

Meeting of the

OVERVIEW & SCRUTINY COMMITTEE

Tuesday, 10 June 2008 at 7.00 p.m.

A G E N D A

VENUE

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

Members:	Deputies (if any):
Chair: Councillor Abdul Asad	
Vice-Chair:	
Councillor Shahed Ali	Councillor Lutfa Begum, (Designated
Councillor Stephanie Eaton	Deputy representing Councillor Oliur
Councillor Waiseul Islam	Rahman)
Councillor Ann Jackson	Councillor Azizur Rahman Khan,
Councillor Shiria Khatun	(Designated Deputy representing
Councillor Oliur Rahman	Councillor Stephanie Eaton)
Councillor A A Sardar	Councillor Rania Khan, (Designated
Councillor Bill Turner	Deputy representing Councillor Oliur
Two Vacancies	Rahman)
	Councillor Abdul Matin, (Designated
	Deputy representing Councillor Stephanie
	Eaton)
	Councillor Abjol Miah, (Designated Deputy
	representing Councillor Shahed Ali)
	Councillor Fozol Miah, (Designated
	Deputy representing Councillor Shahed
	Ali)
	Councillor Tim O'Flaherty, Designated
	Deputy representing Councillor Stephanie
	Eaton
	Councillor M. Mamun Rashid, Designated
	Deputy representing Councillor Shahed Ali

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

Co-opted Members:

Mr Azad Ali	–	Parent Governor Representative
Terry Bennett	–	Church of England Diocese Representative
Mr D McLaughlin	–	Roman Catholic Diocese of Westminster Representative
Mr H Mueenuddin	–	Muslim Community Representative
One Vacancy - Parent Governor 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: Amanda Thompson, Democratic Services, Tel: 020 7364 4651, E-mail: amanda.thompson@towerhamlets.gov.uk

LONDON BOROUGH OF TOWER HAMLETS

OVERVIEW & SCRUTINY COMMITTEE

Tuesday, 10 June 2008

7.00 p.m.

SECTION ONE

1. ELECTION OF VICE-CHAIR

Note from Chief Executive: At the Annual Council meeting held on 21 May 2008, Councillor Abdul Asad 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. See attached note from the Chief Executive.

4. UNRESTRICTED MINUTES

To confirm as a correct record of the proceedings the unrestricted minutes of the meeting of the Overview and Scrutiny Committee held on 6 May 2008.

5. MINUTES OF PREVIOUS MEETING 3 - 10

6. OVERVIEW AND SCRUTINY PROCEDURES

6.1 Terms of Reference 11 - 14

(Time allocated – 5 minutes)

6.2 Protocols and Guidance 15 - 26

(Time allocated – 10 minutes)

6.3 Schedule of Dates 27 - 28

(Time allocated – 5 minutes)

6 .4	Committee Membership/Appointment of Lead Scrutiny Members/Establishment of Health Scrutiny Panel/Co-optees	29 - 38
	(Time allocated – 5 minutes)	
7.	REQUESTS TO SUBMIT PETITIONS	
	To be notified at the meeting.	
8.	REQUESTS FOR DEPUTATIONS	
	To be notified at the meeting.	
9.	SECTION ONE REPORTS 'CALLED IN'	
9 .1	Report Called In - Heron Quays West – Proposal to Use Compulsory Purchase Powers to Aid Land Assembly and Development	39 - 44
	(Time allocated – 30 minutes)	
10.	BUDGET AND POLICY FRAMEWORK ISSUES	
10 .1	Children and Young People Plan - Annual Review and Update	45 - 120
	(Time allocated – 15 minutes)	
10 .2	Tower Hamlets Community Plan to 2010: Year 8 (2007/2008) - To Follow	
10 .3	The Council's Strategic Plan 2006 to 2011: Year 3 Implementation Plan (2008/09) and Best Value Performance Plan - To Follow	
	(Time allocated – 30 minutes)	
11.	PERFORMANCE MONITORING	
11 .1	Diversity and Equalities Action Plan 2007/08 - End of Year Monitoring report	121 - 170
	(Time allocated – 15 minutes)	
12.	SCRUTINY MANAGEMENT	
12 .1	Scrutiny Challenge Session – Interpreting and Translation Provision	171 - 178
	(Time allocated – 10 minutes)	

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

(Time allocated – 15 minutes).

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

15. 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.

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

(Time allocated 15 minutes).

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

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Agenda Item 3

DECLARATIONS OF INTERESTS - NOTE FROM THE CHIEF EXECUTIVE FOR MEMBERS OF THE OVERVIEW & SCRUTINY COMMITTEE

This note is guidance only. Members should consult the Council's Code of Conduct for further details. Note: Only Members can decide if they have an interest therefore they must make their own decision. If in doubt as to the nature of an interest it is advisable to seek advice **prior** to attending at a meeting.

Declaration of interests for Members

Where Members have a personal interest in any business of the authority as described in paragraph 4 of the Council's Code of Conduct (contained in part 5 of the Council's Constitution) then s/he must disclose this personal interest as in accordance with paragraph 5 of the Code. Members must disclose the existence and nature of the interest at the start of the meeting and certainly no later than the commencement of the item or where the interest becomes apparent.

You have a **personal interest** in any business of your authority where it relates to or is likely to affect:

- (a) An interest that you must **register**
- (b) An interest that is not on the register, but where the well-being or financial position of you, members of your family, or people with whom you have a close association, is likely to be affected by the business of your authority more than it would affect the majority of inhabitants of the ward affected by the decision.

Where a personal interest is declared a Member may stay and take part in the debate and decision on that item.

What constitutes a prejudicial interest? - Please refer to paragraph 6 of the adopted Code of Conduct.

Your personal interest will also be a prejudicial interest in a matter if (a), (b) and either (c) or (d) below apply:-

- (a) A member of the public, who knows the relevant facts, would reasonably think that your personal interests are so significant that it is likely to prejudice your judgment of the public interests; AND
- (b) The matter does not fall within one of the exempt categories of decision listed in paragraph 6.2 of the Code; AND EITHER
- (c) The matter affects your financial position or the financial interest of a body with which you are associated; or
- (d) The matter relates to the determination of a licensing or regulatory application

The key points to remember if you have a prejudicial interest in a matter being discussed at a meeting:-

- i. You must declare that you have a prejudicial interest, and the nature of that interest, as soon as that interest becomes apparent to you; and
- ii. You must leave the room for the duration of consideration and decision on the item and not seek to influence the debate or decision unless (iv) below applies; and

- iii. You must not seek to improperly influence a decision in which you have a prejudicial interest.
- iv. If Members of the public are allowed to speak or make representations at the meeting, give evidence or answer questions about the matter, by statutory right or otherwise (e.g. planning or licensing committees), you can declare your prejudicial interest but make representations. However, you must immediately leave the room once you have finished your representations and answered questions (if any). You cannot remain in the meeting or in the public gallery during the debate or decision on the matter.

There are particular rules relating to a prejudicial interest arising in relation to Overview and Scrutiny Committees

- You will have a prejudicial interest in any business before an Overview & Scrutiny Committee or sub committee meeting where both of the following requirements are met:-
 - (i) That business relates to a decision made (whether implemented or not) or action taken by the Council's Executive (Cabinet) or another of the Council's committees, sub committees, joint committees or joint sub committees
 - (ii) You were a Member of that decision making body at the time and you were present at the time the decision was made or action taken.
- If the Overview & Scrutiny Committee is conducting a review of the decision which you were involved in making or if there is a 'call-in' you may be invited by the Committee to attend that meeting to answer questions on the matter in which case you must attend the meeting to answer questions and then leave the room before the debate or decision.
- If you are not called to attend you should not attend the meeting in relation to the matter in which you participated in the decision unless the authority's constitution allows members of the public to attend the Overview & Scrutiny for the same purpose. If you do attend then you must declare a prejudicial interest even if you are not called to speak on the matter and you must leave the debate before the decision.

LONDON BOROUGH OF TOWER HAMLETS

MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE

HELD AT 7.00 P.M. ON TUESDAY, 6 MAY 2008

**M71, 7TH FLOOR, TOWN HALL, MULBERRY PLACE, 5 CLOVE CRESCENT,
LONDON, E14 2BG**

Members Present:

Councillor Marc Francis (Chair)
Councillor Shahed Ali
Councillor Alibor Choudhury
Councillor Stephanie Eaton
Councillor Alexander Heslop (Vice-Chair)
Councillor Ahmed Hussain
Councillor Oliur Rahman
Councillor Mohammed Abdus Salique
Councillor Salim Ullah

Other Councillors Present:

Councillor Peter Golds

Co-opted Members Present:

Mr H Mueenuddin – Muslim Community Representative

Officers Present:

Ashraf Ali – (Scrutiny Policy Officer, Equalities and Scrutiny, Chief Executive's)
Suki Binjal – (Interim Head of Non-Contentious Team, Legal Services)
Afazul Hoque – (Acting Scrutiny Policy Manager, Scrutiny and Equalities, Chief Executive's)
Michael Keating – (Acting Assistant Chief Executive)
Jebin Syeda – (Scrutiny Policy Officer, Scrutiny and Equalities, Chief Executive's)
Amanda Thompson – (Team Leader - Democratic Services)

1. APOLOGIES FOR ABSENCE

None received.

2. DECLARATIONS OF INTEREST

Councillor Alexander Heslop declared a personal interest in relation to item 6.1.

Councillor Mohammed Salique declared a personal interest in relation to item 6.1.

3. UNRESTRICTED MINUTES

RESOLVED

That the Section One minutes of the meeting held on 1 April 2008 be confirmed as a correct record, subject to Councillor Peter Golds and Co-opted Member Mr H Mueenuddin being added to the Members listed as present.

4. REQUESTS TO SUBMIT PETITIONS

No petitions were received.

5. REQUESTS FOR DEPUTATIONS

The Chair reported that two deputations had been received but had been ruled out of time in accordance with Rule 20.1 of Part 4 of the Council's Constitution.

The Chair put forward a motion proposing that Rule 20.1 setting out the procedure for receipt of deputations be suspended thereby allowing the deputations to be heard by the Committee.

The motion proposed by the Chair and seconded by the Vice-Chair was AGREED.

5.1 Deputation from Jenni Boswell-Jones (AND Association) in respect of the Disposal of Land at 10 Backchurch Lane E1

The Chair welcomed the deputation and asked its representative to address the meeting.

Jenni Boswell-Jones, on behalf of the AND Association, addressed the meeting in relation to the development proposals for the site at 10 Backchurch Lane E1. She outlined a number of issues raised by the deputation which focused on the lack of consultation with the existing tenants and the fact that they had not been invited to submit proposals for developing the site. Also they had not been made aware that the matter was to be discussed at Cabinet and did not have the opportunity to present their own proposals,

In response to questions from the Committee Ms Boswell-Jones advised that there was approximately eight years left on the twenty-five year lease, and the AND Association had made significant investment in the building. AND

wanted the area to be developed as did a number of adjacent businesses and residents and were willing to put forward their own proposals.

The Chair thanked the deputation for attending the meeting.

6. DEPUTATION FROM GATEWAY HOUSING ASSOCIATION AND TOWER HAMLETS ENVIRONMENT TRUST IN RESPECT OF LAND AT 10 BACKCHURCH LANE, E1

The Chair welcomed the deputation and asked its representatives to address the meeting.

Mr A. Greenwood, Gateway Housing Association, and Mr J. Aldenton, Tower Hamlets Environment, addressed the meeting and stated that they would support the matter being referred back to the Cabinet as further clarification would be beneficial all round. £300,000 had already been spent progressing the planning proposal for affordable housing together with a similar sum from the TH Environment Trust and this would be wasted if the project were not to go ahead.

In response to questions from the Committee Mr Greenwood and Mr Aldenton stated that although the Local Area Partnership had not been consulted, consultation had taken place directly with residents. They had assumed the Council would consult with its own tenants.

The Chair thanked the deputation for attending the meeting.

7. SECTION ONE REPORTS 'CALLED IN'

7.1 Disposal of Land – 10 Blackchurch Lane E1

The Chair outlined the call-in procedure to the Committee.

Councillor Alex Heslop for the Call-In Members referred to the reasons in their requisition and highlighted the main issues that they held with the provisionally agreed decisions concerning acquisition of the site 10 Blackchurch Lane E1, mainly that the original decision to dispose (March 2004) was taken without a competitive tendering process and the Cabinet was therefore not able to give due consideration to all options for disposal of the site.

Committee Members put detailed questions to Mr Owen Whalley, Service Head Major Project Development, and Colin Bradley, Interim Service Head Asset Strategy, Capital Delivery & Property Services, on a number of issues including the consultation process, new disposal protocols, lack of progress made in respect of the development proposal, and the Council's obligation under the terms of the tenants' lease.

Mr Whalley and Mr Bradley responded on behalf of the Cabinet in detail on the points raised stating that disposal by informal tender gave all interested parties an opportunity to bid for the site and no organisation was excluded. The decision of the Cabinet was to explore the ability of the Registered Social Landlords (RSL) to acquire and develop the site. It was not an authority to proceed to disposal which would require a further Cabinet decision.

The Committee were informed that there would be no further consultation unless separately pursued with and approved by the Development Committee. By proposing disposal by informal tender the officers were ensuring that all parties had the opportunity to bid, and therefore there was no obligation to consult in a normal Landlord and tenant relationship.

The Committee expressed concern that a Cabinet Member was not present at the meeting to respond to the call-in, and in referring the decisions back to the Cabinet, agreed that it be requested to agree that the decision concerning the disposal of 10 Backchurch Lane be delayed in order to give further consideration to their concerns and recommendations.

RESOLVED

That the Cabinet defer consideration of the following alternative course of action until after the Annual Council meeting in order that the whole issue of disposal can be considered:

- 1) That Officers be instructed to produce a report to Cabinet, with documentary evidence, showing progress made by the Gateway HA / Environment Trust in acquiring the other component parts of the whole development site (since the original Cabinet decision of March 2004), in order to better assess the viability of their development proposal.
- 2) That LBTH allow the sitting tenants, i.e the leaseholders, AND Association, a period of 6 to 9 months to finalise the development of their own alternative proposals for the regeneration of the land, based on the Council's own requirements in terms of the Local Development Framework. The sitting tenants' proposals could then be considered alongside those submitted by RSLs or anyone else.
- 3) That LBTH opens the informal tendering process to include the sitting tenants to present alternative proposals to be considered, in particular the establishment of a "Community Land Trust / Co-operative Consortium" and/or other models based on the principles of co-operation and community-led regeneration.
- 4) That Officers be instructed to provide full disclosure of all relevant information and documents to the sitting tenants and to provide the sitting tenants with meaningful help and assistance in developing an alternative proposal for Cabinet consideration.
- 5) That Officers report back on progress to Cabinet within six months.

8. PERFORMANCE MANAGEMENT

There were no items to consider under this heading.

9. BUDGET AND POLICY FRAMEWORK

There were no items to consider under this heading.

10. SCRUTINY MONITORING AND MANAGEMENT

10.1 Young Peoples Participation in Sports leading up to the Olympics - Report of the Scrutiny Working Group (Report to Follow)

Councillor Ahmed Hussain, Scrutiny Lead, Learning Achievement and Leisure, introduced the report thanking all who had been involved with the working group.

The conclusions and recommendations outlined in the report were intended to improve access and the experience and opportunities for young people to engage in sports, and enable young people to experience the momentum generated by the Olympics.

RESOLVED

That the Overview and Scrutiny Committee endorse the draft report and authorise the Acting Assistant Chief Executive to agree the final report before its submission to Cabinet, following consultation with the Scrutiny Lead for Learning Achievement and Leisure.

10.2 Choice Based Lettings Scheme - Report of the Scrutiny Working Group

Councillor Alex Heslop, Scrutiny Lead, Living Well, introduced the report and thanked all the officers, partners, residents and other stakeholders who had contributed to and supported the review.

The recommendations outlined in the report were intended to improve access, choice and quality, tackle overcrowding and support better understanding of Choice Based Lettings.

RESOLVED

That the Overview and Scrutiny Committee endorse the draft report and authorise the Acting Assistant Chief Executive to agree the final report before

its submission to Cabinet, following consultation with the Scrutiny Lead for Living Well.

10.3 Evaluation of NRF - Report of the Scrutiny Working Group

Councillor Alibor Choudhury, Scrutiny Lead, Creating and Sharing Prosperity, introduced the report and thanked all those who had contributed to and supported the review.

The recommendations were aimed at improving residents and Councillors involvement in neighbourhood renewal and focused on governance arrangements, communication and management, and future targets and priorities.

RESOLVED

That the Overview and Scrutiny Committee endorse the draft report and authorise the Acting Assistant Chief Executive to agree the final report before its submission to Cabinet, following consultation with the Scrutiny Lead for Creating and Sharing Prosperity.

10.4 Tackling Anti-Social Behaviour - Report of the Scrutiny Working Group (Report to Follow)

Councillor Salim Ullah, Scrutiny Lead, Living Safely, introduced the report and thanked all those who had been involved with the working group.

The intention of the investigation was to identify recommendations for the future direction of the Council's Anti-Social Behaviour strategy.

RESOLVED

That the Overview and Scrutiny Committee endorse the draft report and authorise the Acting Assistant Chief Executive to agree the final report before its submission to Cabinet, after consultation with the Scrutiny Lead for Living Safely.

11. OVERVIEW AND SCRUTINY COMMITTEE ANNUAL REPORT

The Chair presented the draft report detailing the work undertaken by both the Committee and the Scrutiny Lead Members and their working groups during the year.

The Committee discussed the ongoing progress that had been made in embedding Overview and Scrutiny within the Council, and the fact that the majority of the work programme agreed at the start of the year had been delivered. It was noted that although some Members did not have Scrutiny

Leads roles, they had made significant contributions to the work of the Committee.

Mr Mueenuddin, Co-opted Member, expressed concern with regard to the attendance of other Co-opted Members and suggested that they be encouraged to attend future meetings.

The Committee thanked the Chair for his competent and fair Chairmanship of the Committee, and also expressed thanks to all the officers involved with Overview and Scrutiny.

The Chair thanked the Committee for their efforts over the last 12 months.

RESOLVED

That the Overview and Scrutiny Committee endorse the draft report and authorise the Acting Assistant Chief Executive to agree the final report before its submission to Council, following consultation with the relevant Scrutiny Leads.

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

The Chair **MOVED** and it was: -

RESOLVED

That the following pre-decision questions be submitted to Cabinet for consideration:

Agenda Item 9.2 Whitechapel Centre (CAB 165/078)

1. Can the Cabinet list the full schedule of works amounting to the sum of £1.44 million as the capital estimate?
2. What safeguards are being put in place to ensure against cost over-runs in these refurbishment works, and whether LBTH would bear the full burden of those costs?
3. What further consultation has been undertaken with the local community and businesses in relation to the establishment of the Whitechapel Community Trust?
4. What was the outcome of the recent advertisement in the local press, inviting Whitechapel residents to join the Trust?
5. Can the Cabinet confirm that LBTH must agree the recruitment process for all nine management committee members, and not just the four independent representatives?

Agenda Item 11.1 Heron Quays West – Proposal to use Compulsory Purchase Powers to Aid Land Assembly and Development (CAB 166/078)

1. What steps have been taken to ensure that the training centre is temporarily relocated during the development of Heron Quays West?
2. What estimate has been made of the number of employees in the Canary Wharf Business District who were born or educated in Tower Hamlets?
3. What is the total number of employees of the two lessees refusing to negotiate with Canary Wharf Group for the disposal of their interest?

The meeting ended at 9.40pm

Chair, Overview and Scrutiny Committee

Agenda Item 6.1

Committee Overview and Scrutiny	Date 10 June, 2008	Classification Unrestricted	Report No.	Agenda Item No. 6.1
Report of: Service Head Democratic Services Originating Officer(s): Amanda Thompson		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 – ????

Amanda Thompson
020 7364 4651

3. BACKGROUND

- 3.1 The Overview and Scrutiny Committee was re-constituted by Council at its Annual meeting held on 21 May, 2008. A report elsewhere on the Committee's agenda details the Committee's membership for 2008/2009. The Terms of Reference of the Committee were also updated by Council on 21 May, 2008, following the review of the Council's Constitution. The Committee's Terms 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 discharge the functions conferred by the Police and Justice Act 2006 as the Council's Crime and Disorder Committee.
 - (j) 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.

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 The terms of reference of the Committee as set out in the Overview and Scrutiny Procedure Rules meet the statutory requirements of 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.

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Agenda Item 6.2

Committee	Date	Classification	Report No.	Agenda Item No.
Overview and Scrutiny	10 June 2008	Unrestricted		6.2
Report of: Acting Assistant Chief Executive Originating Officer(s) : Afazul Hoque, Acting Scrutiny Policy Manager		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.

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 Services

Amanda Thompson
020 7364 4651

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.
- (vi) Refer any report it receives with implications for ethical standards to the Standards Committee for its consideration.

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

4. Comments of the Chief Financial Officer

4.1 There are no direct financial implications arising out of this report.

5. Concurrent Report of the Assistant Chief Executive (Legal Services)

5.1 Section 21 of the Local Government Act 2000 requires authorities to set up an Overview and Scrutiny Committee. The Council's constitution in Article 6 sets out the terms and reference of the Overview & Scrutiny Committee. The attached protocols and guidance will assist the Committee in fulfilling its statutory obligations.

6. Anti-poverty and equal opportunity implications

6.1 Equal opportunities and reducing poverty will be central to the work of the OSC. 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 OSC and therefore reduce the risk of poor delivery of the Council's Overview and Scrutiny function.

Overview and Scrutiny Committee – Protocol and Guidance

1. Introduction

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

Guidance

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
 - Delegate to scrutiny Members to represent the Committee at Council meetings and external events.
- 2.3 Overview and Scrutiny Committee will appoint Scrutiny Leads who will:
- ensure the accountability of those Executive 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-ordinate scrutiny activity in his/her 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 effectively:
- 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 local Partnership agenda and, where appropriate, within London-wide and national arena
- 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 these skills through Member Learning and Development will be as crucial as being able to demonstrate them.

Protocol

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 10 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
Scrutiny Spotlights	Monthly

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, for a Cabinet meeting held on Wednesday, 11 June, the provisional Cabinet decisions would be published on Friday 13 June with the deadline for call-ins being Friday 20 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 decision which has already been the subject of a call-in
 - A decision the implementation of which is urgent such that delay would seriously prejudice the Council's or the public interest (this is only in exceptional circumstances and with the agreement of the Chair of the OSC or in his/her absence the Mayor; 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 or vote on the item
 - 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

- 4.2.1 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.
- 4.2.2 Pursuant to Rule 9.1 of the Overview and Scrutiny Procedure Rules any Member of the Committee may give notice to the Assistant Chief Executive that s/he wishes an item relevant to the functions of the Committee to be included on the agenda of the next available meeting and subject to satisfaction that the matter is relevant to the committee work programme, the Assistant Chief Executive shall so ensure.
- 4.2.3 Upon consideration of a request the Committee must be satisfied that the matter is relevant to its work programme. If not the request for consideration must be refused.
- 4.2.4 If the request is determined to be relevant to the work programme, the Committee must decide how to deal with it. It should:
- Identify the item in the work programme to which it relates

- Indicate how the matter should be dealt within the context of the work programme item
- State in broad terms the terms of reference of the Scrutiny Working Group to consider the work programme item
- Determine the date by which a report upon the Working Group's findings be submitted to the Committee
- Establish a Scrutiny Working Group upon a representational basis as per paragraph 4.5.4

4.2.5 Once appointed it is the responsibility of a Scrutiny Working Group

- To scope the review and establish a timetable to meet the Committee's reporting requirement
- To convene one or more meetings to scrutinise/review the issues under consideration
- To prepare a report with such recommendations as the Working Group considers appropriate for submission to the Committee.

4.3 Budget and policy framework items

4.3.1 The policy framework outlines the plans and strategies required by the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 as amended, 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)
- Crime and Disorder Reduction Strategy
- Local Transport Plan
- Local Development Scheme
- Youth Justice Plan
- Children and Young People's Plan
- Licensing Authority Policy Statement

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), Diversity & Equality 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. Challenge Session reports are agreed by OSC following this an action plan is developed by the department which is then monitored through the recommendation tracking report. In circumstances, where there resource implications the report will be presented to Cabinet.

4.5.6 A progress check on the implementation of recommendations will be considered twice a year by OSC through the recommendation tracking report.

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 decisions.

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
 - questions should consider they can influence the decision of the Cabinet to ensure it meets local needs.
- 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. The Chair may also appoint a delegate to undertake this function if he/she is unavailable to attend.

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 The Health Scrutiny Panel is a sub-committee of the Overview and Scrutiny Committee which meets on a quarterly basis with terms of reference and membership set out in the Constitution. As well as its statutory obligations the Panel will also consider a work programme agreed by the Overview and Scrutiny Committee. The Scrutiny Lead for Healthier Community who will also Chair the Health Scrutiny Panel 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 Working Group 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 Working Group. 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 in order to satisfy the constitutional requirement for attendance to take place within the a maximum of 21 working days from the date of the original request.

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 Terms 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:

- 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.)
- (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) The business otherwise set out in the agenda.

10. Procedure for the Receipt of Deputations

- 10.1 Deputations may be received at any meeting of the Committee following three clear working 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 and which relate to an item of business being considered at the meeting. 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 is relates to the Council's functions or affects the area. The Chair may, on the advice of the Assistant Chief Executive, refuse a deputation that is not a matter for which the local authority has a responsibility or which affects the borough, 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.
- 10.2 A maximum of three deputations only will be permitted at any meeting and they will be selected in the order notice is received.
- 10.3 A deputation may consist of up to five people, of whom no more than two may speak, except to answer Members' questions.
- 10.4 The deputation may address the meeting for no more than five minutes and Members may then question the deputation for a further five minutes.
- 10.5 The relevant Lead Member may then respond to the deputation for up to three minutes.
- 10.6 Any outstanding issues in question will be referred to the relevant Corporate Director for attention who will respond to those outstanding issues in writing within 28 days.

11. Procedure for the Receipt of Petitions

- 11.1 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 and which relate to an item of business being considered at the meeting. The Chair may, on the advice of the Chief Executive, refuse a petition if it is not about a matter for which the local authority has a responsibility or which affects the borough, is defamatory, frivolous or offensive, is substantially the same as a petition which has been put at a meeting of the Committee in the past six months and requires the disclosure of confidential or exempt information. A maximum of 3 petitions only will be permitted at any meeting and will be selected in the order notice is received.
- 11.2 A person wishing to present a petition must give notice to the Assistant Chief Executive at least three clear working 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.
- 11.3 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.
- 11.4 The relevant Lead Member may then respond to the petition for up to three minutes.

- 11.5 Any outstanding issues will be referred to the relevant Corporate Director for attention who will respond to those outstanding issues in writing within 28 days.
- 11.6 **Limitation:** An individual or group may only either submit a question or submit a petition or make a deputation to the Committee on the same subject at any given time.

12. Voting

- 12.1 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.
- 12.2 If the Chair and Vice-Chair are not present at a meeting of the Committee those Members of the Committee who are present shall elect a Chair, from one of their number, for the duration of the meeting.

13. Notice and Access to Meetings

- 13.1 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.
- 13.2 Notice of a meeting of the Committee is published 5 clear working days before the meeting. The Council's Constitution requires an agenda to be published 5 clear working days before a meeting.
- 13.3 A publicity poster advertising meetings of the Overview and Scrutiny Committee is produced and circulated on the day that the agenda is published. The Cabinet agenda also informs the public and Members of the arrangements that exist for matters to be "Called In" for consideration by the Committee.

14. Co-optees and Appointed Representatives

- 14.1 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. It was also agreed last year that co-optees appointed to the Health Scrutiny Panel be also entitled to claim a similar allowance.

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Agenda Item 6.3

Committee Overview and Scrutiny	Date 10 June, 2008	Classification Unrestricted	Report No.	Agenda Item No. 6.3
Report of: Service Head Democratic Services Originating Officer(s): Amanda Thompson		Title Overview and Scrutiny Committee – Schedule of Dates – 2008/2009 Ward(s) affected: N/A		

1. **SUMMARY**

- 1.1 This report sets out for Members' information a schedule of meetings of the Committee for 2008/2009 as agreed by Council on 23 April, 2008.

2. **RECOMMENDATION**

- 2.1 That the schedule of dates for meetings of the Overview and Scrutiny Committee for 2008/2009 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 – 23 April, 2008

Amanda Thompson
020 7364 4651

3. BACKGROUND

3.1 This report sets out for Members' information dates of meetings of the Overview and Scrutiny Committee for the Municipal Year 2008/2009. The Council at its meeting held on 23 April 2008 agreed a schedule of meetings, including Council, Cabinet, Overview and Scrutiny Committee and other Committees and Panels, for the Municipal Year 2008/2009.

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

- Tuesday 1 July 2008 - 7.00 p.m.
- Tuesday 29 July 2008 - 7.00 p.m.
- Tuesday 9 September 2008 - 7.00 p.m.
- Tuesday 7 October 2008 - 7.00 p.m.
- Tuesday 4 November 2008 - 7.00 p.m.
- Tuesday 2 December 2008 - 7.00 p.m.
- Tuesday 13 January 2008 - 7.00 p.m.
- Tuesday 10 February 2008 - 7.00 p.m.
- Tuesday 10 March 2008 - 7.00 p.m.
- Tuesday 7 April 2008 - 7.00 p.m.
- Tuesday 5 May 2008 - 7.00 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.

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.

Agenda Item 6.4

Committee Overview and Scrutiny	Date 10 June, 2008	Classification Unrestricted	Report No.	Agenda Item No. 6.4
Report of: Service Head Democratic Services Originating Officer(s): Amanda Thompson		Title Committee Membership / 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 21 May, 2008. The report also requests the Committee to agree the new scrutiny lead portfolios based on the new Community Plan Themes and appoint Lead Scrutiny Members. The report also notes 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 the Committee agrees the new Scrutiny Lead Portfolios based on the Community Plan refresh and the new themes that have emerged as outlined in Appendix 1.
- 2.3 That six Lead Scrutiny Members be appointed based on the new Community Plan Themes, with portfolios as detailed in paragraph 3.2 of the report.
- 2.4 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.
- 2.5 That current details of the nominated/co-opted Members of the Overview and Scrutiny Committee be noted.
- 2.6 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

Amanda Thompson
020 7364 4651

3. OVERVIEW AND SCRUTINY COMMITTEE

- 3.1 Council at its Annual Meeting held on Wednesday 21 May, 2008 agreed to appoint in accordance with proportionality requirements the following Members to the membership of the Overview and Scrutiny Committee:-
- Councillor Abdul Asad Chair
Deputies: TBA
 - Councillor Waiseul Islam Deputies: TBA
 - Councillor Ann Jackson Deputies: TBA
 - Councillor Shiria Khatun Deputies: TBA
 - Councillor A. A. Sardar Deputies: TBA
 - Councillor Bill Turner Deputies: TBA
 - Councillor Shahed Ali Deputies: Councillors Abjol Miah, Fozol Miah and Md. Mamun Rashid
 - Councillor Stephanie Eaton Deputies: Councillors Tim O’Flaherty, Azizur Rahman Khan & Abdul Matin
 - Councillor Oliur Rahman Deputies: Councillors Rania Khan & Lutfu Begum
 - 2 Vacancies
- 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:
- A Place to Live
 - A Prosperous Community
 - A Safe and Supportive Community
 - A Healthy Community
 - One Tower Hamlets
 - Excellent Public Services
- 3.3 The Overview and Scrutiny Committee may establish Scrutiny Working Groups on various issues. It is envisaged that only one Working Group will also be established at any one time. The Working Group’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 Working Group 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 21 May, 2008.

