview & Scrutiny Committee will be tabled at the 7th June Cabinet meeting for Member's consideration.
- 1.4 Cabinet is then required by the Authority's Constitution, as amended, to take account of the views of the Overview & Scrutiny Committee, before submitting recommendations to full Council as appropriate.

Local Government Act, 2000 (Section 97)
List of "Background Papers" used in the preparation of this report

Brief description of "back ground papers"	Name and telephone number of holder and address where open to inspection.
The Community Plan to 2010 Tower Hamlets Community Plan to 2010: Year 6 (2006/2007) Revision	Alastair King 020 7364 4981 Mulberry Place, 5 Clove Crescent, London E14 2BG
Cabinet draft minutes 05/04/06 Agenda item 10.1 Cabinet Agenda (05/04/06)	Angus Taylor ext. 4333

2. RECOMMENDATIONS

- 2.1 That Overview & Scrutiny note and endorse the Tower Hamlets Community Plan to 2010: Year 6 (2006/2007) Revision, with any comments or recommendations to be reported to Cabinet for consideration at its June 7th 2006 meeting.

3. BACKGROUND

- 3.1 The Local Government Act, 2000, places on local authorities a duty to prepare “community strategies” for promoting or improving the economic, social and environmental well-being of their areas.
- 3.2 The *Community Plan to 2010* is the borough’s community strategy. The Council has a leading role in developing and reviewing the Community Plan and, indeed, has a statutory responsibility for its preparation and agreement through the Tower Hamlets Partnership. It must be agreed by Full Council, in accordance with the requirements of the LBTH Constitution.
- 3.3 The Community Plan is reviewed annually – in consultation with all key stakeholders through the Tower Hamlets Partnership – with progress reported on and revised objectives and targets set out for each new year. The Partnership Management Group oversees the preparation of the Community Plan for Year 6 (2006 – 2007), and the proposed draft is presented in the attached Appendix 1.
- 3.4 Some amendments to the detail of the Community Plan to 2010: Year 6 (2006-07) will be necessary as additional information becomes available before final publication, particularly with regard to outcome figures and new targets for Performance Indicators. However, any amendments will not materially affect the key objectives and activities set out in the plan. The authority to make such amendments as are appropriate and necessary needs therefore to be delegated to the Chief Executive.
- 3.5 It is a government requirement that decisions on the allocation for the NRF be agreed through Local Strategic Partnerships – the Tower Hamlets Partnership in the case of Tower Hamlets. The broad allocation framework for 2004-06 was agreed through the Partnership and endorsed by Council through the respective budget processes for those years. The Partnership has agreed a similar allocation framework for the period 2006-08.
- 3.6 The figures reported in Appendix 2 for expenditure in 2004-06 are subject to final ratification at the closure of the accounts. They reflect the allocation that was agreed by the Partnership and confirm full spend on the agreed priorities.
- 3.7 While decisions about the allocation of NRF must be agreed by the Local Strategic Partnership, the Council is the Accountable Body for the Fund. The Council therefore needs to ensure that the framework and process for its allocation will result in all NRF initiatives being commissioned and accounted for in accordance with Council’s financial regulations, and that its responsibilities as Accountable Body are effectively fulfilled.
- 3.8 The Tower Hamlets Community Plan to 2010: Year 6 (2006-07) revision, as part of the

Authority's Policy Framework, is a matter which is reserved to full Council for decision under the provisions of Article 4 of the Authority's Constitution, as amended, and as recommended by the Secretary of State.

- 3.9 The process for development of the Authority's Policy Framework (see Section 4 below) requires publication of initial policy framework proposals and the referral of these to the Overview & Scrutiny Committee for consideration and advice.
- 3.10 The Cabinet considered initial policy framework proposals comprising the Tower Hamlets Community Plan to 2010: Year 6 (2006-07) revision, at its meeting held on 5th April 2006. The Cabinet endorsed the proposals and referred them to the Overview & Scrutiny Committee for consideration and advice. Cabinet also agreed that the Chief Executive be requested to ensure that the report to be submitted for Cabinet consideration recommending the final version of the Community Plan 2006/2007 sets out the process and priorities for the Neighbourhood Renewal Fund in 2006/2007.
- 3.11 The Overview & Scrutiny Committee will give consideration to the Tower Hamlets Community Plan to 2010: Year 6 (2006-07) revision at its meeting to be held on 6th June 2006. The Committee will report to the Cabinet, to be held on 7th June 2006, in respect of its deliberations.
- 3.12 The Cabinet is required by the Authority's Constitution, as amended, to take account of the views of the Overview & Scrutiny Committee, before submitting recommendations to full Council as appropriate.

4. BUDGET & POLICY FRAMEWORK PROCEDURE RULES

- 4.1 The Authority's Constitution, Part 4 – Rules of Procedure, Section 4.3 - Budget and Policy Framework Procedure Rules, as amended, sets out the process for the development of the Budget and Policy Framework, as defined by Article 4 of the Constitution.
- 4.2 Paragraph 2.1 of the Budget and Policy Framework Procedure Rules
- Require the referral of initial policy proposals to the Overview and Scrutiny Committee.
 - Require notification of the Chair of the Overview and Scrutiny Committee of the referral of such Policy Framework proposals.
 - Provide that the Overview and Scrutiny Committee receives 20 working days to respond to this consultation.
- 4.3 Paragraph 2.1.4 of these procedure rules requires the Executive (the Cabinet) to take account of the views of the Overview & Scrutiny Committee before submitting recommendations to full Council as appropriate.
- 4.4 Paragraph 2.1.5 makes provision for full Council to consider the proposals of the Cabinet and to subsequently adopt them, amend them, refer them back to Cabinet for further consideration or to substitute its own proposals in their place.

5. REPORT

- 5.1 The Community Plan Year 6 provides a report on progress in Year 5 of the Community Plan, identifying what was actually achieved in 2005 – 2006. It also details the priorities and specific targets on which the Tower Hamlets Partnership intends to concentrate for Year 6 of the plan – the year to April 2007.
- 5.2 It is proposed that the final plan should be approved by the Tower Hamlets Partnership Management Group and published by the end of June 2006.
- 5.3 The Tower Hamlets Partnership Management Group will ensure that the Community Plan continues to be reviewed regularly, with progress reports and new annual targets published annually.
- 5.4 In response to the requests from the 5th April Cabinet, Appendix 2 sets out the process and priorities for the allocation of the Neighbourhood Renewal Fund in 2006/2007.

6 CONSULTATION

Consultation on the priorities for the Community Plan and neighbourhood renewal has been extensive, ranging across all of key partners through the Tower Hamlets Partnership and through Directorates' service planning arrangements. This has been channelled primarily through the development over the past 12 months of the borough's Local Area Agreement.

7. COMMENTS OF CHIEF FINANCIAL OFFICER

- 7.1 This year's Community Plan sets out local priorities and specific targets for the year ahead for the Council and its key partners. The plan sets out a framework for allocating and directing financial resources both for the year ahead and the medium term, so that resources are aligned with priorities.
- 7.2 Provision exists within the Chief Executive's Directorate Budget for the costs of publishing the document.
- 7.3 The report also reports the provisional outturn for the Neighbourhood Renewal Fund for 2004/06 and sets out arrangements for agreeing the use and allocation of grant in 2006/08

8. CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL)

- 8.1. Section 4(1) of the Local Government Act 2000 imposes a duty on local authorities to prepare a community strategy for "promoting or improving the economic, social and environmental well-being of their area."
- 8.2 Under section 4(2) a local authority has the power to modify the community strategy to reflect changes in local needs. In preparing or modifying its community strategy, a local authority must consult and seek the participation "of such persons as they consider appropriate" and have regard to any guidance issued by the Secretary of State.

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

9. EQUAL OPPORTUNITIES IMPLICATIONS

9.1 Equal opportunities are central to the community plan and to the power to promote and improve well-being. In seeking to make Tower Hamlets a place to live safely and well, a place for creating and sharing prosperity, a place for learning, achievement and enjoyment and a place for excellent public services, accessible to all, the community plan aims to fulfil the Council's stated vision of improving the quality of life for all who live and work in Tower Hamlets.

10. ANTI-POVERTY IMPLICATIONS

10.1 The Community Plan and neighbourhood renewal strategy is the key vehicle for delivering the inclusive vision of the Tower Hamlets Partnership. It specifically seeks to ensure that minimum standards of life quality are achieved for all communities in the borough.

11. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

11.1 The Community Plan explicitly embraces objectives, activities and milestones that are consistent with the council's policies in this area.

12. RISK MANAGEMENT IMPLICATIONS

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

12.2 Since the Community Plan is reflected in the service plans and resource allocation of all the service providers in the borough, financial and other services risks within the council are carried by individual Directorates. However, failure to achieve the substantive goals of the Community Plan would place the reputation of the Council at risk, both locally and nationally. These partnership risks are managed through the processed set out in the Council's Partnership Risk Management framework.

12.3 The risks associated with the NRF are assessed and challenged by a rigorous appraisal process for each NRF funded initiative and managed through the NRF Programme Management and Accountabilities Framework. The NRF is also one of the risk priorities monitored through the Chief Executive's Directorate Risk Register.

Appendices:

- Appendix 1: Tower Hamlets Community Plan to 2010: Year 6 (2006-07) revision
- Appendix 2: Neighbourhood Renewal Fund: outturns for 2004-06 and priorities, processes and accountabilities for 2006-08

Tower Hamlets Partnership

**The Community Plan
2006-2007 (draft)**

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Introduction

The Community Plan is a plan for the future of Tower Hamlets. It describes the kind of place that the people who live and work here want it to be, and thousands of people have contributed to developing its vision. The Community Plan belongs to the community.

Everyone – residents, voluntary and community organisations, and businesses, as well as the large public service providers like the Council, Police, Health Services and JobCentre plus – has a part to play in making sure that we achieve the real and sustainable improvements in the quality of life that local people deserve.

The first Community Plan for Tower Hamlets was launched in May 2001, setting out a vision for the future of Tower Hamlets to 2010. We promised that our progress towards that vision would be reported annually, along with a list of immediate priorities to be tackled during the following year.

This document reports on our progress in Year 5, identifying what was actually achieved in 2005 – 2006, and detailing the priorities and specific targets we will be concentrating on for the sixth year of the plan – the year to April 2007.

The production of this year's revised Community Plan has been overseen by the Tower Hamlets Partnership Management Group, which is part of the Tower Hamlets Partnership – see pages 53 to 55. Both residents and service providers have contributed to the review through their participation in the Local Area Partnerships and Community Plan Action Groups that form the other two strands of the Tower Hamlets Partnership. The review has been based on hard evidence from a wide range of sources, and as well as focusing on local priorities, has taken into account emerging national and regional priorities, such as the government's Sustainable Communities and Respect agendas and the Olympic preparations.

Local Area Partnership (LAP) Action Plans

LAP Action Plans set out targeted programmes for improvement in each of the borough's Local Area Partnership (LAP) areas – see pages 55 to 58. These programmes reflect Community Plan priorities at a local level, and reports on the highlights of their impact are integrated into the present document. Full details of the plans are available on the website at www.towerhamlets.gov.uk/partnership.

IMPROVING TODAY: OUR PROGRESS LAST YEAR

The report on last year's progress describes our achievements, which have been considerable. We have not tried to include everything that was achieved: rather, we have concentrated on some of the highlights.

We are encouraged by the progress we are making together towards our shared aim of improving the quality of life for everyone living and working in the borough. Even so, all service providers recognise that there is still much to do and all are committed to increasing the pace of improvement.

Every year, we carry out an independent survey of residents in Tower Hamlets to find out what people think about the quality of life in the borough and about the services provided. This year, 73% of residents – 5% more than last year and 8% more than two years ago – thought that Tower Hamlets was a place where people from different backgrounds got on well together. Despite the potential for distrust and suspicion associated with recent international events, almost three-quarters of you still feel our different communities get on well. This confirms the positive value of a borough so rich in cultural diversity.

Many more of you than last year (up 7% to 64%) think that the public services are doing a good job. 67% feel that the Council is doing a good job (3% more than last year and 10% more than two years ago). We compare well with the rest of London, where the average is 64%. Eight per cent more of you than last year think that policing is excellent or good, and five per cent more that health services are excellent or good. These views of improving services are generally shared by communities across the borough. Also, 10% more of you feel that we are doing a better job than a year ago, 11% more that your concerns are listened to, and 8% more that services respond quickly when asked for help. 5% more feel that the area's services are efficient and well run – that's 12% more than two years ago.

While residents' perceptions of our public services compare favourably – on almost every count – with those in other areas of London, too many of you are still not positive about the quality of services. Local service providers recognise this and are determined to accelerate the rate of improvement.

As in most other areas of the country, crime continues to be a major concern for residents: identified as a main concern by 49% of you. This is 4% more than last year but still 5% fewer than two years ago, and the level of concern is lower than in the rest of London. In fact, we have had considerable success in reducing crime levels over the past few years. We are encouraged by this, but recognise that it is still a long way from being satisfactory, and tackling crime and antisocial behaviour remains one of our top priorities. Fewer residents are concerned about the level of Council Tax in Tower Hamlets: unlike most other areas, we have not increased the rate this year, and we have one of the lowest levels in London. Litter is another major concern for local residents, more so than for residents in other areas of London. Again, we are working hard on this, and the past year has seen some real improvements in the cleanliness of our streets, and we are determined to continue making the borough's streets more welcoming and attractive. More people this year have expressed concern about the lack of jobs for local people. We share this concern: although many jobs are coming into the area, too few of them are going to local people. Working with local employers and helping local people to achieve and develop the skills needed to access the growing job opportunities in the area is a key priority for the Partnership over the coming years.

Here are some examples of our achievements:

- Overall crime fell by more than 7.1%, last year, making this the third successive year of crime reduction in the borough. Violent crime fell – common assault particularly sharply – as did the number of incidents of serious vandalism and arson.

- We have further strengthened the police presence in the borough by introducing Safer Neighbourhood Teams (SNTs) in every ward, and we now have a local CCTV control centre. A Behaviour Change Project aimed at young people at risk of offending has helped reduce the number of first time entrants into the youth justice system. Eighteen drug supply addresses were closed – an increase of 50% on last year – and the proportion of adult drug-using offenders accessing treatment services has risen to 75%. While we have made significant progress here, reducing crime remains a top concern for you, and we are committed to driving improvement further.
- Our streets are cleaner and we are making the physical environment more attractive and sustainable. Over 1300 fixed penalty notices were issued for littering and dumping, with nearly 100 prosecution summonses. Local people have also been involved in improving the environment, with over 70 volunteers recruited through the year to be Enviro-Champions for their area. Doorstep recycling is now available to over 90% of properties, and our *Cleaner, Safer Tower Hamlets* campaign has been encouraging local people to play their part in keeping the borough clean.
- Over 1,000 affordable new homes have been built in the last year, and 19 more empty properties brought back into use. A total of £28 million has been invested in council housing stock, helping to improve housing conditions across the sector. Increasing the supply of affordable homes and improving the standards of existing ones remains a real challenge for the borough, however, and these continue to be key priorities for us.
- Access to health and social care services has been significantly improved, with the maximum waiting times reduced to 13 weeks for outpatient appointments and 6 months for routine surgery. All Tower Hamlets residents are now also able to obtain a GP appointment within 48 hours, and longer opening hours are becoming available in a growing number of local practices. Our social services was rated one of the top two in the country for looking after vulnerable adults and older people who need care, retaining three star status for the second year running.
- We have introduced and extended a range of initiatives to empower people to improve and manage their own health. Provisional figures show that over 4,500 local people have been helped to quit smoking, and 16 Expert Patient courses helped people with chronic illnesses to manage their condition. 40 young people participated in a *Changing Lifestyle* programme to reduce youth obesity, and over 100 youth workers were trained to help young people better understand sex and relationships.
- We are helping more local people into work. In the last six months of the year, the number of young people claiming Job Seekers Allowance fell by nearly 10%, while 190 residents secured jobs with the Barts and London Hospital Trust. Nonetheless, helping local people get ready for the jobs available in the borough remains one of our top priorities for action in the coming year.
- Our services for young people in the borough are recognised as excellent. We were one of only three areas in the country – and the only inner-city area – to achieve the highest rating (grade 4) for Children and Young People’s Services. Our schools

continue to improve and have gained national recognition for their excellence and local pupils have continued to improve results across all age groups. But too few of our children and young people are going on to further and higher education, and too few are benefiting from local employment opportunities. Further developing routes into employment, training and further education, and raising the aspirations of our young people, are therefore key priorities for 2006.

- We have continued to improve the range and quality of arts and leisure facilities. The award winning new Idea Store at Whitechapel is attracting over 50,000 visitors per month, for instance, and there are now two major, new, high quality sporting facilities for local people at York Hall and Mile End Stadium.

SHAPING TOMORROW: THE COMMUNITY PLAN THEMES

The Community Plan is about shaping the future of the borough, so that all communities benefit from improved social, economic and environmental well-being. This document highlights last year's achievements against the Community Plan themes. It also sets out our priorities and targets for April 2006 to April 2007.

Our Community Plan seeks to make Tower Hamlets by 2010:

A Better Place for Living Safely – reducing crime, making people feel safer and creating a more secure and cleaner environment;

A Better Place for Living Well – improving housing, health and social care and promoting healthy living;

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

A Better Place for Learning, Achievement and Leisure – raising educational aspirations, expectations and achievement, providing the widest range of arts and leisure opportunities for all and celebrating the rich cultural diversity of our communities;

A Better Place for Excellent Public Services – improving public services for local people to make sure they represent good value for money and are provided in ways that meet local needs.

NEIGHBOURHOOD RENEWAL

Achieving the goals of the Community Plan is especially important in Tower Hamlets, which – despite the developments around Canary Wharf and the city – remains one of the most deprived boroughs in the country. Although progress has been dramatic in many areas over recent years, we remain determined to accelerate improvement even further: local people deserve no less. The level of deprivation in the borough is borne out by the government's 2004 Index of Multiple Deprivation (IMD), which confirms Tower Hamlets as one of the most deprived areas of the country on a basket of indicators covering income, employment, health and disability, education, skills and training,

barriers to housing and services, crime and the living environment. Most local authorities have just one or two deprived areas. Tower Hamlets is unusual in that deprivation is spread across the whole borough.

The Tower Hamlets Partnership shares the government's commitment to bringing about real improvements in the quality of life for people living in deprivation, and to closing the gap between the poorest and richest areas. We aim to make sure that the overall quality of life in the borough reaches no less – and we hope a great deal more – than the minimum standard in key areas like job opportunities, housing, education, and crime levels.

As part of its drive to tackle the difficulties in deprived areas and bring about their renewal, the government has given the country's most deprived local authority areas a Neighbourhood Renewal Fund (NRF). Tower Hamlets received £23.9 million in NRF for the period April 2001 to March 2004 and £31.8 million for 2004 – 2006. We have a further £30.9 million for 2006-08. The NRF is being used to accelerate improvement by ensuring that service providers and local people work together to target efforts where the need is greatest.

To bring about real, lasting improvements, it is essential that public services, voluntary and community groups, businesses and residents plan and work together, with a clear, agreed approach towards tackling local residents' main concerns. The Tower Hamlets Neighbourhood Renewal Strategy has been designed by the Tower Hamlets Partnership to make sure that services really do work together more effectively to produce measurable improvements in housing, health, employment, crime and education.

Because deprivation in Tower Hamlets is spread across the whole borough, our Neighbourhood Renewal Strategy takes account of the different needs of local neighbourhoods – and the views of residents in those neighbourhoods – but it also works across the whole of the borough, tackling the themes and priorities agreed through our community planning process. The Community Plan themes therefore provide a framework for our Neighbourhood Renewal Strategy, endorsed by all stakeholders through the Tower Hamlets Partnership.

Cutting across these themes, however, residents in all areas of the borough have identified the need to focus attention on children and young people. People in all areas and all communities – including young people themselves – have emphasised the need to help children and young people play a positive role in their communities. They also want to see us respond effectively to those who are involved in, or at risk of involvement in, antisocial behaviour and crime. Because of this, our Community Plan and Neighbourhood Renewal Strategy focus closely on the development of approaches to tackle youth issues.

The NRF helps us to achieve some of the Community Plan's aims, by acting as a lever for change: providing money for new initiatives and enabling us to solve problems creatively. But it is only by carefully looking at the way in which all the resources available are used – money, time, expertise, energy and ideas – that real, lasting improvements will be achieved. The Tower Hamlets Partnership will be working hard to make sure that this happens.

Copies of the Tower Hamlets Neighbourhood Renewal Strategy are available on the Council's website (www.towerhamlets.gov.uk) or by calling 020 7364 4470.

Both the Neighbourhood Renewal Strategy and the Community Plan are about improving the lives and life chances of everyone living and working in the borough. Because the goals of the Strategy and the Plan are so closely linked, the Tower Hamlets Partnership Management Group monitor and report back on progress on the two together.

TOWER HAMLETS REGENERATION STRATEGY

The Strategy focuses primarily on people, employment and the local economy. Central to the Strategy is building on the borough's key asset of diversity, characterised by its residents, individual places and businesses. In particular, it draws on the unique global reach of Tower Hamlets' communities and economy.

The Strategy represents a major shift in how the Partnership positions itself in terms of a wider regional agenda for London. At the heart of this is the key role the borough will play in London's economy over the next 10 years. The rationale for this approach is to persuade decision-makers and public / private investors that they are buying into a coherent picture of the future, with Tower Hamlets as the key economic driver and centre for the Thames Gateway.

Tower Hamlets' economy is already one of the largest and most productive of any local authority area in the country. A fundamental objective of the Strategy is to ensure that these strengths are harnessed for the benefit of existing communities in the borough. In particular, this means ensuring that local people can access job opportunities and that a 21st century social infrastructure for all communities is in place to support continued development (affordable homes, health, community and leisure facilities, open spaces and high quality buildings).

The Strategy identifies four key priorities that are intended to provide a framework for guiding action over the next ten years. These are to:

- develop the economy to create wealth, business and employment for local residents
- develop people to help local residents find jobs and succeed in the knowledge-driven economy
- develop places which combine a healthy environment with enjoyable open spaces, a well-designed mix of homes and business premises, good-quality services and excellent public transport
- develop marketing to promote the transformation of Tower Hamlets into a global city-district and attract ongoing public and private investment

These priorities are also reflected in the work that the Council is doing with the other Olympic boroughs (Newham, Hackney, Waltham Forest and Greenwich) to ensure that the 2012 games deliver maximum benefits for the residents and businesses of Tower Hamlets. In particular the Council is seeking to create supply chains to enable local businesses to continue to expand and develop, increasing job opportunities for local residents. The five Olympic boroughs are establishing a joint job brokerage team to

assist local residents to access jobs created by the Olympics and the wider regeneration of the Thames Gateway.

Copies of the Tower Hamlets Regeneration Strategy are available on the Council's website (www.towerhamlets.gov.uk) or by calling 020 7364 5367.

THE LOCAL DEVELOPMENT FRAMEWORK: SPATIAL PLANNING

Tower Hamlets is at the heart of the Mayor's London Plan. We are being asked to deliver more houses and jobs than anywhere else, leading the transformation of the East End. We are also a key partner in the major regional development of the Thames Gateway, and the government is committed to ensuring that these developments – which will take place over the next ten years and beyond – create sustainable and balanced communities. It is an exciting time for the borough, full of change and opportunity.

We are revising the planning framework set out in the 1998 Unitary Development Plan (UDP), to reflect the nature of the important decisions we will need to make about how we use the borough's land. The new document will be called the Local Development Framework (LDF) and it interprets the vision and priorities set out in the Community Plan into a spatial strategy which will direct change and growth to areas where it is best managed and best meets the needs of the wider community. Specifically, the Local Development Framework will provide the basis for planning decisions over the next ten years, and will therefore be very important to help us to achieve our Community Plan goals.

For example, the way in which land is used and buildings are designed to prevent and discourage crime and antisocial behaviour can help to make the borough a Better Place for Living Safely. The provision of more and better quality housing – including affordable homes, the location of health centres, and the reduction of pollution will all contribute to making Tower Hamlets a Better Place for Living Well.

Careful planning and development in the borough will bring new job opportunities for local people and ensure that there is ample, accessible provision for education and for arts and leisure activities.

The views expressed by local people during our extensive consultation in 2005 are being taken into account in re-shaping the LDF, and a revised draft will be published later this year for further consultation and for a final view from the government. Your views *are* important, so look out for event posters over the next few months letting you know how to get involved.

Information is also available on the Council's website (www.towerhamlets.gov.uk) or by calling 020 7364 5367.

SUSTAINABLE COMMUNITIES

The major redevelopment that has been taking place in Tower Hamlets and in its neighbouring boroughs is set to continue for some years. This presents a challenge for

us all. The government has recognised this challenge in its 5-Year Sustainable Communities Plan: People, Places and Prosperity, and sustainable development is central to the new planning system. Indeed, there is a statutory duty on local authorities to ensure that their decisions contribute to the achievement of sustainable development. The Tower Hamlets Partnership is determined, through the community planning process, to promote and support the development of communities that will stand the test of time, and to create places where people want to live, places that enable them to meet their aspirations and potential.

LOCAL AREA AGREEMENT (LAA)

As promised in last year's Community Plan, the Partnership has during the course of the year negotiated and agreed a Local Area Agreement (LAA) with central government. The action priorities set out in the LAA were arrived at through extensive consultation through the Partnership, and are firmly linked to the Community Plan themes. These provide the foundation for the strategic priorities set out in this document. The LAA priorities will, through implementation of the Community Plan, drive an ambitious, annually-refreshed programme of action for the period 2006-2009. The full LAA can be found on the Council's website at www.towerhamlets.gov.uk.

The broad uniting themes of the LAA, which provide a focus for the whole Partnership, are that it will:

Be ambitious

The high levels of deprivation in the borough will not be used to excuse poor performance. We see the diversity of the borough as a strength and we expect the very best for *all* our communities. We will build on the positive opportunities available to those communities from investment in the 'new City' at Canary Wharf, the Thames Gateway, the Olympics and Paralympics. The latter, and particularly the potential for using the Olympic branding, offer unique vehicles for engaging and uniting our communities. Our LAA will use the build-up to the Olympics, along with our continuing focus on arts and cultural activities, to help achieve this, particularly through the promotion of healthy living and increased engagement in physical and sporting activities.

Build inclusive, cohesive and sustainable communities through investment in children and young people

The borough is facing uniquely rapid economic growth and physical change, and it has a rapidly growing, ethnically diverse population with a high proportion of young people. The risk of polarisation and fragmentation in this context is high. Ensuring that our young people are equipped both to access the opportunities from this growth and to make a positive contribution to the well-being of the borough is key to the development of a community that is cohesive and sustainable. This will be supported through the implementation of our Children and Young People's Plan.

Strengthen community engagement and user participation to effect change: "Making it Local" and "Making it Personal"

Although the priorities identified for the LAA are common across the borough, our ward and LAP profiles show that the different areas within the borough face different challenges. In addition, the achievement of improved outcomes will require the effective

and efficient targeting of resources, which, in turn, demands good quality information about the needs of individuals as well as communities that can be tracked through and followed up over an extended period of time. Reflecting our Community Plan's Excellent Public Services priorities, our LAA will therefore build on our existing work in implementing local management and LAP Action Plans and developing targeted and user-focused services.

This focus is also intended to empower local people in the borough, enabling them to help shape the services they receive, to exercise a degree of choice, develop a greater sense of personal control over their lives and to make a positive contribution as citizens.

The four 'blocks' that form the government's national framework for LAAs are consistent with our Community Plan priorities (see chart below), and the development of the borough's LAA has therefore been a natural extension of our Partnership work: it will enable us to focus fully on the things that really matter to local people and to find new ways of working together to accelerate improvement.