- | | |
|---------------------------|---|
| • Mr Terry Bennett | Church of England
Diocese representative |
| • Mr Danny McLaughlin | Roman Catholic Diocese representative |
| • Mr Azad Ali | 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 4 Majority Group Members and 3 Minority Group Members to undertake the Council's functions under the Health and Social Care Act, 2001 with the following Terms of Reference:

- 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;
- To respond to consultation exercises undertaken by an NHS body; and
- 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 21 May 2008, following receipt of nominations from the Political Groups on the Council, in accordance with the principles of proportionality :-

- Councillor Ann Jackson
- Councillor Bill Turner
- Councillor Md. Abdus Salique
- Councillor Motin Uz-Zaman
- Councillor Abjol Miah
- Councillor Stephanie Eaton
- One Vacancy

4.3 Health Scrutiny Panel Co-opted Members

4.3.1 In the Municipal Year 2007/2008, representatives of the Barts and The London Patient and Public Involvement Forum, East London and City Mental Health Trust Patient and Public Involvement Forum, and the Tower Hamlets PCT Patient and Public Involvement Forum served as co-opted members of the Scrutiny Panel.

4.3.2 It is recommended that representatives from these groups continue to serve as co-opted Members until the establishment of the Local Involvement Network and their nomination to the Panel.

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 Article 6 of the Council's Constitution requires the appointment of a Health Scrutiny Panel to discharge the Council's statutory functions under the Health and Social Care Act 2001. Members were appointed to the Panel at the Annual Meeting of the Council and the Committee is now required to complete the membership by agreeing the details of arrangements for co-opted Members.

6.2 The appointment of Lead Scrutiny Members from the Committee fulfils the requirement of Article 6.04 of the Council's Constitution.

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.

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Overview and Scrutiny Portfolios – 2008/09

1. Context

Since May 2004 the Overview Scrutiny Committee (OSC) has been the standing committee with the aim of being a more credible political arm of the Council by complementing and balancing the work of the Cabinet, at the same time contributing to our service improvement agenda.

The Committee's membership has comprised a Chair, five Scrutiny Leads (one for each of the Community Plan themes) and a lead for Health, who chairs the Health Scrutiny Panel, as well as two backbench members and five co-opted members (representing the Roman Catholic and the Anglican Dioceses, the Muslim community and two Parent Governors). The existing Standing Panels were disbanded, apart from establishing a Health Scrutiny Panel, allowing a more flexible approach to investigative work through creating specific working groups.

The scrutiny lead portfolios have been based on Community Plan themes rather than directly matching each of the Executive Lead Members to create more strategic cross cutting work. It also helps articulate how scrutiny contributes towards the Tower Hamlets Partnership.

2. Scrutiny Leads Portfolio – New Community Plan Themes

Feedback from Members and the initial comments following the recent CPA Inspection have highlighted that the current scrutiny arrangements do provide a productive challenge to Cabinet, the organisation and where appropriate, our partners. With this in mind, it is proposed that the Scrutiny lead portfolios should continue to be based on the Community Plan themes and will therefore, in the light of the current refresh, need to be renamed as follows:

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

This would continue to provide a focus for Overview and Scrutiny that is distinct from the decision-making role of Cabinet with effective scrutiny being based for example on local priorities or areas facing performance challenges. An issue arising out of this is that with the theme of 'A Healthy Community', having a separate Scrutiny Lead for Health is no longer necessary.

The Committee would not wish to reduce the number of Scrutiny Lead positions. Indeed during evaluation sessions and discussions with the CPA inspectors Members highlighted the need for clearer roles for the two backbench members on the Committee. This obviously raises other implications. However, based on initial soundings of officers and Members, it is proposed that the Scrutiny Lead responsibility for 'Excellent Public Services'

is retained. This would incorporate issues in the current portfolio focusing on improving public services to make sure they represent good value for money and meet local needs. Overview and Scrutiny has a key performance monitoring role which could be enhanced further through this portfolio. With a number of performance monitoring reports being presented to the Committee each year, the Scrutiny Lead for Excellent Public Services would take an active role in ensuring the Council and its partners are setting ambitious targets and are working hard to achieve them.

Over the coming months we are expecting clearer guidance about the implementation of a number of new procedures, for example the Councillor Call for Action and petitions, which will have an impact on our Overview and Scrutiny procedures. Alongside anything else arising from the CPA inspection this will necessitate more reflection about roles and responsibilities in the longer term.

In the meantime the table below outlines the proposed portfolios for the Chair of Overview and Scrutiny and the six Scrutiny Leads:

Portfolio	Key Service Areas	Issues / Comments
Chair of Overview and Scrutiny	<ul style="list-style-type: none"> • Strategic leadership • Community Plan/Strategic Plan/LAA / THP • Overall policy development and implementation • Joined up working 	Broadly mirrors Cabinet Lead Member role
Scrutiny Lead One Tower Hamlets	<ul style="list-style-type: none"> • Communications • Democracy/citizens / member development • Equalities and workforce to reflect the community • Consultation and involvement • Community cohesion • Preventing Violent Extremism • Local management • Community empowerment 	Given the priority of One TH as an overarching vision it merits a lead role within scrutiny.
Scrutiny Lead A Healthy Community and Chair of Health Scrutiny Panel	<ul style="list-style-type: none"> • Public health / health promotion • Health inequalities • Access to health services 	Takes a strategic role in health / although connected this portfolio does not

	<ul style="list-style-type: none"> • Mental health • Sport • Leisure • Health Partnerships • Joint Commissioning / Integrated services • LINKs 	<p>directly link to Adult Health and Wellbeing / Children's Services health priorities, which are covered by the other scrutiny lead portfolios</p>
<p>Scrutiny Lead A Great Place to Live</p>	<ul style="list-style-type: none"> • Housing management • Decent homes • LDF • Housing development/strategy • Waste and recycling • Strategic Transport and parking • Street scene • Parks and open spaces • Environmental Sustainability • Museums and heritage • Idea Stores / Libraries • Arts and events • Cultural aspects of the Olympics • Public Realm Strategy 	<p>Split of Housing and Development from Regeneration has been highlighted as problematic within Cabinet – could be addressed through joint scrutiny lead reviews</p> <p>The CP refers to the Public Realm Strategy which could be added to this portfolio, taking out the LDF but providing a link between development and investment in the environment and access to cultural services?</p>
<p>Scrutiny Lead Excellent Public Services</p>	<ul style="list-style-type: none"> • Finance • Procurement • IT and e-government • Performance • Asset Management • Value for money • Risk management • Customer access • Human resources • Audit 	<p>Tackling climate change is a top priority within CP 2020 - EPS scrutiny lead allows this to be prioritised here.</p>

	<ul style="list-style-type: none"> • Sustainability 	
Scrutiny Lead A Prosperous Community	<ul style="list-style-type: none"> • Early years and play • Children looked after • School improvement • Children’s centres • Youth services • Lifelong learning • Business liaison and partnership • Business tourism • Development • Regeneration Strategy • Skills improvement • Economic development • Employment initiatives • Voluntary / Third sector • Business support 	Voluntary / Third Sector should be seen as important part of prosperous communities theme – Though volunteering and participation is reflected in CP – the needs and benefits of the wider sector are not picked up.
Scrutiny Lead A Safe and Supportive Community	<ul style="list-style-type: none"> • Community safety – Crime prevention / ASB • SNTs • Youth offending and youth justice • Adults with physical disability • Learning disabled adults • Children with disabilities and special needs • Child protection • Older people • Supporting people • Carers • Homelessness 	Covering CLC and AHWB & Children’s Services. Question about the feasibility of such a wide ranging portfolio?

It is important to note that in any one year Scrutiny Lead members would not be expected to undertake work covering every element of their portfolio but to prioritise what needs doing in any particular year. Having said this however it is evident that further thinking is required about ensuring that the remit of Scrutiny Lead roles fits with the current requirements of our work as well as new statutory responsibilities for Overview and Scrutiny. This will be undertaken during the coming municipal year.

Agenda Item 9.1

Committee: OVERVIEW AND SCRUTINY	Date: 10 June 2008	Classification: Unrestricted	Report No.	Agenda Item No. 9.1
Report of: Assistant Chief Executive Originating Officer(s): Amanda Thompson Team Leader, Democratic Services			Title: Cabinet Decision Called-in: Heron Quays West – Proposal to Use Compulsory Purchase Powers to Aid Land Assembly and Development Wards: Millwall	

1. SUMMARY

- 1.1 The attached report of the Corporate Director, Development and Renewal and the Assistant Chief Executive (Legal Services) was considered by the Cabinet on 7 May 2008 and has been “Called In” by Councillors Rupert Eckhardt, Peter Golds, Shirley Houghton, Peter Briscoe and David Snowdon for further consideration. This is in accordance with the provisions of Part Four of the Council’s Constitution.

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, 1972 Section 100D (As amended)

List of “Background Papers” used in the preparation of this report

Brief description of “background paper”

Cabinet report – 7 May 2008

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

Amanda Thompson
02073644651

3. THE CABINET'S PROVISIONAL DECISION

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

- 1) That authorisation be given to the making of a compulsory purchase order under section 226(1)(a) of the Town and Country Planning Act 1990 as amended by the Planning and Compulsory Purchase Act 2004 in respect of the area shown edged red on the plan at Appendix A for the purpose of securing the development of land at Heron Quays West identified in the Plan attached at Appendix A1 conditional upon:
 - (a) the prior entering into of a full indemnity agreement with the developer to pay all the Council's costs and liabilities of making the order; and
 - (b) the prior entering into of an agreement for lease in respect of a new training and enterprise;
- 2) That the Interim Corporate Director of Development and Renewal (after consultation with the Lead Member Resources and Performance, the Assistant Chief Executive (Legal Services) and the Corporate Director of Resources) be authorised to finalise, enter into and seal the compulsory purchase order and all documents associated therewith.

4. REASONS FOR THE 'CALL IN'

- 4.1 The Call-in requisition signed by the five Councillors listed above gives the following reasons for the Call-in:
- 4.2 The Cabinet was asked to approve the use of compulsory purchase powers under sec 226(1)(a) of the Town and Country Planning Act 1990 as amended by the Planning and Compulsory Purchase Act 2004 in respect of land at Heron Quays West. The report to Cabinet stresses that this is needed as Third Parties who currently occupy the site under the terms of two long commercial leases are refusing to negotiate the surrender of their leases for market value to Canary Wharf Group (CWG). As such the Cabinet believes it is justified in activating the powers in sec 226(1)(a) *"to unlock situations where a scheme is being blocked by an owner (or owners) unwilling to dispose of property either at all or only at price considerably in excess of market value."*
- 4.3 The basis of this decision, however, was taken on wholly inaccurate and misleading information that has made the decision of the Cabinet unsafe and subject to Judicial Review by third parties involved. Sec 3.8 of the original report states that the Third Parties "are refusing to negotiate the surrender of their leases for Market value to Canary Wharf". This inaccurate statement has been used to mislead the cabinet by trying to demonstrate that negotiations for the acquisition of the land could not be concluded in a reasonable time requiring the need for a compulsory purchase order (CPO).

- 4.4 There have been no negotiations between the Canary Wharf Group and the Third Parties in relation to the present scheme, PA/07/3088 as was considered by the Strategic Developments Committee of your Council on 13 March this year. The last time the Third Parties were approached by Canary Wharf Group both numbers 7 and 8 Heron Quays were outside of the proposed. The Third Parties were contacted by an agent acting on behalf of CWG w/c 5th May to discuss the property generally, and met him on 7th May, only hours before the Cabinet meeting.
- 4.5 At that meeting on 7th May the CWG agent stated, in the presence of the Third Parties' solicitor, that he had not been instructed to make any form of offer to acquire the Third Parties' interests at that stage. At no point did he indicate there was any proposal for compulsory purchase. This is at odds with the position laid out in 11.1 by officers and makes any decision that the Cabinet made unsafe.
- 4.6 Para 24 of Circular 6/04 states that Compulsory Purchase should be a "last resort", and para 17 states that a CPO should only be made where there is a "compelling case". In the current situation there have not even been discussions between CWG and the Third Parties which your Council proposes to acquire compulsorily yet the Cabinet has granted a CPO for this land at the request of CWG, based on the wrong belief that the Third Parties had refused to negotiate the surrender of their leases for market value. This leads only to one conclusion – that the Council has misinterpreted the facts presented by CWG, or that CWG has misled the Council.
- 4.7 Further to this, the report placed before the Cabinet stresses the needs of CWG for its future development and the benefits that the Council would receive by granting a CPO. This includes the provision of a new permanent training and enterprise centre in Canary Wharf to replace the facility temporarily located in the Red Sheds that will be lost with development. Sec 4.6 of the report goes on to state that a lease has been agreed between the Council and CWG for a 15,000 square foot training and enterprise centre for 7.5 years. This clearly shows that the Council had a vested interest in seeing that this development goes ahead.
- 4.8 This fact may well make the decision unsafe as contravening Sec 6 of the Human Rights Act 1998 that prohibits public authorities from acting in a way that is incompatible with the European Convention on Human Rights. The European Court has stated that where public and private interest conflict then a "*regard must be had to the fair balance that has to be struck between competing interests of the individual and of the community as a whole*" if an authority seeks to interfere with Article 1 rights to peaceful enjoyment of possessions. In granting a CPO to CWG for a proposal that the Council has a material interest in without due regard for the needs of the leaseholders the Cabinet has shown that it has not balanced the interests in this case. In the whole of the report only 1 paragraph deals with the leaseholders while 7 deal with the needs of CWG and 7 deal with the benefits to the Council. This does

not demonstrate that the Cabinet balanced the needs of all parties in this situation and so makes the decision unsafe.

- 4.9 Given that CWG has yet to begin negotiations with the Third Parties for the purchase of their interest, the granting of a CPO at this time is in violation of the spirit of the Town and Country Planning Act and thus contrary to the intension of Parliament. The Third Parties have not been shown to be *“unwilling to dispose of property either at all or only at price considerably in excess of market value.”* It also provides CWG with a means of achieving an unfair commercial advantage over the leaseholders for the purchase of lease interests that may well go for a higher purchase price without a CPO in place.

5. ALTERNATIVE COURSE OF ACTION PROPOSED:

- 5.1 The Councillors submitting the Call-in requisition have proposed the following alternative course of action:

- 1) That this decision be revoked and that a fresh discussion be held by the Cabinet on this matter with equal weight given to all interests in this matter.
- 2) In order to facilitate this discussion a new report, with all documentary evidence, should be drawn up and an investigation should be held by Officers into why this issue was brought before the Cabinet before negotiations had started.
- 3) That the Cabinet investigate what information was available to Officers with regards to negotiations between CWG and the Third Parties.
- 4) That CWG be required to submit new plans to the Strategic Development Committee including the sites of 7 and 8 Heron Quays.
- 5) That no CPO should be granted until CWG can demonstrate that negotiations have failed between themselves and Third Parties to such a degree that there is not other option but a CPO. So that time can be allowed for these negotiation to take place this issue should not come before the Cabinet within the next six months

6. CONSIDERATION OF THE “CALL IN”

- 6.1 The following procedure is to be followed for consideration of the “Call In”:

- (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. – In accordance with the Overview and Scrutiny Committee Protocols and Guidance adopted by the Committee at its meeting

on 6 June, 2007, any Member(s) who presents the “Call In” is not eligible 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.

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Committee Overview and Scrutiny	Date: 10 June 2008	Classification Unrestricted	Report No.	Agenda Item No. 10.1
Report of: Corporate Director (Children's Services)		Title: Children and Young People's Plan (CYPP) Review and 2007 Update		
Originating Officer(s): Natalie Parish (Service Head, Strategy, Partnerships and Performance)		Ward(s) All		

1. SUMMARY

- 1.1. This report informs Overview and Scrutiny about the review of the Children and Young People's Plan (CYPP) which has been updated by Children's Services and partners. The CYPP 2008 review is attached at appendix A.

2. RECOMMENDATIONS

Overview and Scrutiny is recommended to:

- 2.1. Consider and comment on the assessment of the second year's progress against the CYPP
- 2.2. Consider and comment on the updated strategic objectives, activities and targets
- 2.3. Forward any comments to the Cabinet meeting on 11 June 2008, which is being asked to endorse the review prior to publication.
- 2.4. Note that Cabinet endorsement will be subject to adjustments which may be made by the Corporate Director following the June Cabinet that are consistent with its spirit to respond to new performance data and information which becomes available between now and submission of the report to Ofsted in June.

LOCAL GOVERNMENT ACT 1972 (as amended) Section 100D
LIST OF "BACKGROUND PAPERS" USED IN THE PREPARATION OF THIS
REPORT

Tower Hamlets Children and Young People's Plan www.towerhamlets.gov.uk

(CYPP) – *Aiming High Together* 2006 –2009

Children and Young People’s Plan
(CYPP) Workplan 2006 - 2007

www.towerhamlets.gov.uk

3. BACKGROUND

- 3.1. The Tower Hamlets Children and Young People's Strategic Plan (CYPP) 2006-2009 – *Aiming Higher Together* was approved by Cabinet and subsequently approved by full Council on 1st March 2006. The CYPP sets out a vision that the partners in Tower Hamlets want to achieve for young people and their families, and an agenda for delivering this based on the five Every Child Matters (ECM) outcomes. These are being healthy, staying safe, enjoying and achieving, making a positive contribution and achieving economic well-being.
- 3.2. Children's Services made a commitment to review progress against the CYPP every 12 months. This is in line with a statutory requirement that all Local Authorities publish a review of their Children and Young People's Plan annually. The DfES guidance on the CYPP review, which is a statutory requirement, makes clear that the following areas should be addressed:
 - Detailed assessment of impact, progress and improvement against CYPP objectives and targets
 - Focus on analysis and evaluation rather than description
 - Focus on outcomes and impact rather than processes
 - Illustrate aspects where progress has been slower as well as more successful areas.
 - Make clear the extent and range of partnership involvement and how children and young people's views have been taken into account.
 - Draw on Annual Performance Assessment (APA), Joint Area Review (JAR), Priorities Meetings and LAA reviews
 - Address equality issues.
- 3.3. Cabinet signed off the first annual refresh of the plan in May 2007 and a progress update on the first 6 months of the 2007-8 financial year in February 2008. The February report highlighted progress against the five ECM themes, areas of concern and challenge identified through our monitoring for progress.
- 3.4. The draft CYPP 2008 Review attached at Annex A aims to achieve the requirements set out above. It also seeks to refresh the key activities and success criteria to take account of the new performance information available after the second
- 3.5. year of delivery, to ensure that we continue to focus on the real priorities.
- 3.6. The CYPP 2007 Review does not replace the original CYPP, but it provides a forward agenda for the next year that will enable Children's Services to target resources more effectively.

4. ANNUAL PERFORMANCE ASSESSMENT (APA) AND THE JOINT AREA REVIEW (JAR)

- 4.1. Ofsted completed the fieldwork element of their Joint Area review of Children's Services on 11 April 2008. We are awaiting formal feedback but informal feedback is positive.
- 4.2. Because of the JAR, this year's APA will be a shorter process focussing on new data and progress since the JAR.
- 4.3. The CYPP Review has real significance in the arrangements for APA since it will be used to assess our progress, along with the APA dataset. The deadline for submission of the CYPP review to Ofsted is June 26th.

5. PROCESS TO REVIEW THE PLAN

- 5.1. Since December 2006 the work of monitoring progress and refreshing the CYPP action plan has been carried out by six ECM theme groups – Be Healthy, Be Safe, Enjoy and Achieve, Make a Positive Contribution, Achieve Economic Well Being as well as a sixth group with a remit to look at Excellent Children's Services.
- 5.2. The six ECM theme groups, which included representatives from across the key statutory partner agencies and the third sector, have been charged with reviewing progress against our Children and Young People's plan and refreshing the objectives, activities and milestones to reflect emerging priorities identified by the data. The CYPP Review 2008 is based on their contributions.
- 5.3. The CYPP review has been shared with the CYPSPG and young people's views on key issues, collected through a range of participation events, have been used to inform the plan.
- 5.4. The CYPSPG endorsed the CYPP 2008 Review at their meeting on 19th May, and it was discussed by the PCT's Professional Executive Committee (PEC) on 24th April.

6. EQUAL OPPORTUNITY IMPLICATIONS

- 6.1. The CYPP specifically addresses how equalities will be promoted. The government has identified that the plans will need to ensure that the outcomes for all children and young people will improve and the gap will narrow between those who do well and those who do not. The plan considers the following groups at risk of social exclusion:

- (i) Children from BME communities
- (ii) Children and young people in public care
- (iii) Disabled Children
- (iv) Children with mental health problems
- (v) Teenage parents.

7. ANTI POVERTY IMPLICATIONS

7.1. There is a wide range of research which highlights the impact of poverty upon children and which shows that growing up in poverty has adverse outcomes for children. *Opportunity For All* states: "Today's poverty can translate into tomorrow's poor outcomes". The report goes on to say that unequal life chances for children damages not only the children themselves, but also society as a whole. The commissioning of effective services to children can have impacts on outcomes for children and in the longer term on poverty. These impacts include those on the individual child and their life chances and on the family who are caring for the child. One of the specific outcomes addressed in the CYPP is "Achieving Economic Well-being". The focus on this outcome will seek to address poverty within the Borough through increasing opportunity.

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

8.1. Tower Hamlets' Children and Young People's Plan (CYPP) accords with the 'Every Child Matters' agenda under the Children's Act 2004. The arrangements detailed within this report to monitor the implementation and the progress of the CYPP fulfil the statutory requirements to review the plan's progress annually.

9. COMMENTS OF THE CHIEF FINANCIAL OFFICER

9.1. This report informs Cabinet about the review of the CYPP. At this stage, there is no identified impact on the Children's Services Revenue or Capital Budgets for the current & future years arising from this review. The costs of the implementing the updated strategic objectives, completing the activities and achieving the targets will be contained within existing resources. Any additional resource requirements to achieve the agreed priorities will be identified through the established budget preparation processes of the Tower Hamlets Partnership agencies.

10. STATEMENT OF EFFICIENCY

10.1. The CYPP seeks to bring about efficiencies in the following ways:

- (i) Establishing a clear series of priorities for improving outcomes for children and young people in the borough.
- (ii) Reinforcing the strategic approach to early identification and intervention thereby reducing the risk of high cost interventions at a later stage in the child's development

(iii) Encouraging agencies to work together to prevent duplication of effort and costs

(iv) Reinforcing our commitment to rigorous performance management and benchmarking on outcomes and financial information

11. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT (SAGE)

11.1. There are no SAGE implications arising from this paper

12. RISK MANAGEMENT IMPLICATIONS

12.1. The Governance arrangements have been designed to ensure that a framework for setting priorities, monitoring and review are in place. This partnership architecture will ensure that risks to individual workstreams are escalated and dealt with at the appropriate level.

Appendix to this report

Appendix A - CYPP 2008 Review

Tower Hamlets Partnership

**Tower Hamlets Children and Young People's Plan: Annual
Review and update 2008**

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Introduction

In April 2006 we published our first Children and Young People's Plan (CYPP) which set an ambitious agenda for the next three years. Two years on and that ambition has paid dividends. Our 11 year olds are consistently achieving higher than the national average in English and mathematics, GCSE results continue to close the gap with national averages and we are performing in the top quartile of authorities on a range of other measures including adoptions and reducing teenage conceptions. Having obtained the top performance rating three years running in our Annual Performance Assessment, 2008 saw our Joint Area Review (JAR), a large multi-agency inspection lead by Ofsted and examining in detail our services as they are experienced by children, young people and their families.. We have also built on our strong track record of success by achieving a Beacon Award for reducing offending and re-offending.

This external validation of our performance has given us confidence in the core elements of our approach and has provided a platform to aim for greater improvements in the future. We know that despite this success there remain areas where we haven't yet made the impact that our children and young people deserve.

This review is an opportunity to learn from the second year of delivering the CYPP, to reflect on our successes and areas where further improvement is needed, and to analyse the factors that have contributed to our performance. However, this review does not just look backwards. Tower Hamlets is a place where the pace of change, in terms of economic growth, redevelopment associated with the Olympics and Canary Wharf, and population mobility means that it is impossible to stand still. Unless you move forward you find yourself going backwards. This places a premium on innovation and flexibility. We have therefore taken what we have learnt through our self-review and feedback from external inspection, audit and challenge to refine our objectives, activities and targets to respond to the new priorities which have emerged over the last year.

We have made considerable progress over the last year in developing deeper partnership working, integrated working and better engagement with the community and service users. These core principles remain at the foundation of our approach to making a step change in outcomes for children and young people by transforming the way services are delivered. They are recurring themes throughout this document.

The children and young people of Tower Hamlets

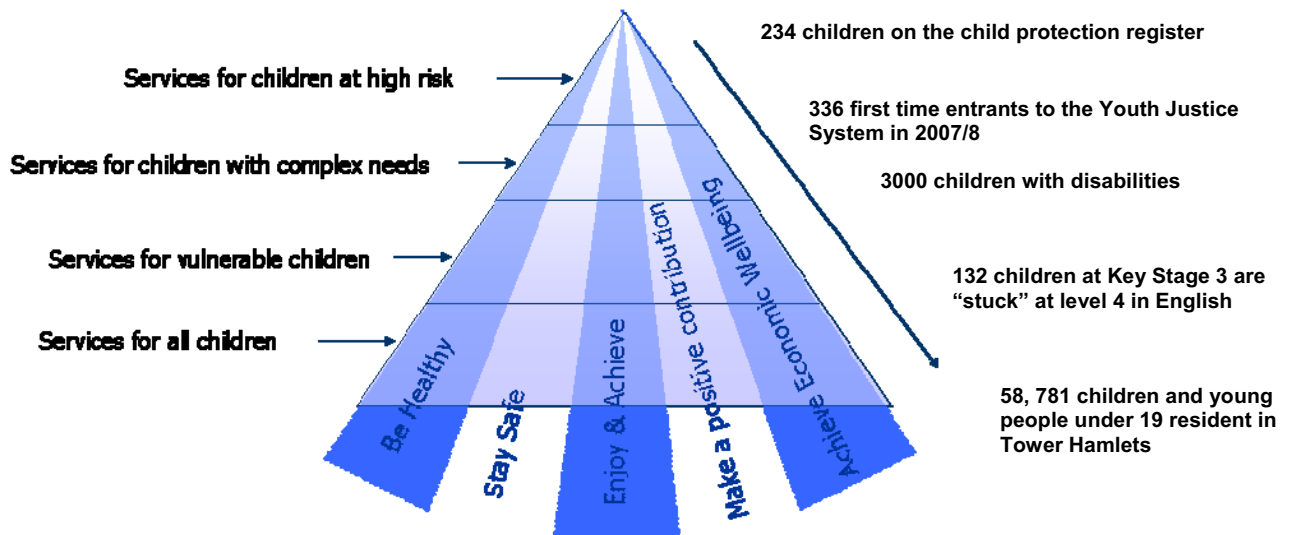
Tower Hamlets is a young, diverse and rapidly changing borough. It is also a place of contrasts and inequality. The successful development of Canary Wharf and the city fringe have contributed to the highest rates of economic growth in the country, and yet more children in Tower Hamlets are eligible for free school meals than any other local authority. The potential for the Local Authority and its statutory and community sector partners to make a lasting difference to the lives of children and young people is immense, but the challenges in doing so are significant.

The population of Tower Hamlets is significantly younger than average, with 24% of residents under the age of 18, compared to 21% across the rest of Inner London. The under 18 population is forecast to grow by 9% by the time of the Olympics in 2012, and 22% by 2020. The population is also very diverse. Tower Hamlets has a long history as a borough of welcoming and supporting new communities. 67 languages are spoken in the borough, and last year over 70% of the children starting school were from ethnic communities, with the majority of Bangladeshi origin.

Within this overall context a number of key trends are emerging which present both opportunities and challenges for future delivery. Broadly these are:

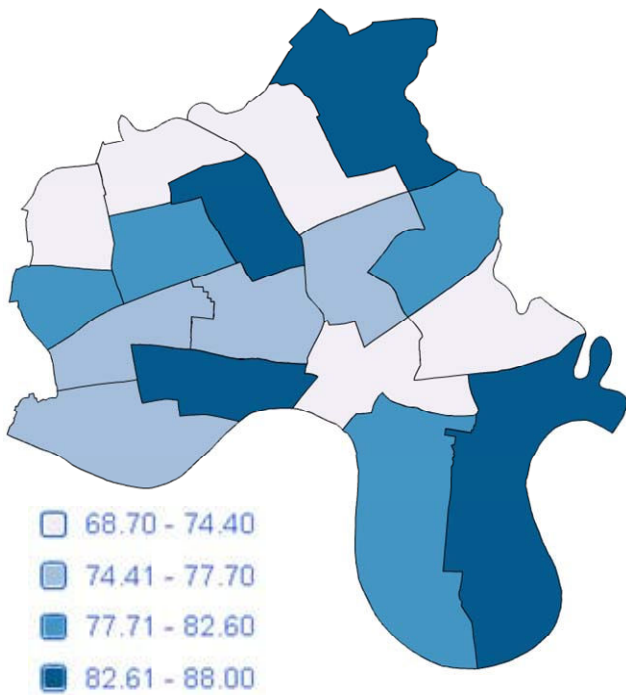
- Our growing population of under five year olds means increasing investment in early years services. Research shows that support in the early years has a critical effect on attainment later on, so that giving every child a flying start is critical.
- Significantly rising levels of educational attainment require us to raise our aspirations again and focus particularly on the transition from compulsory education into further education, higher education, training and employment.
- Growth of Canary Wharf and the regeneration of the Lea Valley associated with the Olympics will deliver even greater opportunities for development. We need to give our children, young people and their families the skills to make the most of these.
- Changing patterns of immigration into the borough leading to changes in the ethnic groups represented here pose new demands in terms of language learning and access to services.
- Advances in medicine, a growing young population, and the reputation of acute services is placing increased pressure on resources for healthcare. We need to find ways to target our resources more sharply.

We have developed an in-depth understanding of the needs of the children and young people of Tower Hamlets and how best we can support them to fulfil their potential. We have looked to identify those children, young people and families who would benefit from additional support and have developed targeted programmes to meet their needs. The diagram below shows how some of these children and young people are distributed across our universal, targeted and specialist services.

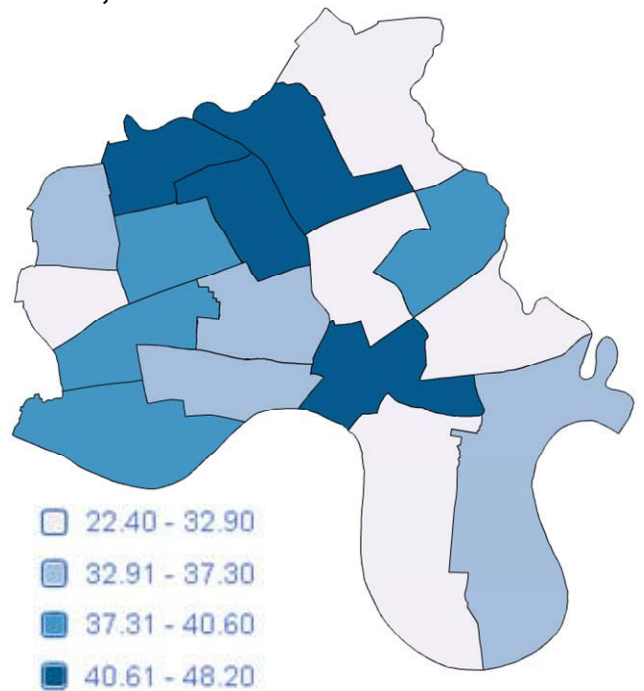


We have also begun to understand better the distribution of needs within the borough. The charts below show how the varying pattern of needs across the borough for key indicators. This more in-depth needs analysis is enabling us to target our interventions with much greater precision than before.

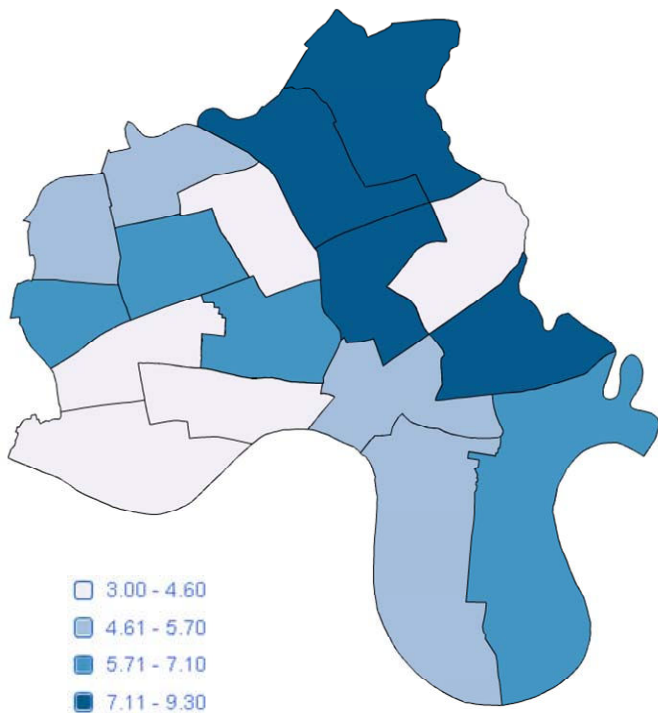
Percentage of Pupils getting level 4 or above in Maths at Key Stage 2, 2007



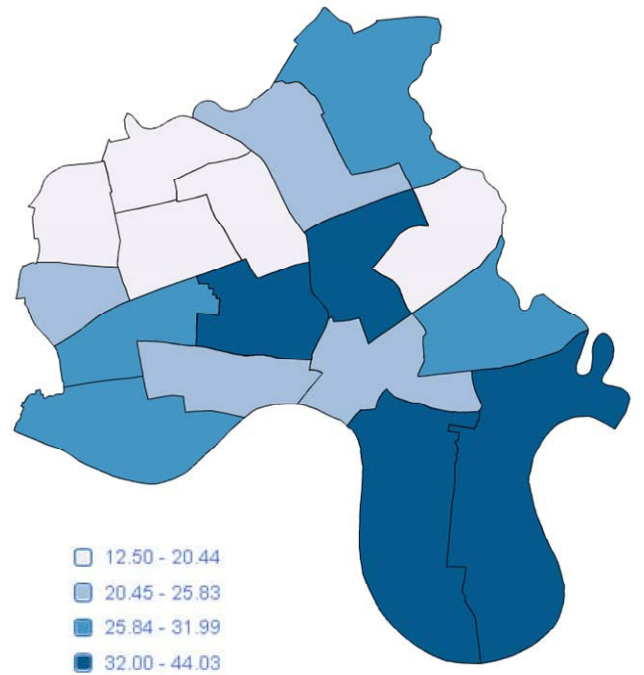
Percentage of Pupils getting 5 or more GCSEs graded A*-C including English and Maths, 2007



Percentage of Young People Aged between 16 and 18 not in education, employment or training, November 2007.



**Young people age 13-19 who have attended a youth project delivered by LBTH Youth Service
% Population aged 13-19**



Key drivers for further improvement

Underpinning all our work there are a number of key drivers which are enabling us to progress further and faster.

Early intervention and prevention

Analysis shows that early intervention can be highly cost-effective and that money spent during the early years has a greater impact than in the later stages of childhood. Moreover the positive impacts of successful programmes have been shown to last, reducing the need for later forms of intervention. In 2006 Tower Hamlets was awarded a Beacon Award for our work on early intervention and prevention. Key to our approach is our focus on outcomes, partnership, inclusion and innovation.

Our success in this area is based on effective partnership working across the council and other agencies through the Local Strategic Partnership (LSP) and the Children and Young People's Strategic Partnership Group (CYPSPG). The shared involvement and commitment of schools, the Primary Care Trust (PCT), parents, the voluntary and community sector and children and young people themselves have all enabled effective preventative work and earlier identification of children at risk.

Our inclusive approach enables support and intervention to be offered through mainstream services to large numbers of young people at risk of social exclusion. This supports our preventative work and enables more intensive support to be effectively targeted where it is most needed. Examples of the outcomes of this approach include:

- Through our Sure Start programme, and now our Children's Centres, we have invested in early support to develop oracy, thereby reducing the number of children needing speech and language support later in their education.
- Our Parent Information Point sessions are designed to help all parents access services, but a specific aim is to improve the take-up of services by families of vulnerable children and young people, who might otherwise be resistant to support and information.
- We have invested £2 million in commissioned services for children in need to support families with complex difficulties before formal intervention is needed.
- Our Multi-Agency Social Inclusion Panel (SIP) takes referrals for around 600 vulnerable children and young people per year and brokers tailored support packages to prevent them entering a downward spiral.

We will continue to build on this successful approach this year through our integrated work to support families, and our targeted localisation of services.

Supporting parents and families

We recognise that parents and families are the most important determinant of the well-being of children and young people. They are a child's first educator and the first line of support when something goes wrong. We have developed an overarching strategy which is designed to ensure that parents and families have access to the support that they need, when they need it, so that children benefit from confident, positive parenting from birth through to adulthood. This strategy is guiding the significant investment in supporting parents and families, from information and advice services through to parenting orders

and family assessments, and is marshalling the resources of providers from the both voluntary and statutory sector.

Our strategy to support parents and families has five key elements which reach across all every child matters themes and support our aim of intervening earlier to prevent poor outcomes. The five elements are:

- **Good quality universal support** in the form of information, advice and signposting to other services, particularly at key transition points in a child or young person's life
- **The development of children's centres and extended schools** offering access to a broader and more coherent set of services to support parents
- **Support for schools and settings in actively engaging parents** in children and young people's education by:
 - Ensuring that parents have a voice
 - Developing a welcoming provision
 - Communicating effectively with parents
 - Working with parents to support their children's learning and development
 - Supporting parents own learning and development
 - Recognising the role that families and the wider community can play in enriching the life of the organisation
- **More targeted support at the local level** to meet the needs of families and communities facing additional difficulties
- **Co-ordinated, multi-agency specialist services for families facing complex challenges or at risk of social exclusion** delivered on an outreach basis or centrally.

Localisation

Increasingly we realise that to achieve precision in targeting services to the needs of children and young people we must achieve greater local differentiation in what we offer and how we deliver it. A key theme which runs throughout our review and update of the CYPP is how we can use the opportunities afforded by localisation to achieve even better outcomes for children and young people. Our localisation strategy for Children's Services is based on three main principles. By localising planning and delivery of services we can achieve:

- More effective co-location and integrated delivery of services across professional disciplines and boundaries
- Better targeting of preventative services on young people who need them most, especially where data suggests outcomes differ significantly across the Borough
- Greater opportunities to engage users and the community in design and delivery of services.

Our strategy for localisation does not depend on increasing the number of services available locally, but achieving greater coordination and integration of the significant investment already available. The eight Local Area Partnerships (LAPs), which are a key dimension in Tower Hamlets award winning LSP, form the underpinning mechanism for

localising Children's Services. Children's Centres, Extended School clusters, Youth Services, and PCT core provision have all been organised on a LAP basis and provide the main delivery vehicles for our services.

Our Extended Services Provision is now well developed and since June 2007, all schools and children's centres in the authority have been working together in cluster change teams. These change teams meet half-termly and draw in partners from Children's Services, other key agencies within the local strategic partnership as well as the community and voluntary sector, to develop extended provision at the local level.

Involving our partners and the community

In developing the original CYPP we undertook an extensive engagement and consultation process which fell into two phases. Initial consultation and involvement work took place in the early drafting stage of the CYPP with a range of partners and with children, young people and families. This informed the needs assessment and visioning stages. In addition, qualitative data was gathered on the expectations of children and young people across the 5 Every Child Matters outcome areas through the production of the Young People's Community Plan.

Following the production of the CYPP we established the Children and Young People's Strategic Partnership Group (CYPSPG) with responsibility for overseeing the delivery of the plan; co-ordinating strategic planning for services for children and young people and ensuring accelerated progress towards improved performance across the five Every Child Matters themes. The group is chaired by the Lead Member with responsibility for Children's Services and membership is drawn from a wide range of partners including local residents, headteachers, parent governors, young people, the local Learning and Skills Council, the Tower Hamlets Education Business Partnership, the Police, the health sector including the PCT, the Mental Health Trust and the Acute Trust. The CYPSPG forms a key part of the Local Strategic Partnership and reports to the Tower Hamlets Partnership Management Group.

Reporting to the CYPSPG, we have established 6 multi-agency groups, one for each ECM theme and one for Excellent Children's Services. These groups are fully representative of our partners and are responsible for monitoring progress of delivery against the plan, and producing the annual review. This architecture ensures that all key partner agencies are fully engaged and held accountable for their delivery of our priorities for children and young people.

Making Children and Young People's views integral to our work

Following feedback from young people about how they prefer to be involved in influencing our services, we held a series of events tailored to different groups, to enable young people to express their views on a range of local issues.

As a result of these events, we have a clear picture about local priorities for children and young people. These have directly informed this review of the CYPP as detailed in the table below:

Issue	Our response
<p>Youth centres – although we have invested in providing a comprehensive range of youth services, young people still comment that they would value more activities to cater for the full range of needs and interests in individual areas.</p>	<p>We have prioritised improvements to both the quality and quantity of youth provision through the 'Make a Positive Contribution' strand of the CYPP. This has included the development of targeted provision for different groups of young people. We are also focusing on making sure that young people really understand the full range of provision already on offer.</p>
<p>Community Safety – Although the Tell-Us survey indicates that children and young people mainly feel safe in the local area, community safety has been raised as a concern through a number of consultation fora. Young People are particularly concerned about issues linked to territorialism which might prevent them from participating in projects outside their estates</p>	<p>Community Cohesion is a priority in 'making a positive contribution.' This proposes a stream of work to ensure different groups are given opportunities to work together on tolerance and diversity. Later in 2008, we will be setting up a commission to examine in detail the safety of young people, with an emphasis on violence by groups of young people.</p>
<p>Children at risk – Young people feel that more support and information about services could be provided for the most vulnerable young people, particularly those at risk of turning to crime</p>	<p>Support for children at risk, with an emphasis on early intervention, is a theme which runs throughout the CYPP. We recognise that support services need to better address need at an early stage, which will be a key priority for our Integrated Youth Support Service.</p>
<p>Access to sexual health information – Young people value the information they are given about health related issues, but have commented that they believe they would benefit from more information, particularly in relation to sexual health.</p>	<p>The Be Healthy theme includes a priority aimed at addressing this issue, including better information through a range of access points and media. We have already had considerable success in reducing teenage pregnancy and Chlamydia screening.</p>

Issue	Our response
<p>Housing and overcrowding – As a dense inner city borough there is real pressure on housing in Tower Hamlets, which means that overcrowding is a significant issue for many of our young people.</p>	<p>The need for more affordable housing to address issues of overcrowding is a priority in our Community Plan and Local Area Agreement, and we have set ambitious targets for increasing the supply of new housing and quality of existing housing. Through extended services and youth provision we are also enabling young people to access community facilities for study or recreation.</p>

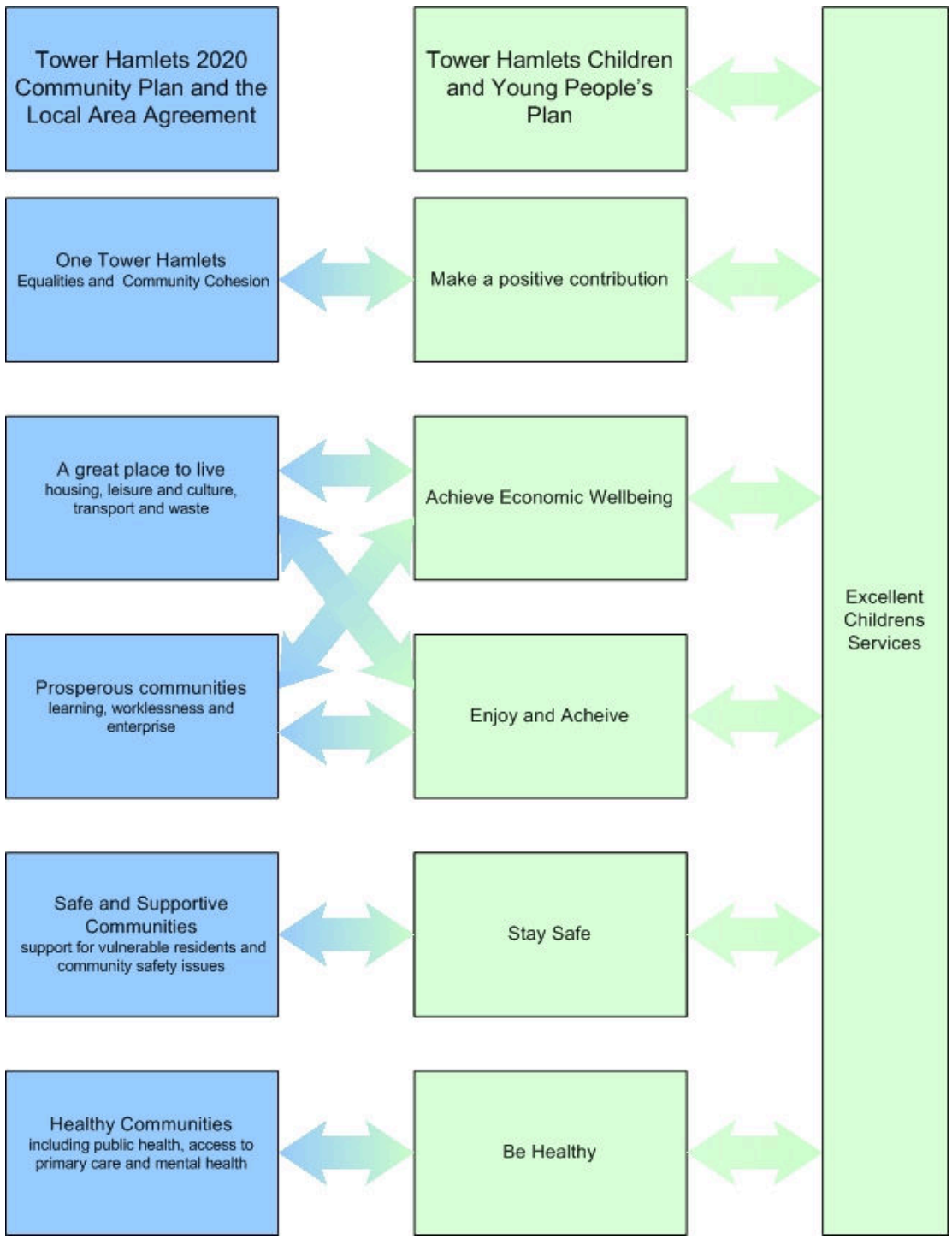
Children and young people’s views are also integral to our plan as they inform a range of indicators relating to the TellUs survey.

Delivering on our priorities

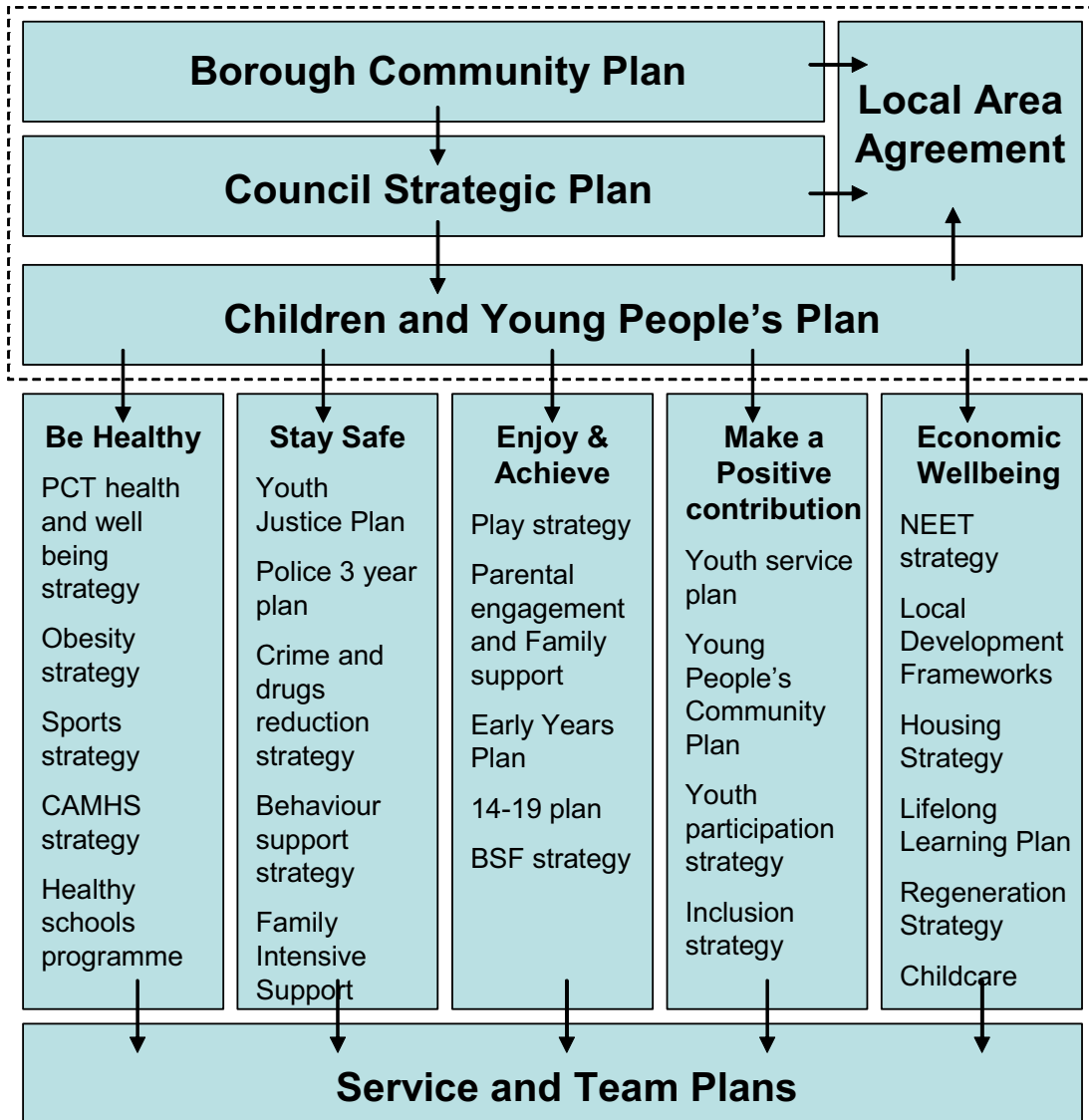
The following sections set out not just a transparent assessment of progress over the last year but also an ambitious set of priorities for the year ahead. These have been decided with reference to the key strategic objectives set out in the borough's Community Plan, our detailed analysis of data and of needs, and feedback from partners, users and the community.

The Children and Young People's plan, and the annual review of the plan, is fully integrated with the broader planning and accountability framework which underpins our Local Strategic Partnership. Accountability for delivery rests with our theme based delivery groups, which report to the CYPSPG, which in turn reports to the Partnership Management Group. The Local Area Agreement provides an important vehicle to embed key priorities from the CYPP into the performance dialogue between our Local Strategic Partnership and central government.

During the last year, in consultation with our community we launched 'Tower Hamlets 2020', our new Community Plan. This refocuses the partnership on a revised set of priorities, which are also more closely aligned to the priorities of the CYPP. The diagram below shows how these priorities link.



The detailed actions and activities that will enable us to deliver these plans are recorded in the service and team level plans of our key partners. The diagram below shows how these plans interlink.



The following sections, one for each of our 6 themes, outline our review of performance and progress, and action plans for improvement during the 2008-9 financial year. Appendix 1 contains a detailed breakdown of performance in our headline and supporting indicators.

Be Healthy

Our vision is that:

We want our children and young people to grow up healthy in body and mind.

This means investing in high quality education and advice for young people so that they make healthy lifestyle choices, providing first class health services to children, young people and their families, and offering targeted and specialised treatment for the most vulnerable.

We set ourselves ambitious three year targets to slow down the rise in obesity; reduce teenage pregnancy, increase the number of young people accessing treatment for drugs misuse; reduce infant mortality and reduce the percentage of children experiencing tooth decay. These targets were supported by a number of key indicators focussing on healthy eating, reducing smoking, antenatal service provision, access to sexual health treatment and achieving healthy school status.

Over the last year we have made significant progress in achieving a number of our key targets and indicators:

Target	Progress
Achieve a 47% reduction from 2000 baseline in the number of under 18 conceptions by 2009.	The number of teenage conceptions has fallen by 24.2% since 2000, placing Tower Hamlets in the top quartile nationally for this indicator. The number of teenage conceptions in 2006 (the latest year for which we have data) was 157, the lowest ever.
Increase by 3% per annum the number of young people under 18 accessing substance misuse treatment	We have again exceeded our target, with 1034 young people accessing treatment, an increase of 45% over the last year.
By 2008 achieve a 10% reduction in the numbers of children with active dental decay by the age of 5 from 45.5% baseline	The percentage of children experiencing dental decay reduced from 51% in 2001/02 to 41.6% in 2005/6. Figures for 2006/7 have been delayed and will be published in June 2008.
Set targets to slow down the rise in obesity in reception year and year 6, based on new data	Data from the weighing of children in 2007 showed that, at 14.93% and 22.93%, the prevalence of obesity in both year groups is higher than the London average. This was the first year in which benchmark data on this indicator was available and we have now set targets to slow down the rise in obesity.

As a partnership we have achieved a number of important milestones which have contributed to the better outcomes for children, young people and their families described above:

- Through our Youth Service, we have put in place innovative health screening and promotion programmes, taking the services to places which are non-stigmatising and frequented by young people. Work with the PCT screening for Chlamydia in youth clubs and at football matches has been pioneering and has attracted national praise. Our chlamydia screening programme has exceeded its targets, reaching 18% of the 15-24 year old population in 2007/8,
- Teenage conceptions are relatively low and our teenage pregnancy strategy has achieved reductions in the rate since 1998 which are in the top quartile nationally.
- Schools view the work of local services to improve the health of children and young people very positively. All 8 questions relating to the delivery of health services in the Audit Commission's school survey in 2007 returned results in the top quartile nationally.
- We have achieved excellent progress in our Healthy Schools programme, with 100% of schools engaged and 62% accredited, well above national averages.
- Our ambitious target for 80% of schools to be offering 2 hours or more physical education per week to all pupils in the 2006-7 academic year was exceeded.
- Excellent progress has been made in the development of CAMHS services, with almost all areas of progress rated as 'achieved fully' or 'good progress' in our self assessment. Targets for increasing staffing in the service have been exceeded, and the percentage of cases assessed within target timescales is significantly high.
- We have exceeded our targets for young people accessing substance and alcohol misuse treatment as a result of improved referral and access to our commissioned substance misuse services. This year 1034 young people accessed the service compared to 711 last year. Targets for the referral of young offenders to mental health and substance misuse services have also been met consistently.
- The Healthcare Commission rated services for children in hospital at Barts and The London NHS Trust as good overall, and noted positive feedback about the patient experience.

- Looked after Children's health needs are comprehensively addressed through dedicated nursing and mental health services. The percentage of looked after children receiving annual health and dental checks in the year ending September 2007 was 94%. This has been consistently above national average and continues to show improvement.
- All 21 Sure Start Children's Centres are now up and running. The Children's Centres are spearheading our drive to further improve early identification and intervention through the offer of both universal services and targeted support for vulnerable young children and their families. They provide childcare integrated with early education; family support and outreach work; speech and language therapy; stay and play sessions, employment advice including links with Jobcentre Plus; and health services including ante and post natal services, breastfeeding support, health visiting and support with emotional and behavioural problems. To date they have registered 14,701 children and their parents, over 70% of the under 5 population in the borough.
- .As a result of a continued focus on perinatal support, both through children's centres, health visiting, maternity services and the gateway midwifery team we have seen a further reduction in smoking during pregnancy to from 4.5% in 2006/07 to 3.6% in 2007/08, an increase in early booking for ante-natal appointments (by 12 weeks) from 49.7% in 2006/07 to 62.2% in 2007/08 and an increase in breastfeeding initiation from 79.3% in 2006/07 to 81.7% in 2007/08.
- Occupational therapy and speech and language therapy services are very well regarded in the borough and work closely with children's centres, mainstream and special schools to ensure that children are supported in a way which ensures they are not marginalised. 944 children and young people have received support through mainstream school speech and language services.
- The PCT has invested £100k over 2 years in a high quality preventive and treatment dental service targeted at young children which would make a significant and sustainable impact on improving the oral health of children in Tower Hamlets. Mobile dentist surgeries are being used to ensure that uptake of services is promoted in areas with poor access. Information about use of these services shows a high level of uptake, which is encouraging.
- Holistic reviews of maternity services, health visiting and school nursing provision has been completed by the PCT. As a result, an additional £450,000 per year is being invested in the health visiting and school nursing service. This will ensure more focus on identifying early the health needs of vulnerable children and young people, and ensuring that those with less complex need are supported to thrive in mainstream provision.

- We have reviewed and improved our transition protocols for disabled young people moving into adulthood. As a result, all disabled young people aged over 14 now have transition plans in place.

Case Study- Improving Health through the Family Nurse Partnership

Working with a 15 yr old mother and 14 year old father, the Family Nurse Partnership achieved an impressive improvement in outcomes for them and their baby. Prior to intervention by the service, the father and mother had both smoked since childhood, with father smoking cannabis. They were both eating lots of convenience, junk food. Both had experienced neglect and abuse in childhood. Mother had previously been issued with an ASBO, and the father had a criminal record for robbery and GBH. Both had been excluded from school.

After intervention, the couple are now living in a hostel. Mother gave up smoking during pregnancy, and father has given up smoking subsequently. Mother drank lots of water in pregnancy. They have been given healthy start vouchers to buy fruit and vegetables to improve their diet. They are engaged with the 'smart choices' programme to improve their relationship. The baby was born at term with healthy birth weight baby at term. Mother breast fed baby for one month and did not introduce solid food until recommended age 6 months. The baby is fully immunised and given organic finger foods and home made family food.

Mother is now back at school, and father going to college.

In just twelve months this represents real progress, but we know that we still have further to go:

- Maternity services were given a rating of 'least well performing' by the Healthcare Commission in January 2008. A comprehensive improvement plan is in place to improve services, and an innovative birthing centre opened at the Barkantine Centre which may be a model for future service development.
- Immunisation rates for children at their 2nd birthday are significantly low compared to London and national averages, particularly for MMR. To address this we have appointed an Immunisation Facilitator, and have a multi-agency strategy in place which aims to increase immunisation through multiple points of access, such as the school nursing service, A&E, paediatric units and NHS walk in centres.
- There is a concern London-wide about the incidence of sexually transmitted infections amongst young people. We are making good

progress on our strategy for sexual health screening and promotion but we know that we need to do more to combat the rise in infection seen across London.

- The rate of dental decay in under 5 year olds remains high, although indications are that it is reducing. We need to learn from the mobile dentistry and early access dentistry pilots which are currently underway in order to mainstream services in a way that is accessible to the community and promotes higher take-up. Our work through the healthy schools programme, to promote healthy eating, will also help to address this problem.
- The 2007 TellUs survey highlighted relatively low levels of children saying they exercise and eat 5 portions of fruit and vegetables daily. We will build on our school sports programme to increase the physical activity offered at schools and capitalise on the opportunities offered by the Olympics. We are actively promoting healthy eating through our Healthy Schools programme and have developed a borough wide obesity strategy which includes a substantial new investment programme to further develop prevention and treatment services that will build upon existing services.
- We have a range of respite and activity-based support available for disabled young people. However, we need to increase the range of support to carers and extend our respite offer to more families. We also need to extend take up of direct payments to increase choice.

So there is more to be done to increase the pace of improvement. In the next twelve months we will...

Improve access to health services and health education for children and young people, with a focus on reducing inequalities

- Continue to develop health service provision within children's centres and extended schools ensuring close links with Improving Health and Wellbeing networks.
- Implement new service specification for Health visiting and school health services. ensuring the service is universally accessible, working closely with maternity and other services and resources are targeted at those in need
- Work with GPs and Children's Centres to increase the uptake of childhood immunisations in the first 2 years of life, with a particular focus on the pre-school booster, where uptake is lowest.
- Put in place preventative measures to reduce presentations to A&E for paediatric minor illness and minor injuries, and for children with long term or chronic conditions, which could be successfully treated outside a hospital. Establish a baseline for children under 5 against which future performance can be compared.

- Work with local communities to ensure that children have access to the mobile dental surgery projects and to General Dental Practices and learn from the current pilot to increase access to dental services through children's centres. .
- Implement the new dedicated health service for Pupil referral units and youth offending services users.