Links between Community Plan themes and LAA Blocks

Community Plan theme	LAA Block
Living Safely	Safer and Stronger Communities
Living well	Healthier Communities and Older People
Creating and Sharing Prosperity	Economic Development and Enterprise
Learning, Achievement and Leisure	Children and Young People
Cross-theme <ul style="list-style-type: none"> • Making it personal • Making it Local • Excellent Public Services 	

LAA Structure

Our priority outcomes are organised under each of the four LAA blocks, with clear links to our Community Plan framework:

Our LAA Priorities	
Safer and Stronger Communities	<p><i>Building Safer, Cleaner, Greener Communities</i></p> <ul style="list-style-type: none"> • Reduced overall crime and increased public reassurance, with a particular focus on violent crime, antisocial behaviour, and the harm caused by illegal drugs • Cleaner, greener and safer public spaces <p><i>Building Stronger Communities</i></p> <ul style="list-style-type: none"> • Increased participation in local consultation and decision-making • Increased community cohesion and inclusion • Increased volunteering • Strengthened capacity of the Third Sector to deliver quality services and increase participation and involvement • Providing public services through the Third Sector which are excellent

Healthier Communities & Older People	<ul style="list-style-type: none"> • Increased life expectancy • Improved quality of affordable housing provision • Enhanced and increased options for access to quality affordable housing
Economic Development & Enterprise	<ul style="list-style-type: none"> • Significantly improved overall employment rate, and reduced difference between the local employment rate and the overall employment rate for England • Increased employment for targeted groups • Appropriate inward investment attracted to the borough, making use of local labour resources • Growth and sustainability of enterprise and small business
Children & Young People	<ul style="list-style-type: none"> • Increased skills for employment • Improved quality of parental involvement • Improved health and levels of physical activity
Cross-cutting	<ul style="list-style-type: none"> • Making it local • Making it personal

These priority outcomes, which have been developed and agreed by the Partnership, also address the mandatory outcomes set out in the government guidance. Indicators and targets to help measure our progress in achieving these mandatory outcomes are integrated into our overall outcome framework. In addition, the 12 targets agreed for our Local Public Service Agreement (LPSA), negotiated for 2005-08, sit within the LAA and form its most stretching targets: achieving these specific targets will bring a significant financial reward for the borough, enabling additional investment to improve the quality of life for local people.

CHILDREN AND YOUNG PEOPLE'S PLAN (CYPP)

The focus on children and young people in the Local Area Agreement is consistent with the Partnership's response to the Children Act 2004, and the launch of *Every Child Matters*. Improving outcomes for children and young people lies at the heart of the vision in the Community Plan to improve the quality of life for everyone who lives and works here. The Tower Hamlets Partnership has the highest aspirations for our children and young people, and has over the past year invested a considerable time developing a Children and Young People's Plan (CYPP): *Aiming High Together*.

The key objectives of *Aiming High Together* are both reflected in the Community Plan and build on and extend it. It signals a new phase in how we deliver services for children and young people, and it brings together in one place the most important actions we plan to take to make sure that services work together and that they make a difference to the lives of all children and young people, including those who are the most vulnerable.

OLDER PEOPLE

The Council has also, over the past year, led a Partnership-wide review of the way in which local services are experienced by older people. The aim of the review has been to ensure that the Partnership has a strategic approach to older people as citizens, which goes beyond health and social care and which covers the areas that older people say

are most important. The review will be concluded shortly, and will lead to some specific recommendations for actions to improve the quality of life for older people. The emerging findings are nonetheless reflected in this document.

AND FINALLY

The Community Plan sets out a vision for the borough to 2010. It also sets out a process for getting there. This document and the plans within it make some clear commitments against which our success can be judged, and it should help local people to see the real difference being made.

The Tower Hamlets Partnership will ensure that residents are informed about progress and asked about their views, and, more importantly, it will ensure that the plan is implemented. Working together, in partnership, we can make the vision a reality.

(TBC)

Chair,

Tower Hamlets Partnership Management Group

This revised version of the Community Plan, along with the versions for the three previous years, can be found on the Tower Hamlets website

(www.towerhamlets.gov.uk). It is also available in Braille, tape or large print by calling 020 8430 3040

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A better place for living safely: crime, antisocial behaviour, the environment

Reducing crime and anti-social behaviour

By 2010 Tower Hamlets will:

- be a safer and more peaceful place, with less crime and anti-social behaviour, in particular: less violent crime and domestic violence, fewer robberies and property crimes, reduced drug-related offending and less racial harassment and other hate crime
- see a 20% reduction in crime by 2008, with further reductions to 2010
- be a place where people say they feel safer and less concerned about crime and antisocial behaviour

The challenge

Crime and anti-social behaviour are major concerns for local people. Substance abuse is a driver of crime and needs to be tackled. Too many of our young people are at risk of becoming involved in crime and antisocial behaviour, either as victims or perpetrators

Tackling crime and antisocial behaviour is a top priority for local people and therefore for the Tower Hamlets Partnership.

What you want

- to feel safe when you go out, whether during the day or at night
- well lit streets, police officers on patrol and CCTV cameras
- to prevent the spread of gang culture amongst groups of our young people
- better ways to tackle the drugs that are a serious menace to our children and a blight on the environment
- more constructive opportunities for our young people

Some things you suggest we could do to tackle these issues

- provide more local high visibility patrolling
- improve monitoring of CCTV that is already installed
- improve security in parks and children's play areas
- improve lighting and design for community safety
- improve access to drug misuse treatments
- improve existing venues for youth activities
- open schools up to deliver youth work and improve connections between parents, youth and youth workers
- provide safe places and summer activities for young people
- find new ways to involve young people more positively
- create a 'youth partnership'
- develop 'role models' for children and young people
- encourage 'responsible neighbour' schemes
- provide support for sex workers to reduce prostitution

Our priorities for 2005 – 2006 were to:

- build a stronger and safer community
- prevent crime
- bring more offenders to justice

What we said we would do in 2005 – 2006	Did we achieve it?
Reduce total crime by 5%, violent crime by 5%, motor vehicle crime by 12%, and theft from the person by 5%, while containing current levels of burglary	<p>In part. In terms of the ‘top ten’ crime categories, despite a small drop in offences we did not manage to achieve our target of a 5% reduction. However, across <i>all</i> categories of crime the total number of offences fell by 7.1%, making this is the third successive year of crime reduction in Tower Hamlets</p> <p>For specific offences, success has been mixed. Violent crime fell by 6.1% – with common assault down 39%. Vehicle crime fell too, but burglary rates increased – although they remain below the levels of 3 years ago.</p> <p>Results for theft from the person were also mixed - with a 3% fall in snatch offences but a significant increase in pick pocketing</p>
Reduce the proportion of residents citing crime as a key concern by 5 percentage points	No, although there is a clear overall trend of reduction in fear of crime over the past 5 years
Provide enhanced security to 120 vulnerable victims of crime	Yes. We are currently providing enhanced security to 120 vulnerable victims of crime in partnership with Age Concern
Provide a witness support service to support 120 vulnerable witnesses through the court process	Yes. We have met this target in partnership with Victim Support
Develop a facial recognition system to assist in apprehending known offenders	Yes. The Aurora Facial Recognition (CCTV System) has been successfully installed
Launch a local CCTV control centre	Yes. The CCTV control centre opened in March 2006
Increase the number of young people accessing drug treatment services by a further 3%	Yes. This target has been met and substantially exceeded

Increase the proportion of adult drug-using offenders who access drug treatment services by 6% to 75%	Yes. This target has been exceeded and performance continues to improve
Increase by 50% the number of drug supply addresses closed	Yes. This target has been successfully met with 18 drug supply addresses closed in 2005/6
Launch a local drug service dedicated to the needs of women and black and minority ethnic communities	In part. This service has been commissioned and is due to be operational in August 2006
Increase the use of ASBOs (Antisocial Behaviour Orders) and Acceptable Behaviour Contracts (ABCs) in serious cases of antisocial behaviour to 170 in total	Not quite, although the 159 ASBOs and ABCs we did achieve is one and a half times more than last year
Reduce the incidence of serious vandalism by 5% and non-accidental fires by 2%, and reduce the proportion of calls to the Police relating to disorder by 10%	Mostly. Serious vandalism fell by over 20%, and provisional figures indicate that we exceeded our target on non-accidental fires, but we did not achieve the targeted reduction in the proportion of calls to the Police relating to disorder
Launch a Joint Investigation and Enforcement Team for antisocial behaviour	Yes. Police officers are now located with the ASB Control Unit, forming a joint enforcement and investigation team
Carry out a programme of fire prevention improvements on 10 estates across the borough	Mostly, London Fire Brigade worked in partnership with housing officers to reduce fire risks on a number of estates
Reduce crimes involving firearms by 5%	No. Crimes involving guns actually increased, although gun crime in the borough remains relatively rare
Increase detection rates where the perpetrator also receives some penalty: for rape to 25% (from 21%); domestic violence to 27% (from 21%); racially motivated crimes to 20% (from 17%); and homophobic crimes to 20% (from 9%)	Mostly. The 34.5% sanctioned detection rate for domestic violence is the best performance in inner London. We also achieved our targets for racially motivated crimes and for rape detection, which improved to 32%. We narrowly missed our target for homophobic crime

Implement our Behaviour Change Project, targeting a minimum of 20 young people at risk of offending	Yes. The Youth Inclusion and Support Panel have developed interventions to engage young people at risk of offending, and of the 117 engaged only 4 went on to enter the youth justice system
Reduce first time entry to the youth justice system by 2%	Yes. In 2005-06, first time entry to the youth justice system fell by 2.14%
Launch a Youth Inclusion Project in 2 areas in the borough	Due to delay in Youth Justice Board funding, this was not delivered. However, there are two YIPS planned for the coming year
Increase to 75% the proportion of victims of youth crime offered the opportunity to participate in restorative justice	Not quite: the final figure was 69.5%
Involve 90% of young offenders in education, training or employment	Yes
Develop further local crime reduction initiatives in partnership with local communities in each of the LAP areas	Yes. Safer Neighbourhood Teams are operational in all wards and are working through multi-agency Safer Neighbourhood Action Groups to tackle priorities identified by local people. We've also delivered DrugStoppers and intergenerational initiatives on targeted estates across the borough
Launch a mobile contact resource to be used in promoting crime reduction initiatives in the community	Yes. The contact centre was publicly launched at the Brick Lane Festival in September and is working across the borough

Our priorities for the next year, to:

- reduce overall crime, with a particular focus on acquisitive crime, youth crime and violent crime
- create safer and stronger communities by reducing the impact of antisocial behaviour and drugs on the community

What we promise to do in 2006–2007	Our Targets? To:
Reduce overall crime through a focus on burglary, robbery and vehicle crime	<ul style="list-style-type: none"> • Reduce the overall crime rate to 81 offences per 1,000 – a reduction of 26% since 2003/4 • Reduce personal and commercial robberies by 17% • Begin a 2-year partnership environmental overhaul of 3 hotspot areas to reduce key crime types

Reduce violent crime, through focus on youth violent crime and domestic violence	<ul style="list-style-type: none"> • Reduce violent crime (common assault plus Actual Bodily Harm (ABH) / Grievous Bodily Harm (GBH)) by 7% • Reduce the length of time domestic violence is experienced before it is reported to a specialist agency by 3% against the 2004/05 baseline • Establish multiagency <i>Chill Out Zones</i> around a minimum of 4 secondary schools, to reduce youth-on-youth violence
Improve the quality of life by reducing anti-social behaviour	<ul style="list-style-type: none"> • Reduce the percentage of residents who view as “a very big problem” youths hanging around on the streets (from 50% in 2003/4 to 41%) and people using or dealing drugs (from 53% in 2003/4 to 40%) • Reduce the number of criminal damage offences by 7% • Reduce deliberate secondary fires to 5.75 per 1000 – a reduction of 7% since 2004/5
Reduce the impact of drugs on the community	<ul style="list-style-type: none"> • Increase the number of young people under 18 who access drug treatment by 30% against the 2003/04 baseline of 304 • Close 24 drug addresses – an increase of 33% on last year • Implement a comprehensive Drugs Prevention Strategy • Establish a drugs detoxification programme and a dedicated women’s service within the borough • Expand our Drugs Intervention Programme by testing everyone arrested for a trigger offence, and requiring assessment for all those testing positive

Improving the environment

By 2010 Tower Hamlets will:

- have a more pleasant, welcoming and sustainable environment

The challenge

Traffic congestion, car parking, pollution and poorly designed urban spaces are problems across the capital that put lives at risk and damage people’s health. And they contribute to the ecological damage of the planet. Solutions will require co-operation across the whole of the city. We are also throwing away more every year. Litter, fly tipping and other environmental pollution is a common problem across London

What you want

- less litter and dog mess and fewer abandoned cars on streets and estates
- better public transport
- less traffic congestion and pollution
- more/better open and green spaces

- cleaner air
- an improved image for the area, with a cleaner and more welcoming environment, and better facilities

Some things you suggest we could do to tackle these issues

- make better use of vacant buildings
- involve residents more in the planning of local development and provide better, more accessible information about planned developments
- engage young people in environmental projects
- identify buildings to attract youth
- make more use of the river for transport

Our priorities for 2005 – 2006 were to:

- improve the cleanliness and quality of the environment and take firm action against poor land maintenance
- improve the cleanliness of the streets and take firm action against illegal dumping
- make the roads safer for everyone

What we said we would do in 2005 – 2006	Did we achieve it?
Publish a revised environmental statement demonstrating our commitment to a sustainable environment	No. The statement will now be incorporated into a broader <i>Environmental Strategy</i> , which is currently under development
Reduce the proportion of the borough that has unacceptable levels of litter and detritus by 2%, and be among the best London authorities on measures of environmental cleanliness	<i>TBC - results for the final survey are still awaited from EnCams</i>
Increase the number of fixed penalty notices for littering and dumping to 1100	Yes. 1,332 notices were issued and 96 prosecution summonses, bringing people to account for their antisocial actions
Launch a Fast Food Litter Strategy to reduce the amount of fast food litter on our streets	In part. The focus on fast food litter has been integrated into a broader anti-litter campaign, which will tackle litter problems through improved enforcement, awareness raising and education campaigns, and the provision of on-street recycling bins
Recruit at least 24 volunteers from all LAP areas to be Enviro-Champions for their area	Yes. Over 70 volunteers were recruited during the year
Be in the top category across London for low graffiti and fly-posting levels	<i>TBC - results for the final survey are still awaited from EnCams.</i>

Ensure 100% coverage of residential households for doorstep recycling services (reaching another 30,000 homes)	Not quite. We now serve 91.5% of properties, and we are working hard to overcome some legal access and permission challenges
Run a marketing programme and hold awareness-raising events to increase participation	Yes. This included the launch of the <i>It's So Easy</i> and <i>Cleaner Safer Tower Hamlets</i> campaigns, and work faith organisations to help reach our different faith communities
Organise young people's environmental action events involving a minimum of 80 children and young people	Yes – through our <i>Waste Awareness Programme</i>
Introduce a further three 20 mph zones, bringing the borough's total to 28	Almost. Two 20mph zones (Narrow Street and Spindrifft Ave) were completed, and one (Teviot Estate) is still under construction following an period of consultation
Make sure that the number of people killed or seriously injured on our roads is reduced by at least 2 in the coming year	Yes. The number of people killed or seriously injured in the borough fell from 139 to 133

Our priorities for the next year, to:

- improve the cleanliness and the quality of the environment and our open spaces
- increase recycling in the borough
- make the roads safer for everyone

What we promise to do in 2006–2007	Our Targets? To:
Improve the cleanliness of the borough	<ul style="list-style-type: none"> • To reduce proportion of relevant land and highways assessed as having combined deposits of litter and detritus from 19% (<i>2005/06 target – actual TBC</i>) to 16%
Improve recycling	<ul style="list-style-type: none"> • To increase the % of household waste sent by the authority for recycling from 8.8% to 18% • Introduce a kerbside collection service for food waste & garden waste in the autumn of 2006
Improve road safety	<ul style="list-style-type: none"> • To reduce the number of adults and children killed or seriously injured on roads from 133 to 121 • Continue to promote road safety programmes, including providing Junior Citizen Scheme safety training for 1000 year 6 pupils, extending the Junior road safety officer scheme to additional 3 schools, completing one Home Zone and two 20mph Zones.

Improve open spaces

- To increase the % of people who think that parks, playgrounds and open spaces are good, very good or excellent in the Annual Residents' Survey from 46% to 50%
- Incorporate measures to design out crime in consultation with the LAPs by implementing anti-crime design measures in 5 parks

A better place for living well

housing, health and social care, and promoting healthy living;

Improving housing, health and social care

By 2010 Tower Hamlets will:

- have good quality affordable housing available for more people, with social housing reaching good standards
- support healthier communities, with quicker and more convenient access to local modern primary and community based health services
- reduce the maximum waiting time for inpatient and day cases to no more than 3 months
- reduce inequalities in health outcomes by 10%, as measured by infant mortality and life expectancy at birth
- reduce mortality rates from heart disease by at least 40% and from cancer by at least 20%, for people under 75
- have no primary care premises below acceptable standards
- provide seamless health and social care provision for older people and other adults who need support
- provide health and social care services for young people from all Children's Centres and from 50% of schools.
- reduce mortality rates from suicide and undetermined injury by at least 20%

The challenges

Major redevelopment in parts of the borough has forced up prices and rental costs, making affordable homes hard to find. Much of the Council's stock is in need of major repair and resources are stretched. Overall, the stock is reducing through the Right-to-Buy and there is a limited amount of land available for building. The people of Tower Hamlets have poorer health levels than the average for London, with shorter life expectancy and high relatively high levels of coronary disease, cancer and diabetes. We need to ensure that our housing, health and social care services rise to these challenges and are able to meet the needs of a population that is set to rise rapidly.

What you want

- a better supply of affordable housing so that you can continue to live here, close to other family members
- public housing to be well maintained
- streets and estates kept cleaner, tidier and free from antisocial behaviour
- action to reduce homelessness
- shorter waiting times for appointments to see health professionals
- better co-ordination between health, social services and community health and care providers
- encouragement of healthy living styles
- better care, especially for children, young people, older people and those who need support

Some things you suggest we could do to tackle these issues

- Use neighbourhood wardens
- provide leisure facilities within housing estates
- provide internet access for homes – and the means to use it
- provide community leisure clubs
- provide meeting places where mothers can gather
- explore self-build and shared ownership
- provide more facilities for families
- make more use of complementary medicine
- bring doctors to neighbourhood centres to conduct surgeries
- increase inter-agency co-operation and provide more services in one place
- promote healthy lifestyles
- provide places where carers can take people for whom they provide community care
- take more services and advice into the community
- concentrate on improving recruitment and retention of medical professionals
- develop generic carer provision

Our priorities for 2005 – 2006 were to:

- invest to achieve decent homes
- improve access to affordable homes and improved housing conditions
- improve the quality of private sector housing stock
- provide support for vulnerable adults' housing and accommodation needs
- improve arrangements for the homeless
- reduce inequalities in health, enabling people to live longer and healthier lives
- improve the experience of those who use our services, especially those who need them most
- increase the choice of services available to local people
- enable all our residents to lead independent lives

Improving Housing

What we said we would do in 2005 – 2006	Did we achieve it?
Bring at least ten empty 'non decent' private properties back into use by March 2008	Yes – 19 homes were made fit and returned to use
Complete at least 600 affordable new homes	Yes. A total of 1057 affordable new homes were completed – over 70% more than our target
Agree with our partner authorities how many new homes in the East London area are to be offered to Tower Hamlets residents	Yes – through the <i>East London Sub Regional Nominations Agreement</i>

Invest a minimum of £24 million in council housing stock	Yes. £28 million was spent on improving housing stock last year
Ensure government funding is in place for stock transfers where necessary	Yes. Any gap funding required to ensure that schemes can be completed is agreed with ODPM before each transfer is finalised
Agree decent homes targets for Housing Choice Registered Social Landlords	Yes. These targets are agreed with RSLs as part of the stock transfer process
Provide rent deposits to 200 households to help them find homes in the private sector	Yes. 212 households received rent deposits and were rehoused into the private sector
Increase the percentage of homeless assessments carried out within 33 working days to 85%	Yes – 86% of all assessments were completed within 33 days

Improving health and social care

What we said we would do in 2005 – 2006	Did we achieve it?
Enable at least 100 disabled people to stay in their own homes through the use of the Disabled Facilities Grant	Yes. 129 Disabled Facilities Grants were approved during the year
Complete 100% of Supporting People reviews, to help shape better services for vulnerable people	Yes. A total of 76 reviews were completed
Hold at least 4 health-related play sessions at Mile End Park Play Pavilion	Yes. 4 sessions took place in the Children's Play Pavilion, focusing on Breast Feeding, Baby Massage, Weaning, and Child Psychology
Make the Changing Lifestyles programme available to 40 children with clinical obesity	Yes. Two courses were held – one for 8-11 year olds and one for 12-16 year olds – with 40 children attending
Develop and promote a stop-smoking drop-in service in each Local Area Partnership to reach our target of helping over 4,670 people to quit smoking by 2006	Not entirely. Only 4 LAP areas chose to develop these services, but clinics took place in each of these. However in the three years up to March 2006 4790 people stopped smoking as a result of using local smoking cessation services, exceeding the target of 4670

Undertake preparatory work to develop a screening programme for bowel cancer	Yes. A bowel cancer screening lead has been identified within the PCT Public Health Department, and is working with the wider Strategic Health Authority-led implementation group
Increase the uptake of breast screening (currently 50%) to the national target of 70% by establishing and publicising a mobile breast screening service	No. Technical difficulties meant that the pilot service could not be up and running until April, but we expect this to make an impact next year. This will complement the educational sessions by specialist health advocates and the Breast Care Nurse in GP practices and out in the community
Increase the uptake of cervical screening (currently 75%) to 80%, targeting black and ethnic minority communities in particular	No, but we worked with 11 GP practices with the lowest uptake of cervical screening. Specialist advocates (Sylheti and Somali speaking) contacted approximately 14,000 women with about 10-15% attending for screening. There was an average increase in the uptake of screening of 4.3% in the participating practices We were also one of the first London boroughs to convert to a new cervical smear processing technique, which should to reduce the proportion of inadequate slides and, in the longer run, help to increase uptake
Make the mobile unit and the mammography room at Mile End Hospital operational	Not quite. Technical difficulties have resulted in a delay – but we expect the mobile unit to be operational early by summer 2006
Provide regular education sessions for GPs on the symptoms, treatment and referral processes for the most common forms of cancer	No. Training has prioritised support to help GPs meet their 2-week waiting targets to make sure that local people have quicker access to health services
Run at least 1 Expert Patient course in each Local Area Partnership to enable patients with chronic illnesses to manage their conditions more effectively	Yes. A total of 16 courses (9 in English and 7 in other community languages) were run in all 8 LAPs
Double the capacity of the retinal screening programme, ensuring early detection of diabetic retinopathy, to a minimum of 80% of people with diabetes by 2006, and 100% by 2008	Yes. 9400 appointments for retinal screening were offered last year, meeting the 80% target; we are on course for 100% by 2008
Make sure all patients registered with chronic, obstructive pulmonary disease have bi-annual GP	Yes. Information recorded for GP practices confirms our good performance

check-ups	
Establish a <i>Breathe Easy</i> support group	Yes. The group has met bi-monthly for over 6 months
Recruit 6 more mental health support workers, 2 more psychologists, 2 new community development workers to work with black and minority ethnic communities, and a specialist GP, making a significant difference to the quality of services for people with mental health needs	Yes. All of these posts were filled by November 2005
Produce a directory of mental health services, to be available at all GP surgeries and One Stop Shops as well as on-line	Yes. A directory of mental health services has been available online since October 2005. It has also been translated into Bengali and Somali and is available on CD
Increase the percentage of young children immunised for measles, mumps and rubella (currently 59%) to the national target of 80%	Technical problems with a new computer system mean figures for the year are not yet available. Provisional GP figures for the second half of the year indicate that 64% of young children received the full course of MMR. Work has taken place with all GP practices to raise awareness about the poor uptake of the MMR vaccination
Increase the proportion of women who start breast feeding by 2% each year	Yes. This has been achieved through a series of initiatives including: <ul style="list-style-type: none"> - a Breastfeeding Co-ordinator working in Children Centres - breastfeeding training for health visitors and midwives - data collection improvements on the maternity unit in the Barts and the London Trust - community based initiatives, such as drop in sessions and parenting classes, run through voluntary and community sector partners - making breastfeeding literature more accessible for antenatal and post-natal women
Recruit 5 trainers, to specialise in sex and relationship education in secondary schools	This was not developed – rather, training was provided for 9 secondary school teachers and over 60 volunteers
Provide youth workers with additional training to deal with sexual health issues	Yes. 113 youth workers were trained to deliver Sex and Relationship Education; also, two youth workers from each youth service club in each LAP areas were trained

<p>Progress plans to open 2 new integrated primary care resource centres, providing: (i) a centre for independent living for people with physical and sensory disabilities on the St Clement's site (ii) borough-wide services for children and young people on the Queen Elizabeth Hospital site</p>	<p>Yes. St Clement's is being progressed, though more slowly than anticipated due to a number of complex planning and heritage issues</p> <p>The Queen Elizabeth outline business case has been formally approved and development work is expected to begin by autumn 2006 on a new primary care and social care centre. Borough wide Children's services are being progressed through other channels</p>
<p>Open new healthcare facilities in Devenport Street, Harford Street, the Barkantine Estate and Bartlett Park</p>	<p>Mostly. Harford Street, Barkentine and Devenport Street (renamed Cable Street) all began construction this year</p> <p>However, Bartlett park was withdrawn as further work demonstrated it was no longer fit for future population projections</p>
<p>Ensure that all Tower Hamlets residents can obtain an appointment with a GP within 48 hours and a practice nurse within 24 hours</p>	<p>Yes. From October 2005 onwards, all Tower Hamlets residents could be sure of an appointment with a GP within 48 hours or a primary care professional within 24 hours</p>
<p>Reduce the maximum waiting time to 13 weeks for a new outpatient appointment with a consultant, and to 6 months for routine surgery, by December 2005</p>	<p>Yes. Both of these promises were delivered</p>
<p>Enable patients and GPs to book hospital appointments at a time and place convenient to the patient</p>	<p>Yes. For some time now patients have been offered the opportunity to choose an appointment date and time that is convenient to them. There are systems in place that enable patients to choose from a list of 4-5 hospitals when their GP makes a referral</p> <p>Work is ongoing to roll out an electronic system to book hospital appointments from GP surgeries</p>
<p>Open at least eight Children's Centres (one in each Local Area Partnership) providing joint health, social care and education services</p>	<p>Yes. 9 Children's Centres were open from 1st April</p>

Complete at least 85% of statements of Special Educational Needs with health and social care input within 18 weeks	Yes. Our targets for completing Statements of Special Educational Needs were met
Make sure that at least 85% of children in public care have an annual health review and dental check, rising to 90% by 2007	Yes. Both of these targets have been met
Implement the Single Assessment Process for Older People to ensure that needs are assessed and met more quickly and efficiently	Yes, the Single Assessment Process was implemented through the involvement of 400 staff across the PCT, East London and The City Mental Health Trust, Barts and the London Trust and Tower Hamlets Social Services
Ensure that at least 100 disabled people participate in the Direct Payments Scheme	Yes. This target has been met
Open a Centre for Mental Health at Mile End in January 2006 to replace St Clement's Hospital, providing a new in-patient facility enabling patients, especially women, to be treated with greater privacy, dignity and respect	No. Delays have meant postponement of the completion date for this centre to December 2006

Our priorities for the next year, to:

- improve the quality of housing provision in the borough
- improve access to affordable homes and improved housing conditions
- improve access to quality healthcare services for key client groups, including people with long-term conditions and people with mental health needs
- improve the health and well-being of young children and older people
- reduce teenage pregnancy

Improving Housing

What we promise to do in 2006–2007	Our Targets? To:
Improve the quality of housing provision	<ul style="list-style-type: none"> • Develop a “Quality Framework” for <i>all</i> social housing stock. • Provide assistance to 25% of vulnerable households to help address fuel poverty • Bring back into use 17 private rented properties

Provide suitable accommodation for more residents

- Re-house 200 overcrowded families
- Improve access to appropriate housing for disabled applicants

Improving Health and Social Care

What we promise to do in 2006–2007	Our Targets? To:
Improve access to local healthcare services	<ul style="list-style-type: none"> • Continue to design, plan or build 10 new primary health care centres • Open a new primary care centre at Cable Street, and complete a major extension of the St Stephens Health Care Centre • Provide increased surgery hours in over half of all GP practices in the borough, and in at least one practice in every LAP area • Provide an additional mobile dental unit to ensure improved access to dental care in every LAP area • Increase uptake of the <i>Pharmacy First</i> scheme for minor ailments by 6%
Improve the health & well being of Older people and the wider community	<ul style="list-style-type: none"> • Create 4 Linkage Plus networks, providing local services and activities for older people • Help 1755 people to quit smoking
Provide more support for people with long term conditions and their carers	<ul style="list-style-type: none"> • Provide 27 <i>Expert Patient</i> Courses for people with specific health conditions • Ensure that at least 75% of those suffering with <i>Chronic Obstructive Pulmonary Disease</i> have access to diagnosis and monitoring through the spirometry service • Ensure that at least 433 high intensity users are effectively case managed
Improve services for people with mental health needs	<ul style="list-style-type: none"> • Appoint 2 mental health community development workers to improve access to and uptake of mental health services by the people from black and minority ethnic communities • Provide a team of 20 Support Time Advice and Recovery workers (STARs) across the Local Authority, PCT and Mental Health Trust, to support people with mild to moderate depression, with at least 50% of those involved from BME communities • Provide a consultant psychiatrist within primary care services to improve services for people suffering from depression

<p>Improve the health of young children</p>	<ul style="list-style-type: none"> • Provide co-ordinated health, early education and social care services for young children and their families through 15 Children's centres • Provide a range of healthy eating and physical activity initiatives to reduce obesity in children
<p>Reduce teenage pregnancy</p>	<ul style="list-style-type: none"> • Increase the provision of Sex and Relationship Education in schools and improve the sexual healthcare for our most vulnerable children and young people (such as those in public care and young offenders)

A better place for creating and sharing prosperity

Improving investment and access to jobs and reducing poverty

Improving investment and access to jobs and reducing poverty

By 2010 Tower Hamlets will:

- be confirmed as a major international centre for business and trade
- be a place of increased prosperity across all communities
- have more jobs available locally, and a higher proportion of local people in those jobs
- have strong community involvement in neighbourhood planning and service provision
- have a higher standard of living for all its communities
- be widely recognised for its success as a richly diverse community of communities
- be seen by the majority of its residents as a place of increasing well-being
- have reduced the gap between the local unemployment rate and the inner London average

The challenge

Tower Hamlets is one of the most deprived areas of the country. Massive regeneration of the Docklands and City fringes has brought real benefits, but many of these have still not spread to local people. Unemployment in the borough has fallen but remains much higher than the London average. Over 100,000 new jobs are forecast for the area over the next 10 years as a result of the Mayor's London Plan and we need to make sure that local people have the skills and confidence required to access them.