Improve diet and increase physical activity among children and young people with a view to halting and reversing the long- term rise in obesity

- Agree and implement a 3 year multi-agency action plan to tackle the rise in childhood obesity as part of a broader Tower Hamlets Obesity Strategy, to include both prevention and management of overweight and obesity and an evaluation framework
- Promote good nutrition and physical activity for the under 5s through Children's Centres and other Early Years settings including support for breastfeeding and weaning, and providing active "stay and play" sessions
- Ensure all nursery schools; schools and the PRU have whole school food policy in line with government guidelines.
- Provide advice and support to schools on healthy eating through the school nursing team, school nutritionist and new Public Health Dietician for children.
- Ensure that by 2008/9, 85% of 5-16 year olds participate in at least two hours of high quality PE every week
- Measure the Body Mass Index of at least 84% children in reception year and 88% in year 6 by July 2008
- Implement care pathway for the management of overweight and obese children and young people including the development of a new early intervention service targeting families identified as being at high risk
- Develop minimum standards for leisure and fitness activities and establishing standards for all looked after children aged over 7 years to learn how to swim.
- Extend the provision of support for the management of overweight and obesity in children including the 'BEST programme' and services in a range of health and community settings
- Launch and implement an Olympic Education Strategy to promote engagement in sporting activities and contribute to the legacy agenda.
- Identify opportunities to use the Olympics to promote physical activity and health messages.
- Through effective promotion of healthy eating and exercise, work to prevent early onset type II Diabetes. Work is also planned to review the incidence and age profile of children with diabetes to inform the future commissioning of the service.

Improve the emotional well-being and mental health of children and young people by increasing the focus on early intervention and improving access for mental health services for vulnerable groups.

- Support the development of our service infrastructure through refining our analysis of need and strengthening our target setting and monitoring framework
- Improve outcomes in Personal Social and Emotional Development and Communication Language and Literacy in the Foundation Stage profile through the provision of targeted support in Children's Centres.
- Support schools to ensure that the emotional well-being of pupils is addressed effectively through the curriculum by continuing to implement the Social and Emotional Aspects of Learning (SEAL) strategy effectively
- Increase our focus on early intervention and prevention, working through children's centres, schools and other community based settings, so that where appropriate we can reduce the number of young people requiring specialist CAMHS.
- Further develop the targeted and specialist CAMHS resource so that it can be directed at areas of greatest need, including looked after children, children living with parents with mental health problems, young offenders, and children with social and communication disorders and learning disabilities.

Reduce the take up of smoking, drugs and alcohol and ensure prompt access to treatment and support for young people who misuse substances.

- Review treatment and discharge protocols to increase the percentage of young people who leave substance misuse treatment in a planned way.
- Work closely with adult drugs services to improve the range of preventative support on offer to young people whose parents or siblings misuse drugs or alcohol.
- Recommission the borough's holistic substance misuse service in order to maximise quality and value for money.
- Strengthen the delivery of drugs education in schools, with a particular focus on preventing a rise in opiate use.
- Increase access to appropriate and high quality substance misuse services, so that the number of young people under 18 accessing drug treatment rises by 3% over the next year.
- Roll out the pilot peer led stop smoking intervention project (ASSIST) to remaining year 8 schools in the Borough

Continue to reduce teenage pregnancy in the borough, particularly in high incidence areas, and raise awareness of sexual health risks among children and young people under the age of 19.

- Run health advice drop-ins through extended school clusters, in partnership with school health advisors.
- Make advice available and deliver sexual health awareness sessions to all targeted audiences including Pupil Referral Units, Young Offenders, Looked After Children, Foster Carers, LGBT and youth centres.
- Provide additional clinical capacity in the areas with greatest need, targeted at LAP areas with significantly higher than average teenage conception rates.
- Continue to provide individualised packages of care to teenage parents with input from the Gateway Team, pregnancy adviser and parent adviser for unsupported vulnerable teenagers.
- Continue to provide workforce training on sex and relationship issues within mainstream partner agencies, such as Connexions Personal Advisers, Youth Workers and Social Workers.
- Continue the local media campaign to advertise sexual health clinics in areas that teenager frequent, including schools and shopping centres, and run 2 media campaigns to raise young people's awareness about sexual health and promote local services.
- Provide young-people friendly sexual health/contraceptive advice service, with a focus on health promotion as well as reactive services in the community, the college, clinics, GP practice and Pharmacist.

Improve access to and quality of pre and post- natal care, targeting resources at the most vulnerable women and families.

- Implement comprehensive strategy to promote breastfeeding in maternity services, Children's Centres and across PCT primary and community health services, to achieve UNICEF baby friendly accreditation and ensure that support and specialist advice is available to all women breast feeding.
- Implement the recommendations of the maternity review, through redesign of the delivery of antenatal, perinatal and post natal care and education, to maximise opportunities for joint delivery through Children's Centres and increase choice.
- Support pregnant young women of school age and teenage parents to remain in education and training.
- Implement routine recording of smoking status of new mothers at 6-8 week visit and further develop the specialist smoking cessation service for pregnant women and parents of young children.
- Continue to pilot the Family Nurse Partnership Programme, providing intensive home visiting support from the specialist team of midwives and health visitors to 100 teenage parents, working closely with Children's Centres.
- Implement the enhanced perinatal mental health service to improve access to services for pregnant or recently delivered women with moderate to severe mental health difficulties

Improve access to and quality of support to disabled children and young people and their families.

- Implement a positive parenting programme for parents of disabled children to assist in achieving sustainable care in the home.
- Improve access to short break services.
- Review training to support the implementation of the lead professional role
- Review the implementation of the early support programme.
- Review the Every Disabled Child Matters Charter.
- Ensure children with disabilities are represented and can engage and participate in mainstream children forums such as school Councils and Young Mayor Forums.
- Consult with disabled children to inform the commissioning process for personal care providers.
- Promote direct payments for disabled children and their carers who meet the threshold criteria.
- Pilot the person centred approach to transition planning.
- Implement the revised attention deficit hyperactivity disorder (ADHD) and autistic spectrum disorder (ASD) assessment care pathways
- Complete a scoping study to identify the potential benefits of establishing a co-located centre for specialist services for children, including a proposed service specification, to inform capital planning within both the PCT and local authority to improve access to services.
- Implement the new community based epilepsy service ensuring close links with acute based services
- To continue to develop an integrated approach to assessment of disabled children and long term conditions across the range of professionals and agencies providing services.
- Ensure that informal carers are supported by improving the take up of carer assessments.

To measure our progress we are committed to achieving the following targets and supporting indicators

Headline Targets
Achieve a 47% reduction from 2000 baseline in the number of under 18 conceptions by 2009.
Increase by 3% per annum the number of young people under 18 accessing substance misuse treatment
By 2008 achieve a 10% reduction in the numbers of children with active dental decay by the age of 5 from 45.5% baseline
Slow down the rise in obesity in primary school pupils. Targets for 2008 are for 23.4% of year 6 pupils and 15% of reception pupils to be classed as obese.

Supporting indicators
80% of schools to have achieved Healthy Schools status by April 2009
Ensure 95% of looked after children have had annual health assessments and dental checks.
Achieve 90% coverage of all children registered with GPs receiving childhood immunisations in the first two years of life by 2009.
25% of young people surveyed in the 'TellUs' survey to report eating 5 or more portions of fruit and vegetables a day by 2010.
Increase the percentage of pupils aged 5-16 having 2 or more hours of PE per week to 85% in 2008/9.
Reduce the percentage of young people surveyed in the 'TellUs' survey to report that they have smoked a cigarette to 12% by 2010
20% of 15-24 year olds to accept Chlamydia screening by March 2009
Increase the prevalence of breast-feeding at 6-8 weeks from birth to 51% (This replaces the previous indicator on breast feeding initiation rate.)
Increase the proportion of women booking for antenatal care by 12 weeks gestation to 65% in 2008-9.

Stay Safe

Our vision is that:

We want our children and young people to grow up...free from harm, fear and prejudice.

This means ensuring that children are effectively safeguarded from the risk of harm and neglect, reducing the involvement of young people in crime, both as victim and perpetrator, and protecting young people from bullying and harassment.

We have set ourselves ambitious targets to ensure that children are effectively safeguarded from the risk of harm and neglect; improve the care of children looked after by the Council; reduce involvement in crime both as victim and perpetrator; and tackle bullying. These targets are supported by a number of key performance indicators.

Over the last year we have made significant progress in achieving a number of our key targets and indicators:

Target	Progress
Reduce the percentage of children looked after at 31 March who have had three or more placements during the year to 8.9% in 2008/9.	Performance in this indicator is has remained static during 2007-8 at 10.95%. Placement stability for all looked after children is tracked carefully to ensure that action is taken to ensure that moves only take place where absolutely necessary. Performance on long term placement stability has improved significantly during the last year and is now close to statistical neighbour and national averages. 63% of children under 16 who had been looked after for 2 ½ years or more at the end of March 2008 had been in their current placement for at least 2 years, compared to at average of 66% nationally.
Reduce re-offending rates by 5% year on year in the applicable cohort from a baseline of 43.8%	3 out of the 4 recidivism categories have seen decreases in re-offending.
Ensure that the length of time domestic violence is experienced before being reported is on average less than 4.5 years	The 2007-8 figure is 3.85 years, which has exceeded our target but is a slight increase from the previous year.
Establish a baseline from the "TellUs"	The first 'TellUs' survey results show

Survey of young people feeling very or quite safe from hurt by other people and set a target for top quartile London performance within three years.	that 75% of young people feel very or quite safe in the local area, which is in line with the top quartile of our statistical neighbours.
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As a partnership we have achieved a number of important milestones which have contributed to the better outcomes for children, young people and their families described above:

- Results from the first national ‘TellUs’ survey about the percentage of children feeling very or quite safe show that in all areas, we are in line with or above the top quartile of similar local authority areas.
- As a result of work to raise awareness in order to ensure effective intervention, there has been a significant increase in the numbers of children identified as vulnerable due to domestic violence occurring in their family. This means we are able to intervene earlier and more often to prevent problems from escalating and ensure children are protected from harm. We have exceeded targets for the domestic violence sanctioned detection rate.
- Our successful early intervention strategies mean that wherever possible we intervene to prevent children having to be taken into care. We spend a comparatively high proportion of our social care budget on family support, and have consistently low numbers of looked after children compared to similar local areas.
- Schools have effective anti-bullying policies in place, which are quality assured by the Council. In the TellUs survey, 78% of children said they had never been bullied, which is in the top quartile of similar authorities.
- The Local Safeguarding Children Board (LSCB) has been independently reviewed following its first year of operation, and the recommendations from that review have been implemented. Partners have now committed more resources to ensure that the Board is able to properly scrutinise safeguarding practice in the borough and contribute to improvement. We are piloting a shared dataset with other London boroughs to help facilitate this.
- We have implemented the new Pan London Child Protection Procedures, which ensure that our practice is consistent and reflects current regulatory requirements. Thresholds for social care support have also been reviewed with our partners as part of the LSCB work programme.
- Our pioneering work with the hardest to reach communities on issues that relate to the protection and support of children has continued. A handbook for mosques and madrassahs has been produced and we host a national conference on working with African families.
- There are very clear and strong systems in place for information sharing and cross agency working based which form an integral part of our child protection process. Decision making and planning is conducted across

agencies reflecting a holistic approach to meeting vulnerable children's needs.

- All children on the child protection register, and looked after children, are consistently allocated professionally qualified social workers.
- Our systems for monitoring looked after children's placements are highly effective, and we have made considerable progress in addressing placement stability for looked after children. Our action to stabilise placements includes scrutiny of cases to ensure early intervention if a placement is showing signs of breaking down. As a result, the percentage of children looked after for more than 2.5 years who have been in the same placement for at least 2 years, increased from 50.9% to over 60% during the last year.
- We continue to complete well over 90% of looked after children's reviews within statutory timescales, which exceeds national and statistical neighbour averages. Children and young people's involvement in the review process is effectively supported and over 97% of looked after children participated in all of their reviews during the last year. This is an important mechanism for ensuring that looked after children are effectively safeguarded and supported in reporting concerns about their care and treatment.
- We received an 'good' inspection result for our adoption service in our first inspection based on the new, more demanding, Ofsted standards.

Case Study - Developing an Islamic understanding of safeguarding

A series of three "Continuing the Dialogue" seminars were held, over the year, to help develop an Islamic understanding of some of the key issues to do with safeguarding.

The events were organised by the local authority, in partnership with the Tower Hamlets Council of Mosques. Over 100 people attended each of the events, evenly split between Imams and professionals from statutory and voluntary organisations.

The topics covered in the seminars were issues known to affect the local Muslim community, such as domestic violence and mental health and their impact on children.

By working with the Mosques and the Imams so closely, there has been significant change on both sides of their understanding of the other, often with positive results in engaging Imams in direct work with families

In just twelve months this represents real progress, but we know that we still have further to go:

- In response to the findings of the Families at Risk Review (Jan 08) and the Children's Plan, we plan to pilot a range of interagency initiatives with the family at the centre of service planning and delivery. Building on the achievements of the Family Intervention Programme, the aim is to create systemic change in whole family work, early prevention approaches to families with multiple risk factors and the development of care pathways for these families.
- Whilst we have made real progress in both increased reporting of youth-on-youth crime, and limiting the rise, through effective partnership working, community safety remains a significant concern for children and young people in the borough.
- The implementation of our new social care recording system in April 2007 had an initial impact on the timeliness of assessments. Action has been taken and performance since the second part of the year is in line with statistical neighbour and national averages, however we have further to go to ensure that this improvement is sustained and that we make progress towards top quartile performance.
- We realise that we need to ensure the safety of all of our children whilst using the internet and we will be developing a comprehensive e-safety strategy in line with national recommendations.
- Whilst the Local Safeguarding Children Board has been strengthened since the review carried out in 2007, its role in relation to other fora needs to be clarified to ensure its effectiveness is maximised and that it is effective in holding all partners to account.

So there is more to be done to increase the pace of improvement. In the next twelve months we will.

To continue to protect children from risk of harm and neglect

- Consolidate the review and restructure of the Local Safeguarding Children's Board, continuing to ensure the welfare and safety of children and young people
- Review arrangements for carrying out both initial and core assessments, to ensure that improvements, achieved last year in workflow and recording, are both sustained and built on .
- Review the work carried within faith, and other communities in Tower Hamlets, and to target input into the leaders of those communities, through training, coaching and other forms of support, to facilitate their direct involvement in preventative work with families
- Ensure robust monitoring and oversight of child deaths, including lessons for agencies working with children, through our newly established Child Death Overview Panel.
- Ensure the dissemination of the learning points from the serious case reviews and that they are incorporated into practice.

- Develop an e-safety strategy for across the Borough, to ensure children and young people remain safe whilst benefiting from technology. .
- Continue to improve on placement stability for looked after children through more effective care planning, active tracking and provision of support packages to those children in risk of multiple placements.
- Continue to produce appropriate publicity to make it easier for people to raise concerns they might have about a child.
- Following the implement of CAF, further develop the role of the Lead Professional and the team around the child, developing the potential of our Children's Centres and Extended Schools to offer early support for families where children are potentially at risk of harm.
- In light of the experiences of other Olympic cities, work with each of the other local authorities neighbouring the Olympic site, to co-ordinate a common response to the safeguarding implications of the event.
- Continue to promote child safety and prevent road accident deaths among children and young people by implementing local safety schemes targeting locations with the worst road accident casualty records, introducing new safe routes to school schemes, and delivering targeted road safety education.

To develop a continuum of parenting support from early intervention through targeted and specialist multi-agency services to the use of enforcement measures

- Develop systems of multi-agency referral, assessment and service delivery through an intensive whole-family model of support with an emphasis on early intervention and prevention to ensure children are safeguarded. The work will be steered by a Think Family Group with high level representation from agencies across Tower Hamlets.
- Embed the Family Intervention Programme, focusing on the needs of families of offenders and those with complex and multiple problems.
- The PCT and Children's Services to work in partnership to offer an intensive package of support to young, first time parents during pregnancy and in the first two years of their child's life through the Children's Centres and the home-visiting outreach service.
- Appoint two senior parenting practitioners to ensure that families where one or more children have exhibited anti-social behaviour, or are at risk of social exclusion, are supported in developing more effective parenting skills.
- Ensure that children and families affected by domestic violence are identified, assessed and offered appropriate protection and support at the earliest opportunity.
- Ensure that a comprehensive strategy is in place so that young carers and their families are supported to access a full range of life and education opportunities.

- Implement the new All London Procedures on Safeguarding Children Abused through Domestic Violence.
- Develop and implement a partnership performance management framework for children and domestic violence.
- Establish a pilot approach to run a number of Family Group Conferences for families where parents are experiencing mental health problems and to implement a similar pilot where domestic violence has been high lighted.

Reduce the risk of young people becoming victims of crime, and improve their perception of safety in the local area

- Establish a commission to explore ways of improving the public safety of children in Tower Hamlets, taking evidence from all relevant sources including young people. At the end, the commission will produce an action plan in respect of its findings.
- Support the Metropolitan Police in the development of a borough-wide Public Protection Desk, to ensure early identification of vulnerable children and adults.

Continue to tackle bullying

- Ensure schools, residential units and other settings including youth work provision receive advice, support and training to establish effective anti-bullying practice that engages children and young people and monitor outcomes.
- Increase awareness of the impact of disability and disfigurement bullying, cyber bullying and homophobic bullying.
- Improve systems for reporting and recording bullying incidents, both within schools but also in public places, so that action can be taken to address bullying “hotspots.”

To measure our progress we are committed to achieving the following targets and supporting indicators

Headline Targets
Reduce the percentage of looked after children who have three or more placements in a year to 9.5% by 2009-10
Achieve a reduction in re-offending rates by 5% year on year, when compared to the 2002-3 cohort.
Ensure that the length of time domestic violence is experienced before being reported is on average less than 4.5 years.
Maintain top quartile performance for the percentage of young people saying they feel very or quite safe from harm in the annual ‘TellUs’ survey.

Supporting indicators
Maintain top quartile performance for the percentage of young people stating they have never been bullied in the annual 'TellUs' survey.
Maintain the sanctioned detection rate for domestic violence at 45%.
Ensure that 100% of schools are good or very good through their inspections in relation to 'stay safe.'

Enjoy and Achieve

Our vision is that:

We want our children and young people to grow up enjoying life, feeling proud of where they live and what they have achieved.

This means investing in high quality provision for children and young people so that they are supported to achieve, providing first class schools for our children and young people and an excellent range of leisure and cultural opportunities for families. Effective early intervention strategies offer targeted support for those who may be at risk and specialist support meets the needs of our most vulnerable young people and their families.

We set ourselves ambitious three year targets to increase attainment with a particular focus on Key Stages 3 and 4, attendance at school and participation in broader activities. These targets were supported by a number of key indicators focussing on early years provision, parental engagement, and increasing opportunities for play, culture, arts and sports. Our priority is to support progress for all children, and ensure that vulnerable groups such as looked after children and those with disabilities were particularly supported to achieve their full potential.

Over the last year we have made significant progress in achieving a number of our key targets and indicators:

Target	Progress
Raise standards in English and mathematics in secondary education so that by 2007/08 at least 71% of pupils achieve level 5 or above at key stage 3 in both English and mathematics	Results improved to 57.6% of pupils achieving level 5 and above in both English and mathematics at KS3 in the 2006/7 academic year, from 54% in 2005/6. This remains an area of priority and schools are receiving targeted support to help progress towards ambitious targets for 2007/8 and 2008/9
Increase the percentage of all pupils achieving 5 GCSE A*-C grades including English and maths from 30% to 47% by 2008/09	Results improved in the 2005-6 academic year to give us our best ever performance at 36.5%, a significant improvement from the previous year's 33.5%.
Increase attendance at school and reduce unauthorised absence from school to 95% at primary schools and 93% at secondary schools by 2008/09.	In the academic year 2006-8, our primary attendance rate was 94.54% and our secondary attendance rate was 92.73%, showing improvement since the previous year and above the London average. We recognise that improving attendance rates is a

	key issue for the borough and have implemented closer monitoring to facilitate intervention in specific cases, and an awareness campaign to address the issue
Reduce exclusions from school from 1.22 exclusions per thousand pupils to 1.0 per thousand by 2006/07	Exclusions went down to 1.36 per thousand in the 2006/7 academic year from 1.75 in the previous year.

As a partnership we have achieved a number of important milestones which have contributed to the better outcomes for children, young people and their families described above:

- The improvements in quality of education in early years settings have been evidenced by improved judgements in Ofsted inspections.
- Our Foundation Stage Profile results in 2007 were the best ever, showing significant improvement in results, as well as a narrowing in the gap between the lowest performing children and the average. We are making excellent progress towards our ambitious targets in this area.
- All 21 of our new Children's Centres have been designated.
- At the end of primary school (Key stage 2), our pupils out-perform national averages in English and Maths. But we know there is work to be done at Key Stage 3 where results are well below national average.
- GCSE results continue to improve, and the percentage of children getting 5 A*-C grades including English and Maths. This is four times the national rate of progress. This encouraging progress has resulted in an increase in our 2008/9 target to 50%, which if achieved would outstrip the current national average performance.
- Attendance at school continues to improve and is in line with national averages.
- Our bid to the Big Lottery for funding to increase play opportunities has been successful.
- 30% more pupils are accessing instrumental teaching in music than a year ago.
- Personal Education Plans are in place for all Children in care, and this has contributed towards continuing improvement in attainment for this group, whose performance outstrips the national average for looked after children.
- Our effective early intervention and support programmes have resulted in a significant reduction in exclusions from school.
- An integrated transition strategy is now in place to address key points of transition and ensure that attainment is maximised.
- 60% of our schools were judged good or better for overall effectiveness in inspections which took place over the last year and the proportion of schools in special measures or given notice to improve is very low

compared to statistical neighbour and national averages. We have achieved a Beacon Council Award for our school improvement work.

- The gap between the attainment of our children with special educational needs and the school population is 10% lower than the national gap at both Key Stage 2 and GCSE. We are one of the “effective hubs” for SEN provision and over a third of our schools have been judged outstanding in this area.
- Attendance of looked after children at school continues to be good, with only 5 percent being absent for 25 days or more during the 2006/7 academic year. This is the lowest figure of any Inner London and less than half the national average. There were no permanent exclusions of looked after children over the same period.
- In the 2007 Pupil Attitude Survey, undertaken with pupils in Y5, 88.2% agreed with the statement “I am very happy when I am at school”. This is a significant improvement on the 2006 result.
- Our parental engagement programme has been successfully mainstreamed. Over 19,000 parents and family members were supported through the programme, and its effectiveness is being independently evaluated.

Case Study- The Key Stage 4 Engagement Programme

In September 2007 we launched the KS4 Engagement Programme which is aimed at 14 and 15 year olds who are having particular difficulties at school and are at high risk of dropping out at 16. Over a third of the young people in the programme have a statement of special educational needs or are placed in the pupil referral unit. The programme offers these young people a choice of work-related learning programmes which they study outside school. Most of these programmes will lead to national qualifications. For two days a week around 80 young people have followed courses in construction, childcare, business, motor mechanics, multimedia and personal development. All of the providers have signed up to a shared quality improvement framework and the programme will grow for 2008/9.

In just twelve months this represents real progress, but we know that we still have further to go:

- Whilst GCSE and Key Stage 2 results have seen rapid improvement, our Key Stage 3 results remain well below national averages and are not improving fast enough, particularly for pupils achieving English and Maths combined. There is also a wide variation between particular groups in some schools. A new focus on progress as well as attainment will help us to maintain our significant progress in this area.

- We need to continue work to improve access to education for children with learning difficulties and disabilities, so that they are supported to meet their full potential.
- We need to ensure that children and young people get maximum benefit from the borough's excellent and innovative library and community learning facilities, Idea Stores.
- The rate of vacancies amongst our parent governors remains too high.
- Although well above national averages for their peers, looked after children's educational attainment continues to be well below the average for all pupils.
- Although take up of our parental engagement agenda has been very good fathers, and vulnerable families, continue to be under-represented, particularly in the earliest years, which we know have greatest impact.

So there is more to be done to increase the pace of improvement. In the next twelve months we will...

Improve standards of early years provision to give every child the best possible start in life.

- Ensure all children have the opportunity to attend high quality early education provision, by supporting settings with training and evaluating our support to them.
- Provide additional support and guidance to improve outcomes for language, communication and personal and emotional development
- Provide opportunities for all young children to play, learn and express themselves, including those with disabilities and complex health needs.

Extend the opportunities for all children, including those with disabilities, to enjoy a range of activities outside school including participation in play, culture, arts and sports.

- Provide a range of dedicated unsupervised outdoor play areas according to differentiated abilities and age groups. These will include skate and wheel parks, ball games areas and teenage seating areas as identified through and supported by the 2008/2009 capital programme for parks
- Work in conjunction with schools library service and Idea Stores to develop children's reading groups.
- Increase usage of Idea Stores by delivering activities targeting children in Reception Years and coordinated class visits to Idea Stores
- Improve information for families and children so that they are aware of the range of activities available to them, particularly through extended schools.

- Develop the Disabled Go, COOL and Children's Information Service websites so that information on activities for disabled children and young people is more easily accessible. .
- Manage and evaluate the project portfolio within the Big Children's Play Programme Funding 2008-2011.
- Improve Children and families access to e-learning outside of school

Through personalised learning accelerate improvements in attainment with a particular focus on key stages 1 and 3 and GCSE English and maths.

- Identify early those at risk of not thriving and put in place appropriate early intervention programmes, working across agencies to reduce underachievement at a later date. This includes continuing to support newly arrived pupils and those with English as an additional language, and continuing to address boys' under-achievement.
- Target specifically those pupils at risk of not achieving level 4 in both English and mathematics by age 11.
- Target pupils at risk of not achieving level 5 in both English and mathematics by age 14, and those at risk of not achieving A-C grade or better in both English and mathematics by age 16 but whose prior attainment suggests that they should be capable of achievement at this level.
- Improve the use of progress data by schools to enhance attainment, promote assessment for learning, improve personalised learning, strengthen evaluation and planning, and support early intervention and inclusive teaching.
- Implement the national programme for Gifted and Talented (G & T) Education for 11-19 year olds to ensure that our most able young people experience both the stretch and the breadth of learning they deserve
- Building on the New Relationship with Schools, work with Schools, SIPs and SDAs ensure children's educational needs are met across the Borough.
- Work with schools to ensure that our Primary Strategy for Change (primary capital programme) and BSF vision and implementation enable a transformation in learning opportunities and environment across the borough.
- Focus on improving the attainment of pupils with English as an additional language in schools, through guidance and advice on developing effective leadership & management and quality first teaching.

Maintain a strong focus on securing the best possible outcomes for looked after children (LAC).

- Work with schools and personal tutors to make sure that looked after children and young people are encouraged to maintain high aspirations and are actively involved in setting their own learning targets.
- Target specific support to address gaps in learning looked after children may have experienced.
- Ensure LAC are enrolled in the best available provision in the area, including where a change of school is necessary
- Develop the virtual head teacher role to improve progress tracking for looked after children and challenge and support to schools

Enrich the curriculum offer, including creative and sporting opportunities, for all our children and young people, so they enjoy learning.

- Ensure children and young people have access to a wide range of arts, music and cultural activities in school.
- Implement the National Languages Strategy to support languages in primary school, including Sign Along and British Sign Language.
- Extend the range of curriculum offer in secondary schools by working through the Education improvement partnership (EIP) to develop an integrated range of vocational learning pathways to engage and stretch students aged 14-19

Improve behaviour and reduce exclusions from school

- Support schools & governing bodies in developing a wide range of preventative strategies to improve behaviour and reduce incidents which lead to exclusion, by focussing on teaching and learning to improve pupil engagement, training on behaviour management and implementing the SEAL programme.
- Work across agencies to ensure that families whose children are at risk of exclusion are engaged and involved in Think Family programmes.
- Ensure that pupils at risk of social exclusion are identified through highlighting processes, assessed using the CAF and provided with appropriate programmes of support including, where necessary, multi-agency, Team Around the Child interventions, with a nominated Lead Professional.
- Continue to develop partnership approaches between schools and other providers to improve behaviour and attendance and ensure provision is made for challenging pupils, including high quality alternative education and reintegration support for excluded pupils and others out of school
- Extend work with faith groups, to increase attendance, particularly at primary level by addressing issues like extended term-time leave.

Increase the level of parental engagement in children’s learning and development.

- Create a coherent parenting support offer, inclusive of family learning and parenting programmes.
- Increase opportunities for family engagement and opportunities to learn and play together.
- Ensure that parents/carers from all backgrounds are accessing parenting support services
- Ensure that parents are engaged in children’s learning from the earliest years through the Parents as Partners in Early Learning Project and Children’s Centres.

Improve transition at all key points, with a particular emphasis on the transition from primary to secondary, statutory to post 16 provision and from education to adult life.

- Ensure, through better alignment of resources that support for school improvement enables more successful transitions across phases of education.
- Increase the use of ICT and number of transition workers, to support vulnerable young people moving from primary to secondary school.
- Establish cross phase working to support effective transitions, focussing on a shared understanding of pupil progress and levelling.
- Develop a borough wide understanding amongst all Head teachers and education leaders about characteristics of different phases and importance of coherent effective transition and the emotional aspects.
- Improve post 16 Transition support, particularly for vulnerable groups (see activity in the ‘Economic Wellbeing’ section).

To measure our progress we are committed to achieving the following targets and supporting indicators

Headline Targets
Increase the percentage of pupils achieving level 5 in English and mathematics at key Stage 3 from 52% in 2005/06 to 69% in 2009/10.
Increase the percentage of all pupils achieving 5 GCSE A*-C grades including English and mathematics from 30% to 50% by 2009/10.
Increase attendance at school to 95% at Primary Schools and 93.5% at secondary schools by 2009/10

23% of looked after children to achieve 5 or more A*-C at the end of Key Stage 4 by 2008/09.
Reduce exclusions from school to 1.2 per thousand pupils in 2007/08 and to 1.0 per thousand by 2008/09.
Reduce the Special Educational Need (SEN) / non SEN gap, achieving 5 A* - C GCSE inc. English and Maths from 35.4% 2007/08 to 35% by 2008/09.
Supporting indicators
Increase the number of under 16's who are active users of Idea Stores and libraries from 14,008 in 2005-06 to 14,304 in 2009-10.
Increase the percentage of pupils in maintained schools achieving Level 4 or above in the Key Stage 2 English test from 77.5% in 2005/06 to 85% in 2009/10 and in the Key Stage 2 mathematics test from 76% in 2005/06 to 85% in 2009/10.
Reduce the percentage of parent governor vacancies from 10% in 2005/06 to 4% in 2009/10.
Increase the percentage of children achieving 78 points overall to 66.1% by 2009 /10. Increase the number achieving 6 or more in PSED & CLL to 46% by 2009 /10.
Increase the percentage of pupils achieving level 2b in reading, writing and maths at Key Stage 1 from 63% to 70% in reading, from 53% to 70% in writing, from 64% to 70% in maths and from 64% to 70% in science at level 2+ 2008/09.
Reduce the number of statements of SEN from 1,575 in 2005 to 1,200 in 2009.