What you want

- local people to gain more from the regeneration that is taking place
- local unemployment to be reduced
- more businesses to re-locate to the area and to stay here
- better training for local people to get jobs, in Tower Hamlets or further afield
- a local workforce that more genuinely reflects the diversity of local communities
- reliable and affordable child care so more parents and carers can take advantage of job opportunities
- the sense of community in Tower Hamlets to be built on and celebrated, and different communities brought together more
- to be listened to properly and to be more involved in decisions that affect you
- increased capacity for making improvements in your own neighbourhood areas
- available premises at a reasonable cost

Some things you suggest we could do to tackle these issues

- involve residents more in development planning
- improve the street markets
- improve benefit checks, enabling people to claim entitlement
- improve communication between the Council and voluntary organisations
- provide community owned workspace for small and start-up businesses
- improve support for local young people to get into employment
- improve the information available on groups working in different areas

- develop facilities and centres for use by the community

Our priorities for 2005 – 2006 were to:

- reduce unemployment rates for young people
- develop employment opportunities in the health sector
- support people facing acute or multiple barriers to work
- promote clear and co-ordinated support to small and medium sized businesses
- maximise the benefits to local people of the major redevelopment planned for the area through the emerging Local Development Framework

What we said we would do in 2005 – 2006	Did we achieve it?
Implement the borough's Regeneration Strategy	Yes. The year 1-3 programme has commenced and progress reports will be available by July 2006
Establish a borough-wide multi-agency delivery team that supports young job seekers in securing and maintaining employment	Yes. A joint team has been in operation since May 2005
Reduce by 10% the number of unemployed people aged 18-25	Just about. Over the last 6 months the number 18-25 claimants fell by 9.6%
Advertise and promote 300 entry-level jobs associated with Barts and the London Hospital Trust to local people, and place 275 local people into these jobs	No. 190 local residents secured jobs with Barts and the London Hospital Trust – this is below target due to changes at the Trust and a delay in beginning the new programme
Increase the take-up of welfare benefits through an advertising campaign targeting working tax credit and other benefits	Yes. The campaign included regular features in East End Life, information packs provided at key locations across the borough, and outreach advice in 10 GP surgeries and other venues across the borough
Produce an information leaflet on accessing finance and debt advice services in the borough	Yes. Debt advice leaflets and a self-help pack were produced, including a <i>Where to Go for Advice</i> leaflet

<p>Develop 6 hubs of community provision, based in the voluntary sector, offering a range of services and progression routes into job-training and employment. 500 clients to complete personal action plans – over 50% of which result in employment, further or higher education, or engagement in voluntary activity</p>	<p>Yes, 6 hubs have been developed at:</p> <ul style="list-style-type: none"> - East London Advanced Technology Training - Limehouse - City Gateway - Bromley by Bow Centre - LACoST - HARCA <p>These hubs offer a programme of activities for local people, and over 1,103 people had completed personal action plans by March 2006. Of these, over 50% are now in employment (96), further or higher education (419) or engaged in voluntary activity (70)</p>
<p>Produce a revised business development guide with key partners</p>	<p>Yes. 'A Guide to Business Support Agencies in Tower Hamlets' was revised, with details of organisations that can provide free or subsidised expert advice in the areas of business start up, business planning, marketing and finance, and possible access to finance in the form of loans or grants</p> <p>Additionally <i>Open4Funding</i>, an online resource with information about funding opportunities, has been available through the Council's website since September</p>
<p>Produce draft Area Action Plans and undertake a 12 week period of consultation with local people in Autumn 2005</p>	<p>Yes. A series of workshops and events for local people in the final 3 months of 2005 produced over 5000 comments which are now being used to shape a revised <i>Local Development Framework</i></p>
<p>Review the borough's Third Sector Strategy</p>	<p>No. Participation in the Treasury's Local Area Pathfinder project, due to be completed in July 2006, has delayed completion of final strategy and action plan</p>

Our priorities for the next year, to:

- increase employment rates, especially amongst young people
- ensure that local people and the local economy are in a position to maximise the benefits of the 2012 Olympics
- increase employment opportunities in key growth sectors such as Finance, Health, Hospitality and Tourism
- promote clear and co-ordinated support to small and medium sized businesses, including social enterprises
- maximise the benefits to local people of the major redevelopment planned for the area through the emerging Local Development Framework
- improve financial inclusion by increasing access to financial advice and services.

What we promise to do in 2006–2007	Our Targets? To:
Increase employment rates of local residents by providing co-ordinated targeted support, in particular to young people.	<ul style="list-style-type: none"> • Support 375 local young people into jobs through the Employment Consortium job brokerage programme • Provide a <i>Welcome Host</i> and <i>Welcome to East London</i> training package of customer care for at least 75 job seekers and young people still at school to increase information and raise aspirations • Run 6 employer events for young people to raise the profile and understanding of growth sectors of employment and how to access them • Provide internships and specialised tailored training programmes with a range of employers in the local growth areas of hospitality, leisure, travel and tourism, health and finance • Increase the number of jobs accessed by residents in different LAP areas through <i>Community Hubs</i>.
Implement an Employment and Training Framework to ensure that local residents/businesses are able to access opportunities arising from the Olympic and Paralympic games.	<ul style="list-style-type: none"> • Introduce a job brokerage and business support team – across the 5 Olympic host boroughs – to help local residents access employment arising from the Olympics and local businesses to secure contracts arising from the development of the Games
Promote the borough as the premier hospitality and leisure venue for the Olympic Games, helping the Hospitality, Leisure, Travel and Tourism sectors to expand and support the growth of smaller niche retail, restaurant and hospitality businesses	<ul style="list-style-type: none"> • Expand the coverage of the borough's <i>Venue Guide</i>, increase internet-based promotion and advertising, and run 'familiarisation' trips for global agents
Provide targeted support to young people aged 18-24 to reduce youth unemployment	<ul style="list-style-type: none"> • Introduce a <i>Skills Ladder</i> employment programme, helping 60 people into jobs • Secure 25 more internship programmes with employers to help young people access employment and continue job brokerage activities with young people to achieve our target of getting at least 550 young people into sustainable employment by 2008
Increase the supply of employment opportunities in key sectors promoted directly through the Employment Consortium	<ul style="list-style-type: none"> • Recruit local people to 75% of all entry level vacancies at Barts and the London NHS Trust • Secure more entry level jobs in growth sectors such as Finance, Hospitality and Tourism

Encourage more growth and sustainability of local businesses	<ul style="list-style-type: none"> • Open a <i>Business Excellence Centre</i> in the West of the Borough to encourage and support local business
As part of the Local Development Framework, revise Area Action Plans for Leaside, City Fringe and Isle of Dogs and consult on a Central Area Action Plan.	<ul style="list-style-type: none"> • Submit Area Action Plans for further consultation and to the Secretary of State for independent examination
Improve access to affordable banking and credit facilities	<ul style="list-style-type: none"> • Develop information leaflets on budgeting, borrowing and access to affordable credit
Support Financial Awareness / Literacy programmes	<ul style="list-style-type: none"> • Deliver 8 money-wise information and training sessions in local community venues
Improve access to debt/money advice services for low income families	<ul style="list-style-type: none"> • Promote debt self-help packs and introduce a new debt advice outreach service
Improve links and referrals between those services offering debt advice and those helping people to improve their employability	<ul style="list-style-type: none"> • Train 120 front line staff in problem debt identification

A better place for learning, achievement and leisure

Improving learning and achievement, and improving access to leisure activities and the arts

Improving learning and achievement

By 2010 Tower Hamlets will:

- be a place where most children in most schools are achieving at least as well as or even better than the national average
- provide an inclusive learning and social environment in which education is valued and all children and young people can feel safe and can flourish
- be a technology-rich learning environment providing world-wide links
- have excellent and affordable facilities for children from 0 – 5 years
- provide comprehensive further and higher education and lifelong learning opportunities and increase the number of people taking them up
- Have at least 85% of 5-16 year olds taking part in at least 2 hours of physical and sports activities a week

The challenge

Enormous improvements in recent years mean that our schools are now among the fastest improving in the country. But there is still a lot more to do to ensure that our children and young people get the education they deserve and achieve to national standards so they can compete for jobs on an equal footing.

What you want

- children to flourish at school, to achieve good exam results and to be free from bullying
- a culture in which education and achievement are valued for themselves and are seen as creating opportunities for all
- education, training and work experience opportunities that are available throughout life and from a range of providers
- enough good teachers for our schools
- more support and better information for parents
- more positive involvement with young people
- young people to leave school with the skills and aspirations necessary to find success in employment
- provision of clear pathways in learning to support continuity in education and training, but also to ensure that those returning to learning have easy access to education
- affordable childcare for all those who need it
- learning that takes place in high quality accommodation

Some things you suggest we could do to tackle these issues

- get local people into schools to explain their concerns and get young people to visit local businesses, community organisations and groups
- join up various groups working with young people
- hold youth events which are fun

- bring the generations together – provide joint leisure facilities for the use of older people during the day and young people during the evening
- improve connections between parents, young people and youth workers
- open schools up to the community
- develop information points for young people
- improve co-ordination of youth services
- use secondary schools for evening classes for the local community
- have drop-in centres for parents needing help with behaviour management

Our priorities for 2005 – 2006 were to:

- increase attainment
- widen participation in learning, sport and youth activities
- improve access
- improve quality and increase choice
- run a programme of arts and leisure activities targeting children’s social skills and educational development
- encourage participation in arts and leisure activities and support community cohesion
- improve the quality of local libraries and extend our Idea Stores Programme

What we said we would do in 2005 – 2006	Did we achieve it?
Increase the attendance rate in primary schools to 95% in 2005-06, and reach the national average by 2007	Almost. The annual attendance rate was 93.9%, a slight decrease of 0.1% on the previous year. However, between 2000 and 2004, primary attendance in Tower Hamlets has moved from 2% below to 0.6% below the national average. We have now reached the average for inner London, and are within 0.1% of the average for all London boroughs
Ensure that 82% of children achieve level 4 in Maths and English tests at age 11, rising to 85% in 2007	No. 69% of pupils achieved level 4 in English and Maths in 2005. Although we did not meet our target, performance is now only 1% below the national average
Ensure that the percentage of pupils who achieve the expected level at age 14 increases in the summer 2005 to: English – 71%; Maths – 71%; Science – 68%	No. However, we did achieve a 10% improvement in English at Key Stage 3 and a 3% improvement in Maths. This is <i>three times</i> the national improvement rate. Science results were 52%, up 3% on 2004
Ensure at least 49% of pupils achieve 5 or more A*-C grades at GCSE in summer 2005, and that 93% achieve 5 A*-G grades, including English and Maths	<p>Nearly. The target for 5 A*-Cs was exceeded by almost 2% with 50.8% of pupils achieving these levels in summer 2005</p> <p>We were a little short of our target for 5A*-Gs including English and Maths, with 87.1% of pupils reaching this level</p>

Agree a new 14-19 strategy that will improve opportunities for all 14-19 year olds in the borough	Yes. The DfES approved our 14-19 post-inspection action plan without amendment, and we have now established one of the first Education Improvement Partnerships (EIPs) to co-ordinate and improve the 14-19 offer to Tower Hamlet's students
Increase the percentage of pupils staying on post-16 to 80%	Yes. Overall 82.6% of the 2005 cohort moved into education or training, and 78.6% took up fulltime post-16 education programmes
Improve post-16 retention rates: level 3 courses to 93%; level 2 courses to 90%	In part. Overall retention rates over the <i>first year</i> of post-16 study were 82% (down 5%). However, retention rates for the <i>second year</i> of study were 94% for Level 3 and 100% for Level 2
Increase the Average Point Score per student from 160.9 to 190 per entry by 2005	Yes. The Average Point Score (APS) per student achieved in 2005 was 204.2
Reduce the number of young people not in education, employment or training (NEET) to 9.3%	No. In March 2006, the number young people not in education, employment or training was 13.5%
Engage 27% of the youth population in Tower Hamlets aged 13-19 in youth work activities; there will be recorded evidence of the activities of at least 60% of these	Just about. Over 33% of 13-19 year olds in Tower Hamlets engaged in youth work activities and 57% of these achieved a recorded outcome from their work
Ensure that 90% of all youth work sessions are graded satisfactory or better by Ofsted	No. 80% of these sessions were graded at this standard through a peer inspection process. All projects have improvement plans in place to ensure that improvement is accelerated
Improve the quality of youth service accommodation by developing and refurbishing 7 buildings by 2006	Not quite. Limehouse, Good Shepherd Mission, St Hilda's and the Attlee Foundation are all complete along with Whitechapel, so we are just two off the target. The Davenant, Weavers and St Andrews are all due for completion in June/July 2006
Ensure that 75% of schools deliver at least 2 hours of PE per week	Final figures for 2005/6 will not be available until July, but we are confident that the steps we have taken – including 16 School Sport Co-ordinators working with all primary schools – will ensure that this ambitious national target will be met

Implement the Youth Participation Strategy so that young people are represented on the Partnership Management Group and all LAP steering groups	Yes. The Tower Hamlets Youth Partnership currently involves over 100 young people a year in decision-making activities, and young people are engaged through Local Youth Partnerships covering all LAP area Some young people from these are involved in LAP steering groups, and two young people are represented on the Partnership Manager Group
Maintain participation rates at the very high level achieved last year, and improve the retention rate of adult learners by 20%	No – this target proved too ambitious. However, an increase of 10% was achieved, and there was also a 4% increase in lifelong learning enrolments

Our priorities for the next year, to:

- help young people develop skills for employment
- improve the achievement of adult learners
- enable parents to play a key role in the achievement of their children
- increase participation in physical activities and improve health levels amongst young people

What we promise to do in 2006 –2007	Our Targets? To:
Help young people develop the skills necessary for them to move into employment	<ul style="list-style-type: none"> • Ensure that 83% of primary school pupils achieve level 4 in mathematics and English tests at age 11 in 2006, rising to 84% in 2007 • Increase the percentage of secondary pupils achieving Level 5 in both English and mathematics at age 14 to 61% in 2006/2007 • Increase the percentage of secondary pupils earning 5 or more GCSEs at grades A* to C to 39%, including English and mathematics • Increase the A level average points score to 225 • Reduce the number of young people age 16 to 18 not in education, employment or training to 8.2% • Increase the take up of play, culture and leisure activities by young people and their families
Improve the achievement of adult learners	<ul style="list-style-type: none"> • Achieve a minimum level of 75% adult learner retention by June 2007
Improve the quality of parental involvement:	<ul style="list-style-type: none"> • Increase the attendance rate in primary schools to 94.8% and secondary schools to 92.6% in 2006/2007 • Reduce unauthorised absence rates in primary schools to 1.1% and secondary schools to 2.2% • Increase the number of parents participating in family learning programmes to 1600
Improve the health and levels of physical activity of	<ul style="list-style-type: none"> • Increase the percentage of primary school age pupils having two or more hours of exercise each week to

young people	<p>80%</p> <ul style="list-style-type: none"> • Reduce the percentage of 11 to 15 year old pupils who smoke regularly to 9% by 2008, • Reduce the percentage of teenage conceptions from 1998 baseline to 36 conceptions per 1000 by 2006 • Reduce the level of obesity amongst year 6 pupils to 23% or less • Reduce the prevalence of overweight year 6 pupils to 38% or less
Provide high quality places to go and exciting things to do that meet the needs of young people aged 13 to 19	<ul style="list-style-type: none"> • Engage 29% of the 13-19 population in youth work activities • Ensure that 30% of young people regularly attending youth projects achieve accredited outcomes from their involvement • Provide planned programmes of detached and mobile youth work in 24 estates • Involve at least 100 young people in community decision-making through the Tower Hamlets Youth Partnership and 4 Local Youth Partnerships • Increase the number of volunteering opportunities for the age group to 700

Improving access to leisure activities and the arts

By 2010 Tower Hamlets will:

- have excellent arts and leisure facilities which are readily accessible to – and used by – both local people and visitors
- be a centre for the celebration of arts from all communities
- have free open access play provision available in every ward
- have a network of Idea Stores operating across the borough
- have all Idea Stores open 7 days per week for 71 hours, and have increased the number of library visitors to 2.1 million, from just over 1 million now
- increase the amount of public open space managed by the voluntary and community sector by 5%
- recycle all public open space green waste

The challenge

You see sporting, artistic and cultural activities as essential to the well-being of the community, encouraging healthy lifestyles, creativity and social contact. However, there remains a need to encourage the local people to take advantage of the wide range of leisure and cultural activities in the borough, and creative thinking is required to maximise the use of available open space.

What you want

- a choice of good quality arts and leisure facilities near to where you live, that are affordable and accessible and that take account of different needs
- arts and leisure events that celebrate the borough's cultural diversity

Some things you suggest we could do to tackle these issues

- provide more meeting places where people can gather
- provide leisure facilities within housing estates
- provide community leisure clubs with affordable access to leisure facilities
- advertise arts and leisure provision
- develop provision for girls and women
- increase access to ICT facilities for young people

Our priorities for 2005–2006 were:

- run a programme of arts and leisure activities targeting children’s social skills and educational development
- encourage participation in the cultural and leisure activities and support community cohesion
- meet the key needs of young people by providing high quality places to go and exciting things to do

What we said we would do in 2005 – 2006	Did we achieve it?
Introduce new youth provision in Mile End Park that targets 11-17 year olds and includes an outreach centre, adventure space and supervised activities, all located within the Connexions Centre in the Park	Yes. Youth outreach began operating in the park from September 2006. Provision includes cycling, orienteering and canoeing on the canal. A purpose-built base for the provision is under construction and will be ready in August 2006
Roll out a football development programme for 7-11 year olds, with 10 schools participating	Yes. Achieved and surpassed: almost 20 schools and over 2,500 students have participated
Increase the number of under-16s registered with libraries from 29.4% to at least 30%	Yes.
Hold a minimum of 800 arts-based workshops for young people across the borough by March 2006	Yes. A total of 1,005 arts-based workshops for young people were held, that focused on raising attainment and were delivered through the Out of School Hours Arts programme

Launch a 'Bookstart' initiative, providing all babies and toddlers from new-born to 48 months with 2 free books; they will also be invited, through their families, to join the library and take part in a programme of family learning events	Yes. Over 6,600 Bookstart packs were distributed during the year
Agree and implement a cultural strategy action plan by October 2005	No. The completion date is now December 2006
Introduce a new football league, centred on the new football pitches and changing facilities at Meath Gardens	Yes
Engage a minimum of 40 children and their families within the Healthy Lifestyles programme	Yes. Two courses were held, one for 8-11 year olds and one for 12-16 year olds, with 40 children attending
Support a minimum of 56 festivals and events across the borough	Yes. A record 78 festivals and events were held across the borough
Run a health programme, involving at least 50 women, tackling heart-related illnesses at Whitechapel Sports Centre	Yes. A health programme for women was successfully run, and involved 55 participants
Open the following new facilities: - new fitness facilities at York Hall in June 2005; - Mile End Stadium in January 2006; - sports facilities at Langdon Park in January 2006	In part. <ul style="list-style-type: none"> • New fitness facilities at York Hall were opened and the Mile End Stadium was launched in February 2006 • There have been some delays in developing the sports facilities at Langdon Park, but this should now be complete by May 2006
Open the Whitechapel Idea Store in September 2005	Yes. Achieved and exceeded. Whitechapel Idea Store opened on 22 September, and average visitor numbers have been around 53,500 per month

Open 7 library services for more than 45 hours per week by the end of the year, 2 of them for 71 hours (7 days) per week: 5 of them for 7 days per week by 2007	Yes. There are now four Idea Stores (Bow, Chrisp Street, Whitechapel and Canary Wharf), each open 71 hours a week. In addition, Bethnal Green, Cubitt Town and Watney Market Libraries are open for more than 45 hours per week
Increase the number of visitors from 1.3 million last year to 1.6 million	Yes. Libraries and Idea Stores visits reached a high of 1.61 million visitors
Prepare an Open Space Strategy for the borough, consistent with the Local Development Framework, to address the social and environmental issues that are of concern to local people	Yes. This is now ready for implementation

Our priorities for the next year:

- Increase the use of library and leisure facilities, to help develop improved social skills amongst our young people
- Encourage all Tower Hamlets residents to become involved in arts and leisure activities

What we promise to do in 2006 –2007	Our Targets? To:
Improve the level of social skills amongst young people via arts and leisure activities	<ul style="list-style-type: none"> • Increase the percentage of under-16s registering with local libraries to 31% • Hold at least 450 arts-based workshops for young people • Increase the number of young people under 16 using Tower Hamlets leisure centres by 10,000
Encourage involvement in cultural and leisure activities by Tower Hamlets residents of all ages	<ul style="list-style-type: none"> • Support a minimum of 65 festivals and events across the borough • Increase the number of visitors to the Ideas Stores and other library services to 2.1 million • Increase the number of users of Tower Hamlets leisure centres by 100,000

A better place for excellent public services

Improving public services

Improving public services

By 2010 Tower Hamlets will:

- be amongst the best performing areas identified as neighbourhood renewal areas
- have services that are recognised by the majority of residents as responsive, effective and good value
- be an area in which all communities are assured of a minimum standard in the quality of their lives
- provide information about service functions and availability that is recognised as clear and widely available
- be a place where services can be accessed at users' convenience, using a variety of means, including personal contact and information and communications technology
- have significantly improved access to all public areas and services for people with disabilities or sensory impairment
- have services provided by a workforce that better reflects the local community

The challenge

You have a right to high quality public services at times and in ways that are more convenient to you. For some local people, they are difficult to access, and information about them is often limited and sometimes confusing. High quality, responsive and flexible public services will be essential if the development proposed for East London in the Mayor's London Plan is to benefit all our communities.

What you want

- services that provide a choice for you, that can be accessed in a variety of ways but which still provide the personal contact and responsiveness you value
- services that work together in a co-ordinated way, and which are available when and where you want them
- staff who are really well informed and trained to understand and respond to the needs of the communities they work with
- better information about *all* services that is easy to understand

Some things you suggest we could do to tackle the issues

- provide more opportunities for local people to help shape local services
- hold 'listening days' to hear what local people have to say
- explore the use of radio and TV to communicate with local people
- improve access to the internet and encourage take-up
- take services and advice to the community in convenient places
- find new ways to engage young people
- make more use of existing local facilities, such as supermarkets, health centres, schools
- improve communications between the Council and voluntary organisations
- provide a 24-hour multi-agency Helpline

Our priorities for 2005 – 2006 were to:

- improve the quality of services in meeting local needs
- ensure that the Tower Hamlets Partnership operates to the highest equality standards
- continue to strengthen community cohesion and increase the participation and engagement of local people, including young people, in delivering improvements in the quality of life in the area

What we said we would do in 2005 – 2006	Did we achieve it?
<p>At least maintain the Council's position as the third best performing area in inner London on a basket of performance indicators (the Tower Hamlets Index) and improve our position compared with other London and metropolitan boroughs</p>	<p>Yes. In 2004/05 the Council's performance against a basket of indicators improved to 2nd in Inner London (from 3rd in 2003/4) and 16th in Greater London (from 14th in 2003/4). Figures for 2005/6 will be available later in the year</p> <p>We have also been one of the few local authorities able to keep Council Tax at last year's level – evidence of the strength of our financial and performance management and commitment to providing high quality value for money services to local people</p>
<p>Ensure that Tower Hamlets Council maintains its rating as a good and improving local authority in government inspections, and achieves an excellent rating as soon as the framework allows</p>	<p>Yes. The Council maintained its good rating in the 2005 Comprehensive Performance Assessment and continues to improve: 3 stars (out of 4) were awarded for performance and 3 stars for improving well. This has been achieved without increasing Council Tax, demonstrating the Council's determination to provide good services that are value for money for local people</p> <p>In addition, the council was one of only three in the country to achieve the highest rating (grade 4) for children and young people's services, while our social services was rated one of the top two in the country for looking after vulnerable adults and older people who need care</p> <p>The PCT also performed strongly, improving – from 0 stars in 2004 – to a 2 star rating (mostly high levels of performance) on Healthcare Commission ratings; while Barts and the London retained its 2 star rating for hospitals</p>

<p>Increase year on year the proportion of local people who agree that the council, police and health service are doing a good job</p>	<p>Yes. The proportion of local people who think local public services are doing a good job has continued to rise overall. In February 2006, 67% of residents felt that the Council was doing a good job (up 3% last year and 10% in 2 years), and 3% higher than the London average)</p> <p>The proportion agreeing that local policing is good, very good or excellent rose 8% to 42% (although this remains 6% below the London average); the equivalent figure for local health services rose by 5% to 58% (2% above London)</p>
<p>Establish a clear framework for the borough's approach to local management in the light of the government's 5-year plan for sustainable communities</p>	<p>Yes. The Partnership has negotiated an ambitious Local Area Agreement (LAA) with government, setting out our agreed priorities for the next three years. The agreement promises further development of our approach to the empowerment of local communities, building on the success of the Safer Neighbourhood Teams</p>
<p>Deliver and develop Local Area Action Plans, showing year on year improvements in the quality of life in different LAP areas</p>	<p>Yes. LAP Action Plans for 2006/07 are already in place ready for implementation: one of the actions already having a marked impact on the quality of life for local people is the introduction of the Safer Neighbourhood Teams in every ward</p>
<p>Increase the satisfaction with local services of people in all LAP areas, with year on year improvements</p>	<p>Yes, the most recent Annual Residents Survey showed an increase in residents' satisfaction with almost all local services except refuse collection – although this is equal to the London average</p> <p>Satisfaction with services in individual LAPs also increased, particularly on recycling, local health services and libraries</p> <p>There were particular improvements in individual LAPs for services that were less well regarded last year, such as repair of roads and pavements in LAP 6 (up 36%), services for young people in LAP 7 (up 28%) and parks, playgrounds and open spaces in LAP 8 (up 21%)</p>
<p>Review commissioning of services through the third sector</p>	<p>Underway, as part of a broader review of the borough's Third Sector strategy; and the Partnership is working with HM Treasury as a Pathfinder on a national research project on commissioning</p> <p>External challenge of the Council Third Sector Commissioning Code of Practice has also been undertaken and a revised code produced</p>
<p>Implement fully all initiatives funded by LPSA reward grant</p>	<p>Yes. £2 million of the reward grant received from the government for successful LPSA performance was spent on real improvements in each of the eight LAP areas</p>

Ensure that we are on course to achieve our ambitious Round 2 LPSA targets	Yes. Services across the Partnership are focused on delivering our priority targets
Complete negotiations of a Local Area Agreement with government by March 2006	Yes. Negotiation of the borough's Local Area Agreement with government is complete: this will help drive new and innovative ways of working to accelerate improvement
Establish the leadership role of the Tower Hamlets Partnership in developing Children's Services	Yes. The Partnership has, through the Excellent Public Services CPAG, taken a leadership role for Children's Services by acting as the Children's Trust for the borough: the excellent work of local partners in this area is recognised in the award to the Council of prestigious Beacon status for Early Intervention for Children at Risk
Agree and implement a first Children and Young People's Plan by April 2006	Yes. An ambitious Children and Young People's Plan, agreed after extensive consultation is now in place, which the Partnership is confident will lead to improved outcomes for our children and young people
Increase the proportion of the public service workforces that are from black and minority ethnic communities	<p>Yes. Provisional figures show that the proportion of the Council's workforce from minority ethnic communities increased to 41.17% at the end of 2005/6, up from 37.21% in 2004/5</p> <p>In addition, almost half (49.5%) of the workforce of the Tower Hamlets PCT are from BME communities</p> <p>As at April 2006, 10% of local police officers and 33% of police staff were from BME communities. This compares very favourably with London-wide averages of 7% for police officers and 22% for staff</p>
Provide evidence, year on year, that more people from black and minority ethnic communities are employed at management level in local services	<p>No, provisional figures show that the proportion of senior managers in the Council from minority ethnic communities decreased to 14.29% at the end of 2005/6, compared with 16.43% the previous year</p> <p>Although we did not achieve an increase, the Council is still performing significantly above the London average of 12.37%</p> <p>At Tower Hamlets PCT, the 'THRIVE' network (Tower Hamlets: Respecting Individuals, Valuing Equality) has supported a BME Advanced Leadership Course, designed to help staff from a diversity of backgrounds to reach their potential by supporting their professional development</p>
Increase the range of ways in which members of black and minority ethnic communities can	<p>Yes. A number of initiatives are helping to ensure black and minority ethnic communities can better influence local services:</p> <ul style="list-style-type: none"> • the Women into Public Life project focused especially on

have their say	<p>women from different BME networks</p> <ul style="list-style-type: none"> targeted focus groups, comprised predominantly of members of the Bangladeshi community, have been drawn from the residents panel a training course on 'accessing hidden communities' has been provided to services to enable them to access BME communities more easily
Increase the response rates of targeted communities to consultation	<p>We have targeted improved response rates from BME groups and from women thorough focus group activities and through a successful Women into Public Life project.</p> <p>We have also purchased a survey software tool, which will help standardise equalities monitoring and enable us to analyse responses and strengthen our baseline data</p>
Launch the Disable Go website, with information about access to the borough's public buildings	<p>Yes. The Disabled Go website, which provides information about access to the borough's public buildings, was brought on line at the end of October. A public launch and publicity campaign is scheduled for next year to increase its use</p>
Increase the percentage of local authority buildings which are accessible to disabled people to 45% from 40% last year	<p>Yes – and this will be increased further in the coming year</p>
Implement the Council's Disability Employment Strategy and agree with other major service providers a common set of principles to encourage increased employment of disabled people	<p>Yes. The Council achieved a score of 84% in the Employers' Forum on Disability's Standard compared to a public sector average of 59%</p> <p>The Council also hosted a seminar for the Employers' Forum to raise awareness of the new duty to promote disability equality</p>
Provide clear evidence of increased take-up of employment by disabled people	<p>Yes. Provisional figures show that the proportion of the Council's workforce who are disabled increased to 4.66% from 3.91% at the end of 2004/5</p> <p>"Two Ticks" Positive About Disabled People accreditation was also retained following inspection by Job Centre Plus</p> <p>The Partnership also continued to fund the Tower Project, a local initiative designed to increase take-up of employment by disabled people. In 2005/6, the Tower Project successfully helped a total of 40 disabled job-seekers into sustainable employment</p>

Extend the language service to other statutory and third sector partners by November 2005	Yes. Schools and Third Sector organisations now have access to the Council's language service, and discussions are continuing with other statutory providers such as the PCT
Agree a strategy and action plan for older people	Yes. A major review of older people's needs and services has been carried out, with extensive involvement from older people themselves. This is almost complete, and will inform a revised strategy that ensures older people are recognised and engaged as citizens
Agree a framework for the borough's response to the Sustainable Communities Plan, ensuring the participation of local people and the delivery of improved outcomes	Yes. The borough's Local Area Agreement, negotiated with government over the past year, provides an action framework through which local people can participate in the delivery of our Community Plan goals and ensures that there is a sustainable sense of community
Develop the Community Empowerment Network's role in enabling excluded communities to participate	Yes. The Community Empowerment Network has worked through the Partnership to develop an action plan to increase the engagement of hard-to-reach groups The Community Empowerment Network's role is also embedded in Local Area Agreement targets and delivery strategy for community engagement
Agree and implement a framework for promoting active citizenship through increased voluntary activity	Yes. A framework for increasing voluntary activity has been agreed and incorporated into the delivery strategy for Safer, Stronger, Communities within the LAA
Increase attendance at LAPs to over 4250, with 40% from black and minority ethnic communities, 1000 under 25, and 90% rating the events as 'good' or 'very good'	Yes. 4489 people attended LAPS in 2005-06, with 54% from black and minority ethnic communities and 1,772 under 25. 92% of attendees rated the events good or very good
Increase the number of people who have heard of the Tower Hamlets Partnership to 40%	Yes. Awareness of the Tower Hamlets Partnership in the 2005/6 Annual Residents Survey was 42%

<p>Demonstrate clear evidence of improved consultation and involvement</p>	<p>Yes. A Consultation Toolkit for services is in place, to help them improve consultation with local people and communities. A staff training programme in consultation is also now in place</p> <p>The proportion of local people saying they felt more able to influence decisions rose by 9% this year</p>
<p>Ensure that all consultations are planned and published in our consultation calendar</p>	<p>Yes. A Consultation Calendar is now available on the Council's website for the public to view, showing the main consultation activities to be carried out during the year</p> <p>Over 100 consultations are listed on the calendar, which can be accessed through the Tower Hamlets website (www.towerhamlets.gov.uk/consultation)</p>
<p>Improve the quality of questionnaire surveys</p>	<p>Yes. Over 40 staff completed training that was provided to improve the quality of questionnaire surveys. All staff also have access to software which will improve the quality of questionnaires</p>
<p>Provide feedback on all major consultations</p>	<p>Yes. All major consultations use a variety of communication tools, including East End Life, the Council website and individual letters and summaries to let people know how consultation has impacted on decisions</p> <p>The findings of major consultations (Budget, Local Development Framework, Older People as Citizens etc) are all fed back through East End Life and posted on the Consultation Calendar</p>
<p>Publish an Involvement Strategy by July 2005, with full implementation by April 2006, to help encourage young people to get involved in democracy</p>	<p>Mostly. Although a formal Involvement Strategy was not published, a number of initiatives have successfully helped engage young people in the democratic process. 36 young people were involved in the Build Your Own Politician (BYOP) project, and over 350 young people took part in Local Democracy Week activities</p> <p>Feedback from young people also led to the 'Cotchin' with the Councillors' initiative, which helped increase contact between young people and Councillors through a series of borough-wide Youth Partnership meetings</p>
<p>Raise awareness of democracy among young people through a programme of events in secondary schools</p>	<p>Yes. A programme to raise awareness of democracy among young people in schools has been developed, and is expected to run in secondary schools from May 2006</p>

Increase the participation of young people in training programmes designed to meet their needs	<p>Yes. 130 young people have participated in Partnership training programmes designed to meet their needs and support the local community. This has involved peer worker, team leader, community mentor and art activist courses</p> <p>Three hundred young people have also completed accredited Peer Work programmes, tailored to their needs, to equip them with specific life-skills</p>
Show increased satisfaction from young people with the way they are involved in planning services	<p>No. The percentage of young people saying that they felt involved in decision-making remained at the same level</p> <p>However, a survey of the Youth Community Service did show increased satisfaction from young people over last year</p>
Run and evaluate a series of Public Life events	<p>No. The People in Public Life events were delayed to follow the local elections, and are now scheduled for the second week of July</p>
Increase the number of women involved as councillors, governors and in other areas of public life	<p>Yes. A range of actions helped to increase the number of women involved in public life, including consultation events held at 9 key locations in the borough and the publication of a brochure on how to participate in public life</p> <p>The outreach work was targeted to reach 250 women, including 134 from BME backgrounds (54 Bangladeshi). 246 Women registered their interest in knowing more about getting involved, and approximately 25 have taken up posts in public life roles to date</p>
Run at least two events to celebrate the borough's Beacon awards for Promoting Racial Equality and Getting Closer to Communities and to share our good practice with other local authority areas	<p>Yes. An Open Day to demonstrate the borough's good practice in Getting Closer to Communities was held in September, attracting 28 attendees from 20 local authorities; 93% of evaluations of the day rated it as 'excellent' or 'good'</p> <p>A similar event in November, to showcase the borough's good practice in Promoting Racial Equality, attracted 58 people from 37 local authorities</p>
Establish a learning and development programme to encourage leadership amongst the different strands of the Partnership	<p>Yes. A programme of learning and development for the Partnership has included at least 12 events encompassing all strands of the Tower Hamlets Partnership</p>

Our priorities for the next year, to:

- improve the effectiveness and efficiency of local services
- provide services that are responsive to local needs and views

- extend the ways in which local people are empowered to contribute to the quality of life in the area
- ensure that Tower Hamlets is a thriving, cohesive and engaged community
- achieve high standards of equality and access

What we promise to do in 2006–2007	Our Targets? To:
<p>Make further improvements to the efficiency and effectiveness of local public services by:</p> <ul style="list-style-type: none"> • working through the borough’s Local Area Agreement to achieve ambitious targets in the areas of: <ul style="list-style-type: none"> - safer, stronger communities - children and young people - healthier communities and older people - economic development and enterprise 	<ul style="list-style-type: none"> • Achieve all targets in our Local Area Agreement • Be confirmed by external inspection as amongst the best performing areas for local public services • Ensure that the borough’s Council Tax remains amongst the lowest five in London • Increase the number of people who agree that local public services are efficient and well-run (above the London average)
<p>Provide services that are responsive to local needs and views by:</p> <ul style="list-style-type: none"> • using local management to further improve the responsiveness of services to different areas of the borough • continuing to work with local people to deliver action plans – supported by the investment of £4 million – that are responsive to their needs and views • developing a Local Information System to help provide clear and transparent information on activities and performance at local level • developing a strategy for One Stop Shops, enabling local people to access a range of services more easily • involving local people in the continued development of the Safer Neighbourhood Teams 	<ul style="list-style-type: none"> • Improve satisfaction with services in the different parts of the borough, with satisfaction in no single LAP area being more than 10% below the borough average • Show a clear impact from these action plans on the quality of life in each LAP area • have a Local Information System, accessed through the Council’s website, which is well-used • Agree an accommodation strategy that will lead to an improvement in One Stop Shop Services over the next two years • Pilot the introduction of Super Safer Neighbourhood Teams to further improve the responsiveness of services to local needs

Extend the ways in which local people are empowered to contribute to the quality of life in the area by:

- involving local people more in planning and delivering services
- providing better information about services and increase the ways in which it can be accessed
- exploring ways in which local people can have more choice in the way in which public services are offered
- improving communication between service providers so that people receiving those services feel that they have been listened to and understood
- putting in place an action plan to empower older people as citizens
- supporting the engagement of young people through the borough's Children and Young People's Plan

- Increase residents' satisfaction ratings for Council, police and health services
- Increase the number of people who feel their concerns are listened to (above the average for London)
- Increase the number of people who feel they are involved in decision-making (above the average for London)
- Increase the number of older people who agree that local Public Services are doing a good job
- Achieve, in the Annual Performance Assessment, the highest possible rating for Children and Young People's Services

Ensure that Tower Hamlets is a thriving, cohesive and engaged community by:

- working with the Community Empowerment Network in reaching excluded communities
- engaging more people in LAP events
- developing a programme to increase the level of volunteer activity in the borough
- promoting the borough's reputation as a good place for different communities to live together

- Increase the number of people – in all areas of the borough and in all ethnic communities – agreeing that Tower Hamlets is a place where people from different backgrounds get on well
- Increase the number of residents who think Tower Hamlets is a place where people respect ethnic differences
- Increase attendance at LAPs to 5,000, with 40% from all black and minority ethnic communities and 15% under 25, and with 95% rating the events as 'good' or 'very good'
- Increase the number of people who have heard of the Tower Hamlets Partnership to 50%
- Increase the number of local residents who engage in volunteering
- Increase the number of young (16-24) volunteers

	<ul style="list-style-type: none"> • Increase the number of people taking part in leadership training and community development opportunities
<p>Achieve high standards of equality and access by:</p> <ul style="list-style-type: none"> • recruiting more local people into jobs in the major public services, so that the workforce providing those services reflects the community as a whole • developing initiatives to support the progression of BME staff into management roles • improving access to services for those with physical and sensory disabilities • improving employment opportunities for disabled people 	<ul style="list-style-type: none"> • Increase the proportion of the public service workforces who are from black and minority ethnic communities • Have more people from BME communities employed at management level in local services • Ensure that the percentage in any single ethnic community who feel the Council, police, or health service is doing a good job is no more than 10% below the borough average • re-launch Disabled Go, an on-line guide to access information on 1,000 buildings in Tower Hamlets • Increase the percentage of local authority buildings which are accessible to disabled people to 55% from 45% last year • Have a minimum of 5 disabled parking bays in the vicinity of each retained local authority office building • Increase the take-up of employment by disabled people

INVOLVING LOCAL PEOPLE AND MAKING OUR PARTNERSHIP WORK

Development of the Tower Hamlets Partnership

The Tower Hamlets Partnership oversees the Community Plan and is responsible for making sure that we all work together to achieve its goals and so improve the quality of life for local people.

There are three strands to the Partnership:

There are eight **Local Area Partnerships** (LAPs), which work hard to involve Tower Hamlets residents. The LAPs engage local people in considering ideas on how to improve things in their area, and ways in which they can influence the delivery of services there. They also provide the chance to scrutinise service performance to ensure that standards are met and promises kept.

There is a **Community Plan Action Group** (CPAG) for each of the key themes in the Community Plan. These groups are made up of key service providers, including members from the Community Empowerment Network. Their remit is to speed up progress, by delivering joined-up services in line with the priorities agreed with local people. The CPAGs listen to the LAPs, and use their views to help determine the best way to improve mainstream services more quickly. Each CPAG is charged with delivering the promises set out in the relevant part of this plan.

The **Partnership Management Group** (PMG) involves residents, young people, faith members, Community Plan Action Group chairs, local councillors and representatives from the major service providers, businesses, voluntary and community sectors. It is a small strategic group with responsibility for delivering the overall strategy and ensuring that plans are fulfilled.

All members of the LAP steering groups, CPAGs and PMG are required to sign a Partnership Charter demonstrating their commitment to agreed ways of working.

Launched in 2001, the growing strength of the Tower Hamlets Partnership has been recognised nationally as well as locally. It was one of a small number of Partnerships awarded a 'green' traffic light – the highest level of accreditation – in its annual performance management review by Government Office for London (GOL). The Partnership was commended in particular for its ambitions to accelerate improvement, its inclusiveness and its focus on delivery outcomes. In addition, building on the Municipal Journal award for *Community Leadership Achievement* of the Year in 2004, the work of the Partnership was key to the achievement of five prestigious Beacon awards over the past four years. Previous Beacon awards have included awards for *Community Cohesion*, *Getting Closer to Communities* and *Promoting Racial Equality*, while the success of the Partnership in creating strong engagement from the community was a key factor leading to the borough's latest Beacon award for *Early Intervention for Children at Risk*.

The Partnership reviews its operations each year to make sure it is working effectively and efficiently towards its goals. In our latest review, we have identified some key areas for further development. We need to:

- continue to strengthen community leadership so that all local communities benefit from the major development planned for the area
- further develop community engagement and increase participation in local consultation and decision making
- improve communications so that local people fully appreciate and support the Partnership's goals and achievements and understand how they can be involved in influencing decisions and contribute to an improved quality of life in the borough
- further develop our support for community cohesion, by helping local voluntary and community organisations play a bigger part in bringing people together, and by giving young people a stronger voice
- strengthen the use of local knowledge and local data so that resources are used efficiently to bring about real and visible improvements in local areas
- help all partners to learn from each other by sharing information about good practice and about what works

Engaging local people

The Community Plan is important. It is a statement of what the Partnership is committed to achieving. But it is not just a statement. It is a process – a process through which we all work together to deliver real change on the ground. It is the major public service providers who will deliver most of the activities that will achieve the goals and priorities set out in the Community Plan. But they cannot do this without the support of residents – by helping to keep our streets and estates safe and clean, by making sure that our children attend school, by trying to lead healthy lifestyles, and by trying to make a positive contribution to the community.

A key priority for the Partnership is to engage more people and more communities in shaping the future of the borough, to build on the benefits that our rich diversity brings and to ensure that diversity of need in the borough is addressed. This engagement will only happen if residents feel that their views are genuinely heard and, where possible, acted on. The Tower Hamlets Partnership will be at the centre of this process, and the Partnership Management Group remains determined to develop more creative and more interesting ways of engaging local people, especially through the Local Area Partnerships.

We do not expect to engage people just through written documents, questionnaires and public meetings – although these will still play a part. We will still be using East End Life, and we will be using local websites – like the Council's and those of other partners. We will be using newsletters, leaflets, posters and exhibitions. We will be using direct mail and focus groups. But, more importantly, we will also be engaging with people at markets and supermarkets, at health centres, through pensioners' clubs, youth clubs, schools, children's centres and parents' centres, as well as through fairs, festivals and other borough events – in short, wherever and however is most convenient for you.

We will continue to involve people by concentrating on the issues that concern local people most – such as reducing crime and antisocial behaviour, making our streets

cleaner and safer and creating more opportunities for young people – and by showing that working together can make a difference.

Further development of this approach to local management is key to achieving our goal of empowering local people by enabling them to help shape local services and make a positive contribution as citizens.

Through LAP steering groups, for example, local people already have a direct role in overseeing the Safer Neighbourhoods teams, which have been established in every ward of the borough. We will be building on the success of this initiative by developing multi-agency neighbourhood teams and local problem-solving groups, able to deliver a locally co-ordinated response to issues such as community safety, youth provision, and the physical environment.

The Local Area Action Plans, which are described in the next section, provide a concrete example of the way in which residents in different parts of the borough and from different communities are able to contribute to solutions to local problems.

LOCAL AREA PARTNERSHIP ACTION PLANS

Local Area Partnership (LAP) action plans have been developed for each LAP area of the borough. The plans provide some clear pledges for improvement, which service providers and local people are working on together to improve the quality of life in each LAP area. Each LAP Action Plan identifies three key priorities – four in the case of the larger LAP 1 – for the relevant LAP area. These are linked to Community Plan priorities, along with some of the actions that will be taken to deliver those priorities and some of the outcomes that people in the area should expect. Full details of the LAP Action Plans can be found on the Partnership's website: www.towerhamlets.gov.uk/partnership.

The table on the following page summarises the priorities for each LAP area.

LAP Area	Priorities 2005/06, to:	Priorities 2006/07, to:	Community Plan theme
LAP 1 Bethnal Green North; Mile End/Globe Town; Weavers	Priorities 2005/06, to: 1. Improve co-ordination of existing services and develop new methods of local delivery 2. Improve health and social care services, especially for young people 3. Make more effective use of community facilities for learning and leisure activities, particularly for young people 4. Ensure local residents and businesses are consulted and involved with key site development decisions affecting the social and economic future of the area	Priorities 2006/07, to: 1. Improve co-ordination of existing services and develop new methods of local delivery 2. Improve health and social care services through increased access and better targeting of provision 3. Make more effective use of community resources and facilities to promote crime reduction and improve the environment 4. Promote LAP 1 as a place for creating and sharing prosperity	Community Plan theme Excellent Public Services Living Well Learning, Achievement and Leisure Living Safely Creating and Sharing Prosperity
LAP 2 Bethnal Green South; Spitalfields / Banglatown	Priorities 2005/06, to: 1. Improve services and facilities across the LAP, particularly for young people 2. Improve community involvement and engagement 3. Improve the quality of the local environment 1. Improve access to primary care services for people in the area 2. Improve the local environment in terms of housing provision, and cleaner, safer streets and estates 3. Increase the range and improve the quality of provision for young people in the area	Priorities 2006/07, to: 1. Employment and enterprise 2. Quality of local environment 3. Healthier communities – young and older people	Community Plan theme Creating and Sharing Prosperity Living Safely Learning, Achievement and Leisure Living Well Excellent Public Services
LAP 3 St Dunstan's / Stepney Green; Whitechapel	Priorities 2005/06, to: 1. Improve access to primary care services for people in the area 2. Improve the local environment in terms of housing provision, and cleaner, safer streets and estates 3. Increase the range and improve the quality of provision for young people in the area	Priorities 2006/07, to: 1. Health, especially healthier living 2. Young people - pathways to training and employment 3. Quality of local environment – cleaner, safer	Community Plan theme Living Well Creating and Sharing Prosperity Living Safely Learning, Achievement and Leisure

LAP Area	Priorities 2005/06, to:	Priorities 2006/07, to:	Community Plan theme
LAP 4 St. Katharine's/ Wapping; Shadwell	<ol style="list-style-type: none"> 1. Improve access to primary care services and promote healthier living, particularly in the south of the area and especially for women and girls 2. Improve youth provision and community facilities in the area 3. Improve the quality of local services and the street environment 	<ol style="list-style-type: none"> 1. Health, especially healthier living especially for women 2. Community facilities with an emphasis on young people and pathways to training and employment 3. Quality of local environment – cleaner, safer 	<p>Living Well Learning, Achievement and Leisure Creating and Sharing Prosperity Living Safely</p>
LAP 5 Bow East; Bow West	<ol style="list-style-type: none"> 1. Make the Roman Road area a safer and more inviting place, especially at night 2. Improve access to healthcare provision in the area 3. Improve the range and quality of provision for young people in the area, especially in Victoria Park 	<ol style="list-style-type: none"> 1. Better provision of services for young people 2. Better provision of services for older people 3. Reducing crime through an improved environment 	<p>Learning, Achievement and Leisure Excellent Public Services Living Safely</p>
LAP 6 Bromley by Bow; Mile End East	<ol style="list-style-type: none"> 1. Improve community safety 2. Improve access to healthcare services 3. Improve the range and quality of provision for young people 	<ol style="list-style-type: none"> 1. Young people into economic activity 2. Improving access to health care services (with particular emphasis to primary care) 3. Reducing crime through an improved environment 	<p>Creating and Sharing Prosperity Living Well Living Safely Learning, Achievement and Leisure</p>

LAP Area	Priorities 2005/06, to:	Priorities 2006/07, to:	Community Plan theme
LAP 7 East India and Lansbury; Limehouse	Priorities 2005/06, to: 1. Improve educational achievements and lifelong learning with an emphasis on youth facilities 2. Increase employment amongst different groups 3. Promote healthy living for all	Priorities 2006/07, to: 1. Education, achievement and family learning 2. Promotion of healthy living for all 3. Employment especially of young people	Learning, Achievement and Leisure Living Well Creating and Sharing Prosperity
LAP 8 Blackwall / Cubitt Town; Millwall	1 Raise the standards of healthy living for all through increased resources and improved access to advice, care and facilities that can assist in this process 2. Maintain and enhance the quality of our environment and resist inappropriate development 3. Improve lifelong learning and achievement through developing programmes and initiatives beyond the full curriculum to combat underachievement	1. Health and healthy living 2. Young people into education and into employment 3. Liveability – a sustainable community where people want to live	Living Well Creating and Sharing Prosperity Learning, Achievement and Leisure Excellent Public Services

Some achievements in 2005- 06

Probably the single, most important achievement of the LAP action plans was the accelerated rollout of the *Safer Neighbourhood Teams (SNTs)* to every single ward in the borough. Achieved through partnership working between local people in the LAPs and partners in the Living Safely CPAG – particularly the police and the Council – the SNTs have contributed to a reduction in crime of over 7%. Local people have been instrumental in setting the SNTs' community policing priorities to ensure that the issues they are concerned and care about are addressed.

Another significant success has been the partnership work between the LAPs and the Living Well CPAG – mainly through the Primary Care Trust (PCT) – to tackle health issues. The mobile dental service has been well received by patients across the borough, delivering 790 patient check ups, over 170 treatment sessions and made 300 referrals to NHS dentists. The first year of our programme to extend the hours which GPs surgeries are open, to help make their services more accessible to local people, has also been a success. The first year of our programme to extend the hours which GPs surgeries are open, to help make their services more accessible to local people, has also been a success. Eighteen GP practices - with at least one in every LAP – extended their opening times, well ahead of our original target of ten. Two surgeries opened before 8am whilst others stayed open after 6.30 pm; some opened Saturday mornings, whilst one stayed open until 4.30pm on Saturday afternoons. We anticipate that 25 practices across the borough will be participating in the scheme by March 2007.

The LAP Action Plans have led to the provision of *Parent Information Points* in 40 schools in the borough, through which parents can access a whole range of different information. The Claim the Max sessions have been particularly successful in increasing the understanding of parents on how best to access benefits advice and personal financial management.

Priorities for 2006 – 2008

LAPs have identified particular needs to be addressed and outcomes to be achieved for their areas which form their priorities over the next two years. More details of these – and what we will be doing about them – can be found in the Action Plans for individual LAPs on the Partnership website at www.towerhamlets.gov.uk/partnership. All these activities are intended to contribute to the achievement of Community Plan, Local Area Agreement and floor targets.

Common priorities for action in 2006-07 and 2007-08

Some of the specific priorities, common to all LAPs, which local people have said they wish to see addressed are:

- health and healthier living
- young people, in particular, improving their employment prospects
- the quality of the environment.

In response to this, by March 2007, all LAP areas will have:

- extended GP opening hours at one or more local surgeries
- a *New Start Plus* programme, helping more young people enter education, employment or training

- at least one green space improved in their area.

All of these actions are intended to improve the quality of life in *your* area, and to ensure that Tower Hamlets as a whole is a thriving and cohesive community of communities in which people enjoy living and working.