Making a Positive Contribution

Our Vision

We want our children to grow up understanding differences, confident & courageous about the future, able and willing to make a positive contribution to a strong cohesive community in Tower Hamlets.

We have made strides in improving the opportunities available for children and young people in the borough to make a positive contribution. This has been achieved by consolidating existing provision and establishing further arrangements for young people's involvement in decision-making, promoting social cohesion, and enabling young people to take part in constructive & law abiding activities developing as individuals socially & emotionally.

Target	Progress
Increase the percentage of 13-19 year olds having contact with the Youth Service from 26.1% in 2004/5 to 33% in 2008.	We have exceeded our target, and are one of the best performing services in the country. In 2007-8, 6366 young people had contact with the Youth Service, which exceeds our target by over 400 young people. Moreover, the percentage of young people getting accredited outcomes from their contact with the Youth Service has exceeded our target and the national top quartile.
Reduce the number of incidents of youth on youth violent crime (where victim or accused is under 19) from 593 incidents in 2004/5 to 558 incidents in 2008/9	There has been a reduction in reported youth on youth violent crime in 2007-8, to 542-. Further analysis of this data has led to questions over its accuracy, and we are therefore changing this measure for 2008-9 to reflect cases which were dealt with by the courts where both perpetrator and victim were confirmed to be between 10 and 17 years old.
Reduce by 5% the number of first time entrants to the Youth Justice system from 400 in 2004 to 380 in 2008/9	The target for the full year 2007/08 was 318. After 109 1 st time entrants in the 1 st quarter, this stabilised during the final three quarters and the target was missed by a total of 18.
Increase the number of opportunities for volunteering and community action by children and young people from 485 in 2004 to 1200 in 2009/10	We have improved our coordination of volunteer-supporting organisations in the borough, doubling the number of opportunities promoted to young people.

As a partnership we have achieved a number of important milestones which have contributed to the better outcomes for children, young people and their families described above:

- 33% of young people surveyed in the national TellUs survey felt that their views are listened to in decisions about the local area, which is significantly above the national average. The percentage of young people saying they had given their views about local issues in the same survey is also well above the national average.
- We continue to innovate in our approach to involving young people. In November 2007 young people took over Tower Hamlets Council for the day as part of a national event. One young person was given the opportunity to step into the shoes the Director of Children's Services.
- The 2nd Young Tower Hamlets Mayor was elected in February 2008, after beating off competition from 19 other candidates. Young People's engagement in the process was maintained as more than 4,000 votes were cast during the election.
- We have continued to run events such as 'Cotchin' with the Councillor' to give young people the opportunity to debate issues and give local services their views. A series of 'fact sheets' have been produced as a result of these events, outlining young people's views on key issues to ensure that they are used to inform service development.
- In the past year a further 7 schools achieved the local authority award and a further 6 schools have achieved national recognition for the quality of their extended provision. In the school year 2006/2007, 16,437 children and young people regularly participated in school-based programmes of out of school hours learning, an increase of 1,644 and 8% points over the previous school year.
- We have made excellent progress in increasing the number of schools rated good or very good at Making a Positive Contribution to the spiritual, moral, social & cultural development through inspection, monitoring & self evaluation with an increase to 89% of Junior Schools and 96% of Secondary Schools reached this standard.
- We have extended from last year and developed the range of opportunities for young people to fully participate in shaping Children's Services. There are young people representatives on the CYPSPG, LAP events & meetings, the PMG and the Borough's Policing Forum
- We have exceeded our target to increase young people's participation in Local Area Partnership events by 25%. The Youth Participation Team has worked across the Borough to involve, and champion, the voice of children and young people. This year the team has already worked with 192 young people via the Tower Hamlets Youth Partnership empowering them to design, deliver and evaluate local services.
- We have ensured that 302 of young people who regularly attend youth projects achieve accredited awards, certificates and qualifications from

their involvement. A further 507 of young people had recorded learning outcomes from their youth work

- An audit of participation in the “Hear by Right” framework was completed with 1 primary school, Youth and Community Services and the Development and Renewal Strategy Team. Other service areas and teams have expressed interest in assessments, including Lifeline London and we plan to undertake further assessments in 2008/09. Self-assessment against the Hear by Right framework is a key element of the revised Children and Young People’s Participation Strategy and we are planning for how best to ensure these take place in the associated implementation plan.
- The Youth Service have completed a self assessment and submitted our evidence to the National Youth Agency in Feb 08 to “kite mark” the quality of all our informal education within the borough. We had a successful assessment visit in April and expect to receive the prestigious Youth Service Quality Mark later in the summer.
- We have exceeded our target for the number of young people accessing youth services with over 6,000 accessing youth work provision over the last year. This has been achieved by targeting under-represented groups. At the same time, we exceeded our target for the percentage of these young people receiving an accredited outcome from their contact with the service.
- We have increased opportunities for children & young people to learn community languages. For example, we increased tutor support at Island House Centre and Harbinger Primary school to accommodate an additional 30 children and young people for out of school language provision.
- We have again undertaken some very positive crime prevention work through the YISP. Over the course of the year, there have been 195 referrals and the Youth Offending Team has worked with 103 young people to divert them away from crime and anti-social behaviour.
- Our successful Youth Inclusion Programmes (YIPs) deliver multi-agency identification, assessment & planned programme of interventions for young people at the greatest risk of offending is on-going. These programmes target young people “at risk” with the aid of up to date software that can identify & track NEETs & other hard to reach young people. We have been undertaking door knocking and data tracking with young people in year 11 who don’t yet have a further education place for September. In the lead up and over the summer we provided extra support to 90 young people who are most at risk of not making a successful transition.
- The Youth Opportunity Fund enables groups of young people to bid for funding to deliver community based activities and projects. By the end of September 2007 we had supported 127 groups of young people, and by the end of the year exceeded 150 groups in total.

- Positive Activities for Young People (PAYP) is a targeted programme, which has been providing diversionary and developmental activities for young people (8-19). Young people participate in positive activities during the school holidays and encouraged to access existing out of school activities throughout the year. By the end of the September 2007, we had engaged over 900 young people. By the end of the year we exceeded 1200
- We have remained flexible in renegotiating the delivery and outputs within the careers company contract. Although we were initially unsuccessful in the re-commissioning process for a new careers contractor, a new specification has been agreed with “Futures Careers” and new monitoring arrangements established
- We have formalised links between East End Eye (the secondary school website providing information, advice and guidance to young people) and the AMP Young People's Council website
- We have mapped school, college and partner inputs from year 7 to year 13 to achieve agreed outcomes with work taken forward by the EIP Guidance group
- Children's Services Olympic Education Strategy is in draft and progress is being made towards the plan to launch the full Strategy by September 2008, in line with the official handover from Beijing. This will include sporting and cultural activity; we are also working closely with the Music and Arts service to unite the sport and the culture “5 hour offers”.
- A secondary school and five feeder primary schools were recruited from the Isle of Dogs Action Zone to develop Town Hall Local Democracy sessions and Youth Participation agendas. The feedback from the teachers and children involved in the project was extremely positive. The peer element and the use of children from George Green as classroom leaders impressed both students and staff.
- We set ourselves an ambitious target so even more should be achieved to encourage and support the participation of Looked after Children in every statutory review throughout the year. Our ambitious target was 94%, but we managed to achieve a remarkable 97.67%. Part of the reason for this is that we have appointed further Independent visitors to enable looked after children to fully participate within the planning of their statutory reviews.
- Focussed work continued as part of the Corporate Parenting group on behalf of Looked after Children. Through careful support & liaison from the Leaving Care Service, there was improved selection for Looked After Children linked in with PAYP activities
- The Children's Rights Officer & Participation Officer for the Looked after Children Sector has provided 2 consultation groups & 3 events for Children Looked After.
- We published the 'Places to go, Things to do Guide for Young People in Tower Hamlets' in July 2007 and have distributed copies for every 13-19

year old in the borough. Mapping of our facilities has shown that all young people are able to access provision within 1km of their home

- Diversionary intervention delivered in the last year includes a programme of peer educator-delivered sessions of research leading to the creation of stop motion animations by 20 groups from secondary schools across the borough on the theme of knife crime. Additionally, films about knife crime have been made with professional film makers and animators at several schools and the YOT.
- 93% of young people aged 13-19 in education surveyed about information, advice and guidance services thought that the service was excellent or very good.

CASE STUDY- Taking over the Council

On 23rd November 2007 the Town Hall welcomed a new director of children's services when young people took over Tower Hamlets Council for the day as part of a national event. Hodan Abdullahi was the lucky teenager who got to step into the shoes of Kevan Collins, director of children's services, on 11 Million Takeover Day. Hodan was one of 14 youngsters to shadow some of the council's most senior staff, and they were not afraid of becoming fully involved. As part of the day, they drafted texts for council brochures, attended meetings and met staff from across the council.

Away from the Town Hall, a group of 14 young people from Tower Hamlets took over the Ministry of Justice in Westminster, where they shadowed high profile figures and took a tour of the Houses of Parliament.

In just twelve months this represents real progress, but we know that we still have further to go:

- We have not met our target for the percentage of young offenders in employment, education or training, and therefore need to further develop our support in this area.
- The 07/08 statistics for the number of first time entrants to the youth justice system saw a unexpected rise in the 1st quarter, but was fairly stable for the remainder of the year. We still need to ensure the robust identification and assessment of young people at risk through the Youth Inclusion Support Panel and the Youth Inclusion Programmes to put in place truly effective multi-agency preventative support.
- The number of "Hear by Right" self assessments across teams was less than planned.
- We need to become smarter in identifying the numbers actively involved in youth participation and decision making across the borough, linking with schools, faith groups and partners to ensure we count and include every young person's involvement in volunteering

and across the Youth Partnership. A new management information system has been introduced from April 2008 to provide this data.

- We need to do more to look at innovative ways of strengthening community safety and cohesion through working with our partners to develop inter-generational projects, and becoming involved sooner to support families who are vulnerable to enable our young people to take on positive role models
- The Integrated Youth Support Services (IYSS), focussing on young people with a combination of risk factors, and those young people already experiencing difficulties, needs to be further embedded. IYSS will identify risk early, and provide high quality needs-based integrated services in settings where young people feel comfortable.
- We need to do more to build on our broader parental support work to offer specific and targeted support to parents of young people who have committed an offence.

So there is more to be done to increase the pace of improvement. In the next twelve months we will...

Increase the participation of children and young people in decision making and community life

- Embed the Children's Services consultation and engagement framework
- Share findings and feedback from participation activity, utilising existing mechanisms such as the Participation Forum and intranet to enable findings to be fed into wider decision-making process.
- Establish a comprehensive participation training package for practitioners and young people.
- Undertake self-assessment against the LGA/NYA Hear By Right Framework to monitor progress.
- Ensure children and young people are aware of the opportunities available to them to get involved.
- Continue development of the Youth Service contracts, to increase the number of young people accessing youth work provision
- Through the Right2B Cared For pilot, increase the involvement of young people in care aged 16+ in making plans for their future accommodation
- Hold 2 consultation events for children in care and care leavers.
- Ensure young people in care contribute to all recruitment of social workers, personal advisers and related staff, through inclusion on interview panels.

- Run training for early years practitioners to improve their understanding of the "Listening to Young Children" agenda and to consider good practice in Children's Centres and schools
- Incorporate the framework for listening to young children into Early Years Foundation Stage planning, record-keeping (Early Learning Record) and evaluation systems (Setting Support Evaluation) for Children's Centres and Schools.
- Develop policy and guidelines for children who are making early year's transitions -e.g. home to nursery or Children's Centre to a nursery - using the child's voice as a central theme
- Re-launch the Communication Standards to social care staff, and measure the impact of this on a sample of looked after young people.

Promote and support community cohesion among children and young people, and prevent them from becoming involved in crime and anti-social behaviour

- Extend the Hate Crime Champions project, training young people to run hate crime awareness workshops with youth and community groups in schools and colleges, linking with the equalities workshops programme already established in schools
- Facilitate 32 short term peer led "Tolerance in Diversity" projects themed on discrimination & hate crimes for 168 young people receiving a recorded outcome.
- Employ a dedicated Restorative Justice (RJ) development worker/champion to embed best practice in RJ for tackling hate crime in community and school settings.
- Increase opportunities for children and young people to work alongside older people, through intergenerational initiatives, so that older people become champions and advocates within their communities for young people, schools and youth providers.
- Deliver school, after-school and community based intergenerational projects which reduce mistrust and animosity between generations, building positive relationships and understanding between people of different generations and cultures.
- Continue Rapid Response youth work to counter youth-on-youth conflict
- Develop detached and mobile youth work across the borough.
- Roll-out the Youth Inclusion Programme, providing diversionary activities for young people at risk of falling into crime or anti-social behaviour.
- Continue to develop our Preventing Violent Extremism programme, to divert young people at risk of falling into extremism

Increase Young People's participation in Positive Activities

- Increase the range and variety of activities available to young people.
- Pilot 'Choice and Opportunity On-Line' as an alternative way of providing activities for young people not currently engaged.
- Increase the provision of Positive Activities for Young People at risk of social exclusion and increase the provision suitable for young people with Special Educational needs with travel support
- Secure the number of opportunities for volunteering and community action by children and young people
- Improve the quality of facilities for young people.
- Increase opportunities for children and young people to have access out of school cultural learning.
- Participate in the National Quality Assurance Award under the National Framework for Quality in Supplementary School.
- Work with Life Long Learning to create an opportunity for children to take early GCSE in community languages outside school.
- Develop an Olympic Strategy to capitalise on the 2012 Paralympics and Olympics to increase the extent of sporting & cultural activities available for young people in the run up to the 2012 Olympic Games, ensuring children with disabilities are fully included.
- Work through the extended schools clusters to increase the percentage of children and young people participating in school based programmes of out of school hours learning.
- Hold 3 activity events for children in care and care leavers
- Develop the borough's approach to Targeted Youth Support
- Work through the Extended Schools Clusters to ensure that all children have the opportunity to access at least one out of school hours learning activity in their own school each day; and that those who have a particular talent, special interest or need extra help, can access additional activities within their local area.
- Support a further 20 schools to achieve the local authority award for the quality of their extended provision and an additional 10 schools to gain national Quality in Extended Schools
- Promote the Youth Offer across the borough

Positively re-integrate young people who offend

- Set up a Remand Fostering provision to impact on the number of young people remanded into custody by the courts
- Develop an action plan to ensure that outcomes from the commission into the public safety of children and young people in Tower Hamlets inform further work to prevent youth offending.

- Implement the Race Audit action plan agreed by the Police, CPS, YOT & the Court to monitor the ethnic composition of offenders.
- Work in partnership to reduce the number of first time entrants to the youth justice system each quarter, compared to the 07/08 figures, focussing on NEET young people and their risk of offending
- Ensure the joint YOT/Children's Social Care protocol is disseminated to teams.
- Implement the London Resettlement pledge for young people leaving custody, that they have "wrap around" services equivalent to a Looked After young person.
- Offer attendance onto Police Cadet and Life Courses to young people who offend
- Support 100 children and young people aged eight-years to thirteen years-old at risk of offending or engaged in anti-social behaviour between April 2008 – March 2009

To measure our progress we are committed to achieving the following targets and supporting indicators

Headline Targets
Increase the percentage of 13-19 year olds having contact with the youth service from 26.1% in 2004/05 to 33% in 2008/9
Reduce the number of reported youth on youth violent crimes (10-17) with a sanctioned detection outcome by 2% compared to 2007/08 outturn
Reduce the number of first time entrants to the Youth Justice System to 380 in 2008/9
Increase the number of opportunities for young people to volunteer to 1200 by 2008/9
Supporting indicators
Maintain the percentage of looked after children who communicate their views in case reviews at 97%
Increase by 25%, from the 2006-7 level, the number of attendances by young people at the Tower Hamlets Youth Partnership by 2009-10
Increase to 100% the percentage of schools rated as 'good' or 'very good' in Making a Positive Contribution in the area of spiritual, moral, social and cultural development through inspection, monitoring or self-evaluation

Achieve Economic Well-Being

Our vision is that:

We want our children and young people to develop for themselves, their families and their communities the skills to achieve their ambitions.

This means equipping our children, young people and their families to make the most of the opportunities afforded by the borough's economic growth. The Borough already has twice as many jobs as economically active residents, and with continuing expansion of the local economy by 2016 there are predicted to be over 300,000 jobs in the Borough: around three jobs for every economically active resident.

However too many of our children grow up in poverty – in 2007, according to The Income Deprivation Affecting Children Index (IDACI), 66.6% of all children in Tower Hamlets were living in income-deprived families, making it the most deprived borough in England for this indicator. Worklessness remains high for our young people. Not enough local jobs go to Borough residents. We need to help families lift themselves out of poverty and equip all young people in Tower Hamlets with the skills to compete and succeed at work and become role models for their communities.

We have set ourselves ambitious targets to reduce the numbers of young people not in education, employment or training and bring down overall youth unemployment. We are committed to improving the quality and range of the education and training offer for 14 to 19 year olds. We will continue to improve the levels of educational achievement of our young people at 16 and 19. And we are committed to ensuring that the young people in Tower Hamlets benefit from the economic growth in the Borough.

Addressing child poverty is also a key priority in our new Local Area agreement.

Over the last year we have made significant progress in achieving a number of our key targets and indicators:

Target	Progress
Reduce the percentage of young people in Tower Hamlets aged 18-25 claiming unemployment-related benefits from 20.6% in 2005-6 to 14.5% by 2009-10	Good progress has been made towards the 2009-10 target. The figure has reduced to 18.2% in 2007-8.
Increase the number of people aged 24 and under in receipt of Jobseekers Allowance helped into sustained paid employment of over 16 hours a week for 13 consecutive weeks or more,	220 young people were helped into employment during 2007-8, only narrowly missing the ambitious target and an improvement of 58% from the previous year.

from 100 in 2005-6 to 250 in 2007-8	
Reduce the number of young people in Tower Hamlets aged 16-18 not in education, employment or training from 10.3% in 2004 to 7.5% in 2008 (England average = 7.7%)	We met our ambitious target of 8.2% for November 2007- January 2008. This means that we are well on track to meet the 2008 target, which will take our figure below the England average.
Increase A level points score to 606 per pupil in 2006/7 and to 722 by 2009/10	The target for the 2006/7 academic year was amended to 635 in order to close the gap with national average scores. We achieved an average score of 621.5 which is an improvement of 15 points from 2005/6.

As a partnership we have achieved a number of important milestones which have contributed to the better outcomes for children, young people and their families described above:

- We have achieved a significant reduction in the proportion of young people who are NEET through a combination of early intervention and preventative work with young people in year 11 at risk of becoming NEET, targeted support and door knocking.
- The new role of transition mentor, carried out by personal advisors, was developed to ensure successful transition from school to training or work.
- We have developed supported employment opportunities within the council workforce with the launch and completion of the Progression to Supported Employment Project.
- Employment and training opportunities were helped with the launch of the Rosalind Green Construction Hub.
- The transitional employment programme “Skills Ladder” was developed and delivered to help NEET clients and young job seekers into sustainable employment.
- To support parents into work, an audit of current childcare provision was conducted and, with the Financial Standards Authority, a financial guide for new parents who wish to return to work was piloted.
- The percentage of 19 year olds with level 3 qualifications (2 A levels or NVQ level 3 or equivalent) increased to 37% in 2006-7, narrowing the gap with national average performance from 11 to 8 percentage points.
- Our Education Improvement Partnership, The HUB, continues to deliver improved partnership working through, for example, shared planning and quality frameworks, a common learner entitlement and shared prospectus for young people.

- We have started to develop targeted initiatives to help vulnerable young people into work or training. For example, work placements with the Council are being developed for care leavers, and schemes for disabled young people with local employers.
- We doubled the size of the New Start Project, which provides intensive 1:1 support for young people to engage them into education and training.
- A full time Connexions advisor employed in our Leaving Care service ensures that young people leaving care are provided with intensive, tailored support to help them into employment or training. 88% of children in care aged 16 to 17 are in employment, education or training, and the number of care leavers at university has increased from 9 in 2005 to 23 currently. The proportion of care leavers who are in employment or training is well above top quartile performance and continues to improve. Almost all care leavers have pathway plans in place.
- We have introduced an improved transition protocol for young people with learning difficulties or disabilities, which ensures that tailored support is given to assist them into work or training. This has contributed to a reduction in the NEET percentage in this group from 15.4% in November 2006 to 11.3% in November 2007.
- No homeless families are accommodated in B&B hotels and our temporary accommodation procurement strategy is driving up the quality of provision for homeless households. The Supporting People Programme provides a wide range of supported accommodation for young people, including provision for care leavers, others with more complex needs, and several specialised services reflecting the needs of local community groups. Through our new homelessness strategy we are reinforcing the links between mainstream services for young people and homelessness support.
- We have maintained the active engagement between the Borough's business sector, voluntary sector and schools through the Tower Hamlets Partnership and Local Area Partnerships, and through the work of partners such as the Tower Hamlets Education Business Partnership (EBP).
- We have been successful in our application to deliver diplomas in 6 new lines of learning, commencing in September 2009

Case Study- INCA (Inspired Network Community Action) is a network of agencies supporting young people living in Tower Hamlets. Its purpose is to facilitate participation in employment/education and access by all to resources, rights, goods and services; to prevent the risks of exclusion; to help the most vulnerable; to mobilise all relevant bodies; and to support successful transition. During years 10 and 11 one of our clients was excluded on many occasions due to disruptive and aggressive behaviour. He has always been keen on DJ'ing and music technology so, through the INCA network, Futures arranged for him to start a Music Technology and Graphics course at L'Ouverture. Client x impressed the facilitator so much that he was awarded a level 2 certificate, and was asked to help facilitate on the next course. During the Spring break of 2007 he attended a music production course at "On the One", again arranged through the INCA network. Unfortunately there followed a period in custody which meant he missed his GCSE exams. He then agreed to attend PAYP activities and, again through INCA, attended a film production course at "The Mouth that Roars". He was so determined to change his life around that he made his own application to Lifeskills Solutions, started a Music technology course (E2E) and achieved his level 1 basic/key skills. He is still attending Lifeskills Solutions and is now working towards a level 2 in key skills

In just twelve months this represents real progress, but we know that we still have further to go:

- Although we have significantly reduced the proportion of NEET young people, worklessness amongst vulnerable groups remains too high. We also need to address the issue of young people becoming NEET at 17 and 18, focussing on reducing drop-out from education and training.
- The proportion of young people whose current activity is unknown is too high and is compromising our ability to target interventions in order to help young people into employment or training opportunities. We need to further improve tracking to help ensure continuing improvement in this area.
- We need to increase the number of young people aged 19+ with learning difficulties and disabilities entering supported employment.
- We have made significant improvements in the numbers of our young people achieving 5+A*-C at GCSE. We now need to focus on ensuring young people reach this crucial benchmark with GCSEs in English and maths: the core skills needed for employability. And for those young people who do not achieve this level at aged 16, we need to increase the opportunities for them to get there by 19. The proportion of 19 year olds with level 2 qualifications (5 A*-C at GCSE), although significantly improved, remains in the bottom quartile both nationally and in London.

- Although we have attracted higher numbers of pupils to stay at school post 16, attainment at key stage 5 remains well below national averages and is not improving fast enough.
- The Borough's 16+ unemployment rate remains high, and almost a quarter of under-25s are in receipt of Job Seekers Allowance. The evidence base indicates that there is a pattern of generational worklessness with young people coming from workless families, not having relevant role models, and not having the aspiration, confidence or skills to be competitive in the current labour market. We need to engage employers and do more to increase the range and quality of the work-related opportunities across the Borough, including apprenticeship places at 16.
- We have an extensive network of providers offering targeted education opportunities. Many of these offer excellent provision with clear progression routes on to positive opportunities. We need to continue to work with providers to improve the quality of the offer across the Borough and ensure that funding follows those providers with high levels of retention and progression.
- We also need to continue to address issues of "under-employment" amongst our young people in the Borough: those with skills and qualifications who cannot find employment opportunities to match

So there is more to be done to increase the pace of improvement. In the next twelve months we will...

Increase numbers in education, employment and training post-16 including from specified target groups.

- Complete a borough-wide audit to analyse the needs of learners and implement the "September Guarantee" across Tower Hamlets
- Support the transition of young people into further education, training or employment by more effective tracking and work through personal advisers, including support for targeted individuals e.g. Somali young people; young people with disabilities; and young mothers.
- Provide every young person with access to information about the range of employment, education and training opportunities
- Commission a range of "taster" and introductory activities to engage NEET young people and offer 200+ young people support through New Start programmes.
- Improve information and access to work-based learning programmes, including increasing apprenticeship opportunities open to school leavers, and develop a youth work apprenticeship programme.
- Commission a range of providers, including third sector organisations, to deliver at least 10 entry-level activity programmes for young people, by March 2009.

- Further develop and promote employability/training events for care leavers.
- Offer a package of learning and parenting support for young mothers, based in a children's centre.
- Research the obstacles for young people who need to travel within the borough to extend their learning options and develop a 14-19 travel to study strategy that supports social cohesion.

Increase level 2 and level 3 attainment by 19.

- Plan 14-19 provision across the borough through the 14-19 Partnership to meet the range of needs of all learners and secure better progression.
- Increase programmes leading to new level 2 achievement post-16, to achieve at least a 30% increase in the number of school-based programmes offered by March 2009.
- Develop targets for level 2 attainment in schools post-16, and improve the delivery of GCSE English and mathematics post-16 and teaching and learning post-16
- Provide targeted support post-16 to young people at risk of underachievement.
- Develop a quality assurance and improvement framework through the 14-19 partnership.

Ensure young people benefit from economic growth in Tower Hamlets, including in the public sector.

- Work with local employers, training providers and Employment Solutions to meet the Skillsmatch priorities to get under-25s into employment.
- Skills Ladder and Earn as You Learn programmes further developed to help NEET clients and other young job seekers
- Promote employment and training opportunities through planning obligations and developer contributions in the Borough, and ensure that new 14-19 learning programmes are matched to local economic growth.
- Develop, deliver and commission programmes with key employers for school leavers and young job seekers, including work experience and internship opportunities in conjunction with the Education Business Partnership.
- Develop supported employment opportunities within the Council workforce.
- Offer a range of activities through CPAG Employment Task Group to link employment activities with education
- Develop the Passport to Employability proposals for all 14-19 learners in the Borough

- Commission additional support through the working neighbourhood fund to support young people into employment, and tackle parental and inter-generational worklessness.
- Launch 50 employer-led public sector apprenticeships.

Improve early intervention and preventative work pre-16, particularly for those identified as being at risk.

- Develop a support entitlement for young people at risk of becoming NEET, with specific targeted support for young people in year 11 who are at risk and a transition package to support at risk young people from Year 11 into Year 12 education or training
- Prioritise the needs of our looked after children to ensure they receive appropriate levels of advice and support about education, employment and training options.
- Develop New Start programme pre-16 to provide alternative curriculum activities for 50 young people identified by the Social Inclusion Panel.
- Increase vocational and specialised learning opportunities at Key Stage 4, alongside continued improvements in the quality of teaching and learning
- Continue to build partnerships between public and private sector businesses and primary, secondary and special needs schools, using those partnerships to give young people first hand experience of both the work place and role models in the work place.
- Build on our new transition protocols to offer targeted support to young people with learning difficulties or disabilities to facilitate their progress into further education, training, volunteering or sustainable employment.

Continue to boost the life chances of children from disadvantaged backgrounds by tackling poverty and poor housing and promoting learning and employment opportunities.

- Develop a more strategic approach to employment advice and support in Children's Centres, working with relevant partners and funding streams
- Increase the number of mediation successes with 16-17 year olds to prevent homelessness and increase number of 16-17 year olds accessing supported housing
- Develop a peer-led schools education programme to work with 13-15 year olds, helping to increase understanding of the risks and realities of homelessness, as well as the support available.
- Develop and deliver a new youth homelessness strategy as part of integrated youth support
- Continue our close partnership working to implement the adult learning strategy across the Borough, and maximise the opportunities for ESOL learning to support non English speakers into work.

- Develop progression for parents through programmes that prepare them for employment, including improved support and advice on childcare and financial planning.
- Set up a mentor project to inspire and motivate young people, through creating easy access to a wider range of adult advice and guidance.
- Through the City Strategy pilot 'Single point of Access' offer integrated employability activities to families and young people through links with Extended school provision and Children's Services provision
- Support the take-up of formal childcare by low income families through publicity and outreach work including: information for daycare providers to give to parents; information for businesses; outreach information sessions provided by Children's Centres and the Family Information Service; publicity targeted at Bangladeshi parents.

To measure our progress we are committed to achieving the following targets and supporting indicators

Headline Targets
Set a target to reduce the proportion of children in poverty through our local area agreement.
Reduce the percentage of young people in Tower Hamlets aged 18-25 claiming unemployment- related benefits to 14.5% by 2009-10
Help 280 young people under 25 into sustainable employment through the Employment Task Group by March 2009.
Reduce the number of young people in Tower Hamlets aged 16-18 not in employment, education or training to 7% in 2008-9 and 6.25% in 2009-10
Increase the average A-level points score to 670 in 2008/9 and 722 by 2009/10
Supporting indicators
Increase the proportion of 19 year olds who achieve at least level 2 from 62% in 2007/8 to 72% by 2010/11
Increase the proportion of 19 year olds who achieve at least level 3 to 44% by 2010/11
Ensure that 90% of young offenders who are supervised by the YOT are in suitable full time education, training or employment.
Maintain the ratio of care leavers in employment, education or training to the general population in employment at 0.98
Increase take up of formal childcare by low income families to 10% by 2010/11

Excellent Children's Services

Our vision is that:

all our children, young people and their families receive excellent services, which are easy to access, targeted at needs, and shaped locally.

We believe that children, young people and their families, should be engaged in shaping services which meet local needs. This is the guiding principle behind the Excellent Children's Services theme, which aims to ensure that local services have the capacity to improve in order to better meet these needs.

To deliver a step change in outcomes for children and young people in this borough will require us to constantly challenge and improve the way in which we provide services through performance management, effective communications and commissioning. A high quality, effective workforce is critical in delivering this change and workforce development is an important part of the Excellent Children's Services programme of work.

In focusing on how we can deliver services more effectively and efficiently we will aim to continuously improve value for money. This targeted piece of work is embedded in our annual review of services.

Having achieved outstanding ratings for service management in the Annual Performance Assessment, in early 2008, the Joint Area Review of children's services, and the Audit Commission's Corporate Assessment of the Council, looked in detail at our service management arrangements

Since last year's Children and Young People's Plan review, we have achieved a significant number of successes demonstrating our capacity to deliver continuous improvement in the management of services.

- A review of our partnership governance structures has strengthened performance management and planning across the partnership. Multi-agency theme groups monitor performance against the indicators and action plans published in our Children and Young People's Plan, ensuring that performance.
- Performance data capture for all key performance areas has been strengthened, with the Council's Data Quality processes being used across the partnership to provide assurance of the robustness of performance data.
- We have reviewed our high cost services in order to better understand what is driving costs. This has resulted in an external review of our value for money work within Children's Services and will be key to our future performance in this area.