LAP Area Contacts List

LAP Area	Councillors	Partnership Support Officer
LAP 1 Bethnal Green North; Mile End / Globe Town; Weavers	Mohammed Abdus Salique (Bethnal Green North) Azizur Rahman Khan (Bethnal Green North) Stephanie Eaton (Bethnal Green North) Rofique Uddin Ahmed (Mile End / Globe Town) Clair Hawkins (Mile End / Globe Town) Bill Turner (Mile End / Globe Town) Louise Alexander (Weavers) Abdul Matin (Weavers) Tim O'Flaherty (Weavers)	Masoom Chowdhury
LAP 2 Bethnal Green South; Spitalfields / Banglatown	Carli Harper-Penman (Bethnal Green South) Sirajul Islam (Bethnal Green South) Salim Ullah (Bethnal Green South) Helal U Abbas (Spitalfields / Banglatown) Lutfur Rahman (Spitalfields / Banglatown) Fozol Miah (Spitalfields / Banglatown)	Masoom Chowdhury
LAP 3 St Dunstan's / Stepney Green ; Whitechapel	Oliur Rahman (St Dunstan's / Stepney Green) Alibor Choudhury (St Dunstan's / Stepney Green) Abdal Ullah (St Dunstan's / Stepney Green) Shahed Ali (Whitechapel) Waiseul Islam (Whitechapel) Abdul Asad (Whitechapel)	Abdirahman Adan
LAP 4 St. Katharines /Wapping; Shadwell	Shafiqul Haque (St. Katharine's /Wapping) Denise Jones (St. Katharine's /Wapping) Emma Louise (St. Katharine's /Wapping) Shamim Ahmed Chowdhury (Shadwell) Abjol Miah (Shadwell) Mohammed Mamun Rashid (Shadwell)	Abdirahman Adan
LAP 5 Bow East; Bow West	Marc Francis (Bow East) Alexander Heslop (Bow East) Ahmed Adam Omer (Bow East) Anwara Ali (Bow West) Ann Jackson (Bow West) Joshua Peck (Bow West)	Rachel Salmon
LAP 6 Bromley by Bow ; Mile End East	Abdul Aziz Sardar (Bromley by Bow) Rania Khan (Bromley by Bow) Mohammed Abdul Munim (Bromley by Bow) Rupert Bawden (Mile End East) Ahmed Hussain (Mile End East) Motin Uz-Zaman (Mile End East)	Rachel Salmon
LAP 7 East India and Lansbury ; Limehouse	Ohid Ahmed (East India / Lansbury) Shiria Khatun (East India / Lansbury) Rajib Ahmed (East India / Lansbury) Mohammed Shahid Ali (Limehouse) Lutfu Begum (Limehouse) Dulal Uddin (Limehouse)	Maryam Parveen

LAP 8 Blackwall / Cubitt Town ; Millwall	Timothy Archer (Blackwall / Cubitt Town) Phillip Briscoe (Blackwall / Cubitt Town) Peter Golds (Blackwall / Cubitt Town) Rupert Eckhardt (Millwall) Shirley Houghton (Millwall) Simon Rouse (Millwall)	Maryam Parveen
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Local Management Team Contacts List

LAP Area	Area Director	Neighbourhood Manager	Development Support Officer
1	Saheed Ullah	Louise Vallance –BG West Vacancy – BG East	N/A
2	Saheed Ullah	Guy Stevenson – BG South and Spitalfields and Banglatown	N/A
3	Keith Williams	N/A	Joyce Archbold Abdul Habib Hoque
4	Keith Williams	N/A	Abdul Habib Hoque Joyce Archbold
5	Shazia Hussain	N/A	N/A
6	Shazia Hussain	Suzanne Wolfe Babu Bhattacharjee	N/A
7	William Roberts	Tracey Fletcher Keren Miller	N/A
8	William Roberts	N/A	N/A

Tower Hamlets Partnership Management Group – list of members May 2005

Constituent Organisation / Group	Name	Position
Resident	Abdal Ullah	Resident
Resident	Andrew Mahoney	Resident
Resident	Crissy Townsend	Resident

Resident	Arif Miah	Resident
Council Member	Councillor Shafiqul Haque	Lead Member, Regeneration & Community Partnerships, Tower Hamlets Council
Council Member	Cllr Denise Jones	Leader, Tower Hamlets Council
Council Member	Councillor John Griffiths	Member of Minority Political Group
Voluntary & Community Groups	Tony Uwadiale	Member of Tower Hamlets Community Empowerment Network/ Director, Involvement Consortium
Voluntary & Community Groups	Sheikh Aliur Rahman	Member of Tower Hamlets Community Empowerment Network
Business (large)	Chris Gallop	Chief Administrative Officer EMEA & Head of UK – Corporate Real Estate and Services
Business (small and medium)	Aziz Choudhury	Chair, Spitalfields Small Business Association
Faith Communities	Hira Islam	Secretary General, Council of Mosques
Faith Communities	Rev. Martin Webb	Borough Dean's Network
Young People	Hannah Ibrahim	Youth Participation Development Group
Young People	Mourash Ali	Youth Participation Development Group
Housing Forum	Adrian Greenwood	Chair, Tower Hamlets Housing Forum
Council Officer	Christine Gilbert	Chief Executive, Tower Hamlets Council
Police	Mark Simmons	Borough Commander, Metropolitan Police
Primary Care Trust	Alwen Williams	Chief Executive, Tower Hamlets Primary Care Trust
Chair - CPAG Living Safely	CPAG Chair appointed in another capacity (Mark Simmons & Christine Gilbert)	CPAG Chair appointed in another capacity
Chair- CPAG Creating & Sharing Prosperity	Liam Kane	Chief Executive East London Business Alliance

Chair - CPAG Learning Achievement & Leisure	Mike Tyler	Director, Tower Hamlets Education Business Partnership
Chair - CPAG Living Well	Stephen O'Brien	Chair, Tower Hamlets Primary Care Trust
GOL (observer)	Ana Cavilla	Government Office for London

NEIGHBOURHOOD RENEWAL FUND (NRF): OUTTURNS FOR 2004-06 AND PRIORITIES, PROCESSES AND ACCOUNTABILITIES FOR 2006-08
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Summary

- Section 1 of this paper provides a summary of the Neighbourhood Renewal Fund (NRF) out-turns for 2004/5 and 2005/6 (covering the two-year Treasury Spending Review allocation for NRF)
- Section 2 sets out the process and priorities for the allocation of the NRF for the two-year period 2006-08. It summarises a framework that will enable the Tower Hamlets Partnership to begin delivery of its 2006-08 programme for neighbourhood renewal from June 2006, and that will ensure that the arrangements for commissioning using the NRF, and for its monitoring and reporting, are appropriate and sound.

1. NEIGHBOURHOOD RENEWAL FUND (NRF) 2004 – 2006: SUMMARY**Framework for allocation 2004 – 06**

The total NRF available for the period was:

Year	£'000
2004/5	13,640
2005/6	18,180
Total	31,820

The framework agreed by the Partnership for it was as follows:

		2004/5 £'000	2005/6 £'000	Total £'000
Focus 1	Development of centrally co-ordinated local management to deliver improvements through Local Area Action Plans	4,500 inc. 500 per LAP	4,500 inc. 500 per LAP	9,000
Focus 2	Co-ordinated cross-borough work focusing on progress towards targets (including hotspots)	7,775	11,860	19,635
Focus 3	Capacity building and development support across the Partnership (<i>Partnership Support Team, communications, engagement and consultation, training, monitoring and evaluation, programme management of NRF initiatives</i>)	1,365	1,820	3,185
Total		13,640	18,180	31,820

In addition, in order to reduce the risk of slippage identified within Year 1, and to ensure maximum spend overall, a 15% over-programming element was agreed, spread over the two years.

Actual Spend for 2005 – 06

Final details of the actual spend will be confirmed on closure of the accounts in June 2006, but present indications are that the final spend profile is as follows:

		2004/5 Actual	2005/6 Provisional	Total Provisional
Focus 1	Development of centrally co-ordinated local management to deliver improvements through Local Area Action Plans	£3,342,484	£4,884,536	£8,227,020
Focus 2	Co-ordinated cross-borough work focusing on progress towards targets (including hotspots)	£9,733,864	£11,615,018	£21,348,882
Focus 3	Capacity building and development support across the Partnership	£705,789	£1,377,904	£2,083,693
Total		£13,782,537	£17,877,458	£31,659,595

For Focus 2, CPAGs were asked to commission activities to deliver agreed Community Plan and Neighbourhood Renewal outcomes. All proposals arising through this process were then subject to a rigorous appraisal process, including independent, external assessment and consideration by an Appraisal Panel.

The breakdown of expenditure and activity area for Focus 2 was as follows:

	2004/5 Actual	2005/6 Provisional	Total Provisional
Living Safely	£2,122,462	£3,110,595	£5,233,057
Living Well	£3,789,604	£2,317,584	£6,107,188
Creating and Sharing Prosperity	£1,308,239	£3,109,341	£4,417,580
Learning Achievement and Leisure	£2,513,559	£3,077,498	£5,591,057
Total	£9,733,864	£11,615,018	£21,348,882

Some headline activities

Living Safely

- Roll out of Safer Neighbourhoods Teams
- Development of in-borough CCTV control room
- Mobile police contact unit
- Challenging ASB programme

Living Well

- Advocacy services for A&E
- PhysioDirect
- GP refurbishment
- Chronic disease management
- Expert patients
- Mobile breast screening
- Community-based spirometry
- New Residents Project
- Single Assessment process for older people
- Enhanced homecare
- Smoking cessation
- School health programme
- Healthwatch
- Decent neighbourhoods programme

Creating and Sharing Prosperity

- Access to Job Entry
- Targeting Recurrent Unemployment
- Progression Routes from Community-based Provision
- Social enterprise programme

Learning, Achievement and Leisure

- Cultural and leisure programme for young people
- Out of school learning programme
- Extended youth services
- Building and refurbishments at Weavers; Davenant; Good Shepherd; St. Hilda's; Attlee

2. ALLOCATION OF NEIGHBOURHOOD RENEWAL FUND (NRF) 2006 – 2008

Framework for allocation

The Partnership agreed that the broad framework for the allocation of NRF should remain the same as in previous years, adjusted, however, to take into account the priorities agreed through the borough's Local Area Agreement (LAA).

One of the freedoms allowed under the terms of the Local Area Agreement is the ability to 'pool', into a single budget, the NRF and the *Neighbourhood Element* of the Safer Stronger Communities Fund. Since the intentions underlying each of these funding streams are consistent with our approach to neighbourhood renewal, it is sensible to do so. This means that the total amount to be allocated through the allocation framework is as follows:

Year	NRF (£m)	Neigh Element (£m)	Total (£m)
2006/7	16.36	1.032	17.392
2007/8	14.54	0.825	15.365
Total	30.90	1.857	32.757

The broad framework agreed for NRF 2006-2008 is therefore as follows:

		2006/7 (£m)	2007/8 (£m)	Total (£m)
Focus 1	The development of centrally co-ordinated local management to deliver improvements through Local Area Action Plans	4.5	4.5	9.0
Focus 2	Co-ordinated cross-borough work focusing on supporting achievement of LAA priority outcomes (particularly those mandatory for neighbourhood renewal areas)	11.252	9.415	20.667
Focus 3	Capacity building and development support across the Partnership	1.64	1.45	3.09
	Total	17.392	15.365	32.757

Accountabilities and Programme Management

A detailed framework setting out the accountabilities and programme management arrangements has been agreed through the Excellent Public Services CPAG. The full framework is available from Alastair King (x4981), but the key elements are summarised below.

Essentially, the framework aims to ensure that there are clear lines of responsibility for all elements of the programme, and that the Council's responsibilities as the Accountable Body for NRF are fully met.

Commissioning proposals for use of NRF

- All proposals for the use of NRF must be agreed at the development stage both by the relevant CPAG Chair and by the Chief Officer / Director of an agreed **Sponsoring Agency** (the sponsoring agency would be either one of the statutory public services or an umbrella voluntary sector organisation with recognised accountable body status).
- Proposals will be prepared by an agreed delivery agency, in accordance with the agreed criteria for the use of NRF, and must be signed off by the CPAG Chair and Chief Officer of the sponsoring agency.
- As in previous years, all proposals are subject to a rigorous appraisal process, including independent, external assessment and consideration by an Appraisal Panel overseen by the Partnership Management Group.
- Each agreed proposal will be subject to a SLA

Programme Management

- Day to day responsibility for the management and coordination of the programme, and for the issuing and monitoring of SLAs, will be carried out by a NRF Operations Unit – a Programme Manager with additional support as necessary – responsible to the Council's lead officer for accountable body functions.
- Each CPAG has identified a Programme Support Manager to ensure that its programme is effectively managed and progress reported to the CPAG, the sponsoring agency and the NRF Operations Unit.
- The Programme Manager and Programme Support Managers will report to a NRF Programme Board, with responsibility for ensuring that the programme is effectively managed and monitored.

Monitoring

- Quarterly monitoring and reports of progress against financial and activity milestone and against targets will be collected and collated through the NRF Operations Unit

Reporting Arrangements

The NRF Programme Board will ensure that the reporting arrangements set out in the following table are adhered to.

Level of impact	Reporting process	Responsibility	Timescales
Progress and impact of individual initiatives to support NRS	<ul style="list-style-type: none"> • Individual initiative monitoring reports to: <ul style="list-style-type: none"> - Sponsoring Agency - NRF Operations Unit • Collated progress reports and risk assessments on individual initiatives prepared by NRF Operations Unit to: <ul style="list-style-type: none"> - NRF Programme Board - Chief Officers - CPAG chairs - Chair of Partnership • Completed summary reports to: <ul style="list-style-type: none"> - PMG • Overall summary report to: <ul style="list-style-type: none"> - wider Partnership 	<ul style="list-style-type: none"> • Lead Officer for Delivery Agency • CPAG Programme Support Managers • NRF Programme Board • Head of Partnership Support Team • Head of Partnership Support Team 	<p>Quarterly</p> <p>Quarterly</p> <p>Quarterly</p> <p>Quarterly</p>
Collective impact of initiatives on LAA and floor targets	<p>Evaluation report, including summary of monitoring outcomes and impact on LAA and floor targets, prepared by NRF Operations Unit, to:</p> <ul style="list-style-type: none"> - PMG - Cabinet - Wider Partnership 	<ul style="list-style-type: none"> • Chairs of CPAGs report to PMG • NRF Programme Board report to Cabinet • Head of Partnership Support Team reports to wider Partnership 	<p>6 months to end Sept (report October / November)</p> <p>Annual (report April / May)</p>
Overall impact of NRS initiatives	<ul style="list-style-type: none"> • Evaluation reports prepared (as agreed) by external agency working with NRF Operations Unit, to: <ul style="list-style-type: none"> - NRF Programme Board - PMG Evaluation Group - Relevant CPAG - Wider Partnership • Final Evaluation Reports (as agreed) to: wider Partnership • Case studies 	<p>Lead officer for NRF Operations Unit</p> <p>Lead officer for NRF Operations Unit</p> <p>Head of Partnership Support Team</p>	<p>To be specified</p> <p>To be specified</p> <p>To be specified</p>

Agenda Item 10.1

COMMITTEE	DATE	CLASSIFICATION	REPORT NO.	AGENDA ITEM
Overview and Scrutiny	6 June 2006	Unrestricted	O&SC08/067	10.1
REPORT OF: Assistant Chief Executive		TITLE: Equalities Action Plan 2005/06: End of Year Monitoring Report		
ORIGINATING OFFICER(S): Michael Keating Service Head, Research and Scrutiny		WARD(S) AFFECTED: All		

1. Summary

- 1.1 This end of year monitoring report informs Overview and Scrutiny Committee of the Council's progress in implementing its Equalities Action Plan for 2005/6 (see Appendix A).

2. Recommendation

- 2.1 That Members note the positive progress in implementing the Council's Equalities Action Plan 2005/06 and comment as appropriate.
- 2.2 That opportunities for further development or action be identified.

LOCAL GOVERNMENT ACT, 2000 (SECTION 97)

LIST OF "BACKGROUND PAPERS" USED IN THE DRAFTING OF THIS REPORT

Brief description of background papers: **Name and telephone number of holder and address where open to inspection**

Equalities Action Plan 2005/06 agreed by Cabinet on 11 May 2005.

Michael Keating
Service Head, Research and Scrutiny
020 7364 3183

3. Background

- 3.1 The Equality Standard for local government in services and employment is designed to ensure that local authorities consider gender, race and disability equality issues at all levels of council policy and practice. To achieve the Equality Standard, authorities self-assess and evaluate progress on equalities issues using 5 levels of criteria. Each level, 5 being the highest, has to be achieved in turn across the authority. Local authorities can self-assess up to and including level 3, however, levels 4 and 5 have to be assessed by external audit.
- 3.2 The Equality Standard provides the framework for the Equalities Action Plan which helps the Council ensure a comprehensive and systematic approach to dealing with equality issues through four crosscutting themes:
- Leadership and Corporate Commitment
 - Consultation, Community Development and Scrutiny
 - Service Delivery and Customer Care
 - Employment and Training
- 3.3 The Equalities Action Plan has also been the vehicle for driving forward the Council's ambitious diversity agenda with regard to the Race Equality Scheme, now completing its 4th year of implementation. It ensures compliance with the existing equalities legislation and prepares the Council for the coming new legislation on age, gender and disability.
- 3.4 The Equalities Action Plan includes mechanisms for evaluating and reviewing objectives to ensure they continue to reflect local needs and are responsive to change. For example the EAP includes specific objectives such as the monitoring of equality service targets in service plans and the incorporation of feedback from customer complaints and compliments to be used in the forward planning for the annually revised action plan.

4. Embedding equalities across the Council

- 4.1 Both the Equality Standard and Equalities Action Plan represent a tool that can bring about change, but this can only be achieved through an active engagement in the processes it sets out. To achieve this the Council has embedded equality priorities across directorates through the Council's performance management framework. A basket of key Equalities Performance Indicators was introduced in 2003/04. These Performance Indicators reflect guidance from the Audit Commission, the Commission for Racial Equality, the Home Office and the Active Communities Unit.
- 4.2 Some of these indicators draw on the outcomes of the Council's qualitative Annual Residents Survey. In 2005/06 there was improvement across the board for all cohesion and involvement indicators, with the largest improvement being in the percentage of respondents who felt that ethnic differences are respected in their local area, up by 12 points from 2004/05 to 82%.
- 4.3 The Best Value Performance Indicators specifically related to driving forward the Council's Equalities Action Plan are BV002a which sets targets for achieving higher levels / maintaining the highest level of the Equality Standard and BV002b which monitors the qualitative impact of the Council's Race Equality Scheme. The targets for both have been consistently met since monitoring began for each indicator.

4.4 The Council continued its implementation of a major programme of Equalities Impact Assessments (EIA) covering gender, race, faith, disability, sexuality and age. The number of assessments completed and reviewed is monitored through the Council's own performance indicator CE052. Over the last three years, 99 assessments have been carried out. The full programme of EIAs to be carried out by the Council is attached as Appendix B.

5. Monitoring

5.1 The Equalities Action Plan is reviewed every six months and progress is measured for each key activity. The EAP 2005-06 covers the period April 2005 to March 2006 and the full progress report is attached at Appendix 1. A new plan for 2006/07 will be presented to Cabinet on 7 June 2006.

5.2 This report is the end of year evaluation report and as such the milestones are allocated one of two performance levels:

RED Progress milestone not achieved; deadline has expired
GREEN Milestone achieved

5.3 As Table 1 shows, the Council's progress on implementing the Action Plan is very good. Of 194 milestones set for the year, 176 (or 91%) were achieved. Table 2 provides a breakdown by directorate

Table 1: All progress milestones 2005/06 by status:

Status	Number	%
RED	24	11.7
GREEN	181	88.3
Total	205	100

Table 2: Progress Milestone status broken down by Directorate:

<u>Directorate</u>	<u>RED</u>	%	<u>GREEN</u>	%	Total Milestones
Chief Executive's	13	11.6	99	88.4	112
Environment & Culture	5	25	15	75	20
Development & Renewal	0	0	13	100	13
Housing	4	18.2	18	81.8	22
Education	2	9.6	19	90.4	21
Social Services	0	0	17	100	17
TOTALS	24		181		205

- 5.4 It is important that the reasons for red milestones are fully understood so that barriers to performance can be addressed. Table 3 summarises and the reasons for failing to achieve milestones by the due date. Most (46%) were because action was still being progressed but the timescale had slipped. It is worth noting however, that a third were because the Council was awaiting action or guidance from another organisation. Appendix 1 includes a commentary on all red indicators.

Table 3: Reasons for red milestones in % terms

Reason	% of all red
Action still being progressed but timescale slipped	45.9
Awaiting action or guidance from other organisation	33.3
Milestone being reviewed by CPAG, LAL , CMT or others	12.5
Failure to meet a specified quantitative target	8.3

6. National Standards and Awards

- 6.1 Following self-assessment and an external equalities audit the Council declared level 5 of the National Equality Standard for Local Government in March 2005. Only two other local authorities in the country have declared level 5 (Lewisham and Wycombe). The Council is now planning to maintain level 5 on gender, disability and race and to extend the Standard to other equalities strands such as age, sexuality, class and religious beliefs.
- 6.2 The Council has also used independent expertise to provide an external challenge to the Council and make recommendations on how the Council can sustain and achieve continuous improvement in its equalities work.
- 6.3 The Council is also recognised by other national standards and awards as a leader in equalities:
- It is ranked 11th in Britain's top 100 employers by Stonewall's workplace equality index (and third among local authorities). This is a national benchmark showing the top employers for lesbian, gay and bisexual staff.
 - The Council has achieved a Beacon Award for "Promoting Racial Equality" in 2005-6, one of only three local authorities in the country to achieve this award.
 - The Council has also achieved a Beacon Award for "Getting Closer to Communities" in 2005/06. This builds on the Council's existing Beacon award for Community Cohesion in 2003/04 and another Beacon Award for the positive action work with Social Care workers in Social Services in 2004/05.

7. Celebrating diversity

- 7.1 The Council led and facilitated the delivery of an extensive programme of cultural events to celebrate the borough's rich diversity, encourage cross cultural contact, and promote mutual understanding and respect of people's distinct cultural and religious heritage. This included International Women's week, Black History Month, Holocaust Memorial Day, Bengali Disability Awareness Day and European Day of Disabled People celebrations.

8. Conclusion

- 8.1 The progress report demonstrates that the Council is continuing to make good progress with the implementation of its equalities agenda. There is also real evidence that the Council's commitments and priorities for equalities are being successfully translated into real action and change on the ground, and that these changes are attracting third party endorsement.

9. Equalities Implications

- 9.1 By incorporating national standards and legislation, such as the Race Relations Amendment Act, the integrated Equalities Action Plan represents an important step in progressing the Council's equality and diversity agenda. The monitoring report demonstrates the Council's good progress towards integrating equality and diversity into all aspects of service delivery and employment practice.
- 9.2 This report demonstrates the progress being made with creating an environment in which everyone who lives and works in our borough is treated with dignity and respect and where everyone can improve their life chances and access the increasing opportunities on offer.

10. Comments from the Chief Finance Officer

- 10.1 There are no direct financial implications arising from this report. Service design and provision give consideration to Equalities issues and Directorate budgets reflect this. The costs of implementing the Equalities Action Plan have been met from the respective budgets.

11. Concurrent Report of the Chief Legal Officer

- 11.1 The European Union Race Directive 2000/43 (published in June 2000) prohibits discrimination on the grounds of race and ethnic origin by laying down "the principle of equal treatment between persons irrespective of racial or ethnic origin".
- 11.2 In November 2000, the European Union published the Equal Treatment Framework Directive 2000/78. This Directive sets out the anti-discrimination "principle of equal treatment" in the context of sexual orientation, religion or belief, disability and age. This Directive is to be implemented on 2 December 2006 in relation to disability and age.
- 11.3 The Government consultation paper "Towards Equality and Diversity-Implementing the Employment Race Directive" (2001) indicated the Government's intention to implement the Directives by amendment to the Race Relations Act 1976 and the Disability Discrimination Act 1995. The consultation paper also referred to the Government's intention to introduce legislation to prohibit discrimination in work and training on the grounds of sexual orientation, religion and age. The Employment Equality (Sexual Orientation) Regulations 2003 and the Employment Equality (Religion and Belief) Regulations 2003 were enacted with effect from 1 and 2 December 2003 respectively and transpose the phase 1 provisions of the Directive into UK law. The Employment Equality (Age) Regulations 2006 are intended to give effect to the provisions on age discrimination with effect from 1 October 2006.

- 11.4 The Race Relations (Amendment) Act 2000 strengthens the Race Relations Act 1976 by extending protection against racial discrimination by public authorities and by placing a duty on public authorities to have regard to the need to eliminate unlawful discrimination and to promote racial equality and good race relations.
- 11.5 The Equalities Action Plan 2005/06 was formulated having regard to and in compliance with legislation, and set out the Council's intentions in respect of equality. Regular monitoring and review of the plan enables the Council to maintain compliance with statutory requirements as well as measuring progress in relation to non-statutory aspects.

12. Sustainable Action for a Greener Environment

- 12.1 There are no specific issues relating to the environment raised in this report.

13. Anti Poverty Comments

- 13.1 The integrated Equalities Action Plan aims to tackle the barriers currently preventing some of the most disadvantaged people and marginalised communities in our borough from accessing services and take part in community life. The equalities agenda aims to enable all residents to benefit from the opportunities and improved life chances on offer and enable them to participate in creating and sharing prosperity in the borough.

14. Risk Management Implications

- 14.1 The Equalities Action Plan provides a focus for all the Council's equalities work, and a means by which Members can ensure that each of the progress milestones are achieved. The arrangements in place to review progress during the year through the Corporate Equalities Steering Group and the Overview and Scrutiny Committee, are considered to be effective ways of keeping this work on track.
- 14.2 There have been major changes in equalities legislation over the last year and further sweeping changes are expected. This includes forthcoming legislation on age and disability, as well as the establishment of a single Equalities Commission to replace the existing equalities bodies by October 2007. The Equalities Action Plan and its monitoring ensures the Council is well-placed to respond to these forthcoming measures and retain its status as a leader in equality and diversity.



London Borough of Tower Hamlets

EQUALITIES ACTION PLAN 2005/6
Six-monthly monitoring report

(Part of the Council's Diversity and Race Equality Scheme)

May 2006



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KEY

CE	Chief Executives	ED	Education
DR-SI	Development & Renewal	EC	Environment & Culture
DR-H	Development & Renewal - Housing	SS	Social Services
ES	National Equality Standard	RES	Race Equality Scheme
EIA	Equalities Impact Assessment	DDA	Disability Discrimination Act
Delos	Directorate Equalities Liaison Officers	BVPI	Best Value Performance Indicator
EAT	Equalities Action Team (or Focus Group)		

TRAFFIC LIGHTS CODES

RED	Target not met
AMBER	No amber on an end of year report
GREEN	Target met

SERVICE DELIVERY & CUSTOMER CARE

Ensuring that all services meet the diverse needs of the local community, are equally accessible and provided to a quality standard with staff trained in customer care.

SERVICE DELIVERY AND CUSTOMER CARE

	OBJECTIVE	ES	RES	KEY ACTIVITY	DIR	KEY MILESTONE & COMPLETION DATE	SUCCESS CRITERIA	LEAD OFFICER	PROGRESS	TL
1	To demonstrate that the authority has made real progress in achieving equality in service delivery	5.3.1	✓	Publish six monthly monitoring report on the Equality Action Plan for "Overview and Scrutiny" and for Corporate Equalities Steering Group including a summary of achievements made.	CE	Report published by October 05	90% of activities planned on track or completed according to agreed milestones	Michael Keating		Green
				Publish Corporate Equalities performance indicators showing year on year improvement taking place on the ground	CE	Indicators published on a six monthly basis. First report published by October 2005.	Performance indicators show significant improvement in 50% of core indicators.	Michael Keating		Green
				Pilot BSL video link and extend the Interpreting and Translation Services to include the voluntary and Third Sector.	CE	Publish report on language needs by October 2005.	a) Significant take-up by third sector of Interpreting and Translation service. b) BSL pilot video link report completed by October 2005 with recommendations to be taken forward	Michael Keating		Green
				Report progress of Equalities Impact Assessments (EIA) action plans to directorate equalities focus groups/DMT.	All	Reports to directorate focus groups and DMT agenda item six monthly, end of year	EIAs action plans implemented within agreed timescale	Delos		Green
				In line with the half-year and end of year service monitoring and customer satisfaction reports, DMT will evaluate 2005/06 performance against 2004/05 equality and diversity targets.	DR-H	Six monthly, end of year	2005/06 equality and diversity targets met.	Tim Sherry Melanie Vickers		Green
				Implement DisabledGo guide and monitor changes in take up of some Council services	CE	Official launch Sept 05 Consult with groups and agree which services take up will be looked at in the first year of the launch	a) Disabled Go website has published information on 1,000 Tower Hamlets venues accessibility by Sept 05. b) Monitoring system set up to measure website use.	Michael Keating		Green
				Prepare and implement a detailed Action Plan for the introduction of civil partnership registration	CE	Action Plan to be produced by July 05	Action Plan produced and actions implemented to ensure effective introduction of civil partnership representation	Terry Barton		Green
				To monitor the improvements of the health and wellbeing of participants of the GP Referral Scheme	EC	Monitoring of participants will take place on an ongoing basis	Over 50% of participants will show improvements in BMI, blood pressure, body composition, frequency of episodes of physical activity per week and peak flow scores	Paul Martindill		Green

SERVICE DELIVERY AND CUSTOMER CARE

	OBJECTIVE	ES	RES	KEY ACTIVITY	DIR	KEY MILESTONE & COMPLETION DATE	SUCCESS CRITERIA	LEAD OFFICER	PROGRESS	TL
2	To ensure that neighbourhood renewal benefits all communities		✓	Monitor and report on allocation of NRF showing an equitable approach based on need across geographical areas and ethnic communities	CE	Monitoring report published and reviewed by Partnership Management Group by October 2005.	Demonstrable improvement in key performance indicators impacting on all communities.	Ian Lewis		Green
				Ensure that equalities monitoring and targeting takes place within individual delivery projects.	CE	Monitoring report (above) to include specific references to equalities monitoring and targeting (October 2005)	Demonstrable improvement in key equalities performance indicators.	Ian Lewis		Green
				Ensure continued development of community involvement in projects and programmes in Ocean NDC	DR	Annual Neighbourhood Renewal Unit evaluation	Demonstrable improvement in key performance and equality performance indicators.	Head of Strategy and Innovation.		Green
3	To review achievement of targets and take into account changing circumstances	5.3.2 5.3.4 5.3.10	✓	Use monitoring reports to assess achievements against equality service targets in service plans and incorporate feedback from customer complaints and compliments to inform equality Action Plan review.	CE	Monitoring reports to Overview & Scrutiny and at CESC - October 05 and March 06	Changing circumstances and feedback from customer complaints clearly addressed within service equality targets.	Michael Keating		Green
				Conduct two reviews (BV and/or Scrutiny) focusing on equalities issues. Selection of the issue to be reviewed will be determined by using the Council analysis of the residents survey to identify the key areas of need of the Council.	CE	Review topic/s agreed by June 2005 Review/s completed by March 2006	a) Action plan arising from review to be included within service plan and equality action plan for 2006/7. b) Strategic issues raised by review to be discussed by CESC by March 2006 to impact on Equalities Action plan in 2006/7.	Michael Keating Michael Keating		Green
				Direct promotion of the review work to specific communities across the six equality strands	CE	Issue considered at each review scope and a minimum of three direct promotion initiatives by March 2006	Promotion initiatives developed result in significant service provision improvements.	Michael Keating		Green
				To review content of programmes arising from court and probationary orders to ensure they are suitable to engage young women	CE	Programmes reviewed by June 2005	Changes made to programmes for implementation in September 2005.	Stuart Johnson		Green
				Review current "Identity" pilot project for BME young people focusing on self-esteem and identity, and run two groups per annum.	CE	Groups commence - June 05	a) 24 young people register for programme. b) 16 young people complete programme	Stuart Johnson		Green
				Monitor achievement of different pupil groups (by gender, ethnicity and disability) and analyse performance at each key stage, together with progress towards targets.	ED	Jan 2006 - analysis of test and examination results from Summer 2005 completed	Analysis shared with each school in individual POSI (Profile Of School Information) and used to inform teaching strategies	George Nyamunda		Green

SERVICE DELIVERY AND CUSTOMER CARE

	OBJECTIVE	ES	RES	KEY ACTIVITY	DIR	KEY MILESTONE & COMPLETION DATE	SUCCESS CRITERIA	LEAD OFFICER	PROGRESS	TL
4	To demonstrate that accurate service user profiles are being used to inform service changes and improvements	5.3.3	✓	Publish analysis of the residents survey by key target groups to be used alongside existing population profiles to inform EIAs.	CE	Residents survey published by May 2005	Clear evidence that results of residents survey impact on EIAs.	Michael Keating		Green
			✓	English as an Additional Language (EAL) - to obtain from schools data on EAL - assessing, reporting and using assessment information from QCA Extended scale to inform teaching.	ED	January 2006 - Data collected November 2005 - Training on use of QCA levels, moderation sessions and guidance on good practice in the management of EAL assessment	QCA assessment guidance in use in schools Accurate data collected from schools	Jane Connolly George Nyamunda		Green
			✓	Complete Language Census on languages spoken by pupils in LBTH schools	ED	Sept 2005 - Census results published and analysed to indicate possible numbers of pupils from refugee backgrounds	Information on refugee numbers makes planning for access to services more accurate	George Nyamunda		Green
				Enhance briefings produced by Research & Information to include full equalities aspect to promote a better understanding of the different needs and demands of the six target groups amongst services and partners	CE	Equalities aspect in all briefings produced April 2005 - March 2006	Briefings recognised by managers as enhancing decision making process.	Michael Keating		Green
			✓	Review action plan of Yr 3 Equalities Impact Assessments.	EC	Review of Action Plan at EAT & DMT - Sep 05 & Mar 06	Objectives in action plan achieved	Robin Beattie	Action Plan in place. Review by DMT Sept 06 and March 07	Red
			✓	Undertake 2005 EIAs - Arts and Events	EC	EIA completed by end March 06	Action plan from EIA recommendations is incorporated into the service plan	Steve Murray		Green
			✓	Undertake 2005 EIAs - Transport Services	EC	EIA completed by end March 06	Action plan from EIA recommendations is incorporated into the service plan	John Stevens		Green
			✓	Carry out EIA of all new and revised policies and implement all EIA Action Plans. Develop an equality planning cycle, which is aligned with the Directorate's business planning process	SS	100% of all identified policies have EIA action plans in place by March 2006. Planning cycle aligned by September 2005	All EIA completed & reports published Planning cycle aligned with business planning process	Dilsher Ali Dilsher Ali		Green

SERVICE DELIVERY AND CUSTOMER CARE

	OBJECTIVE	ES	RES	KEY ACTIVITY	DIR	KEY MILESTONE & COMPLETION DATE	SUCCESS CRITERIA	LEAD OFFICER	PROGRESS	TL
4	To demonstrate that accurate service user profiles are being used to inform service changes and improvements		✓	<p>Key Housing Services to produce monitoring data and reports for DMT every six months showing service take up and customer satisfaction by race, gender, disability.</p> <p>Reports to inform service improvement activities and decision making on improving access to services.</p> <p>Ensure looked after Vietnamese children receive services that are appropriate, accessible and responsive to their needs.</p>	DR-H	<p>Reports six monthly, end of year.</p> <p>Implement Targeted campaign to attract Vietnamese carers from April 05.</p> <p>Establish Carers Support Group for Vietnamese Carers in June 05.</p>	<p>Team Service Improvement activities address report findings</p> <p>Campaign starts Apr 05</p> <p>Vietnamese Carers Support Group established -Jun 05</p> <p>Carers Support Group review completed by 2006 with recommendations made as appropriate.</p> <p>Review of support group in March 06</p>	<p>Tim Sherry Melanie Vickers</p> <p>Martin Parry</p>		Green
				<p>Recruit specialist Access to Resources Team Officer to commission appropriate placements for unaccompanied asylum seeking young people.</p>	SS	<p>Officer in post by June 05.</p>	<p>Appropriate placements commissioned for unaccompanied asylum seeking young people</p>	Martin Parry		Green
			✓	<p>Use information from Housing Enquiries and Complaints Team to inform service accessibility and inclusion improvement activities and also to instigate policy reviews.</p> <p>Housing Enquiries and Complaints Team to report any potential equalities issues needing investigation by compiling a report for the Housing DELO every six months showing profile of people making complaints, and the topic.</p>	DR-H	<p>Reports six monthly, end of year.</p>	<p>Team Service Improvement activities address report findings</p>	Paul Gudge		Green
			✓	<p>Undertake EIA of new policies and functions</p>	All	<p>Team plan reflects actions for undertaking EIAs on new policies and plan as they arise by May 2005</p>	<p>EIAs of new policies are integral part of planning process.</p>	DELOs		Green

SERVICE DELIVERY AND CUSTOMER CARE

	OBJECTIVE	ES	RES	KEY ACTIVITY	DIR	KEY MILESTONE & COMPLETION DATE	SUCCESS CRITERIA	LEAD OFFICER	PROGRESS	TL
4	To demonstrate that accurate service user profiles are being used to inform service changes and improvements			Explore and develop area profiling information relating to our BME community as part of the Audit Commission's Area Profiles Pilot Annual challenge session. Consider and evaluate how Research & Scrutiny conducts its external business across the six equality strands and use the findings to inform the next round of team planning	CE	Completed by October 2005	Detailed data captured, and stored in one place, on our BME community to improve and inform the Council's view of ethnicity in the borough	Michael Keating		Green
				Major Works Team to introduce monitoring for sexuality and faith on resident satisfaction surveys.	CE	Challenge session conducted by September 2005	Devise and implement Action Plan for improvement	Michael Keating	The challenge session did not take place. Overview & Scrutiny work programme 2006-7 and beyond includes proposals for incorporating equalities agenda	Red
				Housing Repairs Service and Major Works Team to introduce monitoring for sexuality and faith on resident satisfaction surveys.	DR-H	Include monitoring categories for sexuality and faith by Jun 05. Inclusion of monitoring information on sexuality and faith to be included in the end of the year monitoring report to DMT on service take up and satisfaction (Mar 06).	Monitoring system in place. Results reviewed for adverse impact and actions planned if appropriate.	Peter Allen	Activity modified - diversity monitoring extended to faith but not sexuality at this stage	Red
				Work jointly with the PCT to monitor service take-up by different equalities groups in the community Coordinate joint initiatives and publicise changes and new opportunities in terms of service and employment	SS	100% of all identified policies have EIA action plans in place by March 2006. Planning cycle aligned by September 2005	Joint monitoring system with PCT agreed. Joint publicity of services & employment with PCT undertaken	Disher Ali		Green
				Implement Commissioning Strategies in each service area ensuring that an efficient and adequate monitoring system is in place	SS	Implement action plans arising from Equality Impact Assessments 2004/5 to ensure that take up of all services by ethnicity closely matches the population by April 2006. Complete reviews of Domiciliary Care services and Day Services for older people by July 2005 Improve monitoring of externally commissioned services by implementing agreed standards by Sept 2005.	EIA action plans implemented. Day Services and Domiciliary Care Reviews completed. Improved monitoring system of commissioned services in place.	John Goldup/ Dave Hill		Green

SERVICE DELIVERY AND CUSTOMER CARE

	OBJECTIVE	ES	RES	KEY ACTIVITY	DIR	KEY MILESTONE & COMPLETION DATE	SUCCESS CRITERIA	LEAD OFFICER	PROGRESS	TL
5	To ensure managers have been appraised against service equality targets and they incorporate them in practice	5.3.6 5.3.7	✓	Undertake a sampling exercise of managers' team plans and PDRs to ensure that equalities actions and targets are incorporated Ensure that all managers use revised PDR form including equality targets	ALL	To be completed by Sept 05 Results available Oct 05	PDRs show that service equality actions and targets are incorporated into team plans	Delos		Green
6	To ensure that effective systems are in place for managing equality across contracts and partnerships	5.3.8		Establish a common standard for assessing Bailiffs compliance with the Race Relations (Amendment) Act 2000 and observation of the CRE's code of practice in Employment. The Standard will have three levels with Level 1 being achieved prior to recruitment. Information will be stored in a database with three yearly reviews Ensure guidelines and clauses are reflected in the new Procurement Strategy and codes of practice	ED CE	Circulate advice to managers by July Standard produced by June 05 Level 1 to be in place by August 2005	All managers' PDRs include equality targets and reports on progress The Council is able to assess service provider's compliance with Equalities standards and good practice and service providers receive guidance with their legal obligations for equalities	Service Heads Education Paul McDermott		Green Green
7	To benchmark full range of equality achievements against other authorities in a similar position	5.3.9		Ensure achievements are shared with other Councils through ALG meetings and one to one meeting with other authorities Pursue Schools Access Initiative to increase accessibility of schools on a rolling programme Continue to analyse complaints and monitoring data and identify groups within the local population where take up of the complaints procedure is low and specifically target publicity to ensure access to it	CE ED CE	Completed by October 2005 Presentation of the work on LGBT and Race Equality to the ALG by August 05 Meeting with Lewisham and writing peer review report by May 05 15 schools complete building work that improves accessibility Reports to CMT (quarterly)	Procurement strategy clearly reflects equality objectives. At least five other councils approach Tower Hamlets for support with LGBT work. At least ten councils approach over race equality work. Action taken on recommendations from peer review. Disabled pupils are enrolled in these schools Complainants significantly more representative of the local population.	Mario Cocozza Michael Keating		Green Green
8	To review/improve equal access to services, objectives and targets			Improve youth access and activities in Mile End Park	EC	Increase number of organisations' play groups using the Play centre from three to six by March 2006.	Number of organisations' play groups using the play centre have doubled	John Withers Ruth Dowden Mike Rowan		Green Green Green

SERVICE DELIVERY AND CUSTOMER CARE

OBJECTIVE	ES	RES	KEY ACTIVITY	DIR	KEY MILESTONE & COMPLETION DATE	SUCCESS CRITERIA	LEAD OFFICER	PROGRESS	TL
8 To review/improve equal access to services, objectives and targets			Increase participation of young disabled people in the sports development programme.	EC	Employ a Disability Sport Development Coach-April 05	1. To enter and send a team in the six sports for disabled young people at London Youth Games 2. To hold a three day event for disabled people in the leisure centres 3. To engage with 90 disabled people in Sports and Physical Activity	Paul Martindill		Green
			Expand the GP referral scheme to include three other leisure centres in the borough	EC	GP referral implemented at John Orwell, St Georges and Langdon Park facilities by September 2005	To refer another 110 participants to the scheme with a target of 90 to complete the programme	Paul Martindill		Green
		✓	Complete Equality Impact Assessment (EIA) for ICT strategy	CE	Training for Service Head ICT and EIA team completed by mid April 2005 EIA completed by end of April 2005.	Team Plan updated by July 2005 to incorporate plans to address any issues and actions arising	Jim Roberts		Green
		✓	BSL: Install TV monitoring in the customer contact centre and call routing to enable three way dialogue via Bowne Global Solutions	CE	Equipment installed by July Staff trained by September 05	Service installed and being used by BSL users. Monitoring of usage in place.	Karen Dickens	A new ACD telephone system and workforce management software is being installed in the CCC over the next few months to provide required level of efficiency	Red
		✓	Face to face interpreting for people who do not speak English; promote availability of multi-lingual translation service in one stop shops	CE	Point cards in all OSS in March Staff trained in April Publicity undertaken via voluntary sector by September 05	Service available and usage being monitored for quality control.	Pat Horgan		Green
		✓	For Bengali residents: Review the use and value of Sylheti language telephone lines	CE	Review undertaken by September Report to CMT/LAB by October 05	Appropriate telephone services in place to support Bengali and Sylheti speakers	Lorraine Langham		Green
		✓	Carry out an EIA of all key access channels to inform future policy	CE	Assessment complete by March 05 Action plan agreed by April 05	Action Plan used to drive improvements in access to services for all equalities groups	Lorraine Langham		Green
		✓	Legal Services will support the Interpreting and Translation contract by contributing to the development of new resources and participating in induction and training sessions	CE	Arranging for a lawyer to participate in induction sessions when notified	Understanding of role of translator in legal proceedings clarified to ensure maximum chance of success in litigation matters	Ann Drake	So far legal services have not been contacted to arrange for a lawyer to participate in induction sessions	Red

SERVICE DELIVERY AND CUSTOMER CARE

	OBJECTIVE	ES	RES	KEY ACTIVITY	DIR	KEY MILESTONE & COMPLETION DATE	SUCCESS CRITERIA	LEAD OFFICER	PROGRESS	TL
8	To review/improve equal access to services, objectives and targets			Make adjustment to all buildings and new premises to make them accessible to disabled people Ensure all communication and publicity information is accessible to disabled people	SS	100% of all venues are fully accessible to disabled people by June 2005. 100% of all information and communication materials meet DDA and the best practice standards by June 2005.	Appropriate provisions made for disabled people to attend events and meetings. All communications and publicity information is accessible to disabled people.	John Mitchell Dilsher Ali		Green
9	To promote race equality and promote good relations between different racial groups	✓	✓	Implement arrangements to raise public awareness and reduce social tolerance of racial harassment and faith hate crime and encourage reporting of incidents. Produce Race Hate materials to raise awareness of Racial Harassment and support training for LBTH & other professionals.	CE	October 05 - activities delivered June 05 Produce training materials - July 05 Distribute materials at key LBTH sites - Dec 05. Train trainers in use of materials - Jan 06	Actively engage with at least 100 individuals. Evaluation shows 90% - good or better. Recommendations taken forward to THMAAARI/RHIAF Materials produced Distribution arrangements implemented and training delivered Evaluations show 90% of attendees highly value materials	Evert Robotham Evert Robotham		Green
		✓	✓	Deliver comprehensive and consistent training to residents and professionals that promote race equality, reduce social tolerance of racial harassment and faith hate crime and encourage the reporting of incidents	CE	10 sessions with residents/professional - Mar 06	Sessions delivered, improved reporting recorded	Evert Robotham		Green
		✓	✓	Produce additional cultural history walks leaflets focusing on the Afro-Caribbean, Irish and Chinese communities. Identify resources to enable translation into community languages	DR-SI	February 2006 - leaflets produced. Launch event takes place.	Launch event attended by 50 community members.	Patricia Holmes		Green
		✓	✓	Produce policy/ guidance for new arrivals - guidance and good practice on induction for casual entries, refugees and asylum seekers, teaching strategies, learning needs and curriculum, numbers of refugees and home language	ED	July 2005 - Schools/ Equalities team consulted on draft policy	Schools report more confidence in their support of newly arrived pupils	Jane Connolly		Green
		✓	✓	To implement an ambitious programme of events and festivals with large diverse audiences	EC	58 public events by Mar 06	To have held and/or supported 58 public events by March 06	Steve Murray		Green

SERVICE DELIVERY AND CUSTOMER CARE

	OBJECTIVE	ES	RES	KEY ACTIVITY	DIR	KEY MILESTONE & COMPLETION DATE	SUCCESS CRITERIA	LEAD OFFICER	PROGRESS	TL
10	To ensure that the Council use best practice in communication and the provision of information			Produce a series of leaflets in translation for parents on aspects of school life	ED	Sept 2005 - leaflets distributed to all schools	Parents consulted on usefulness of leaflets and provide positive feedback	Sarah Gale		Green
		✓		Participation of induction sessions for new interpreters/translators	CE	Arranging for a lawyer to participate in induction sessions when notified	Understanding of role of translator in legal proceedings clarified to ensure maximum chance of success in litigation matters	Ann Drake		Green
		✓		Continue the roll out of the translation of key documents in Planning and Building Control	DR-SI	Nov 05 Follow up March 06	Key documents translated and published.	Michael Scott		Green
		✓		Produce accessible communication and publicity information for all equalities groups	SS	100% of all information meets the needs of all equalities groups	All communications and publicity information is accessible to all equalities groups	Dilsher Ali		Green
				Develop a process to ensure effectiveness of all publicity information through Readers panel.		Process agreed by June 2005.	Effective role of Readers Panel established	Dilsher Ali		
				Promote greater public involvement in local decision-making and enhance the representative role of Members in the community through the use of technology	CE	Development Workshops for Members to create independent web pages (completed) - Feb, Mar, May 2005	60% of Councillors to have independent web pages created - Sept 05	Beverley McKenzie Steve Wigggett		Green
				Communicate service improvement with equality groups and invite feedback	SS	Feedback results of service improvement to DEFG and DMT at least every quarter. Communicate service improvement to Refugee Forum twice a year.	Information about service improvement communicated to equalities groups and feedback invited	Dilsher Ali		Green
11	To protect vulnerable individuals from intolerance and hate crimes, including race crimes, faith related crimes, homophobic crimes, crimes against refugees and asylum seekers and crimes against elderly people			Increase safe choices for people threatened with homelessness as a result of DV by establishing a "Sanctuary Scheme"	CE	Sanctuary scheme in place by June 2005	Individual client evaluations of sanctuary scheme shows scheme helps in reducing homelessness and clients feel safer.	Philippa Chipping		Green

SERVICE DELIVERY AND CUSTOMER CARE

	OBJECTIVE	ES	RES	KEY ACTIVITY	DIR	KEY MILESTONE & COMPLETION DATE	SUCCESS CRITERIA	LEAD OFFICER	PROGRESS	TL
11	To protect vulnerable individuals from intolerance and hate crimes, including race crimes, faith related crimes, homophobic crimes, crimes against refugees and asylum seekers and crimes against elderly people		✓	Develop a programme of targeted community education and cultural activities to engage and empower women and young people from BME communities to deal with Domestic and Sexual Violence and personal safety issues	CE	Programme in place by the end of May 2005	25 events held by March 2006. Evaluation of events shows engagement and empowerment in issues identified.	Philippa Chipping		Green
				Improve service access and outcomes targeting mental health and some cross-sectoral issues for women with complex needs who are experiencing domestic violence	CE	Work programme in place by end of May 2005.	Increased reporting of mental health concerns of women with complex needs experiencing domestic violence.	Philippa Chipping		Green
				Improve service access and outcomes for people with needs who are experiencing domestic violence in same sex relationships	CE	Training programme provided to key service delivery managers by March 2006	Increased reporting of numbers of people in same sex relationships who are experiencing domestic violence.	Philippa Chipping		Green
			✓	Identify and undertake comprehensive consultation process with appropriate refugee forums to establish victim support needs	CE	Initial contact with 3rd sector member of refugee forum - Apr 05 Agreement with Forum/Race Faith Team to engage wider 3rd sector-May 05 Consultation complete - Aug 05 Report with Refugee Forum - Sep 05	75% of identified groups to be consulted with. 100% referral of support needs identified.	Evert Robotham		Green
			✓	Undertake rolling programme of awareness and training that recognises and responds to the needs of the elderly residents experience of hate crime	CE	Identify four elderly residents groups to run training - May 05 run five sessions with elderly residents - Dec 05 run two sessions with care workers - Mar 06	10% increase in reporting from elderly groups. 75% satisfaction based upon evaluation returns.	Evert Robotham		Green
			✓	Provide one to one support to victims and witnesses of race and faith hate crime	CE	Provide support to 100% of victims/witnesses Conduct monthly review of cases at ASB panels	10% increase in numbers of victim/witnesses who take up use of service. 75% satisfaction from service users.	Evert Robotham		Green
12	To improve services for groups that the Council has found hard to reach and for vulnerable and excluded groups			Provide a targeted outreach service to meet the needs of parents not using the Children's Information Service	ED	April 2005 - publish data collected July 2005 - send a CIS representative to 80% of Parent Information Point sessions	30 parents take up childcare offer	Zefrin Rahman		Green

SERVICE DELIVERY AND CUSTOMER CARE

	OBJECTIVE	ES	RES	KEY ACTIVITY	DIR	KEY MILESTONE & COMPLETION DATE	SUCCESS CRITERIA	LEAD OFFICER	PROGRESS	TL
12	To improve services for groups that the Council has found hard to reach and for vulnerable and excluded groups			Run Parent Information Point sessions in schools and community venues to improve parent access to services	ED	July 2005 - 32 sessions held	32 sessions held	Sharon Sullivan		Green
				Implement the Youth Participation Strategy with a particular focus on increasing the participation of young women, young disabled people and young lesbian, gay and bisexual people	ED	Mar 2006 - 27% of 13 -19 year olds take part in activities	27% of 13 -19 year olds take part in activities	Steve Sipple		Green
				Target stock, services and activities to attract Under 16s library membership	EC	Increase number of under 16s to be registered library members by summer 2005.	30% of under 16s are registered by summer 2005.	Lesli Good		Green
				Enhance football opportunity for young people	EC	Roll-out of Football Development for children aged 7-11 with 10 schools	A target of 3,000 children between 7-11 to participate in the program	Paul Martindill		Green
				Deliver changing lifestyles programmes for children with clinical obesity	EC	Increase the number of children benefiting from the programme by March 06	At least 40 children have benefited from the programme by March 06	Paul Martindill		Green
				Ensure disabled households have improved access to housing that meets their needs.	DR-H	Review current method of allocating accessible properties to disabled people by Apr 05. Establish register of disabled people by Jul 05. Develop a register of accessible properties (existing stock and new builds) for properties registered on the Common Housing Register by Feb 06.	Register of disabled people established, and a register of accessible properties on the Common Housing Register completed by Mar 06. (Further work and refinement in 2006/07)	John Harkin Mandy Ruddock		Green
				Pilot NRF funded project for rehousing support plans across the social housing sector to alleviate overcrowding and match housing needs to properties.	DR-H	Develop a planned pathway to rehousing for overcrowding (including knock-through projects, transfer plans and rebuilds) by Dec 05.	Rehousing support plans in place for overcrowding households lacking 3 bedrooms	John Harkin Raifiqui Hoque		Green

SERVICE DELIVERY AND CUSTOMER CARE

	OBJECTIVE	ES	RES	KEY ACTIVITY	DIR	KEY MILESTONE & COMPLETION DATE	SUCCESS CRITERIA	LEAD OFFICER	PROGRESS	TL
12	To improve services for groups that the Council has found hard to reach and for vulnerable and excluded groups			Implement Single Assessment Process for assessing housing need for older persons.	DR-H	Development of a specialist needs assessment for sheltered housing, but which also sign posts vulnerable older people not wanting sheltered housing to other housing support services, or health or social service providers: by May 05. Lettings Client Support Officers and Common Housing Register Registered Social Landlord staff trained in assessment by Jun 05. Assessments in use by Lettings staff (and those RSLs choosing to use our assessment process rather than their own) by Jul 05.	Assessments in use by Council Lettings Client Support Team, and at least half of our Common Housing Register RSLs have been encouraged to use the assessment process by Mar 06.	Caroline Bailey/Mithu Ghosh		Green
				Undertake Best Value Review re-evaluation of the borough's sheltered housing stock to provide a modern and more effective role in Supporting People	DR-H	Best Value Review of Sheltered Accommodation completed June 06	Best Value improvement Plan agreed	Jackie Odunoye		Green
				Complete rolling programme of Supporting People service reviews to help older people sustain their tenancies.	DR-H	100% of service reviews to be completed by Mar 06.	Programme of reviews complete	Carrie Kilpatrick		Green
				Strategically assess of floating support services to provide generic support, as well as specialist mental health and learning disability support.	DR-H	Assessment to be started by Sep 05 Assessment complete by March 06	Strategic Assessment complete	Carrie Kilpatrick	New completion date of June 06	Red
				Target the approval of Disabled Facilities Grants to enable vulnerable private sector housing residents to remain living in their own homes.	DR-H	At least 110 Disabled Facility Grants to be awarded by Mar 06. Monitor progress against the target at the half year, and end of year	Minimum of 110 Disabled Facilities Grants approved	Alison Thomas		Green
				Develop a formalised procedure for capturing and meeting the ICT needs of disabled staff, with particular reference to special software, hardware, training & support. Establish links with other Council groups including the disability forum	CE	Procedure drafted by October 2005 Procedure finalised by January 2006 Implementation plan in place by March 2006	ICT service evaluation shows needs of disabled staff are being significantly better met.	Jim Roberts		Green

SERVICE DELIVERY AND CUSTOMER CARE

OBJECTIVE	ES	RES	KEY ACTIVITY	DIR	KEY MILESTONE & COMPLETION DATE	SUCCESS CRITERIA	LEAD OFFICER	PROGRESS	TL
12 To improve services for groups that the Council has found hard to reach and for vulnerable and excluded groups			Publish an Inter Faith Calendar and extend the Faith representation through the Inter Faith website – Nov 05	CE	Calendar published by November 2005.	Interfaith calendar and website used and well received as evidence by interfaith forum, requests for publication and internet site "hits"	Michael Keating		Green
			Improve information to disabled people via publication of the disabled guide	CE	To publish online, access information for 1000 local venues by Sept 05	Disabled guide well received as evidenced by external "Access group" and internet site "hits"	Michael Keating		Green
			Deliver rolling programme of community education on substance misuse and effective treatment	CE	Programme development and implementation - Jul 05 Deliver 16 sessions - Mar 06	Programme developed; 16 sessions delivered - minimum of 20 people attend each session; programme evaluation demonstrates greater awareness of substance misuse	Gilly Cottew		Green
			Commission a new service for female problematic drug users resident in Tower Hamlets	CE	Stakeholder consultation for development of service specification - Apr 05 Service specification - developed by Jun 05 Commissioning Service - Jul/Aug 05 Service established - Oct 05	Service established by Oct 05. 40% of service users from BME communities by March 06.	Gilly Cottew	The tender process for the women's drug service slipped in 2005 and the service was not commissioned until January 2006. It was anticipated that the service would be launched April/May. This date has slipped due to delay in the construction of premises which will house the new service. It is expected that the service will open in August 2006	Red
			Implement Ocean NDC community employment programme which focuses on hard to reach and vulnerable and excluded groups. Appoint Communications Officer.	DR-SI	June 05 Oct 05	Programme targets achieved.	Sue Hinds		Green
	✓		Increase substance misuse workforce from Bangladeshi and Somali communities; identify and train members of these communities as drugs workers	CE	Local service providers and Community Development Officer to identify trainees on a quarterly basis; New recruits to enter training programme commissioned by DAT-Quarterly	A minimum of 10 workers from each community trained by March 06	Gilly Cottew		Green

EMPLOYMENT AND TRAINING

Ensuring that all employment policies and procedures are completely compliant with equalities legislation and best practice; that the workforce reflects the community it serves and that all staff are fully trained to deliver all diversity objectives