- A consultation and engagement strategy has been launched to ensure that service users and the community are fully informed about our services and engaged in their development. The Children's Information Service, which is central to ensuring robust communication with our community, has been further developed and in response to customer feedback, opening hours extended. Our strategic approach has ensured that existing user engagement activity is now used more consistently to inform the development of services. A key example is the Building Schools for the Future programme where students from a wide range of secondary schools have been engaged in the future of education buildings and their purpose
- The Council and Primary Care Trust have worked together to launch a new Commissioning Strategy for Children and Young People's Services. This has been informed by a needs analysis of Children in Need. Services for Children with Disabilities and their families have been recommissioned to ensure that they better meet need.
- We have worked with the Community Organisations Forum to strengthen our relationship with the third sector, and through a dedicated post have invested in capacity building and support for strategic commissioning..
- Two multi-agency groups, the Children's Workforce Development Group and the Children's Workforce Strategy Group, have been set up to lead on continuous improvement across the workforce and to promote our vision of 'one children's workforce'
- The Council became the first in London to achieve accreditation to the new, more demanding, Investors in People standard in 2007.
- Our Independent Travel Training Team were awarded the national CIPHA Outstanding Service Team of the Year in 2007
- The Common Assessment Framework (CAF) has been successfully implemented as a core platform to facilitate earlier intervention in meeting the needs of Children, Young People and their families. Monitoring statistics and detailed qualitative evaluation has given us encouraging information both about take up and quality and impact of assessments.
- Our programme management approach has become embedded and ensured that important strategic projects like parental engagement building schools for the future and the Integrated Children's social care record (ICS) are being successfully implemented.
- Following the success of the Secondary schools last year, the 1st wave of Primary, Nursery & Special schools undertook the Financial Management Standard in Schools (FMSiS) 21 of the 27 schools which undertook the assessment have passed, 3 schools were giving 20 day notices to supply additional information and 3 schools are awaiting the outcome of their assessment. Approximately 30 schools will be assessed in the 2nd wave this financial year with the remaining being assessed in 2009/10.
- Our innovative office accommodation strategy, which saved £2 million to be re-invested in local services whilst providing staff with modern and well

equipped working space, was recognised with an award for modernisation and efficiency in the LGC awards.

- Our Children's Centres have been short listed for the MJ Awards for reducing health inequalities, recognising the impact of integrated working to support young families on key outcomes indicators

Although we have achieved a great deal in the last twelve months we still have some way to go:

- We are working to embed the engagement of children, young people and their families in the development and performance management of services, in line with our consultation and engagement strategy.
- The management of knowledge and information from research findings and statistical data could be further developed to ensure they are exploited to maximum effectiveness.
- Our approach to assessing the value for money of services needs to be further developed to make the most of benchmarking information.
- We need to ensure that safer recruitment practices are fully embedded across all key partner agencies managing the children's workforce.
- Our emerging approach to developing seamless multi-agency services that are fully responsive to local needs is yet to be fully embedded.
- We need to ensure that the national capital investment programmes for schools (Building Schools for the Future and the Primary Strategy for Change) deliver maximum benefit for our communities.

So there is more to be done to increase the pace of improvement. In the next twelve months we will...

Strengthen our approach to partnership working, building on our Children & Young People's Strategic Partnership and our award winning Local Strategic Partnership

- Ensure that the CYPSPG continues to drive improvement for Children and Young People in the borough, shapes the LAA and Community Plan, through effective planning and performance management.
- Embed systems for local data analysis and identification of localised priorities within CYPSPG strategic planning cycle, to ensure strategic plans are aligned with LAP and local service delivery plans.
- Monitor and evaluate the impact of all partners to inform service development
- Demonstrate that robust exit strategies are in place so that funding streams are maintained and managed for successful initiatives with time limited funding; e.g. multi-dimensional fostering schemes and teenage pregnancy reductions

- Review the project management of Children's Information Systems-related projects to ensure an integrated approach, achieving value for money.
- Embed integrated assessment processes, including the Common Assessment Framework and Team Around the Child, and the 'one children's worker' skills analysis.

Strengthen our approach to performance management & value for money, to improve the efficiency & effectiveness of Children's Services.

- Develop a partnership wide research programme to inform planning and development of services
- Further develop partnership statistical information resources to inform performance improvement
- Establish cross partnership working groups (e.g. within IT, Finance, HR) focussing on active learning processes
- To undertake value for money (vfm) and benchmarking exercises against the top quartile of Councils nationally, and ensure that the 3 highest cost services are targeted to ensure delivery of VfM .
- Develop an Education resource on the website/Intranet
- Develop and implement a training strategy to ensure that the Children's Services workforce across the partnership develop the skills required to effectively manage performance
- To liaise with Procurement to provide guidance for the commissioning of services for schools
- Draft an IT database strategy
- Measure VFM for commissioned services, by benchmarking against other high performing boroughs.

Continue to invest in and support those who work within the Children's Services, implementing & embedding the Workforce Development Strategy, and ensuring the Common Core of Skills and Knowledge is used extensively by partners across the children's workforce.

- Following the stakeholder mapping exercise of the children's workforce and the 'one children's worker' skills analysis, provide a draft action and implementation plan for an accredited training offer in the Common Core.
- Support the involvement and engagement of the Third and Private Sectors in the development, implementation, delivery and review of the Children's Workforce Development Strategy through the CWDC Workforce Strategy Partnerships Programme. To develop a comprehensive action plan to address absence levels in the directorate

including training for managers, performance management regime and compliance processes.

- To deliver a continuing programme of accredited safer recruitment training for employees in Children’s Services and our partner organisations, ensuring the LSCB agreed procedures are fully implemented.

Developing new ways of communication and engagement with children & young people, parents, families & partners. Use this to promote take up & access to services to inform service design & delivery

- Develop a joint interactive directory of Children’s services.
- To ensure that feedback from children, young people and their families is used effectively to inform planning and performance management.
- Develop and implement a stakeholder communication and engagement strategy.

Develop & strengthen our evolving commissioning arrangements, particularly value for money agreed with our partners.

- Conduct a Joint Strategic Needs Analysis between the PCT and the Council.
- Re -launch our commissioning framework
- Develop a joint commissioning strategy of services with key partners, reviewing monitoring arrangements with third sector providers.
- Review capacity building support with third sector providers.

To measure our progress we are committed to achieving the following targets and supporting indicators

Headline Targets
Reduce sickness absence in the Council’s Children’s Services Directorate from 7.74 to 7 days per employee per year.
Increase the percentage of the top 5% of earners who are from black and minority ethnic groups to 22%
Increase the percentage of cases in which Common Assessment Framework (CAF)-lead interventions reduce scores to 72% from 70%
Ensure that at least 50% of the Council’s Children’s Services Directorate complete a ‘one children’s worker’ skills analysis

Resources

Delivering our priorities for children and young people in Tower Hamlets is a joint endeavour and has depended on the investment of time and resources from all key partners. The CYPSPG plays a critical role in identifying areas for action and securing the support of key partners to advance these. The integration of the plan and this review into our LSP and corporate planning structures ensures that resources are sharply targeted at need.

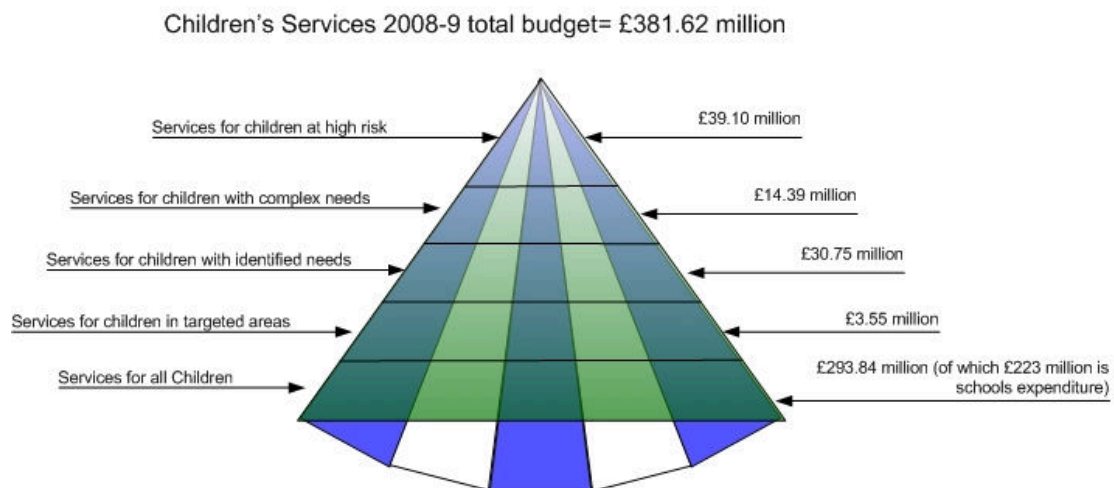
Our medium term financial planning framework ensures that resources are aligned to strategic priorities, and value for money and efficiency are central to service planning.

The chart below shows a breakdown of 2007-8 expenditure from key partners to deliver the objectives set out in the CYPP. These contributions do not always capture the full impact that one partner may have on children and young people in the borough as we have focussed in on those activities which are specific to children and young people, rather than delivery of core services which will have an impact on children and young people as members of the broader community.

PIE CHART SHOWING CONTRIBUTIONS OF KEY PARTNERS IN 2007-8
TO BE INSERTED (AWAITING INFORMATION)

Priotising future expenditure

As a key element of our medium term financial planning, we are using the CYPP and 2008 review to prioritise future expenditure and ensure that we are investing in services that will deliver the greatest impact and meet the needs of our children and young people. As a baseline for this we have analysed the 2008-9 Children's Services budget to understand in detail how resources are distributed across the spectrum of support from universal through targeted to specialist services. This analysis provides an important basis for our early intervention and prevention and is informing discussions about the balance of investment between prevention and targeted care. Over time, this analysis will help us to identify additional opportunities to invest earlier in order to make later savings and thereby deliver better value for money and contribute to the efficiency agenda. The table below sets out the broad allocation of the Borough's Children's Services projected 2007-8 gross budget across five categories of support: universal, targeted, identified, complex and high risk.



Appendix 1- Performance indicators

Be Healthy

PI Description	Actual 2006-07	Target 2007-08	Actual 2007-08
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.	-25.3	-43	-24.2
Number of under 18s accessing drug treatment	711	732	1034
Percentage of children in Reception with height and weight recorded who are obese.	no data	not set	14.93
Percentage of children in Year 6 with height and weight recorded who are obese.	no data	not set	22.93
Percentage of children experiencing dental decay by the age of 5.	41.6 (2005-6 data)	35.5	Available June 2008
Percentage of 5 – 16 year olds in school sports partnerships engaged in two hours a week minimum on high quality PE and school sport within and beyond the curriculum.	81	80	Available August 2008
Proportion of children who have ever smoked a cigarette as reported in the TellUS Survey		TBC	21
Percentage of children eating 5 portions of fruit / vegetables a day (Tellus): Year 6, 8, and 10.	no data	not set	15
Percentage of schools achieving Healthy Schools status	52	61	62
Immunisation rates in the first two years of life. (Diphtheria, tetanus and polio)	82.10 (2002-3 data)	90	Data not yet available
% of 15-24 year olds accepting Chlamydia screening by March 2008.	no data	6	18.4
Breast feeding initiation rate	79.3	82	81.7
% Women booking antenatal care by 12 weeks gestation.	no data	51	62.2
Average of the percentages of children looked after at 30 September who had been looked after continuously for at least 12 months, and had their teeth checked by a dentist during the previous 12 months, and had an annual health assessment during the previous 12 months.	88	88	94

Stay Safe

PI description	Actual 2006-7	Target 2007-8	Actual 2007-8
Percentage of children looked after at 31 March with three or more placements during the year	10.95	10	11
Reduce the proportion of adult and young offenders and prolific and other priority offenders who reoffend: reduce the level of youth reoffending (by 5% in 2008/09 compared to baseline) (a) pre-court decisions	28.8	23.03	23.33
Reduce the proportion of adult and young offenders and prolific and other priority offenders who reoffend: reduce the level of youth reoffending (by 5% in 2008/09 compared to baseline) (b) first tier penalties	46.9	49.57	45.45
Reduce the proportion of adult and young offenders and prolific and other priority offenders who reoffend: reduce the level of youth reoffending (by 5% compared to baseline) (c) community penalties	55	58.46	66.67
Reduce the proportion of adult and young offenders and prolific and other priority offenders who reoffend: reduce the level of youth reoffending (by 5% in 2008/09 compared to baseline) (d) custodial penalties	44.4	71.25	40
Reduced length of time domestic violence is experienced before it is initially reported to a specialist agency	3.2	-6	3.85
Percentage of young people indicating in the 'Tell Us' survey that they are feeling very safe or quite safe from hurt by other people	No data	Not set	82.4
Percentage of young people in primary and secondary schools reporting incidence of bullying in the 'TellUs' survey	No data	Not set	22
Domestic violence sanctioned detection rate	45.1	37	47
Percentage of schools achieving satisfactory through inspections, monitoring or self evaluation in relation to 'stay safe'(Satisfactory)	92.85	100	100

Enjoy and Achieve

PI Description	Actual 2006-07	Target 2007-08	Actual 2007-08
The percentage of pupils achieving level 5 in both English and mathematics at KS3	54	69	57.6
The percentage of pupils in Tower Hamlets earning 5 or more GCSEs at grades A*-C, including English and Mathematics.	33.5	39	36.3
23% of looked after children to achieve 5 or more A*-C at the end of Key Stage 4 by 2008/09	10	25	20.69
Overall attendance rates at primary school	93.39	95.5	94.59
Overall attendance rates at secondary school	92.48	93	92.6
Number of under 16s who are active users of the Idea Stores and libraries	13473	19272	16008
Reduce exclusions from school to 1.2 per thousand pupils in 2007/08 and to 1.0 per thousand by 2008/09	1.75	1.2	1.36
Reduce the number of statements of Special Educational Needs (SEN) from 1,575 in 2005 to 1,200 in 2009.	1476	1200	1379
Increase the percentage of children achieving 78 points overall and 6 or more in Personal Social Emotional development (PSED) and Communication, Language and Literacy (CLL) in the foundation Stage profile to 37.6% in 2006/07 to 39.5% in 2007/08.	37.6	39.5	39.2
Percentage of pupils in schools maintained by the LEA achieving Level 4 or above in the Key Stage 2 Mathematics test.	78.1	85	78
Percentage of pupils in schools maintained by the LEA achieving Level 4 or above in the Key Stage 2 English test.	79.9	85	81
Percentage of parent governor vacancies	8.7	7	17

Make a positive contribution

PI Description	Actual 2006-07	Target 2007-08	Actual 2007-08
Take up of youth work - number of 13 -19 year olds contacted	No data	5929	6366
Reduced youth-on-youth violent crime (where victim is under 19 and accused is under 19 or suspect is thought to be under 19)	644	570	542
The number of first time entrants to the youth justice system	357	318	336
Number of young (16 - 24) volunteers	696	1000	1242
The percentage of looked after children who communicate their views in case reviews.	92.3	94	97.67
Number of young people who attend Tower Hamlets Youth Partnership meetings	No data	150	192
The percentage of schools rated as good or very good in making a positive contribution in the area of spiritual, moral, social and cultural development through inspection, monitoring or self evaluation.	87.5	100	92

Achieve Economic Wellbeing

PI Description	Actual 2006-07	Target 2007-08	Actual 2007-08
Percentage of young people in Tower Hamlets aged 18 - 25 claiming unemployment-related benefits	20.7	16	18.2
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 at least 13 consecutive weeks or more	139	250	220
Percentage of young people in Tower Hamlets aged 16-18 not in education, employment or training	10.8	8.2	8.2
A Level Average Points Score per student in Tower Hamlets.	606.5	635	621.5
Proportion of 19 year olds who achieve at least level 2	58	59	62
Percentage of young offenders supervised by YOT, suitable for fulltime education, training or employment	72.5	90	81.7
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.	0.92	0.9	0.98

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Agenda Item 10.3

Committee: Overview & Scrutiny	Date: 10 June 2008	Classification: Unrestricted	Report No:	Agenda Item:
Report of: Chief Executive		Title: Strategic Plan, Annual Report and Best Value Performance Plan		
Originating officer(s) Louise Russell, Head of Performance Improvement Lucy Sutton, Performance Manager		Wards Affected: All		

Special Circumstances and Reasons for Urgency

- The report was unavailable for public inspection within the standard timescales set out in the Authority's Constitution, because of the continuation of negotiations with Government Office for London over the indicators and targets to be included within the Council's Local Area Agreement which it had been anticipated would be completed in time for publication of the agenda for this meeting of the Cabinet.
- The Local Area Agreement is the recognised delivery vehicle for the Community Plan and the principle target setting mechanism between central and local government. The Strategic Plan sets out the Council's contribution to delivering both the Community Plan and the Local Area Agreement. It was vital that the Community Plan, Local Area Agreement and Strategic Plan were consistent and aligned to allow proper consideration of the report by Members.

1. Summary

- 1.1 This report presents Tower Hamlets Council's Strategic Plan (2008/09) (Section 3), the end of year monitoring update on the full 12 months of the 2007/08 Strategic Plan (Section 4), the Best Value Performance Plan and Annual Report (Section 5), and information on how these relate to our financial outturns (Section 6).

The advice and comments of the Overview and Scrutiny Committee will be tabled at the Cabinet meeting for Members' consideration.

The final, integrated document will go to full Council on 25th June 2008.

2. Recommendations

- 2.1 That the Council's Strategic Plan 2008/09, end of year monitoring, Best Value Performance Plan and Annual Report be endorsed and that full Council be recommended to approve these Plans, attached at Appendix 1 and 3 to this report, subject to necessary and appropriate amendments to ensure that the plans are accurate, coherent and reflect the views of Members.
- 2.2 That the Chief Executive be authorised to make appropriate and necessary amendments to the Strategic Plan 2008/09 and BVPP (2007/2008) in advance of final publication.

**Local Government Act, 1972 Section 100d (As Amended)
List Of Background Papers Used In Preparation Of This Report**

Brief description of “background papers”	Name and telephone number of holder and address where open to inspection.
Strategic Plan 2008 - 2011	Alan Steward 020 7364 3186 Mulberry Place, 5 Clove Crescent, London E14 2BG

3 Strategic Plan 2008/09

The Strategic Plan 2008/09 has been developed to ensure that it:

- reflects the Council’s contribution to delivering the Community Plan for 2008/09;
- establishes a new set of Strategic Indicators based on the indicators within our new Local Area Agreement plus other priority National Indicators; and
- provides a strategic focus on Key Initiatives which contribute to the delivery of agreed priorities; more detailed activities will be incorporated within Directorate and Team Plans.

The plan has been informed by discussions with Cabinet members to prioritise key initiatives. Following this Overview & Scrutiny meeting the reports will be considered at Cabinet. As the Strategic Plan falls under the Budget and Policy Framework it will also be considered by Full Council on 25 June.

3.1 Structure and Content of Strategic Plan 2008/09

The structure and content of the current draft is as follows:

1. Vision – drawn from the vision developed for the new Community Plan
2. Context – summarised from the new Community Plan
3. The Strategic Plan and the Council’s role
4. Measuring our Progress
5. Key Initiatives and Milestones
6. Planning and Monitoring Framework
7. Use of Resources

3.2 Summary of Strategic Themes and Priorities

One Tower Hamlets

Priority: 1.1 To reduce inequalities, foster strong community cohesion and provide strong leadership and inclusive services

Objectives;

- 1.1.1 To reduce inequalities
- 1.1.2 Foster strong community cohesion
- 1.1.3 Provide strong community leadership and inclusive services

Priority: 1.2 Working efficiently and effectively as One Council

Objectives;

- 1.2.1 Ensuring value for money across the Council
- 1.2.2 Recruiting, supporting and developing an effective workforce
- 1.2.3 Providing effective and joined up corporate services to ensure the delivery of Council priorities

A Great Place to Live

Priority: 2.1 Provide affordable housing and strong neighbourhoods

Objectives;

- 2.1.1 Increasing the overall supply of housing for local people including a range of affordable, family housing
- 2.1.2 Provide decent homes in well designed streets and neighbourhoods
- 2.1.3 Planning new neighbourhoods with supportive services like primary schools, healthcare facilities and local parks.
- 2.1.4 Improving the quality of housing management and related services provided to tenants and leaseholders

Priority; 2.2 Strengthen and Connect Communities

Objectives;

- 2.2.1 Improving public transport networks and enabling more residents to walk and cycle safely
- 2.2.2 Bringing together communities to foster mutual understanding, a collective sense of wellbeing and avoid people being isolated
- 2.2.3 Ensuring communities have good access to a full range of facilities - including health services, schools and leisure

Priority; 2.3 Support vibrant town centres, and a cleaner, safer public realm

Objectives;

- 2.3.1 Providing first-class and well managed centres where people come together for business, shopping, leisure and recreation
- 2.3.2 Supporting and improving open spaces
- 2.3.3 Improving street lighting and reducing graffiti and litter

Priority: 2.4 Improve the environment and tackle climate change

Objectives;

- 2.4.1 Reducing energy use and using more renewable energy sources
- 2.4.2 Focusing on reusing wherever possible and recycling more
- 2.4.3 Adapting our built environment to cope with the changing climate and weather patterns

A Prosperous Community

Priority: 3.1 Support lifelong learning opportunities for all

Objectives;

- 3.1.1 Investing in the under 5s whose development provides the best possible foundation for long term success
- 3.1.2 Providing high quality schools, so that young people acquire the knowledge and skills they need to fulfil their full potential
- 3.1.3 Providing continuous learning opportunities, so everyone can learn basic and new skills at any age

Priority: 3.2 Reduce worklessness

Objectives;

- 3.2.1 Helping families escape poverty, by providing employment support and advice on debt management
- 3.2.2 Identifying and removing barriers to employment for target groups

3.2.3 Helping people to get employment by ensuring there is support and training before and after they land a job

Priority: 3.3 Foster enterprise

Objectives;

3.3.1 Providing incentives that encourage both business and social entrepreneurship

3.3.2 Maximising the opportunities for local businesses from key growth sectors, and the Olympic and Paralympic Games.

3.3.3 Promoting Tower Hamlets businesses and encouraging growth and tourism, with particular emphasis on the Olympics and Paralympics

A Safe and Supportive Community

Priority; 4.1 Empower vulnerable people and support families

Objectives;

4.1.1 Providing responsive and appropriate services for adults which promote independence, choice, security and community

4.1.2 Protecting children from harm and neglect

4.1.3 Preventing and reducing homelessness, and helping more people into settled homes and employment

4.1.4 Improving support for children and young people with disabilities and their families

Priority; 4.2 Tackle and Prevent Crime

Objectives;

4.2.1 Reducing crime and promoting successes effectively to reduce fear of crime

4.2.2 Reducing re-offending through holistic intervention with all who become involved with the criminal justice system

4.2.3 Making crime prevention a key element of all service planning - and improving community trust and engagement in strategic planning and service development

Priority; 4.3 Focus on Early Intervention

Objectives;

4.3.1 Improving parental engagement and support

4.3.2 Using joined-up approaches to address links between health, drugs, alcohol, education, skills, employment, accommodation, mental health, debt and benefits across all age groups

4.3.3 Improving parental engagement and support

4.3.4 Tackling the causes of crime by working with 'at-risk' groups, to nip problems in the bud

4.3.5 Using joined-up approaches to address links between health, drugs, alcohol, education, skills, employment, accommodation, mental health, debt and benefits across all age groups

A Healthy Community

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

Objectives;

5.1.1 Reduce the use of tobacco

5.1.2 Reducing rates of smoking, diabetes, high blood pressure and cholesterol

5.1.3 Slow down the increase in obesity

5.1.4 Improving sexual health

Priority; 5.2 Support mental health services to improve mental health

Objectives;

5.2.1 Providing high-quality accessible services

5.2.2 Combating discrimination against individuals and groups with mental health problems

5.2.3 Ensuring integrated planning and treatment with patients with multiple health needs

Priority; 5.3 Improve access to, and experience of, health services

Objectives;

5.3.1 Improving access to GPs, developing out-of-hospital services and improving access to high quality maternity care

5.3.2 Reducing waiting times

5.3.3 Promoting self-care and improving management of long term conditions

3.3 Outturns, targets and benchmarks

At this stage the outturn, target and benchmarks for key measures are not completed or finalised. This information is currently being collated following year end and will be included within the final draft to Full Council. As a number of the measures and indicators are new, it may not be possible to provide baselines or benchmarks in all areas but efforts will be made to provide complete data where possible.

3. Strategic Plan 2007/08 Monitoring Report

The Council's performance framework requires CMT and Members to consider our progress against Strategic Plan Activities every 6 months. This monitoring report provides an update on the full 12 months of the 2007/08 Strategic Plan, including the number and proportion of milestones achieving red, amber or green traffic lights and analysis of the milestones, in particular the reasons for unsuccessful implementation.

- Appendix 3a lists all the activities with green status – those which have been completed.
- Appendix 3b lists those activities that have red status – those which have not been completed. It provides detail on the status of milestones and a comment to explain performance.

The 2007/08 Strategic Plan set out our 12 strategic priorities and targets for the four-year period 2006-2010. It includes the objectives and targets for the year, the activities to be carried out to achieve those objectives, and milestones by which progress is monitored.

There are 363 activities, and 766 milestones in the 2007/08 Strategic Plan that were due for completion by 31 March 2008.

Strategic Plan performance is measured against the progress milestones for each key activity. Depending on progress against milestones, the activity is allocated one of three performance levels:

- RED = Activity Overdue; deadline has expired
- AMBER = Activity not yet achieved; deadline not yet reached
- GREEN = Activity Completed; outcomes achieved.

4.1 Progress Update

Tables 1 and 2 provide a progress update by Community Plan Theme and directorate respectively for activities and milestones due by the end of 2007/08. The percentage figure for green and red activities is as a percentage of all activities and milestones due for completion by the 31 March 2008.

Table 1: Total activities and milestones by Theme:

	Total		Total Completed (Green)		Total Overdue (Red)	
	Activities	Milestones	Activities	Milestones	Activities	Milestones
Living Safely	72	184	59 (81.9%)	162 (88%)	13 (18.1%)	22 (12%)
Living Well	61	123	46 (75.4%)	102 (82.9%)	15 (25.6%)	21 (17.1%)
Creating and Sharing Prosperity	40	80	36 (90%)	75 (93.75%)	4 (10%)	5 (6.25%)
Learning, Achievement and Leisure	55	131	45 (81.8%)	120 (91.6%)	10 (18.2%)	11 (8.4%)
Excellent Public Services	135	248	91 (67.4%)	190 (76.6%)	44 (32.6%)	58 (23.4%)
Total	363	766	277 (76.3%)	647 (84.7%)	86 (23.7%)	117 (15.3%)

Table 2: Total activities and milestones by Directorate:

	Total		Total Completed (Green)		Total Overdue (Red)	
	Activities	Milestones	Activities	Milestones	Activities	Milestones
Adults Health & Well Being	17	32	13 (76.5%)	25 (78.1%)	4 (23.5%)	7 (21.9%)
Chief Executives	41	78	32 (78%)	66 (84.6%)	9 (22%)	12 (15.4%)
Children's Services	77	173	59 (76.6%)	150 (86.7%)	18 (23.4%)	23 (13.3%)
Communities & Localities	106	258	85 (80.2%)	227(88%)	21 (19.8%)	31(12%)
Development & Renewal	41	83	34 (82.9%)	72 (86.7%)	7 (17.1%)	11 (13.3%)
Housing	15	32	12 (80%)	29 (90.6%)	3 (20%)	3 (9.4%)
Resources	66	110	42 (63.6%)	80 (72.7%)	24 (36.4%)	30 (27.3%)
Total	363	766	277 (76.3%)	647 (84.7%)	86 (23.7%)	117 (15.3%)

4.2 Outstanding activities

There are 86 Activities that are currently overdue and Appendix 3b includes comments to explain why the deadlines were not met for these activities.

4. BVPP and Annual Report

5.1 The Council's Annual Report and Best Value Performance Plan, including an Annual Report on the progress made in 2007/08 will be presented to Cabinet on 11 June and Full Council on 25 June. This is the last year that we are statutorily required to publish the Best Value Performance Plan by 30th June.

5.2 This report comprises the following key documents which, once finalised and approved, will make up the final report:

- Appendix 2 Draft Annual Report for 2007-08, compiled from Strategic Plan monitoring information;
- Appendix 4 BVPI, LAA, LPSA and SP – outcomes against targets for 2007/08; and

- Appendix 5 Tables explaining any significant variances between targets and outcomes – above target and below target.
- Appendix 6 Statement on Workforce Matters
- Appendix 7 Summary of Statement of Accounts – *to follow*.

The final accounts are still being prepared; the Summary of Statement of Accounts will follow by separate cover.

A brief commentary on each document is provided below:

5.1 Draft Annual Report (Appendix 2)

LAB is asked to review the draft Annual Report (Appendix 2) which reports on our progress against key activities and performance indicators in the Strategic Plan. The Annual Report differs from the Strategic Plan monitoring in Section 3 and Appendix 3, as the content of the Annual Report is prescribed by the statutory requirements relating to the Best Value Performance Plan, and the report is aimed principally at local residents. The Annual Report is published on our website alongside the BVPP. The report has been compiled from Directorate monitoring returns and is still subject to further development based on Directorate input.

5.2 Key Performance Indicators (Appendix 4)

The tables at Appendix 4 provide outturn and target data for all BVPI, LAA, LPSA and SP performance indicators. Whilst every effort has been made to provide comprehensive and accurate outturn data for this report, work is still ongoing to verify the outturn data and there may therefore be amendments to the final tables before submission to Cabinet and before final publication.

The final columns of the table provide an at-a-glance indication of whether we have achieved our target and whether we have improved as compared to last year. Green or red (both in colour and text) is used to indicate whether we have hit targets or not; in addition, up or down arrows are used to indicate direction of travel from last year. In summary, from data so far available:

Of 233 indicators where data is available currently, 122 indicators (52.4%) are red; 111 indicators (47.6%) are green [with 73 outstanding]. We have improved in 129 indicators (60.8%) with 63 (29.7%) deteriorating. 20 indicators remain the same – a number of these are ones where we have already achieved the maximum. 60 indicators have no previous year data for comparison; these are mainly LAA, LAAP and LAAS indicators.

The percentages are similar to the final figures for 2006/07. Of 247 indicators 52.6% were red, with 47.4% green. We improved on 60.9%, while 28.2% deteriorated. 22 of the indicators remained the same.