EMPLOYMENT AND TRAINING

	OBJECTIVE	ES	RES	KEY ACTIVITY	DIR	KEY MILESTONE & COMPLETION DATE	SUCCESS CRITERIA	LEAD OFFICER	PROGRESS	TL
13	To demonstrate movement towards greater equality in the workplace profile and other employment targets	5.4.1	✓	Implement Workforce to reflect the Community Strategy	CE/HR	Monitoring reports of progress against targets to CMT in May 2005 and November 2005 and Cabinet in July 05 and January 06	The Council's workforce profile as at 31 March 2006 indicates that corporate targets for 2005/6 have been achieved	Lorraine Pitt		Green
					CE/HR	Propose draft targets for 2006/7 onwards	New targets agreed by Cabinet in January 2006	Lorraine Pitt		Green
					CE/HR	Provide six-monthly reports by Service Area to Directorate Management Teams to enable them to identify areas to prioritise action.	All Directorate's performance against targets is at least 75% of Corporate Performance	Frederico Maia		Green
				Work with Job Centre Plus to increase recruitment of unemployed young people	CE/HR	CHRG to consider recommendations in April 2005	Pilot arrangements with 10 vacancies before September 2006	Mark Keeble		Green
14	To ensure that the authority can show that it is paying its staff equally for work of equal value	5.4.2	✓	Implement Equal Pay Action Plan	CE/HR	Progress reports to CESC Jul 05 and Jan 2006 and report findings to personnel Committee Undertake annual monitoring of gender pay gap, including analysis of the impact of annual pay awards on men, women and BME staff in Jul 05	Reports indicate a narrowing of the pay gap during 2005/6 Implementation of all relevant items from equal pay action plan during 2005/6	Mildred Phillips	Slippage due to delays with Union agreeing proposals for implementation of Single Status. Once agreement in place, a the Council will undertake its third audit.	Red
15	To complete assessment of progress with employment targets in light of changing circumstances	5.4.3 5.4.4		Improve Housing's performance against LBTH five Work force to Reflect Community targets in line with Corporate HR/Housing HR statistics on profile of staff across housing teams.	DR-H	Housing HR to supply staff monitoring statistics, broken down to team level by Apr 05 DMT paper on staff profile across housing services and teams, and agree an action plan for recruitment and retention in areas needing improvement by Jun 05 Action Plan to address any imbalances or improve performance against WFTRC targets communicated to Service Heads by Sept 05	Action plan to address any imbalances or improve performance against WFTRC targets communicated to Service Heads	Tim Sherry Melanie Vickers	Housing met four out of five targets. Target not met was in relation to the percentage of Bengladeshi staff. Development of a housing specific action plan in relation to positive recruitment of staff will be started once the restructure into the residual housing directorate post Housing Choice is complete and recruitment outside of the Housing Directorate recommences	Red

EMPLOYMENT AND TRAINING

	OBJECTIVE	ES	RES	KEY ACTIVITY	DIR	KEY MILESTONE & COMPLETION DATE	SUCCESS CRITERIA	LEAD OFFICER	PROGRESS	TL
15	To complete assessment of progress with employment targets in light of changing circumstances		✓	Implement the Local Labour in Construction Programme for 2005/06, and develop a target for BME people employed on construction sites in the borough.	DR-H	BME target for Local Labour in Construction included in Housing Service Plan and Team Plan by Apr 05 Review of progress in meeting target at half year and end of year.	Progress review completed within agreed timescales	David Packman		Green
			✓	Carry out Pathway to Skilled Employment Youth Project.	DR-H	BME target for Pathway to Skilled Employment Youth Project included in Housing Service Plan and Team Plan by Apr 05. Review of progress in meeting target at half year and end of year.	Progress review completed within agreed timescales	David Packman		Green
16	To demonstrate that, staff are fully trained in the systems for delivering full range of fair employment and equal pay objectives	5.4.5		Implement revised programme of core equalities training	CE/HR	Programme implemented as part of Corporate Learning and Development Brochure from April 2005	Attendance levels on training courses to be at least 75% of maximum places available	Diane Lomas		Green
			✓	Ensure that new and existing managers attend relevant in house equality and diversity training courses	DR-SI	Review Training plan June 05 Attend relevant training courses by March 06	All managers have completed equality and diversity training	Ian Woolford		Green
			✓	Implement action plan of EIA recommendations	CE/HR	Report progress to HRMT and CHRG Sept 05 and Mar 06	Human Resources can provide evidence that assessments have led to improvements in service delivery	Mark Keeble		Green
				Ensure that all support staff in schools have basic ICT skills and expand training programme	ED	Jan 2006 - ICT skills audit completed	Targeted training offered to staff with identified needs	Sue McAulay/Darren Coghlan		Green
17	To develop and deliver equalities and diversity training for managers and front line workers.			Develop a basic foundation programme in equality legislation Diversity training including awareness of religious beliefs will form a part of all Social Services employees induction programme Ensure managers attend equalities training, particularly on LGBT and religious beliefs	SS	Programme in place by June 2005. Diversity training incorporated in Induction by June 2005. 100 of eligible managers trained by March 2006	Basic equality & diversity foundation programme developed. Diversity training incorporated in induction of all new SS staff. 100 of eligible managers attend LGBT & religious beliefs awareness training	Linda Crawford		Green
				Develop a new management booklet on undertaking Equality Impact Assessments	CE	Booklet produced by October 2005	Increase in quality of impact assessments undertaken Improved services and outcomes for all communities	Michael Keating		Green

EMPLOYMENT AND TRAINING

	OBJECTIVE	ES	RES	KEY ACTIVITY	DIR	KEY MILESTONE & COMPLETION DATE	SUCCESS CRITERIA	LEAD OFFICER	PROGRESS	TL
17	To develop and deliver equalities and diversity training for managers and front line workers.			Carry out learning and development programme linked to Partnership Improvement Plan and team plan further developed. Specific training role of team 'champions' to engage with specific groups	CE	Revised Tower Hamlet index monitoring includes breakdown of attendance by ethnicity, age, gender and disability Team 'champions' to produce action plans re community engagement Monitoring and evaluation of training linked to PDR process	Increased attendance at LAP events - March 06 Increased attendance by perceived hard to reach groups - March 06 Action Plans re community engagement in place September 06	Margaret Libreri		Green
				Produce a learning and development programme for the Partnership, with a focus on inclusion and community engagement	CE	Learning and development programme for partnership in place April 2005 Six monthly monitoring and evaluation reports produced	Increased attendance at LAP events - March 06 Increased attendance by perceived hard to reach groups - March 06 Review of Partnership, March 06, shows increase in inclusivity of LAP steering groups and CPAGs	Margaret Libreri		Green
				Race Equality training for the Ethnic Minority Achievement (EMA) Team and raise the profile of whole school training.	ED	July 2005 - EMA Team trained Sept 2005 - Schools targeted March 2006 - Good practice in follow up identified.	Targeted support results in all schools being able to demonstrate good practice in at least one area	Jane Connolly		Green
				Develop in house Equality and Diversity training programme for all managers	DR-SI	Review training plan June 05 Programme completed Nov 05	Training plan in place by November 2005. All managers to have attended training by March 2006. 90% of participants rate training as good or better.	Ian Woolford		Green
17	To develop and deliver equalities and diversity training for managers and front line workers.			Provide members with a comprehensive programme of learning and development linked to the Member Performance and Development Framework and Member activity portfolio	CE	2005-2006 Member learning and development programme - Agreed and published by July 2005 Activity Portfolios to be completed by Members - June 2005	All members receive specific training on Interests, Gift, Declarations, Code of Conduct etc. - Sept 05 Induction processes standardised Mar 05	Beverley McKenzie Steve Wigggett		Green

EMPLOYMENT AND TRAINING

	OBJECTIVE	ES	RES	KEY ACTIVITY	DIR	KEY MILESTONE & COMPLETION DATE	SUCCESS CRITERIA	LEAD OFFICER	PROGRESS	TL
				Legal Services to offer training in new and emerging areas of law relating to all types of discrimination to ensure that the Council's staff are fully equipped to meet the challenge of delivering the equalities agenda at all levels of business	CE	Training programme in place by July 2005. Updated by December to take into account new legislation	Feedback on training sessions being in the good to excellent range from 80% of course attendees	Ann Drake		Green
				Implement cross cultural social work practice training programme in partnership with the Tavistock Institute	SS	Programme delivered to up to 20 staff between April and October 05	20 staff complete cross cultural social work programme	Ann Roach		Green
18	To demonstrate that managers mainstream equality objectives in employment practice and are appraised against them	5.4.6 5.4.7		Review sample of PDRs to ensure that managers are being appraised against equality targets	CE/HR	Review PDRs of 30 Senior Managers and report findings to PDG Oct 05	100% of managers are appraised against equality targets relevant to their service	Diane Lomas		Green
				Include equalities and access issues as a factor in setting the annual audit plan and, where appropriate, the terms of reference for individual audit reviews.	CE	Quarterly update report to Audit panel	Equalities objectives are mainstreamed into service and team plan	Richard Ellis		Green

EMPLOYMENT AND TRAINING

	OBJECTIVE	ES	RES	KEY ACTIVITY	DIR	KEY MILESTONE & COMPLETION DATE	SUCCESS CRITERIA	LEAD OFFICER	PROGRESS	TL
18	To demonstrate that managers mainstream equality objectives in employment practice and are appraised against them			Ensure Equality targets are incorporated into managers Performance Management and monitored by senior managers.	SS	Equalities Targets agreed in all PADs by June 2005 Ensure equalities included in new SS PAD and equalities targets are cascaded	Equalities targets in managers' PDRs monitored by senior managers	Marie Rance		Green
19	To benchmark a full range of equality achievements against other authorities	5.4.8	✓	Benchmark Workforce to Reflect the Community performance against neighbouring and other top performing London Boroughs	CE/HR	Report to CMT in Nov 2005 and Cabinet in Jan 06	Council performance is in the top quartile compared to other London boroughs	Mark Keeble		Green
20	To provide access to employment for local people and to support the Workforce to reflect the Community targets	5.4.5	✓	Increase % of BME teachers moving into management positions	ED	July 2005- establish base-line through analysis of monitoring data Sept 2005 - promote opportunities on MA and management courses March 2006 - 663 places open	5 BME teachers take up opportunities 663 places open	Sarah Gale		Green
				Support parents in taking up employment by developing childcare for children under 5 in line with the plan for Children Centres	ED			Isobel Darling	Delays with building work	Red
				Continue to develop Skillsmatch approach for working with health, finance and HLT sectors	DR-SI	Contract in place with Barts and the London Trust for all entry-level jobs with targets for BME and Disability by Apr 06	Targets agreed with Barts and the London	Sue Hinds		Green
				Provide Employment Training Schemes to local job seekers and graduates	CE/HR	Deliver Positive Action Graduate Training Scheme and Hamlets Youth Training Programmes	Recruitment of 25 Graduate Trainees during 2005/6 Recruitment of 45 trainees on to Hamlets Youth Training programmes	Diane Lomas		Green
				Develop programme of Basic Skills Training	CE/HR	Deliver programme of Basic Skills Training in partnership with trade unions during 2005/6	Basic Skills Training delivered to 100 staff during 2005/6	Diane Lomas		Green
				To work with Corporate HR on ensuring the recruitment process is accessible	CE	Provide key advice on equipment and access issues	Advice provided to managers by December 2005. Advice on intranet by December 2005	Michael Keating		Green

EMPLOYMENT AND TRAINING

	OBJECTIVE	ES	RES	KEY ACTIVITY	DIR	KEY MILESTONE & COMPLETION DATE	SUCCESS CRITERIA	LEAD OFFICER	PROGRESS	TL
20	To provide access to employment for local people and to support the Workforce to reflect the Community targets		✓	Deliver positive action training and development activities to support career progression of BME staff, including Race for Success programme	CE/HR	Full evaluation of Race for Success programme to identify requirements of future programmes to be considered by PDG September 2005 People Development Group to make recommendations for the mentoring of BME staff to CESG in October 2005	Evidence can be produced to demonstrate that evaluation led to improvements in the delivery of future programmes Mentoring programme in place by end of March 2006	Diane Lomas Lorraine Pitt		Green
				Effective initiatives to achieve and sustain corporate targets on employment for disabled people	CE/HR	Sustain corporate target of 4% employment of people with disabilities. Review – September 2005	Corporate targets of employment of disabled people achieved	Diane Lomas		Green
				Strengthen the roles of funded organisations supporting disabled people to enter employment and training	CE	20% increase in numbers of people with disabilities and problems assisted to obtain employment opportunities by April 2006.	Number of disabled people receiving help with employment and training increased by 20%	Service Manager Commissioner	Monitoring system not implemented to be reviewed in 06-07	Red
				Implement into-work Leisure training programme	EC	15 enrolled by Sep 05	50% will obtain employment by March 06	Paul Martindill	Delay in funding from NDC and LSC	Red
21	To ensure diversity monitoring of workforce and service take-up by our partner organisations		✓	Ensure that all applications for jobs, training and promotion in schools are monitored by ethnicity, gender and disability and the results published and analysed.	ED	Jan 2006 - information collected from schools at same time as Form 618G is completed	Published report shows that recruitment processes have operated fairly	Sarah Gale		Green
				Carry out 6 monthly review of new contracts (from 2004) commitments to employment, to ensure compliance with contract conditions	EC	To monitor compliance of contract conditions to employment in Sept 05 & March 06	Monitoring is undertaken	Robin Beattie		Green
22	Prepare for and implement age discrimination legislation			Produce age discrimination employment policy statement and provide guidance for managers Provide training on Age discrimination	CE/HR	CESG to consider draft documentation in November 2005 Offer training course in 2005/6 Corporate Learning and Development Brochure	Guidance available for managers from December 2005 Attendance levels on training courses to be at least 75% of maximum places available	Mark Keeble Diane Lomas		Green

EMPLOYMENT AND TRAINING

	OBJECTIVE	ES	RES	KEY ACTIVITY	DIR	KEY MILESTONE & COMPLETION DATE	SUCCESS CRITERIA	LEAD OFFICER	PROGRESS	TL
23	Demonstrate improvements in recruitment and retention of disabled staff			Participate in Employers' Forum on Disability Standard	CE/HR	Complete benchmarking survey April 05 CMT to agree action plan to implement findings Novt 05	Action plan enables implementation of improvement to the Council's practices	Mark Keeble		Green
				Disabled Staff Forum	CE/HR	Hold quarterly meetings and feedback to CESG	All Directorates are represented on forum	Mark Keeble		Green
				Produce Management Guidance to support managers to manage disabled staff (including guidance on work station adaptations to be developed with e-Services)	CE/HR	CESG to consider draft documentation in June 05	Guidance issued to managers by July 05	Diane Lomas		Green
				Expand L&D activities to support delivery of Learning Disabilities Employment Strategy	CE/HR	First training course delivered May 05	The Council has recruited at least 10 people with a learning disability during 2005/6	Mark Keeble	The Council has only recruited two people so far	Red
				Review special leave provisions and make proposals to improve support offered to disabled staff	CE/HR	New provisions to be implemented before end of July 2005	New provisions contribute to a reduction in levels of sickness absence	Mark Keeble		Green
				Work in partnership with Tower Project to provide work experience placements	CE/HR	Evaluate outcomes of placements and report to Joint Investment Plan Steering Group March 06	20 placements are provided during 2005/6	Mark Keeble	Details of managers in service areas in which placements were requested were supplied to Tower Project, however, no placements were arranged due to no action being taken by Tower Project.	Red
24	Use results of surveys and monitoring information to improve employment practice			Produce RES employment monitoring report	CE/HR	Present report to CESG June 05	Report produced within time scale - recommendations to address fundings taken forward to CE DMT	Lorraine Pitt		Green
				Implement monitoring of sexuality and religion/belief in employment		Recruitment monitoring to commence April 05	Report on sexuality and religion/belief in employment taken to CESG for March 2006	Catriona Hunt		
				Embed new learning and development evaluation framework that enables monitoring of applications of relevant training for BME groups	CE/HR	Implement framework from April 2005	Report on framework to CESG for March 2006	Devora Wolfson	The evaluation Framework is due to be signed off in June 06, however we are still able to monitor take up of corporate training courses from BME people	Red
				Implement findings of BME women's conference	CE/HR	Report progress to BME staff forum Jul 05	All findings approved by CMT implemented during 2005/6	Mark Keeble		Green
				Staff equality forums		Hold quarterly meetings of BME, Disabled and LGBT staff forums and give progress reports to CESG	All Directorates are represented on staff forums	Mark Keeble		

EMPLOYMENT AND TRAINING

	OBJECTIVE	ES	RES	KEY ACTIVITY	DIR	KEY MILESTONE & COMPLETION DATE	SUCCESS CRITERIA	LEAD OFFICER	PROGRESS	TL
				Rollout Equalities Toolkit and embedding key behaviours	CE	Toolkit rollout-Apr 05-Jun 05		Damian Roberts	Deferred due to coming changes in Equalities Legislation	Red

EMPLOYMENT AND TRAINING

	OBJECTIVE	ES	RES	KEY ACTIVITY	DIR	KEY MILESTONE & COMPLETION DATE	SUCCESS CRITERIA	LEAD OFFICER	PROGRESS	TL
24	Use results of surveys and monitoring information to improve employment practice			Respond to findings of staff survey	CE/HR	Monitor take-up & application- Dec 05	Results of 2006 staff survey indicate higher levels of satisfaction across all equalities strands when compared to 2004 survey	Devora Wolfson		Green
				Flexible Working Group to consider feasibility of implementing working practices that support the work-life balance of staff	CE/HR	Introduce home-working scheme across the Council following evaluation of pilot April 2005	A minimum of 30 staff benefit from new homeworking arrangements	Lorraine Pitt		Green

LEADERSHIP AND CORPORATE COMMITMENT



LEADERSHIP AND CORPORATE COMMITMENT

	OBJECTIVE	ES	RES	KEY ACTIVITY	DIR	KEY MILESTONE & COMPLETION DATE	SUCCESS CRITERIA	LEAD OFFICER	PROGRESS	TL
25	To demonstrate success in meeting a range of targets across the authority To review Targets and Action Plan	5.1.1 5.1.2 5.1.3	✓	Enable senior managers in schools to lead whole school change to narrow achievement gaps and ensure equality of outcomes Produce Key Housing Services monitoring data and reports for DMT every six months showing service take up and customer satisfaction by race, gender, disability. Produce reports to inform service improvement activities, target setting and decision making on improving access to services	ED	July 2005 - Agree on criteria for outcomes of race equality policy and a method/ timetable for monitoring Dec 2005 - Agree self-review questions and evaluate Six monthly, end of year.	Agreed targets met. Progress monitoring shows schools on target to reduce achievement gaps. Team service improvement activities address report findings	Jane Connolly Tim Sherry/ Melanie Vickers		Green
			✓	Carry out Equalities Impact Assessments to be carried out for front-line services not yet impact assessed: Out of School Hours Learning, Parents Advice Centre, Children's Information Service, the Extended Schools Initiative and the Professional Development Centre	ED	July 2005 EIA workshops held Mar 2006 EIAs completed	EIAs completed	Sarah Gale		Green
				Arrange for an independent audit of the Council's progress against the National Equality Standard – Undertaken by August 2005	CE	Undertaken by August 2005 Results published December 2005	Audit confirms the Council's achievement of the national Equality Standard	Michael Keating	Slippage due to the Consultant's availability. To be completed by July 06	Red
			✓	Produce a Equality & Diversity Scheme including the 6 equality strands and specifically addressing the duties on Race	CE	Scheme in place by end of May 2005	Equality and Diversity Scheme published within time scale. Six monthly monitoring process shows scheme actions on target for completion.	Michael Keating		Green
			✓	Publish a new Race Equality Scheme working closely with key statutory partners	CE	Scheme in place by end of May 2005	RES published within time scale. Six monthly monitoring process shows scheme actions on target for completion.	Michael Keating		Green
			✓	Develop a new 3 year's programme of Equalities Impact Assessments – By June 2005	CE	Completed by June 2005	Equality and Diversity Scheme published within time scale.	Michael Keating		Green

LEADERSHIP AND CORPORATE COMMITMENT

OBJECTIVE	ES	RES	KEY ACTIVITY	DIR	KEY MILESTONE & COMPLETION DATE	SUCCESS CRITERIA	LEAD OFFICER	PROGRESS	TL
		✓	Reflect findings and recommendations from the Equality Impact Assessment (EIAs) completed for Years 1 and 2 as improvement activities in Team Plans 2005/06, and use to revise/modify policies as necessary.	DR-H	Desktop audit of team's which completed EIAs 2003/04 - 2004/05 by Jun 05.	05-06 Team plans incorporate improvement activities	Gill Hay Jebin Syeda		Green

LEADERSHIP AND CORPORATE COMMITMENT

	OBJECTIVE	ES	RES	KEY ACTIVITY	DIR	KEY MILESTONE & COMPLETION DATE	SUCCESS CRITERIA	LEAD OFFICER	PROGRESS	TL
25	To demonstrate success in meeting a range of targets across the authority To review Targets and Action Plan			Review action plans of Year 3 EIAs	DR	Complete review in Dec-05	Actions for EIAs incorporated into Directorate Service Plan.	Head of Strategy and Innovation.		Green
26	To ensure equalities issues are discussed regularly at Directorate Management Team Meetings	✓		Include equalities in DMT meeting agenda for discussion and ensure progress as planned in the EAP and EIA Action Plans.	All	Equalities on DMTs agenda on a regular basis at least 6 times a year. Quarterly review of progress on equality targets to DMTs	Equalities issues are discussed regularly at Directorate Management Team Meetings.	DELOs		Green
				Establish D&R Equalities Forum and review effectiveness quarterly	DR-SI	Quarterly Reviews - Oct 05	Forum has demonstrable effect on quality of service delivery in D & R.	Ian Woolford		Green
27	To address the needs of communities that Councils have traditionally found hard to reach	✓		Produce a Compact on working with the faith sector locally	CE	Work completed by March 2006	Compact significantly supports addressing the needs of hard to reach groups.	Michael Keating		Green
				Ensure all communications and publicity information is appropriate for the local community	SS	Target communication materials to ensure all communities have equal access to services.	Appropriate & accessible information material for the local community	Dilsher Ali		Green
				Re-launch the Council's external access group with a stronger focus on its contribution to mainstream policy	CE	Re-launch completed by September 05 Target 20 members maximum Training provided by March 2006	Milestones completed. Group meets regularly and evaluation by group confirms contribution to mainstream policy.	Michael Keating		Green
				Provide training to members of the group						
				Strengthen the consultation arrangements of external equalities groups such as the external LGBT forum and Faith communities	CE	Summarise progress in a report by May 05	Show high attendance at meetings and evaluate consultation process	Michael Keating		Green
28	To benchmark the authority's performance against comparable others and share experience in developing good practice	5.1.4		Benchmarking LBTH Housing services with other London boroughs through participation in the Association of London Government Housing Equalities Forum	DR-H	Attending meetings as required by ALG's timetable.	Represented at ALG Equalities Forum in accordance with agreed timetable	Tim Sherry/ Melanie Vickers		Green
				Prepare action plan arising from peer review of Lewisham on the National Equality Standard	CE	Action Plan to be agreed May 05	Action plans agreed, implemented and reviewed by December 2005	Michael Keating		Green

LEADERSHIP AND CORPORATE COMMITMENT

	OBJECTIVE	ES	RES	KEY ACTIVITY	DIR	KEY MILESTONE & COMPLETION DATE	SUCCESS CRITERIA	LEAD OFFICER	PROGRESS	TL
29	To share and consult on good practice with partners and 3rd sector			Increase use of the pan London Landlord Accreditation Scheme to raise equalities issues, and offer guidance and best practice advice to private sector landlords.	DR-H	Aim to have equalities issues as an item on the LLAS Steering Group at least every six months: to be achieved and reviewed by Sep 05, Mar 06.	Circulation of material to private sector landlords in line with agreed programme	Alison Thomas		Green
				Raise the profile of Scrutiny with members partners by hosting a regional seminar/conference and cross borough review. The equalities focus of the event would be how Scrutiny has impacted on groups covered by the 6 equalities strands	CE	Mar-06	Best practice shared, draw up action plan and implement for improvement.	Michael Keating	Proposed seminar on social health agreed with the ALG Scrutiny Network however planned event was delayed by local government elections and will be re-scheduled in 2006-7	Red
30	To identify and disseminate specific examples of good practice in relation to equalities and community engagement and cohesion		✓	Work closely with PCT managers to develop a system to carry out joint EIAs	SS	Protocol agreed by September 2005. Monitoring categories aligned and agreed by January 2006.	EIA protocol agreed with the PCT managers.	Dilsher Ali		Green
			✓	Promote initiatives identified through the achievement of Beacon Council status for promoting Racial Equality and Getting Closer to Communities.	CE	Good practice dissemination provided to ALG quarterly meeting and local government annual conference. Progress reviews at 6-monthly intervals	Evaluation/feedback from presentations show 90%+ of delegates/attendees to und input of significant value. At least 10 councils follow up conference/meetings for further meetings with council	Alastair King		Green
			✓	Continue to work with the Home Office and other Local Authorities on the development of guidance and indicators for cohesion	CE	Progress reviews at 6-monthly intervals	Document on cohesion published by March 2006.	Alastair King	Input to Home Office through various forums. HO has not progressed further guidance on indicators, therefore this milestone has not been achieved. However, we have continued to work with HO on a range of initiatives e.g. development of madrasa curriculum (with HO, NRU Bradford); capacity building for Interfaith Forum; development of local 'bridge-building' proposal for work with children and young people in the borough; national practitioners' network (with Institute of Community Cohesion)	Red

CONSULTATION, COMMUNITY DEVELOPMENT & SCRUTINY

Ensuring that Tower Hamlets Council has a comprehensive and inclusive consultation strategy with all stakeholders in the borough, that it takes forward and resources community development and sets up and publicises clear and transparent scrutiny arrangements

CONSULTATION, COMMUNITY DEVELOPMENT AND SCRUTINY

	OBJECTIVE	ES	RES	KEY ACTIVITY	DIR	KEY MILESTONE & COMPLETION DATE	SUCCESS CRITERIA	LEAD OFFICER	PROGRESS	TL
31	To increase involvement of community and scrutiny bodies in service development and increase satisfaction with services and progress in meeting targets	5.2.1	✓	Support schools in improving links with ethnic minority parents and the community.	ED	March 2006 - guidance on links with parents and community organisations in place	All extended schools have developed monitoring systems in place to monitor parental involvement. Monitoring systems show high level of parental involvement and community links	Jane Connolly		Green
				Develop effective cultural partnerships through the local strategic partnership	EC	LAL CPAG to progress cultural strategy implementation	Improved strategic targeting of cultural interventions	Ray Gerlach	Current Cultural Strategy Action Plan under review by LAL CPAG	Red
				Develop an agreed annual programme for the InterFaith Forum	CE	Programme agreed by 01/05/2005	Programme provides a more effective process for meetings as evaluated in March 2006 by the forum.	Michael Keating		Green
				Forge links with the PCT and other health professional to use Mile End Park Play Pavilion for a range of health related family issues.	EC	Introduce a range of 4 health related sessions to Mile End Play Pavilion by March 2006	4 Health sessions are held by March 06	Mike Rowan		Green
				Publicise and distribute revised Complaints Leaflet to support the delivery of the Council's "Customer First Action Plan"	CE	Achieved within timescale of Customer First Action Plan	New leaflet available in all public outlets at the earliest possible opportunity	Ruth Dowden		Green
				Monitoring data and reports on service take up and satisfaction with housing services to be referred to Tenant Resident Associations and Tenant Compact Group for consideration and feedback.	DR-H	Six monthly, end of year.	Reports provided to TRAs & Tenant Compact Group in accordance with agreed timetable	Vicki Potticary Tim Sherry		Green
			✓	Review the profile of members of Tenant Resident Associations, Tenant Compact Group and Boroughwide Compact Group to see what extent equalities groups are represented, and whether there is any equation with the known profile of the area and/or housing estate being represented.	DR-H	Review undertaken by Sep 05. Paper to DMT with an evaluation of findings, and recommendations for how to address any significant under-representation or imbalances if required - by Dec 05.	Recommendations agreed for implementation by DMT	Vicki Potticary Tim Sherry/Melanie Vickers	Work being undertaken as part of the review of the Tenant Participation Compact. Review timescales have been revised - rolled over to 1006-7	Red