5.3 Tables explaining variances (Appendix 5)

In addition, we have provided explanations of any variances of 10% or more between targets and actual performance, as these need particular attention by managers and Members. We do this in two tables; one which highlights where performance has exceeded target

(Appendix 5a) and one where we have failed to meet the target (Appendix 5b). Explanations of reasons for the variances are included within the reports.

5.4 Statement on Workforce Matters (Appendix 6) and Summary Statement of Accounts

These statements are required by Best Value legislation. The statement on Workforce Matters meets our requirement to confirm that we are adopting the Code of Practice in our approach to workforce matters and contracting.

5. Finance

- 6.1 It is important that performance monitoring takes account of financial performance so that it can be shown to have been achieved within existing resources and therefore to be broadly sustainable.
- 6.2 The last corporate financial monitoring information available relates to the third quarter of 2007/08 to 31st December indicating an under spend for the year for 2007/08.
- 6.3 The final outturn figures for 2007/2008 are still being prepared and will be finalised before the submission on 2nd July of the General Fund Service Outturn report to Cabinet. However the Council is not currently expected to overspend based on current projections.
- 6.4 As part of our Best Value obligations we will be publishing a Summary of Statement of Accounts alongside the BVPP. This will be tabled at the Scrutiny Committee meeting as Appendix 6.

6. Consultation

- 7.1 Consultation on the new Community Plan has been extensive and on-going during the year, through a range of mechanisms. Consultation on budget priorities, areas for improvement and council tax and the Annual Residents Survey have contributed to the development of the Strategic Plan 2008/09. Cabinet members have also been involved, both through the Community Plan process and Strategic Plan prioritisation sessions.

7. Comments of Chief Financial Officer

- 8.1 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.
- 8.2 This year's plan was developed in tandem with the 2008/09 – 2010/11 revenue budgets and capital programme. The strategic planning goals are taken into account in setting these financial plans and the priorities outlined in this document are reflected within them.
- 8.3 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, including achievement of value for money, the achievement of the authority's strategic priorities would be hampered.

- 8.4 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)

- 9.1 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.
- 9.2 This is the last year that the Council is required to prepare a BVPP. A summary of the BVPP for 2007/08 must be published by 31 March 2008 and the full plan by 30 June 2008. We are also required to publish alongside the BVPP a Statement on Workforce Matters and a Summary of Statement of Accounts.

9. Equal Opportunities Implications

- 10.1 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. It represents the Council's service delivery commitments to improve the quality of life for all who live and work in Tower Hamlets and includes specific actions targeted at the different equalities groups.
- 10.2 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 a broad range of equalities indicators are reflected in the proposed Plan.

10. Anti-Poverty Implications

- 11.1 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 quality of life are achieved for all communities in the borough.

11. Sustainable Action for a Greener Environment

- 12.1 The Strategic Plan embodies objectives, activities and milestones that work to create a greener more sustainable environment within the Great Place to Live theme.

12. Risk Management Implications

- 13.1 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.
- 13.2 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 –Strategic Plan 2008/09
- Appendix 2 – Annual Report for 2007/08
- Appendix 3a – Strategic Plan 2007/08 Monitoring: Completed Activities
- Appendix 3b – Strategic Plan 2007/08 Monitoring: Overdue Activities
- Appendix 4 – Outcomes against targets for BVPI, LAA, LPSA and SP indicators in 2007/08
- Appendix 5a – Variances between targets and outcomes: target exceeded
- Appendix 5b – Variances between targets and outcomes: target not met
- Appendix 6 – Statement on Workforce Matters
- Appendix 7 – Summary of Statement of Accounts – to follow

Tower Hamlets Council Strategic Plan 2008-2009 DRAFT

Year 1 2008-2009

Tower Hamlets Council Strategic Plan 2008-2009

Year 1 2008 - 2009

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1. Our Vision: The Community Plan 2020

The Council's vision, developed in the Community Plan 2020, and to be achieved with our partners and with the active participation of all those with a stake in the borough, is to *"improve the quality of life for everyone who lives and works in the borough"*.

This is our headline vision for Tower Hamlets in 2020. We have further developed our Vision around four themes that capture the key issues of importance to local people and partners. Underpinning the Vision is the desire to build One Tower Hamlets - a borough where everyone feels they have an equal stake and status; where people feel they have the same opportunities as their neighbours, and responsibility to contribute irrespective of their background or age; and where families are the cornerstone of success.

Tower Hamlets is a place of immense opportunities for positive change, opportunities that can be used to bring about the many improvements local people want and deserve. A focus on sustainability is essential so that our actions are environmentally considerate and long-lasting for future generations. Access to affordable housing provision must be increased and communities better connected through improved transport networks, and supported through more and better community facilities. The shared vision is of Tower Hamlets being *'A Great Place to Live'*.

The huge economic growth in Canary Wharf and elsewhere in the borough will be a vital factor in securing improvements for local people. Support for local enterprise and partnership working with both large and small businesses will help ensure that employment opportunities are available and that local people have the skills and training they need to get them. Tackling the problem of worklessness, which is widespread in many of our communities, is a key priority for Tower Hamlets. Our young people will learn from the best teachers and successfully gain qualifications that allow them to pursue their career goals. Taking advantage of the 2012 Olympic Games and its legacy, by 2020, Tower Hamlets will be recognised as a place with highly skilled ambitious communities and where entrepreneurship and local enterprise is successful. The shared vision is of *'A Prosperous Community'*.

By 2020 crime and antisocial behaviour will be greatly reduced in our neighbourhoods so that all residents and visitors, young and old, feel safe and confident in their homes and on the streets of Tower Hamlets. Everyone will have access to quality support services that enable them to achieve their potential in life. Choice will be integral to these services, so individuals receive care in the way they want and need. These support services will ensure everyone, and particularly the vulnerable, are protected from risk of harm and supported to live independent and empowered lives. Early intervention and whole-family partnership approaches to issues of community safety and support will ensure these issues are tackled holistically. The shared vision is of *'A Safe and Supportive Community'*.

Local residents will live long and fulfilled lives, aware of how their lifestyle choices affect their own and their family's health and wellbeing. All will be able to access high quality health and social care in their communities. Health care will focus on health promotion and prevention as fewer residents will need acute long-time care for avoidable health concerns. We will use the power of the 2012 Games to promote more active lifestyles. Our shared vision is of *'A Healthy Community'*.

Local Area Agreement

To turn our vision into reality, the Council and our partners have agreed a set of priority targets which our partners will work to achieve over the next 3 years. These are being negotiated and agreed with national government in our **Local Area Agreement**, to be finalised in June 2008. The action priorities set out in the LAA were arrived at through extensive consultation through the Partnership, and are intended to deliver the aspirations within the Community Plan vision. These provide the foundation for the Council's strategic priorities set out in this document. All Local Area Agreement targets are included as Strategic Indicators within the Council's Strategic Plan.

The full LAA will be available on the Council's website at www.towerhamlets.gov.uk.

2. Tower Hamlets Context – the story so far

The Council's Strategic Plan will be delivered in the context of a fast-changing Borough. The landscape has altered vastly over recent years. The population has grown and diversified. East London is preparing to host the 2012 Olympic and Paralympic Games - and new local and national priorities have emerged.

At the same time, significant investment in local public services is beginning to impact on the quality of life.

Crime has been cut by almost 24% over the past four years, thanks to a range of initiatives and campaigns targeting crime hotspots. Also, our success in reducing reoffending was recognized with a Beacon Award. Local estates could soon get up to £190 million of much-needed investment, through the setting up of Tower Hamlets Homes - a new way of managing local housing.

Health and fitness levels show signs of improving – with leisure centre attendances up to 1.45 million. The number of older people using local facilities in particular is up by around 5% – one of the many ways that the major review of Older People as Citizens has helped to boost local services for older people.

As a result of all this activity, Tower Hamlets has been ranked among the most improved performers over the past three years – and the Council is one of only 12 councils reckoned to be judged as 'improving strongly' for the past two years by the Audit Commission.

Throughout all of this change and improvement, Tower Hamlets remains a place of contrast, where wealth and affluence sit beside relative poverty in many areas. Expensive new private riverside housing developments rub shoulders with social housing estates. Tower Hamlets is London's second densest borough in terms of housing. The average annual income of those working locally is nearly £40,000; yet one in five households currently live on less than £15,000. Housing affordability is low by national standards - with an average house price of £305,363; that's 60.5% higher than the average in England and Wales - and out of reach for most local people.

Other facts and figures reflecting the array of challenges and opportunities include that:

~ Tower Hamlets is one of the most ethnically diverse areas in the country. About half of the total population are from black and minority ethnic communities, and around 110 different languages are spoken by our school pupils.

~ Although things are improving, average life expectancy is 77.4 years, ranking Tower Hamlets 349th out of 408 local authority areas in Britain.

~ The proportion of young people living in Tower Hamlets currently stands at 28%, which is much higher than the 18% average for the rest of inner London, and over 78% of our young people are from minority ethnic backgrounds.

~ As a dense urban area with a high level of development, local energy use and Co2 emissions are high. Helping to tackle climate change is therefore a new and significant challenge. Lifestyle changes and difficult choices will have to be made in future years.

~ Tower Hamlets has benefited from massive inward investment over the past ten years, along with a changing skyline and significant service improvements, but this has not filtered through to enough local residents' day to day lives. Given this, tackling inequality will be a prime focus of the Council and the Partnership.

The new Community Plan recognises that Tower Hamlets is a 'community of communities' - so a one-size-fits-all approach to problem solving and improvements will not work. The challenge is, and will continue to be, to make sure that the many different and specific needs that exist in Tower Hamlets are identified, understood and addressed.

The Council's Strategic Plan 2008/09 sets out the particular activities that the Council will prioritise in the year ahead to ensure that we can respond to the challenges of the Tower Hamlets context and make a key contribution to achieving our shared partnership vision.

3. The Strategic Plan and the Council's role

The Council has a key role in delivering the Community Plan 2020 vision. The Council's Strategic Plan 2008/09, covering the period April 2008- March 2009, sets out key targets for the Council and the key initiatives planned to deliver the improved outcomes we aspire to. Many of these initiatives will involve working with partners and the local community.

In all of our work we are driven by the Council's **Core Values**:

- **Achieving results**
We are passionate about achieving the best for our communities. We want to be the best in the country at what we do and keep getting better and better, moving beyond excellence. We actively ensure we achieve value for money in everything we do.
- **Valuing diversity**
Equalities and diversity is at the heart of what we do and how we do it. It is built into leadership, consultation and involvement, services to our customers and recruitment and development of staff. We recognise that having a workforce that reflects the community is essential in order to deliver high quality services.
- **Engaging with others**
In order to achieve results, we need to engage positively with others, the community, our staff and our partners. We need to ensure that we communicate effectively and create opportunities for involvement and engagement.
- **Learning effectively**
We are a learning organisation. We take responsibility for our own learning and share our learning with others.

Key Priorities

The Council has identified a number of key priorities for its Strategic Plan, which directly reflect the borough's Community Plan priorities set out overleaf.

Community Plan Theme	Priority Outcomes for 2008 – 2009
A Great Place to Live	<ul style="list-style-type: none"> • Provide Affordable Housing and Strong Neighbourhoods • Strengthen and connect communities • Support vibrant town centres and a cleaner, safer public realm • Improve the environment and tackle climate change

A Prosperous Community	<ul style="list-style-type: none"> • Support lifelong learning opportunities for all • Reduce worklessness • Foster enterprise
A Safe and Supportive Community	<ul style="list-style-type: none"> • Empower vulnerable people and support families • Tackle and prevent crime • Focus on early intervention
A Healthy Community	<ul style="list-style-type: none"> • Reduce differences in people's health and promote healthy lifestyles • Support mental health services to improve mental health • Improve access to and experience of local health services

Underpinning these four key themes is the commitment to *One Tower Hamlets*.

In addition to its contribution to the Community Plan priorities, the Council has identified a specific priority for the Council – *Working efficiently and effectively as One Council*. This reflects our commitment to:

- Ensuring value for money across the Council;*
- Recruiting, supporting and developing an effective workforce; and*
- Providing effective and joined up services to drive the delivery of Council priorities.*

The Strategic Plan specifies the key targets the Council expects to achieve against these priorities by April 2009. It also sets out the key initiatives which the Council will undertake in 2008/09 to deliver our targets. These key initiatives reflect the significant change or improvement activity which will be our focus for the year ahead. Within the Council each Directorate and each service, will also develop more detailed action plans demonstrating how they contribute to the achievement of the priority outcomes.

4. Measuring Our Progress

In order to measure the Council's progress towards achieving the priority outcomes in the Strategic Plan we have established a set of key indicators and targets. These encompass our LAA targets plus additional Council- specific targets in priority areas.

Priority	Indicator
Theme 1: One Tower Hamlets	
Working efficiently and effectively as One Council	SI1 A workforce to reflect the community: percentage of top 5% earners that are from minority ethnic communities
	SI2 A workforce to reflect the community: percentage of top 5% earners that are women
	SI3 A workforce to reflect the community: percentage of top 5% earners that are disabled
	SI4 Number of working days/shifts lost to sickness absence per employee
	SI5 Percentage of Undisputed Invoices Paid on Time
	SI6 Percentage of Stage 1 complaints completed in time
	SI7 Percentage of residents agreeing that the Council "provides value for money for the Council Tax I pay"
	SI8 a) % of calls to Hotlines answered b) Average waiting time for calls to Hotlines c) % first contact resolution of calls to Hotlines
Theme 2: A Great Place to Live	
Provide Affordable Housing and Strong Neighbourhoods	SI9 (LAA) NI 154: Net additional homes
	SI10 (LAA) NI 155: Affordable homes delivered
	SI11 (LAA) NI 158: Percentage of decent council homes
	SI12 (LAA) NI 1: % of people who believe people from different backgrounds get on well together
	SI13 (LAA) NI 47: People killed or seriously injured in road traffic accidents
Strengthen and connect communities	SI14 Percentage 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
	SI15 NI 4 Percentage of people who feel they can influence decisions in their locality
Support vibrant town centres and a cleaner, safer public realm	SI16 (LAA) NI 195: Improved street and environmental cleanliness (a) graffiti (b) litter (c) detritus (d) fly posting
	SI17 (LAA) NI 5: Overall / general satisfaction with the local area
	SI18 Percentage of residents who view rubbish and litter lying around as a serious problem.
	SI19 Percentage of residents who think that parks, playgrounds and open spaces are good, very good or excellent

Priority	Indicator
Improve the environment and tackling climate change	SI20 Percentage of residents who think that street cleaning is good, very good or excellent
	SI21 Percentage of residents asked who think that leisure and sports facilities are good, very good or excellent
	SI22 (LAA) NI 186: Per capita reduction in CO2 emissions in the LA area
	SI23 (LAA) NI 192: Household waste recycled and composted
Theme 3: A Prosperous Community	
Support lifelong learning opportunities for all	SI24 (LAA stat) NI72 Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy
	SI25 (LAA stat) NI76: Achievement at level 4 or above in both English and Maths at KS2 (Floor)
	SI26 (LAA stat) NI77: Achievement at level 5 or above in both English and Maths at KS3 (Floor)
	SI27 (LAA stat) NI 78: Achievement of 5 or more A*-C grades at GCSE and equivalent including GCSEs in English and Maths (Floor)
	SI28 (LAA stat) NI 87: Secondary school persistent absence rate
	SI29 (LAA stat) NI 101: Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths)
	SI30 (LAA) NI 79: Achievement of a level 2 qualification by age 19
	SI31 (LAA) NI 80: Achievement of a level 3 qualification by age 19
	SI32 (LAA) NI 106: Young people from low income backgrounds progressing to higher education
	SI33 (LAA) NI 110: Young people's participation in positive activities
	SI34 (LAA) NI 151: Employment rate
	SI35 (LAA) NI 152: Working age people on out of work benefits
	SI36 (LAA) NI 153: Working age people claiming out of work benefits in the worst performing neighbourhoods
	SI37 (LAA) NI 117: 16-18 year olds who are NEET
SI38 (LAA) NI 146: Adults with learning disabilities in employment	
SI39 (LAA) NI 150: Adults in contact with secondary mental health services in employment	
SI40 (LAA) NI 116: Proportion of children in child poverty	
Theme 4: A Safe and Supportive Community	
Empower vulnerable people and support families	SI41 (LAA) NI 135: Carers receiving needs assessment or review and a specific carer's service, or advice and information
	SI42 (LAA) NI 15: Serious violent crime rate
	SI43 (LAA) NI 16: Serious acquisitive crime rate

Priority	Indicator
	SI44 (LAA) NI 42: Perceptions of drug use or drug dealing as a problem
	SI45 (LAA) NI 21: Dealing with local concerns about anti-social behaviour and crime by the local Council and Police
	SI46 (LAA) NI 18: Adult re-offending rates for those under probation supervision
	SI47 (LAA) NI 19: Rate of proven re-offending by young offenders
	SI48 (LAA) NI 33: Arson Incidents
	SI49 (LAA) NI 35: Building resilience to violent extremism
	SI50 Percentage of residents identifying crime as an area of concern
Focus on early intervention	SI51 (LAA) NI 40: Drug users in effective treatment
Theme 5: A Healthy Community	
Reduce differences in people's health and promote healthy lifestyles	SI52 (LAA) NI 56: Obesity among primary school age children in year 6 (a) total number children with height & weight recorded who are obese (b) number children with height & weight recorded (c) total number year 6 children (d) % children with height & weight recorded who are obese (e) % of children with height & weight recorded
	SI53 (LAA) NI 112: Under 18 conception rate
	SI54 (LAA) NI 123: Stopping smoking
	SI55 (LAA) NI 8 : Adult participation in sport
	SI56 (LAA) NI 120: All-age all-cause mortality rate

5. Key Initiatives Year 3: April 2008 – April 2009

The Key Initiatives for 2008/09 to support the delivery of the longer term goals of the Community Plan are set out in the following pages. Each initiative identifies some key progress milestones to enable progress to be effectively monitored. More detail about the Council's performance monitoring arrangements is set out in section 6.

ONE TOWER HAMLETS

The theme of One Tower Hamlets runs through all of our Community and Strategic Plan, reflecting our desire to build One Tower Hamlets - a borough where everyone feels they have an equal stake and status; where people feel they have the same opportunities as their neighbours, and responsibility to contribute irrespective of their background or age; and where families are the cornerstone of success.

One Tower Hamlets also means bringing different parts of the community together, encouraging positive relationships and tackling divisions between communities – as well as providing strong leadership, involving people and giving them the tools and support to improve their lives. Whilst the One Tower Hamlets approach runs through all the activities within this Plan, there are particular activities which we will undertake to build and develop One Tower Hamlets across all our work. Within the Strategic Plan, One Tower Hamlets also reflects our commitment to working efficiently and effectively as One Council.

We will use the following specific measures to measure our progress towards achieving One Council – a number of the other measures within other sections of the plans will contribute to the goal of One Tower Hamlets.

	Performance Indicators	2006/07 Top Quartiles: - London - England					Outturn 2007/08	Target 2008/09	Target 2009/10	Target 2010/11
		Working efficiently and effectively as One Council								
SI1	A workforce to reflect the community: percentage of top 5% earners that are from minority ethnic communities	- 18.53 - 4.53	15.26	17.43	22	25	25	25	25	
SI2	A workforce to reflect the community: percentage of top 5% earners that are women	- 48.36 - 43.56	53.21	52.71	50	50	50	50	50	
SI3	A workforce to reflect the community: percentage of top 5% earners that are disabled	- 5.39 - 5.49	4.62	3.51	5.50	6.00	6.00	6.00	6.00	
SI4	Number of working days/shifts lost to sickness absence per employee	- 7.59 - 8.09	7.92	8.75	7.50	7.00	7.00	7.00	7.00	
SI5	Percentage of Undisputed Invoices Paid on Time	- 93 - 97	91.87	91	97	98	98	98	98	
SI6	Percentage of Stage 1 complaints completed in time	Not national	65	74	80	80	80	80	80	
SI7	Percentage of residents agreeing that the		37	41	45	48	48	48	48	

	Performance Indicators	2006/07 Top Quartiles: - London - England	Outturn 2006/07	Outturn 2007/08	Target 2008/09	Target 2009/10	Target 2010/11
S18	<p>Council "provides value for money for the Council Tax I pay"</p> <p>(a) % of calls to Hotlines answered (b) Average waiting time for calls to Hotlines (c) % first contact resolution of calls to Hotlines</p>						

Theme		1. One Tower Hamlets	
Priority		To reduce inequalities, foster strong community cohesion and provide strong leadership and inclusive services.	
Objective			
1.1.1	To reduce inequalities		
1.1.2	Foster strong community cohesion		
1.1.3	Provide strong community leadership and inclusive services		
Key Initiatives		Leads	Milestones
Ensure that the Council achieves Level 5 of the revised Equality Standard		Michael Keating, Acting Assistant Chief Executive Lead Member: Cllr Sirajul Islam	Level 5 self-assessment review completed by November 2008 Assessment extended by March 2009
The Development of the Cultural Olympiad		Paul Martindill, Head of Cultural Services Lead Member: Cllr Lutfur Rahman	Publication of 5 Borough Festival Brochure May 2008 Project scoped by September 2008 5 Borough Olympic Art Project commissioned September 2008 Draft Framework completed by March 2009
Develop and implement a programme to respond to the report of the Commission on Cohesion and Integration to include bridging communities work, inter faith, responding to new communities, etc		Michael Keating, Acting Assistant Chief Executive Lead Member: Cllr Sirajul Islam	Initial proposals developed by June 2008
Implement partnership structure and governance changes to strengthen decision making and accountability		Shazia Hussain, Director Tower Hamlets Partnership Lead Member: Cllr Lutfur Rahman	LSP revised information governance arrangements agreed September 2008. New Participation and Engagement strategic work ready for roll out September 2008. Partnership Communications strategy developed. September 2008. LAP Action plans developed and agreed. September 2008
Modernise the Council's democratic structures		John Williams, Head of Democratic Services Lead Member: Cllr Sirajul Islam	Implement Councillor Call for Action by October 2008 Implement 'roving' Council or committee meetings in local venues - by October 2008 Introduce web-casting of Council/Cabinet other meetings – pilot project by January 2009

Theme		1. One Tower Hamlets	
Priority: Working efficiently and effectively as One Council			
Objective			
1.2.1 Ensuring value for money across the Council		the delivery of Council priorities	
1.2.2 Recruiting, supporting and developing an effective workforce			
1.2.3 Providing effective and joined up corporate services to ensure			
Key Initiatives		Leads	Milestones
Develop a Workforce Strategy to recruit and develop a workforce to deliver local priorities and reflect the community		Deb Clarke, Joint Director of Human Resources Lead Member: Cllr Joshua Peck	Complete consultation with PCT and other key partners by June 2008 Strategy approved by Cabinet and PCT Board September 2008
Develop an Information Strategy to ensure the effective use of information across the Council and its Partners		Jim Roberts, Head of ICT Lead Member: Cllr Joshua Peck	Strategy completed by December 2008
Create a community wide IT Infrastructure Network that enables residents to have greater access to services		Jim Roberts, Head of ICT Lead Member: Cllr Joshua Peck	Pilot Scheme approved by July 2008 Pilot evaluated by March 2009
Develop a Channel Strategy to ensure access to service is delivered in a manner that maximises customer satisfaction and reduces the overall cost to serve		Claire Symonds, Head of Customer Access Lead Member: Cllr Joshua Peck	Develop strategy by March 2009 Achieve external accreditation of Customer Access by December 2008
Further embed a strategic approach to efficiency and value for money		Alan Finch, Head of Corporate Finance Lead Member: Cllr Joshua Peck	Use Council's unit cost index to identify services for detailed efficiency review by June 2008 Develop approach to resource planning which links resource allocation more directly to strategic planning by March 2009 Develop project appraisal for all capital schemes and major procurements by March 2009 Ensure that efficiency is appropriately reflected in all resource strategies by March 2009
Co-ordinate the Council's		Charles Skinner, Head of	Review council-wide marketing activity and prepare report by June

Theme		1. One Tower Hamlets	
Priority: Working efficiently and effectively as One Council			
Objective			
1.2.1	Ensuring value for money across the Council		
1.2.2	Recruiting, supporting and developing an effective workforce		
1.2.3	Providing effective and joined up corporate services to ensure the delivery of Council priorities		
Key Initiatives		Leads	Milestones
marketing and communications activity under the Brighter Borough theme to maximise impact and improve value for money		Communications Lead Member: Cllr Sirajul Islam	2008 with recommendations for a corporate policy.
Improve the effective and efficient utilisation of our property portfolio		Colin Bradley, Interim Service Head of Corporate Property Lead Member: Cllr Joshua Peck	Update of joint AMP and capital strategy by December 2008 Review of maintenance and WLC strategies by December 2008 Strategy for area asset reviews agreed by March 2009

A Great Place to Live

A Great Place to Live reflects the Community Plan aspiration that Tower Hamlets should be a place where people enjoy living and take active pride in belonging. The Council will support this by seeking to provide good quality affordable housing, well designed public spaces and better transport links. A commitment to environmental sustainability is also at the heart of this theme.

This action plan identifies our activities over the coming year. In the three years to 2011, we also plan to:

- invest in the quality of homes and public spaces
- set out a programme of infrastructure investment in our Local Development Framework
- develop a Public Realm strategy to improve the quality and cleanliness of town centres and open spaces
- increase the amount of housing in the borough, for single people, couples and families.
- Further improve our recycling services and undertake measures to encourage greater participation from residents and businesses.
- Further improve the quality of our parks, green spaces and open play spaces
- Develop and implement the Public Art Strategy
- Ensure the Borough continues to be the venue for some of the most exciting festivals and events in the UK
- Improve the capacity of our playing pitch infrastructure through implementation of the playing pitch strategy.

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

	Performance Indicators	2006/07 Top Quartiles: - London - England	Outturn 2006/07	Outturn 2007/08	Target 2008/09	Target 2009/10	Target 2010/11
Provide Affordable Housing and Strong Neighbourhoods							
SI9	(LAA)NI 154: Net additional homes	New PI	2730		2999 (av)	2999 (av)	2999 (av)
SI10	(LAA)NI 155: Affordable homes delivered	New PI	1047 (source AMR) 2006/7		1688 (av)	1688 (av)	1168 (av)
SI11	(LAA) NI 158: Percentage of decent council homes						
Strengthen and connect communities							
SI12	(LAA) NI 1: Percentage of people who believe people from different backgrounds get on well together		67		Target setting deferred		
SI13	(LAA) NI 47: People killed or seriously injured in road traffic accidents	- 85 - 77	111	124	114	104	94

	Performance Indicators	2006/07 Top Quartiles: - London - England	Outturn 2006/07	Outturn 2007/08	Target 2008/09	Target 2009/10	Target 2010/11
SI14	Percentage 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) 68 (b) 7	(a) 76 (b) 10	(a) 78 (b) 10	(a) 78 (b) 10	(a) (b)
SI15	NI 4 Percentage of people who feel they can influence decisions in their locality	- 43 - 36	41	55			
SuppSI16 ort vibrant town centres and a cleaner, safer public realm							
SI16	(LAA) NI 195: Improved street and environmental cleanliness (a) graffiti (b) litter (c) detritus (d) fly posting	Recalculated PI (a) 14% (b) 15% (c) 9% (d) 4%		(a) 8% (b) 12% (c) 13% (d) 3%	(a) 7% (b) 10% (c) 12% (d) 3%	(a) 6% (b) 8% (c) 10% (d) 2%	
SI17	(LAA) NI 5: Overall / general satisfaction with the local area	New PI	62		Target setting deferred		
SI18	Percentage of residents who view rubbish and litter lying around as a serious problem.		32	32.9	20	19	
SI19	Percentage of residents who think that parks, playgrounds and open spaces are good, very good or excellent		50	54	54	56	
SI20	Percentage of residents who think that street cleaning is good, very good or excellent			51			
SI21	Percentage of residents asked who think that leisure and sports facilities are good, very good or excellent			46			
Improve the environment and tackling climate change							
SI22	(LAA) NI 186: Per capita reduction in CO2 emissions in the LA area	New PI	2,015,00t (2005)			-0.4%	-0.8%
SI23	(LAA) NI 192: Household waste recycled and composted	Recalculated PI	11.76% (Waste Data Flow)		20%	32%	42%

Theme	2. A Great Place to Live	
Priority	2.1 Provide affordable housing and strong neighbourhoods	
Objective	<p>2.1.1 Increasing the overall supply of housing for local people including a range of affordable, family housing</p> <p>2.1.2 Provide decent homes in well designed streets and neighbourhoods</p> <p>2.1.3 Planning new neighbourhoods with supportive services like primary schools, healthcare facilities and local parks</p> <p>2.1.4 Improving the quality of housing management and related services provided to tenants and leaseholders</p>	
Key Initiatives	Leads	Milestones
Through effective place shaping policy ensure supply of affordable and low cost home ownership	Jackie Odunoye, Head of Strategy and Development Lead Member: Cllr Marc Francis	Encourage and enable partner providers to create 1545 new affordable homes in line with the London Plan by March 09 45% of all new affordable rented housing to be family sized accommodation by March 09
Develop and start to implement, with key partners, major estate renewal programmes	Jackie Odunoye, Head of Strategy and Development Lead Member: Cllr Marc Francis	Competitive dialogue and selection of preferred partner for Ocean by January 2009 Interim Board for Ocean Regeneration Trust determined by May 2008 Resolution of landowners agreement process for Blackwall Reach by October 2008 Outline planning application for Blackwall Reach submitted by March 2009
Commission a strategic review of our retained housing stock	Jackie Odunoye, Head of Strategy and Development Lead Member: Cllr Marc Francis	Agreed 5 year housing investment programme by July 2008 Procurement strategy for delivery of decent homes by July 2008
Develop the Local Development Framework core strategy	Jamie Ounan, Strategy Planning Manager Lead Member: Cllr Marc Francis	Draft core strategy preferred option by January 2009 Draft Masterplans for public consultation prepared for Fish Island, Aspen Way and News International site by November 2008 Masterplans adopted by March 2009 Borough-wide infrastructure delivery plan by March 2009
Engage in Olympic legacy masterplan process to secure maximum benefits for Tower Hamlets from legacy	Nick Smales, Head of Olympic and Paralympic Games Lead Member: Cllr Lutfur Rahman	Consultation on Olympic Masterplan in October 2008 Borough views incorporated with acceptable Master plan by March 2009

Theme	2. A Great Place to Live	
Priority	2.1 Provide affordable housing and strong neighbourhoods	
Objective	<p>2.1.1 Increasing the overall supply of housing for local people including a range of affordable, family housing</p> <p>2.1.2 Provide decent homes in well designed streets and neighbourhoods</p> <p>2.1.3 Planning new neighbourhoods with supportive services like primary schools, healthcare facilities and local parks</p> <p>2.1.4 Improving the quality of housing management and related services provided to tenants and leaseholders</p>	
Key Initiatives	Leads	Milestones
Refresh the housing strategy	Jackie Oduoye, Head of Strategy and Development Lead Member: Cllr Marc Francis	Consultation on housing strategy by March 09 Overcrowding strategy and action plan by January 2009