CONSULTATION, COMMUNITY DEVELOPMENT AND SCRUTINY

	OBJECTIVE	ES	RES	KEY ACTIVITY	DIR	KEY MILESTONE & COMPLETION DATE	SUCCESS CRITERIA	LEAD OFFICER	PROGRESS	TL
31	To increase involvement of community and scrutiny bodies in service development and increase satisfaction with services and progress in meeting targets			<p>Ensure that, as far as possible, LAP steering group membership reflects the Community they serve</p> <p>Review LAP membership on an annual basis based on the LAP guidance document.</p> <p>Carry out LAP self assessments on an annual basis to ascertain how representative the steering group is.</p> <p>Produce an action plan for each LAP with key areas for improvement</p> <p>Actively involve local people in influencing and contributing to the development of Local Area Action Plans</p> <p>Revised LAP action plans produced for each LAP</p>	CE	<p>Self assessment submitted to Partnership on an annual basis</p> <p>External review of self assessment carried out every three years</p> <p>Review of action plan on a six monthly basis</p>	<p>Review of Partnership, March 06, shows increase in inclusivity of LAP steering groups</p> <p>External review carried out and recommendations acted upon - October 06</p> <p>Each LAP has produced an action plan to increase engagement March 06</p>	Margaret Libreri		Green
				<p>Actively involve local people in influencing and contributing to the development of Local Area Action Plans</p> <p>Revised LAP action plans produced for each LAP</p>	CE	<p>Working with the LAP, and using the latest ward data analysis, revise LAP three main priorities for LAP action plans during summer/autumn 2005 through a variety of activities</p> <p>Through LAP action planning sessions, LAP meetings and events, produce revised LAP action plans for 2006/07 by March 2006.</p>	<p>Three main priorities revised through process identified and appropriate actions taken.</p> <p>Revised LAP action plans produced by March 2006.</p>	Heather White		Green
				<p>Develop a strategy for the involvement of young people in democracy</p> <p>Increase numbers of children involved in citizenship events, or meetings</p> <p>Participate fully in Local Democracy Week (Oct 05)</p>	CE	<p>Develop action plan on promoting young people in democracy ensuring young people's comments are included. Publish local democracy week programme by August 05..</p>	<p>Youth Forum fully involved in strategy development. All schools evaluate partnership working as being successful.</p> <p>Events appropriately targeted with significant levels of attendance. Evaluations show events good or better for 90% of participants</p>	Head of Democratic Renewal and Engagement		Green
			▼	<p>Design and run event with supporting info pack to attract people into public life, especially from under-represented sections of the community</p> <p>Hold six seminars in different parts of the borough to encourage women to apply for public appointments</p>	CE	<p>Event to be held by Nov 05</p> <p>Written evaluation of the event completed by Dec 05, to be published on the Council's website and reported in East End Life</p> <p>Seminars to be held in May and June 05</p>	<p>Recruitment of five people into a public role by March 2006 as a direct result of event.</p> <p>600 women attend seminars across the borough.</p> <p>Recruitment of 5 women into public life as a direct result of events.</p>	Head of Democratic Renewal and Engagement		Green
				<p>Hold six seminars in different parts of the borough to encourage women to apply for public appointments</p>	CE	<p>Seminars to be held in May and June 05</p>	<p>600 women attend seminars across the borough.</p> <p>Recruitment of 5 women into public life as a direct result of events.</p>	Sue Richie		Green

CONSULTATION, COMMUNITY DEVELOPMENT AND SCRUTINY

	OBJECTIVE	ES	RES	KEY ACTIVITY	DIR	KEY MILESTONE & COMPLETION DATE	SUCCESS CRITERIA	LEAD OFFICER	PROGRESS	TL
31	To increase involvement of community and scrutiny bodies in service development and increase satisfaction with services and progress in meeting targets			Explore the levels of community awareness of decision-making process To ask the public how we can improve the effectiveness of public meetings	CE	Conducted Survey using Resident Panel by Jun 05 and results published by Aug 05	40% response rates leading to suggestions which can inform and improve the decision making process	Head of Democratic Renewal and Engagement		Green
			✓	Develop an outreach and campaign strategy, designed to increase the proportion of eligible residents registered to vote, particularly those from 'hard to reach' groups	CE	Strategy prepared with detailed implementation timetable by Apr 05	Addition of 100 eligible voters to electoral register	Head of Democratic Renewal and Engagement		Green
			✓	Publicise in the main community languages for enrolling and voting registration Ensure that there is a Bengali/Sylheti speaker in every polling station	CE	Publicly via articles in East End Life as soon as an election is called Comprehensive recruitment drive for election staff to be undertaken during Feb/Mar 05	Minimum of one article per week in East End Life. Bengali/Sylheti speaker in every polling station: review following election and consider actions needed such as alternative recruitment techniques.	Head of Democratic Renewal and Engagement		Green

CONSULTATION, COMMUNITY DEVELOPMENT AND SCRUTINY

	OBJECTIVE	ES	RES	KEY ACTIVITY	DIR	KEY MILESTONE & COMPLETION DATE	SUCCESS CRITERIA	LEAD OFFICER	PROGRESS	TL
31	To increase involvement of community and scrutiny bodies in service development and increase satisfaction with services and progress in meeting targets			Ensure that the Partnership engages with a cross section of Tower Hamlets residents and people working here (including those defined as hard to reach) through full LAP events and in other ways to ensure they influence local priorities as identified through the LAP Action Plans - To continue to monitor attendance at full LAP events by ethnicity, gender, age and disability. - To evaluate attendance, identifying key groups and voices not engaged. - Develop further role of team 'champions' to engage with specific groups. - To monitor evaluation forms from all events to see whether different groups have different perceptions / barriers etc	CE	Revised TH index monitoring includes breakdown of attendance by ethnicity, age, gender and disability Team 'champions' to produce action plans re community engagement. Targets to be set for attendance at each LAP event by different groups. Develop work programme with the CEN with clear targets re involvement of hard to reach groups	Increased attendance at LAP events - March 06 Increased attendance by perceived hard to reach groups - March 06 Action plans re community engagement in place September 06 PST/CEN workplan produced by September 05	Margaret Libreri		Green
32	To receive results from consultation groups including staff in order to assess how far targets have been met and were relevant to their needs, requirements or concerns	5.2.2	✓	Consult on the draft Statement of Community Involvement. Involve Housing Equalities Staff Forum, Tenant Resident Associations (TRAs) and Tenant Compact Group in considering equalities reports and making recommendations about courses of action to achieve diversity targets (i.e. in relation to service delivery and customer satisfaction). Develop action plan to address issues arising from the Staff Survey Research on LGBT staff	DR DR-H	Non-Statutory consultation May 05. Statutory consultation Sep-05 All six monthly service monitoring data reports considered by DMT to be referred to Housing Equalities Staff Forum, TRAs and Tenant Compact Group for comment. (Oct 05, Mar 06)	Statement of Community Involvement agreed by the ODPM. Reports considered by all groups in accordance with agreed timetable	Owen Whalley Tim Sherry/ Melanie Vickers/ Vicki Potticary		Green
				Develop action plan to address issues arising from the Staff Survey Research on LGBT staff	DR-SI	Quarterly reports to DMT	Action Plan agreed.	Ian Woolford		Green
				Consider equalities training for members of Tenant Resident Associations and Tenant Compact Group in line with National Housing Federation equalities best practice.	CE	Take part in National Research on issues facing LGBT staff	Consultation starts June 05 Report to be published October 05	Michael Keating		Green
					DR-H	Invite all members of TRAs and Tenant Compact Group to participate in an equalities training session by Sept 05.	Residents representatives trained	Tim Sherry Vicki Potticary		Green

CONSULTATION, COMMUNITY DEVELOPMENT AND SCRUTINY

	OBJECTIVE	ES	RES	KEY ACTIVITY	DIR	KEY MILESTONE & COMPLETION DATE	SUCCESS CRITERIA	LEAD OFFICER	PROGRESS	TL
33	To review empowerment consequences of progress against targets	5.2.3		Work with the Community Empowerment Network as a vehicle for extending community engagement Review progress against targets for 3rd sector team community empowerment role	CE	6 monthly monitoring reports from CEN as part of Neighbourhood Renewal Monitoring Schedule Review process completed by July 2005	Clear role for CEN is agreed & established by March 2006 Targets amended and actions revised in 3rd sector work plan.	Margaret Librieri Michael Keating		Green
				Review work with voluntary organisations to assess contribution they make towards progression to work through providing volunteering opportunities, entry level jobs and training focusing on under-represented groups in the workforce	DR	Review process complete by December 2005	Work plan agreed with voluntary organisations with challenging targets set increasing representation of under-represented groups.	Ian Woolford		Green
34	To review methods of consultation and involvement with service users and staff	5.2.4		Develop and implement an agreed workplan for the Residents' panel	CE	Panel consulted quarterly to inform strategic policy development (ongoing)	Evidence available of three occasions on which input from the Residents' Panel has impacted on strategic policy development.	Peter Sass		Green
				Produce a planning policy "Statement of Community involvement" to set out standards for involving the community in the preparation, alteration and continuing review of all local development documents and planning applications.	DR-SI	Statement completed by 01/05/2005	End of year evaluation of local development and planning shows significantly greater involvement of the wider community in process.	Cheramie Marsden		Green
			✓	Develop a strategy to identify and involve Tower Hamlets' hidden communities	CE	Produce a guidance booklet on how to identify and respond to hidden communities when consulting (Nov 05)	Base line data in place on hidden communities and targets set for increased involvement by March 2006	Sue Richie		Green
				Implement Social Services Consultation Strategy Ensure consultation methodology is inclusive and results from consultation are fed into the planning process	SS	Strategy implemented by September 2005.	Consultation Strategy implemented.	Dilsher Ali All Service Managers		Green
35	To ensure that all public meetings are held in accessible venues with the appropriate range of facilities		✓	Ensure the requirements of disabled people are reflected in the Consultation toolkit. Make appropriate provision for disabled people to attend consultation events and meetings	SS	Consultation Toolkit produced by April 2005. 100% of all venues full accessible to disabled people by June 2005.	Consultation toolkit produced Disabled access ensured in all venues.	Dilsher Ali		Green

CONSULTATION, COMMUNITY DEVELOPMENT AND SCRUTINY

	OBJECTIVE	ES	RES	KEY ACTIVITY	DIR	KEY MILESTONE & COMPLETION DATE	SUCCESS CRITERIA	LEAD OFFICER	PROGRESS	TL
35	To ensure that all public meetings are held in accessible venues with the appropriate range of facilities		✓	Monitor consultation review forms to ensure lead officers are taking into consideration venue accessibility	EC	Consultation review forms monitored on an ongoing basis	All public consultations are held at accessible venues	Naz Hussain		Green
36	To benchmark consultation and scrutiny practice against comparable others and share in developing good practice	5.2.5		Ensure achievements are benchmarked with other Councils through ALG meetings and one to one meeting with other authorities	CE	Presentation of the work on LGBT and Race Equality to the ALG by August 05 Meeting with Lewisham and writing peer review report by May 05 Meeting with Southwark re' Community Cohesion by June 05	At least 5 other councils approach Tower Hamlets for support with LGBT work. At least 10 councils approach over race equality work. Action taken on recommendations from peer review.	Michael Keating		Green
37	To increase integration of social care, education and health services for vulnerable children			Develop interfaith initiative with schools to promote understanding and respect for different religions	ED	July 2005 - 3 secondary schools host joint faith leader visits. Dec 2005 - pilot expanded to a further 5 schools	Pilot expanded to a further 5 schools	Helen Jenner	Project to be re-established with funding from the Inter-faith Forum for a development worker.	Red
				Implement Youth participation Strategy with youth Partnership meeting bi-monthly and feeding young people's views into the Tower Hamlets Partnership	ED	Mar-06	Tower Hamlets Partnership acknowledges the views of young people	Steve Sipple		Green
				Establish new integrated social care, education and health service with partner agencies and the third sector.	SS	Integrated service in place by September 05.	Integration of education health & social care established	Khalida Khan		Green
38	To assess the needs of service users and review progress against targets including any significant impact on the rights and opportunities available to disadvantaged groups			Further raise the profile of safeguarding children issues within the Muslim community, produce and circulate guidance handbook for Imams/religious teachers	SS	Handbook produced by July 05	Guidance handbook produced and circulated	Ann Roach		Green
			✓	Conclude of Equality Impact Assessments on (i) Complaints Function (ii) Persistent Complainants Policy (iii) Complaints Policy (iv) Compensation and Redress Policy	CE	Oct 2005 Oct 2005 Dec 2005 Dec 2005	To ensure that any issues arising through EIAs are picked up in an action plan and addressed by March 2006	Ruth Dowden		Green
			✓	Review action plan of year 3 EIAs	EC	6 monthly review of action plan at EAT and DMT (Sept 05 and March 06)	Objectives in action plan achieved	Robin Beattie	Action Plan in place, Review by DMT Sept 06 and March 07	Red

CONSULTATION, COMMUNITY DEVELOPMENT AND SCRUTINY

	OBJECTIVE	ES	RES	KEY ACTIVITY	DIR	KEY MILESTONE & COMPLETION DATE	SUCCESS CRITERIA	LEAD OFFICER	PROGRESS	TL
38	To assess the needs of service users and review progress against targets including any significant impact on the rights and opportunities available to disadvantaged groups		✓	Undertake 2005 EIAs- Arts & Events	EC	EIA completed-Mar 06	Action plan from EIA recommendations is incorporated into the service plan	Steve Murray		Green
			✓	Undertake 2005 EIAs-Transport	EC	EIA completed-Mar 06	Action plan from EIA recommendations is incorporated into the service plan	John Stevens		Green
39	To aid community development in innovative ways		✓	Research recommendations on the needs of refugee and Somali pupils disseminated and used to inform practice and policy - making	ED	May 2005 - meetings held with stakeholder groups Sept 2005 - Refugee Strategy Action Plan, which addresses needs of specific groups (Somali, European, South American) is launched Develop guidelines by December 2005	Refugee Strategy action plan published and progress monitored	Helen Jenner/Terry Parkin		Green
				Develop capacity of faith organisations to make better use of their buildings when servicing the community	CE		Guidelines agreed for use by inter-faith forum	Michael Keating		Green
				Launch the new culturally integrated football summer league	EC	League Launched June 2005	10 culturally diverse teams launched by March 06	Paul Martindill	Target not met. Facilities are not complete. Programme delayed until Summer 06.	Red

CONTACT DETAILS

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Name	Telephone Number	Job Title
Jane Connolly	020 7364 4613	School Development Advisor
Jim Roberts	020 3764 4901	Head of ICT
John Goldup	020 7364 2204	Head of Adult services
John Harkin	020 7364 3510	Assistant Lettings Manager
John Mitchell	020 7364 2513	Manager Technical Resources Service
John Stevens	020 7364 1071	Transport Manager
John Withers	020 7364 4414	Principal Development Officer
Karen Dickens	020 7364 5428	Manager Customer Service
Khalida Khan	020 7364 2202	Service Manager - Integrated services
Lesli Good	020 7364 3061	Head of Idea Stores
Linda Crawford	020 3764 2167	Learning and Development Manager
Lorraine Langham	020 7364 4381	Head of Customer Access
Marie Rance	020 7364 2245	Head of Human Resources (Social Services)
Mark Keeble	020 7364 4789	Principal HR Officer
Martin Parry	020 7364 5448	Team Manager, Access to Resources
Melanie Vickers	020 7364 7174	Senior Policy Officer Housing
Michael Keating	020 7364 3183	Head of Research & Scrutiny
Michael Scott	020 7364 5257	Head of Planning and Building Control
Mike Rowan	020 7364 4147	Director of Mile End Park
Mildred Phillips	020 7364 4386	Head of Pay and Pensions Payroll
Mithu Ghosh	020 7364 7554	Manager Service Development
Naz Hussain	020 7364 4558	Marketing & communications manager
Owen Whalley	020 7364 5314	Development Manager Special Project
Pat Horgan	020 7364 7093	One Stop Shop & Housing Facilities Manager
Patricia Holmes	020 7364 4368	Business and Investment Manager

Name	Telephone Number	Job Title
Paul Gudge	020 7364 7011	Housing members Enquiries/Complaints Manager
Paul Martindill	020 7364 3157	Head Recreation
Paul McDermott	020 7364 4745	Manager Revenue Services
Peter Allen	020 7364 6025	Technical services manager
Emma Peters	020 7364 4204	Head Of Democratic Renewal & Engagement
Philippa Chipping	020 7364 4380	Domestic Violence Co-ordinator
Rafiqul Hoque	020 7364 0222	Assistant Lettings Manager
Ray Gerlach	020 7364 4982	Head of Cultural Services
Richard Ellis	020 7364 0738	Head of Risk Management
Robin Beattie	020 7364 4229	Head of Strategy & Programmes
Ruth Dowden	020 7364 4162	Complaints Manager
Sarah Gale (DELO)	020 7364 6461	Equalities and Partnership Development Manager
Sharon Sullivan	020 7364 6398	PIP Coordinator
Steve Murray	020 7364 7910	Head of Arts
Steve Sipple	020 7364 4971	Head of Youth Support Services
Steve Wiggett	020 7364 4374	Principal Officer
Stuart Johnson	020 7364 1160	Youth Offending Team Service Manager
Sue Hinds	020 7364 4936	Access to Employment Manager
Sue McAulay	020 7364 4707	Head of Education Training & Development
Sue Ritchie	020 7364 4846	Consultation & Involvement Manager
Terry Barton	020 7364 7898	Chief Superintendant Registrar
Terry Parkin	020 7364 4824	Service Head - Standards and School Development
Tim Clayton	020 7364 5951	Head of Environmental & Culture
Tim Sherry	020 7364 7173	Principle Policy Officer
Vicki Potticary	020 7364 0701	Manager Consultation and Participation

Name	Telephone Number	Job Title
Zefrin Rahman	020 7364 6486	Childrens Information Service Co-ordinator

EQUALITIES IMPACT ASSESSMENTS TIMETABLE

2005 - 2008

For further information this programme please contact Damian Roberts
Tel 020 7364 4016 damian.roberts@towerhamlets.gov.uk

CHIEF EXECUTIVES DIRECTORATE

Year 1 2005/6	Year 2 2006/7	Year 3 2007/8
Procurement Strategy	Corporate Complaints function	Third Sector – Anti poverty function
The Council's corporate Language Support Service	Local Management	Communications strategy
Procedures for handling complaints from employees (CHAD and Grievances)	Third Sector Community Resources – Grants function and funding criteria	ICT
Procedures for supporting parents, family life and flexible working (maternity, paternity, parental and adoption leave, part-time and job share, home working, extended leave etc.)	Policies supporting diversity in employment (sexual orientation, religion/belief etc.)	Customer Access
Recruitment and Selection policies and standards (including probation and references)	Corporate Learning and Development Functions and Policies (PDR, L&D policy/strategy, evaluation, induction, mentoring, employment training schemes, secondments)	Democratic Renewal and Engagement
Procedures for Handling Organisational Change (organisational change and R&R procedures)	Payroll Services and Reward Systems (include equal pay policy, acting allowances and honoraria payments, long-service awards, staff recognition scheme)	Information Management function
Sickness management	HR Exit procedure	Pensions function and policies (including ill health retirement policies)
Disciplinary and managing employee performance procedures	Third Sector Compact and Codes of Practice	Annual and Special Leave schemes
Supporting disabled employees		Human Resources Strategy function
Workforce to Reflect the Community		Whistle blowing procedure
Human Resources Operations Functions		Occupational Health services and policies to ensure the wellbeing of staff
Housing Choice HR Procedure		LSP – NRS and Community Plan
Youth Offending Function		Consultation and Involvement Policy
LSP – Partnership support function		Registration of Births, Deaths and Marriages, including Citizenship Ceremonies)

IMPACT ASSESSMENTS TIMETABLE – Education

YEAR 1 (05/06)	YEAR 2 (06/07)	YEAR 3 (07/08)
SSD – Continuing Professional Development Policy Lead Officer: Sue Hamment	A & I – Extended Schools Lead Officer: Ayub Ali	A & I – Children in Public Care Lead Officer: Liz Vickerie
SSD – Professional Development Centre Lead Officer: Mark Dixon	A & I – Children’s Centres Lead Officer: Isabel Darling	YCL – Youth Participation Lead Officer: Steve Sipple
A & I – Out of School Hours Learning Lead Officer: Lorraine Hachou/Clare Hatton	A & I – Services for Disabled Children Lead Officer: Helen Jenner	
A & I - Parents Advice Centre Lead Officer: Clare Dorothy	YCL – Family Learning Lead Officer: Maggie Fletcher	
A & I – Children’s Information Service Lead Officer: Zefrin Rahman		
New policies:		
Children and Young People’s Plan (Mar 06)		
Childcare Strategy (Aug 05)		
Building Schools for the Future Plan		
Revised Admissions Protocol		
Missing Children Protocol		

IMPACT ASSESSMENTS TIMETABLE – Development and Renewal (Housing)

YEAR 1 (05/06)	Service/Team	Service Head or Manager	Target for completion
Housing Benefit anti-fraud functions Sept 05	Housing Benefit Service	Steve Hill	Sept 05
Changes to Alternative Dispute Resolution process for Council Leaseholders (new) Oct 05	Home Ownership Service	Philippa Bowen	Oct 05
Revised proposals for Tenant Participation Compact (new) Oct 05	Consultation and Participation Team	Vicki Potticary	Oct 05
Choice Based Lettings (reassessment & review of progress against EIA recommendations from 02/03) Mar 06	Lettings Service	Rafiqul Hoque	Mar 06

IMPACT ASSESSMENTS TIMETABLE – Social Services

YEAR 1 (05/06)	YEAR 2 (06/07)	YEAR 3 (07/08)
<p>NEW/REVISED POLICIES OR FUNCTIONS Partnership SRE Policy Commissioning Strategy-MH Commissioning Strategy-LD Direct payments policy Care management framework</p>	<p>NEW/REVISED POLICIES OR FUNCTIONS Partnership Commissioning Strategy (to be identified)</p>	<p>NEW/REVISED POLICIES OR FUNCTIONS Partnership</p>
<p>EXISTING POLICIES OR FUNCTIONS</p>	<p>EXISTING POLICIES OR FUNCTIONS</p>	<p>EXISTING POLICIES OR FUNCTIONS</p>
Complaints	Consultation	Quality and Performance
Communication	Carers assessment and services	SWIFT
Integrated service for disabled children.		Strategic Projects

IMPACT ASSESSMENTS TIMETABLE – Environment and Culture

YEAR 1 (05/06)	YEAR 2 (06/07)	YEAR 3 (07/08)
Transport Services	Recycling	Traffic and Transportation
Arts and Events	Environmental Protection	Markets

Agenda Item 14.1

Committee OVERVIEW AND SCRUTINY	Date 6th June, 2006	Classification Exempt	Report No. O&SC 09/067	Agenda Item No. 14.1
Report of: ASSISTANT CHIEF EXECUTIVE		Title: REPORT "CALLED IN" – DISPOSAL OF CHEVIOT HOUSE		
Originating Officer(s): Tim Hogan		Ward(s) affected: Whitechapel		

1. SUMMARY

- 1.1 The attached report of the Corporate Director (Development & Renewal) which contains financial information in relation to the proposed disposal of Cheviot House was considered in the exempt proceedings by the Cabinet on 5th April, 2006 but has been "Called In" for further consideration by Councillors Rew, Ludlow, O'Flaherty, Phelps and Sanderson in accordance with the provisions of Part 4 of the Council's Constitution.
- 1.2 It should be noted that the "Call In" Members have also called in Cabinet agenda item 10.4, which is an unrestricted item and which proposed the disposal of Cheviot House to East End Homes for redevelopment as a foyer scheme.

2. RECOMMENDATION

- 2.1 That the Committee consider the contents of the attached report, review the Cabinet's provisional decisions arising and decide whether to accept them or refer the matter back to Cabinet with proposals, together with reasons.

LOCAL GOVERNMENT ACT, 2000 (SECTION 97)

LIST OF "BACKGROUND PAPERS" USED IN THE PREPARATION OF THIS REPORT

Brief description of "background paper"

**Exempt Cabinet report (CAB201/056)
dated 5th April, 2006**

Name and telephone number of holder
and address where open to inspection

**Tim Hogan
020 7364 4850**

3. BACKGROUND

3.1 The attached report (Appendix A) of the Corporate Director (Development & Renewal) was initially considered by Cabinet on the 5th April, 2006, but has been "Called In" for further consideration by Councillors Rew, Ludlow, O'Flaherty, Phelps and Sanderson in accordance with the provisions of Part 4 of the Council's Constitution.

3.2 The Cabinet after considering the attached report provisionally agreed:-

That the terms of disposal for Cheviot House to East End Homes be:

- (i) a peppercorn rental for the term of 125 year lease;
- (ii) a lease premium of £2,600,000; and
- (iii) in the event of any changes in the residential user clause of C2 residential institution class the Council will receive 62.5% of the overage arising from the change in user clause.

4. THE "CALL IN" REQUISITION

4.1 The reasons advanced in the "Call In" requisition are set out below:-

1. The Council must act and behave in accordance with its legal and constitutional duties. It does not matter whether the item under the challenge or the interrogation or the questioning is a sale or any other instrument/document; the basic principles are the same. The call-in members feel that overly advantageous terms have been granted the buyer and disposal has been rushed through before the end of this administration to suit yet another timetable of East Thames Housing Association.
2. No alternative options for the disposal of the building have been explored. There is no justification given for the lack of exploration of alternative options for the disposal of this valuable asset.
3. The call-in Members acknowledge the recommendation 2.1 (iii) "In the event of any changes in the residential user clause of C2 residential institution class the Council will receive 62.5% of the overage arising from the change in user clause."

The call-in members do not believe that this is robust enough. We are concerned that the lease does not include sufficient deterrents to prevent a change of use or prevent the further sale of this building to a commercial developer.

4. The two reports on this disposal note that Cheviot House is surplus to the Council's requirements as part of the Office Accommodation Strategy. Paragraph 5.2 (Agenda Item 10.4) notes "However, there are as yet no plans approved for the relocation of either the One Stop Shop or the Local Housing Office and to achieve the agreed timeframe plans to do this will need to be prepared and implemented quickly."

By selling Cheviot House we will be losing a popular, accessible and well-used community facility. The call-in members would like to see the reallocation of the Council's functions currently housed at Cheviot House spelled out in more detail in the report.

5. The report "anticipates" that East Thames will return the land at Weavers Fields to the Council. The Call-in members feel that this should be stipulated within the contract. To do otherwise is to act in a favourable way towards this particular organisation.
6. Agenda Item 10.4 states that Cheviot House is preferred location because "It is surrounded by predominantly commercial and retail rather than residential users." It fails to recognise that there are residents and a Girls School nearby that may be affected by this development. Indeed, call-in members have already been contacted by local people who are concerned that young people will be brought in and dumped in the locality.

The call-in members think that these concerns should be addressed before the disposal goes ahead. The call-in members are concerned that a lack of investigation by the Council into the potential effects of this new development could constitute grounds for a legal challenge.

5. ALTERNATIVE COURSE OF ACTION

- 5.1.1 In accordance with the Committee's procedures, the "Call In" Members have provided an alternative course of action for consideration.
- 5.1.2 In accordance with the Committee's procedures, the "Call In" Members have provided an alternative course of action for consideration.

That the disposal of Cheviot House is delayed pending

1. Investigation of the impact of a Foyer on the local residents and the community.
2. That residents within the vicinity of the building are consulted.
3. An options paper on the alternative uses available in the current market for the disposal of Cheviot House.
4. Further detailed information on the Accommodation Strategy and an outline of where the present services will be relocated.
5. A clause is inserted in the agreement that states that the disposal is dependent on the buyer having already returned the land at Weavers Fields back to the Council.

6. CONSIDERATION OF THE "CALL IN"

- 6.1 The following procedure is to be followed for consideration of the "Call In". (A provisional time limit of 30 minutes has been allocated for the consideration of this item)

- (a) Presentation of the “Call In” by one of the “Call In” Members followed by questions.
- (b) Response from the Lead Member/officers followed by questions.
- (c) General debate followed by decision.

N.B. – The “Call In” Members are not allowed to participate in the general debate.

- 6.2 It is open to the Committee to either resolve to take no action which would have the effect of endorsing the original Cabinet decisions, or the Committee could refer the matter back to the Cabinet for further consideration setting out the nature of its concerns and possibly recommending an alternative course of action.

7. RECOMMENDATION

- 7.1 That the Committee consider the contents of the attached report, review the Cabinet’s provisional decisions arising and decide whether to accept them or refer the matter back to Cabinet with proposals, together with reasons.