Theme		2. A Great Place to Live	
Priority		2.2 Strengthen and Connect Communities	
Objective			
2.2.1 Improving public transport networks and enabling more residents to walk and cycle safely			
2.2.2 Bringing together communities to foster mutual understanding, a collective sense of wellbeing and avoid people being isolated			
2.2.3 Ensuring communities have good access to a full range of facilities - including health services, schools and leisure			
Key Initiatives		Leads	Milestones
Complete project implementation plan for council's new Sustainable Transport Strategy – 'Making Connections' – towards a climate-friendly transport future 2008-2033		Owen Whalley, Head of Major Project Development Lead Member: Cllr Marc Francis	Draft project implementation plan completed by December 2008
Develop a strategic commissioning approach to mainstream grants and other 3 rd sector support		Chris Holme, Head of Resources Lead Member: Cllr Marc Francis	Mainstream grants commissioning process 2009-11 finalised by March 2009 Review of assets to support third sector and local enterprise by December 2008 Update of third sector strategy by March 2009
Improve uptake of out of school activities by young people to ensure cross – community engagement		Mary Durkin, Head of Youth and Community Learning Lead Member: Cllr Clair Hawkins	Link out of school management information systems with youth service to monitor uptake by March 2009

Theme		2. A Great Place to Live	
Priority		2.3 Support vibrant town centres, and a cleaner, safer public realm	
Objective			
2.3.1 Providing first-class and well managed centres where people come together for business, shopping, leisure and recreation			
2.3.2 Supporting and improving open spaces			
2.3.3 Improving street lighting and reducing graffiti and litter			
Key Initiatives	Leads	Key Milestones	
Undertake a strategic review of indoor leisure facility provision to inform the building schools for the future programme and future developments within the Borough	Paul Martindill, Head of Cultural Services Lead Member: Cllr Rofique U. Ahmed	Demand and supply mapping completed based on future population growth by June 2008 Feasibility study undertaken to determine potential for swimming pool to be located at John Orwell centre by January 2009 Strategy approved for public consultation by November 2008 Strategy finalised by March 2009	
Develop a Playing Pitch Strategy for the Borough	Paul Martindill, Head of Cultural Services Lead Member: Cllr Rofique U. Ahmed	Heritage Lottery Fund decision on support for progress to Phase 2 by September 2008 Detailed scheme design completed by October 2008	
Complete master planning and options prioritisation for Victoria park Heritage Lottery bid	Paul Martindill, Head of Cultural Services Lead Member: Cllr Rofique U. Ahmed	Project Scope agreed by September 2008 Consultation by January 2009 Strategy completed by March 2009	
Develop a Public Arts Strategy	Owen Whalley, Head of Major Project Development Lead Member: Cllr Ohid Ahmed	Borough-wide Town Centre strategy and action plans completed by December 2008 Launch Roman Road Town Centre Implementation Plan by September 2008 Vision study completed by September 2008	
Develop Borough-wide Town Centre strategy	Nick Smales, Head of Olympic and Paralympic Games Lead Member: Cllr Lutfur Rahman		
Progress the High Street 2012 concept including public realm improvements, improved provision for pedestrians reductions in street clutter and accessibility improvements			

Theme	2. A Great Place to Live	
Priority	2.4 Improve the environment and tackle climate change	
Objective	<p>2.4.1 Reducing energy use and using more renewable energy sources</p> <p>2.4.2 Focusing on reusing wherever possible and recycling more</p> <p>2.4.3 Adapting our built environment to cope with the changing climate and weather patterns</p>	
Key Initiatives	Leads	Key Milestones
Develop and implement the Recycling Improvement Plan	Heather Bonfield, Interim Head of Public Realm Lead Member: Cllr Abdal Ullah	Procurement of integrated recycling contract April 2008 Recycling Improvement Plan for Tower Hamlets approved October 2008 Revised recycling scheme approved October 2008 Municipal Waste Management Strategy Report agreed October 2008
Develop the Municipal Waste Strategy	Heather Bonfield, Interim Head of Public Realm Lead Member: Cllr Abdal Ullah	
Prepare a Public Realm Management Plan to improve the coordination of environmental services and better target scarce resources	Heather Bonfield, Interim Head of Public Realm Lead Member: Cllr Abdal Ullah	Project scoped September by 2008 Draft Management Plan by October 2008 Plan finalised by January 2009
Prepare and implement a Public Realm Cleanliness Improvement Plan	Heather Bonfield, Interim Head of Public Realm Lead Member: Cllr Abdal Ullah	Project Board in place April 2008 Outline Improvement Plan by May 2008 Final detailed improvement plan completed by July 2008

A Prosperous Community

We want to build on a strong local economy and business growth, to ensure that we create prosperous communities across the borough and for all our residents. A key priority is to ensure that local people have access to lifelong learning opportunities through high quality education available for residents of all ages. We will also help people to confront the many different causes of joblessness and improve skills and the employment rate in the borough. In addition we will encourage enterprise and fostering new industries

This action plan identifies our activities over the coming year. In the three years to 2011, we also plan to:

- Invest heavily in the under 5s to ensure the best start in life in terms of schooling
- Develop young people's employability skills through apprenticeships and vocational studies
- Develop a new Children and Young People's Plan to respond to the needs analysis to be undertaken this year
- Ensure local residents and businesses can take advantage of the jobs and commercial opportunities of the 2012 Olympics and Paralympics
- Focus on transforming the opportunities and the support available to people with disabilities and people with mental health difficulties, to enable them to take their rightful place in the employment market
- Develop specific support and development programmes for the cultural industries through the implementation of the cultural industries strategy
- Work with our Leisure and Public Realm contractors to increase opportunities for local people to access training and job opportunities.

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

	Performance Indicators	2006/07 Top Quartiles: - London - England	Outturn 2006/07	Outturn 2007/08	Target 2008/09	Target 2009/10	Target 2010/11
Support lifelong learning opportunities for all							
SI24	(LAA stat) NI72 Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy		37.6	39.1			
SI25	(LAA stat) NI76: Achievement at level 4 or above in both English and Maths at KS2 (Floor)						
SI26	(LAA stat) NI77: Achievement at level 5 or above in both English and Maths at KS3 (Floor)						

	Performance Indicators	2006/07 Top Quartiles: - London - England	Outturn 2006/07	Outturn 2007/08	Target 2008/09	Target 2009/10	Target 2010/11
SI2	(LAA stat) NI 78: Achievement of 5 or more A*-C grades at GCSE and equivalent including GCSEs in English and Maths (Floor)						
SI28	(LAA stat) NI 87: Secondary school persistent absence rate						
SI29	(LAA stat) NI 101: Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths)	New PI					
SI30	(LAA) NI 79: Achievement of a level 2 qualification by age 19		58%		67%	69.50%	71.80%
SI31	(LAA) NI 80: Achievement of a level 3 qualification by age 19		37%		37.90%	69.50%	71.80%
SI32	(LAA) NI 106: Young people from low income backgrounds progressing to higher education				Target setting deferred		
SI33	(LAA) NI 110: Young people's participation in positive activities	New PI			Target setting deferred		
Reduce worklessness							
SI34	(LAA) NI 151: Employment rate	New PI					
SI35	(LAA) NI 152: Working age people on out of work benefits	Recalculated PI					
SI36	(LAA) NI 153: Working age people claiming out of work benefits in the worst performing neighbourhoods	New PI					
SI37	(LAA) NI 117: 16-18 year olds who are NEET	Recalculated PI	10.9%		7%	6.25%	6%
SI38	(LAA) NI 146: Adults with learning disabilities in employment	New PI	46 paid employment / 24 unpaid		Target setting deferred		
SI39	(LAA) NI 150: Adults in contact with secondary mental health services in employment	New PI	Estimate 5.15%		Target setting deferred		
SI40	(LAA) NI 116: Proportion of children in child poverty	New PI					

Theme		3. A Prosperous Community	
Priority		3.1 Support lifelong learning opportunities for all	
Objective			
3.1.1 Investing in the under 5s whose development provides the best possible foundation for long term success			
3.1.2 Providing high quality schools, so that young people acquire the knowledge and skills they need to fulfil their full potential			
3.1.3 Providing continuous learning opportunities, so everyone can learn basic and new skills at any age			
Key Initiatives		Key Milestones	
Complete a refresh of the Idea Store Strategy		Initial scoping completed May 2008 Consultation completed September 2008 Report finalised January 2008.	
Ensure all children have the opportunity to attend high quality early education provision		Early Years Foundation Stage training programme in place each term for settings and providers Annual Programme published July 2008 Settings Support Evaluation reviewed in line with the Early Years Foundation Stage by end July 2008 Monitor attendance to ensure that all settings have received training to prepare them for the implementation of the Early Years Foundation Stage by September 2008	
Target pupils at risk of not achieving level 5 in both English and mathematics by age 14, and those at risk of not achieving A-C grade or better in both English and mathematics by age 16 but whose prior attainment suggests that they should be capable of achievement at this level.		Support schools with identification of pupils in Y8 and Y9 unlikely to achieve attainment levels without extra intervention through analysis of assessment data, by December 2008 Training provided for schools in appropriate intervention strategies and materials, including the use of Study Plus strategy, by March 2009 Training provided for schools with Question level Analysis and appropriate intervention strategies/materials to be used with identified pupils, by March 2009	
Implement school capital improvement programmes-		Complete consultation on vision for primary school investment by April 2008 Launch primary strategy for change (primary school capital improvement programme) by June 2008 Select preferred bidder for Building Schools for the Future (Secondary school capital improvement programme) by July 2008	
Reduce the number of young people who are not in employment, education or training (NEET) and commission a range of "taster" and introductory		Implement early identification of young people at risk of becoming NEET by November 2008 Commission a range of "taster" and introductory activities to engage young people not in employment, education or training (NEET) and	

Theme		3. A Prosperous Community	
Priority		3.1 Support lifelong learning opportunities for all	
Objective			
3.1.1 Investing in the under 5s whose development provides the best possible foundation for long term success		<p>Key Milestones</p> <p>offer 200+ young people support through New Start programmes by March 2009</p> <p>Develop a quality assurance system for personal education plans by April 2008</p> <p>Develop a protocol to ensure priority school admissions for looked after children resident in other local authority areas by September 2008</p> <p>Review progress and predictions for every looked after child in years 2 and 11 by November 2008</p> <p>Develop a communications strategy and framework April 2008</p> <p>Develop a communication plan for all stakeholders July 2008</p> <p>Develop a draft engagement and commissioning strategy for children & young people by November 2008</p> <p>Redeveloped AMP website for children and young people launched by June 2008.</p> <p>Over 5000 young people vote in the Young Mayor elections by February 2009</p> <p>Over 180 young people engaged in the Tower Hamlets Youth Partnership, through activities held in every LAP area by March 2009</p>	
3.1.2 Providing high quality schools, so that young people acquire the knowledge and skills they need to fulfil their full potential			
3.1.3 Providing continuous learning opportunities, so everyone can learn basic and new skills at any age			
Key Initiatives		Leads	Key Milestones
activities to engage young people not in employment; education or training (NEET) and offer 200+ young people support through New Start programmes.			
Implement action plan to improve educational outcomes for looked after children		Kamini Rambellas, Head of Children's Social Care Lead Member: Cllr Clair Hawkins	
Develop new ways of communication and engagement with children and young people, parents, families and partners. Use this to promote take-up and access to services, and inform service design and delivery.		Natalie Parish, Head of Strategy, Partnerships and Performance Lead Member: Cllr Clair Hawkins	
Increase the participation of children & young people in decision making and community life		Mary Durkin, Head of Youth and Community Learning Lead Member: Cllr Clair Hawkins	

Theme		3. A Prosperous Community	
Priority		3.2 Reduce worklessness	
Objective			
3.2.1	Helping families escape poverty, by providing employment support and advice on debt management		
3.2.2	Identifying and removing barriers to employment for target groups		
3.2.3	Helping people to get employment by ensuring there is support and training before and after they get a job		
Key Initiatives		Leads	Key Milestones
Increase employment opportunities for vulnerable people		Deborah Cohen Head of Disability and Health Lead Member: Cllr Anwara Ali	Overarching employment strategy for the borough for vulnerable adults and for those with disabilities developed by July 2008 Increased numbers case managed by services referred to employment projects (over 07-08 numbers) by 50% by March 2009 Increase proportion of adults in contact with secondary mental health services in employment by 7% by March 2009. Review existing employment projects operating in Children's Centres by May 2008.
Work through our network of Children's Centres and childcare providers to support parents into work. Audit current childcare provision and full and part-time places in nursery classes/schools and work with the Financial Services Authority to pilot a financial guide to support parents who wish to return to work.		Helen Jenner, Head of Early Years Children & Learning Lead Member: Cllr Clair Hawkins	Develop a strategic plan for supporting parents into work through Children's Centres, bringing together relevant partners and funding streams by July 2008
Implement and commence delivery of City Strategy Single Point of Access pilot programme integrating Council led employment activities and advice into current Council activities such as Extended schools provision, Children's Centres, Community Hubs and Ideas Stores.		Sue Hinds, Access to Employment Manager Lead Member: Cllr Alibor Choudhury	600 workless residents into employment, 100 from workless families by March 2009 Evaluate the activities within the pilot to determine future priorities by March 2009 Integrated approach to debt management agreed by March 2009.
Update evidence base and develop a economic development strategy to better inform key priorities for the borough.		Sue Hinds, Access to Employment Manager Lead Member: Cllr Alibor Choudhury	Employment strategy paper drafted for consultation by July 2008 Wider economic development strategy paper drafted by Sept 2008.
			Report of key interventions to CPAG in July 2008

Theme	3. A Prosperous Community	
Priority	3.2 Reduce worklessness	
Objective	Helping families escape poverty, by providing employment support and advice on debt management	
3.2.1	Identifying and removing barriers to employment for target groups	
3.2.2	Helping people to get employment by ensuring there is support and training before and after they get a job	
3.2.3		
Key Initiatives	Leads	Key Milestones
Develop joint partnership programmes of employability interventions to augment/improve mainstream provision	Sue Hinds, Access to Employment Manager Lead Member: Cllr Ailbor Choudhury	Report of key interventions to CPAG in July 2008 Quarterly updates provided to relevant CPAG Strategy for community hubs developed agreed by October 2008 Development of construction related recruitment and training centre on major development site agreed by November 2008

Theme		3. A Prosperous Community	
Priority		3.3 Foster enterprise	
Objective			
3.3.1 Providing incentives that encourage both business and social entrepreneurship			
3.3.2 Maximising the opportunities for local businesses to benefit from key growth sectors, and the Olympic and Paralympic Games.			
3.3.3 Promoting Tower Hamlets businesses and encouraging growth and tourism, with particular emphasis on the Olympics and Paralympics			
Key Initiatives		Leads	Key Milestones
Work with key partners to develop a coordinated approach to facilitate business growth for local SMEs		Jackie Odunoye, Head of Strategy, Regeneration and Sustainability Lead Member: Cllr Ohid Ahmed	Action plan for enterprise support, including social enterprise, agreed by September 2008 Cultural industries strategy agreed by February 2009 £8m worth of contracts secured by local SMEs through the East London Business Place programme by March 2009
Develop a Cultural Industries Strategy		Paul Martindill, Head of Cultural Services Lead Member: Cllr Rofique U. Ahmed	Project Scope Agreed by July 2008 Consultation by December 2008 Final Draft Strategy by March 2008
Develop a 5 Borough strategy to use the Olympic Games as a catalyst for economic development as first step to developing a sub-regional partnership in response to new Government guidance		Nick Smales, Head of Olympic and Paralympic Games Lead Member: Cllr Lutfur Rahman	5 Borough business plan developed by September 2008 Integrate into relevant strategies supporting enterprise growth, tackling worklessness and improving skills – by December 2008

A Safe and Supportive Community

The Safe and Supportive Communities theme represents a vision for Tower Hamlets as a place where everyone can achieve their full potential. This means a place where crime is rare and tackled effectively, and where communities live in peace together. It also means somewhere where everyone has equal access to choices, chances and power. Local public services need to identify those who are most at risk and support them so that they can fulfil their potential.

We will provide uniquely excellent services for our most excluded groups, and to those at risk of becoming excluded. Over time, work on both of these areas will make a powerful impact on both disadvantage and crime. Alongside this long-term approach, we will continue to crack down on crime through effective law enforcement and crime prevention.

This action plan identifies our activities over the coming year. In the three years to 2011, we also plan to:

- Extend the offer of self directed support and care via an individualised budget allocation to all our 5500 social care service users by that date.
- Focus on carers through our strategy for improving health care for carers, access to flexible personalised support, access to employment, and access to universal services such as leisure, lifelong learning, and community engagement.
- Reduce the numbers in temporary accommodation to 1500 by 2010 through focusing in particular on improving multi agency support to vulnerable families, transforming our offer to vulnerable single people, improving access to permanent housing options across all sectors, tackling the association between homelessness and worklessness, and implementing a workforce development strategy for the homelessness sector.
- Further develop our award winning re-offending scheme to reduce levels of re-offending in the Borough
- Improve our community justice support services to ensure residents secure excellent support when at their most vulnerable
- Introduce joint enforcement services to improve efficiency and better join up enforcement responses.

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

Performance Indicators	2006/07 Top Quartiles: - London - England	Outturn 2006/07	Outturn 2007/08	Target 2008/09	Target 2009/10	Target 2010/11
Empower vulnerable people and support families						
SI41	(LAA) NI 135: Carers receiving needs assessment or review and a specific carer's service, or advice and information	Recalculated PI	15.9%	20.9%	25.9	30.9%
Tackle and prevent crime						
SI42	(LAA) NI 15: Serious violent crime rate	Recalculated PI	396 incidents per 1000 population	Target setting deferred		

	Performance Indicators	2006/07 Top Quartiles: - London - England	Outturn 2006/07	Outturn 2007/08	Target 2008/09	Target 2009/10	Target 2010/11
SI43	(LAA) NI 16: Serious acquisitive crime rate	Recalculated PI	35.5 incidents per 1000 population		-4.2%	-1.4%	-1.4%
SI44	(LAA) NI 42: Perceptions of drug use or drug dealing as a problem		68%		65%	62%	60%
SI45	(LAA) NI 21: Dealing with local concerns about anti-social behaviour and crime by the local Council and Police	New PI			Target setting deferred		
SI46	(LAA) NI 18: Adult re-offending rates for those under probation supervision	New PI			Target setting deferred		
SI47	(LAA) NI 19: Rate of proven re-offending by young offenders	New PI			Target setting deferred		
SI48	(LAA) NI 33: Arson Incidents	Recalculated PI	1077		1045	114	984
SI49	(LAA) NI 35: Building resilience to violent extremism	New PI		3	4	4.5	5
SI50	Percentage of residents identifying crime as an area of concern			55			
Focus on early intervention							
SI51	(LAA) NI 40: Drug users in effective treatment	Recalculated PI	1169		1263	1276	1289

Theme	4. A Safe and Supportive Community	
Priority	4.1 Empower vulnerable people and support families	
Objective	<p>4.1.1 Providing responsive and appropriate services for adults which promote independence, choice, security and community</p> <p>4.1.2 Protecting children from harm and neglect</p> <p>4.1.3 Preventing and reducing homelessness, and helping more people into settled homes and employment</p> <p>4.1.4 Improving support for children and young people with disabilities and their families</p>	
Key Initiatives	Leads	Key Milestones
Progress Implementation of agreed programme for integrating commissioning and service provision across health and social care	Helen Taylor, Head of Commissioning and Strategy Lead Member: Cllr Anwara Ali	Integrated commissioning teams established in AHWB and PCT by June 2008 Proposals for integrated provider services structure and care pathways developed by September 2008 Integrated services for older people and people with long term conditions in place by March 2009 Joint Strategic Needs Assessment completed by September 2008 Integrated services for older people and people with long term conditions in place by March 2009
Develop systems, processes and cultures that empower individuals to determine how their care, support, and citizenship needs are met	Helen Taylor, Head of Commissioning and Strategy Lead Member: Cllr Anwara Ali	Project Initiation Document and outline project plan agreed by April 2008 Detailed plans for years 2 and 3 of the strategy to achieve total transformation developed by December by 2008. Tower Hamlets Resource Allocation System (RAS) developed by March 2009
Improve support and information for carers	Helen Taylor, Head of Commissioning and Strategy Lead Member: Cllr Anwara Ali	Action plan to meet LAA target agreed with TH Partnership by October 2008. Revised carers strategy agreed following consultation by October 2008.
Further reduce the incidence of homelessness in the borough and improve support to individuals and families experiencing homelessness	Colin Cormack, Head of Homelessness and Housing Advice Services Lead Member: Cllr Anwara Ali	Revised homelessness strategy agreed by Cabinet by July 2008 10% fall in homeless acceptances in 2008/9 compared to 2007/8 by March 2008 Numbers in temporary accommodation reduced to 2100 by March 2008.

Theme		4. A Safe and Supportive Community	
Priority		4.1 Empower vulnerable people and support families	
Objective			
4.1.1 Providing responsive and appropriate services for adults which promote independence, choice, security and community			
4.1.2 Protecting children from harm and neglect			
4.1.3 Preventing and reducing homelessness, and helping more people into settled homes and employment			
4.1.4 Improving support for children and young people with disabilities and their families			
Key Initiatives		Leads	Key Milestones
Following the implementation of the Common Assessment Framework, to further develop the role of the Lead Professional and the team around the Child, developing the potential of our Children's Centres and Extended Schools to offer early support for families at risk.		Helen Jenner, Head of Early years, children and learning Lead Member: Cllr Clair Hawkins	eCAF pilot to be operational by May 2008. Annual CAF progress report to be submitted to Safeguarding Board by October 2008 Think Family Project to be established in Children's Centres by October 2008
Develop systems of multi-agency referral, assessment and service delivery through an intensive whole-family model of support with an emphasis on early intervention and prevention. The work will be steered by a Think Family Group with high level representation from agencies across Tower Hamlet		Helen Jenner, Head of Early years, children and learning Lead Member: Cllr Clair Hawkins	Think Family Terms of Reference and membership to be agreed by June 2008 Audit and review of staying safe elements of Family Support and Parental Engagement Strategy to be completed by December 2008 New Family Intensive Project referral structures and programme delivery to be in place by September 2008
Improve access to and quality of support to children and young people with disabilities and their families		Kamini Rambellas, Service Head- Children's Social Care Lead Member: Cllr Clair Hawkins	Implement a positive parenting programme for parents of children with disabilities to assist in achieving sustainable care in the home, with SLA in place with CAMHS and Eva Armsby Centre by July 2008. Develop eligibility criteria for short breaks by July 2008. To produce and distribute leaflets to promote direct payments and complete staff training by September 2008 Recruit transition worker to develop person centred planning for transition to Adults Services by September 2008.

Theme		4. A Safe and Supportive Community	
Priority		4.2 Tackle and Prevent Crime	
Objective			
4.2.1	Reducing crime and promoting successes effectively to reduce fear of crime		
4.2.2	Reducing re-offending through holistic intervention with all who become involved with the criminal justice system		
4.2.3	Making crime prevention a key element of all service planning - and improving community trust and engagement in strategic planning and service development		
Key Initiatives		Leads	Key Milestones
Introduce Neighbourhood Enforcement Officers to provide a 'joined up' and high visibility presence providing a front line response to anti-social behaviour		Andy Bamber – Head of Community Services Lead Member: Cllr Abdul Ullah	Project report to Director by 14th July CLC Call over by 22 July LAB 1 by 4th August
To set up a commission into the Public Safety of children and young people in Tower Hamlets to address the dual issues of violence by groups of young people and the safety of the local community, particularly of young people themselves		Mary Durkin – Head of Youth and Community Learning Lead Member: Cllr Clair Hawkins	Commission to be set up by September 2008 Commission concluded by December 2008 Action plan agreed by March 2009
To set up a Remand Fostering (RF) provision to impact on the number of young people remanded into custody by the courts		Mary Durkin – Head of Youth and Community Learning Lead Member: Cllr Clair Hawkins	In house provision to be set up by July 2008 Project group to receive initial analysis of RF cohort by March 2009

Theme	4. A Safe and Supportive Community	
Priority	4.3 Focus on Early Intervention	
Objective	<p>4.3.1 Improving parental engagement and support</p> <p>4.3.2 Using joined-up approaches to address links between health, drugs, alcohol, education, skills, employment, accommodation, mental health, debt and benefits across all age groups</p> <p>4.3.3 Tackling the causes of crime by working with 'at-risk' groups, to nip problems in the bud</p>	
Key Initiatives	Leads	Key Milestones
Create a coherent parenting support offer, inclusive of family learning and parenting programmes-	Helen Jenner, Head of Early Years, Children and Learning Lead Member: Cllr Clair Hawkins	<p>Offer joint training for staff working with parents related to the National Occupational Standards by March 2009</p> <p>Develop a shared Quality Assurance framework for Family Learning and Parenting programmes, including ensuring all programmes are inclusive of families living with learning difficulties and/or disabilities by December 08.</p> <p>Integrate parenting support provision into localised planning through LAP and extended service cluster groups by September 2008</p>

A Healthy Community

Local residents want Tower Hamlets to be a place where differences in the quality of people's health and life expectancy are reduced, where people lead healthy lives and where everyone has access to world class primary care, community, and mental health and hospital services. At the moment, there are some stark differences in the quality of health experienced by Tower Hamlets residents. We want to work with all our partners, including residents to lower those differences.

This action plan identifies our activities over the coming year. In the three years to 2011, we also plan to:

- Work with the PCT to progress ambitious plans for the development of a network of new health and social care resource centres across the borough. These are expected to come on stream between 2009 and 2019
- Implement the Get Active programme to increasing participation of the physically inactive population
- Implement the Young Carers Participation in Sport initiative
- Introduce a Young @ Heart initiative – providing weekly sessions at all Leisure Centres for people over 50's to increase their health and well being.
- Continue to target children and young people's weight management through partnership with the PCT, Schools and the 3rd Sector.
- Further develop actions to improve access to exercise and sports for Muslim Women and girls who for cultural and faith based reasons find it hard to engage.
- Further develop our award winning programmes for improving access to sports and exercise for people with disabilities.

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

Performance Indicators	2006/07 Top Quartiles: - London - England	Outturn 2006/07	Outturn 2007/08	Target 2008/09	Target 2009/10	Target 2010/11
Reduce differences in people's health, and promote healthy lifestyles (LAA) NI 56: Obesity among primary school age children in year 6 (a) total number children with height & weight recorded who are obese (b) number children with height & weight recorded (c) total number year 6 children (d) % children with height & weight recorded who are obese (e) % of children with height & weight recorded		(a) (b) (c) (d) 23.0% (e)	(a) (b) (c) (d)2 (e)	(a) (b) (c) (d) 22.9% (e)	(a) (b) (c) (d) 23.6% (e)	(a) (b) (c) (d)23.7% (e)
SI53 (LAA) NI 112: Under 18 conception rate	- 22.18	-25.3	-24.2	-43	-47	-50

Performance Indicators	2006/07 Top Quartiles: - London - England - 18.73	Outturn 2006/07	Outturn 2007/08	Target 2008/09	Target 2009/10	Target 2010/11
SI54 (LAA) NI 123: Stopping smoking (LAA) NI 8 : Adult participation in sport	Recalculated PI Recalculated PI	1276 19.7% 26.6% (adjusted) Active People's Survey 2006		1,025	1,043	1,061
SI55				+0.33%	+0.33%	+0.33%
SI56	Recalculated PI	856 (male) 578 (female)		821 (m) 563 (f)	804 (m) 555 (f)	787 (m) 547 (f)

Theme	5. A Healthy Community	
Priority	5.1 Improving health and reducing differences in people's health by promoting health lifestyles	
Objective		
5.1.1 Reduce the use of tobacco		
5.1.2 Reducing rates of diabetes, high blood pressure and cholesterol		
5.1.3 Slow down the increase in obesity		
5.1.4 Improving sexual health		
Key Initiatives	Leads	Key Milestones
Develop an Olympic Sports Legacy Development Programme	Paul Martindill, Head of Cultural Services Lead Member: Cllr Rofique U. Ahmed	Identify a package of sports courses and competitions for Olympic branding by June 08. Complete a feasibility study to secure leisure water in the Olympic Aquatics Centre as in partnership with London Development Agency and London Borough of Newham by September 08
To introduce targeted programme to improve the health of adults by increasing the number who undertake regular physical activity (3X30 minutes per week)	Paul Martindill, Head of Cultural Services Lead Member: Cllr Rofique U. Ahmed	To review the structure and programmes of the sport and physical activity team to focus on adults who have lowest levels of physical activity by September 08 To deliver a programme that targets the areas within the Borough with the lowest levels of physical activity by October 08
Reduce the take up of smoking, drugs and alcohol and ensure prompt access	Natalie Parish, Head of Strategy, Partnerships and Performance	Review treatment and discharge protocols to increase the percentage of young people who leave substance misuse treatment in a planned way by September 2008

Theme	5. A Healthy Community		
Priority	5.1 Improving health and reducing differences in people's health by promoting health lifestyles		
Objective	<p>5.1.1 Reduce the use of tobacco</p> <p>5.1.2 Reducing rates of diabetes, high blood pressure and cholesterol</p> <p>5.1.3 Slow down the increase in obesity</p> <p>5.1.4 Improving sexual health</p>		
Key Initiatives	Leads	Key Milestones	
to treatment and support for young people who misuse substances	Lead Member: Cllr Clair Hawkins	Increase access to appropriate and high quality substance misuse services, so that the number of young people under 18 accessing drug treatment rises by 3% over the next year by March 2009	
Ensure schools encourage children to eat healthily and exercise regularly	Mary Durkin, Head of Youth and Community Learning Lead Member: Cllr Clair Hawkins	Roll out the pilot peer led stop smoking intervention project (ASSIST) to remaining year 8 schools in the Borough, by March 2009. School Nutritional Awards assessments by July 2008 Increase percentage of children having 2 or more hours of PE a week to 85% by August 2008 Increase proportion of schools with a whole school food policy to 50% by March 2009	
Implement ASPIRE pilot project with year 9 & 10 to prevent unplanned pregnancy, doing targeted work with girls at risk, to improve educational achievement and boost self-esteem	Mary Durkin, Head of Youth and Community Learning Lead Member: Cllr Clair Hawkins	Work with 30 girls at risk by March 2009	

Theme	5. A Healthy Community		
Priority	5.2 Support mental health services to improve mental health		
Objective	<p>5.2.1 Providing high-quality accessible services</p> <p>5.2.2 Combating discrimination against individuals and groups with mental health problems</p> <p>5.2.3 Ensuring integrated planning and treatment with multiple health needs</p>		
Key Initiatives	Leads	Key Milestones	
Prevention and early intervention and improved access to emotional health services for Children and YP	Helen Jenner, Head of Early Years, Children and Learning	SEAL implemented in all Primary schools by July 2008 Transition worker support programme extended to support 20% more young people by June 2008	

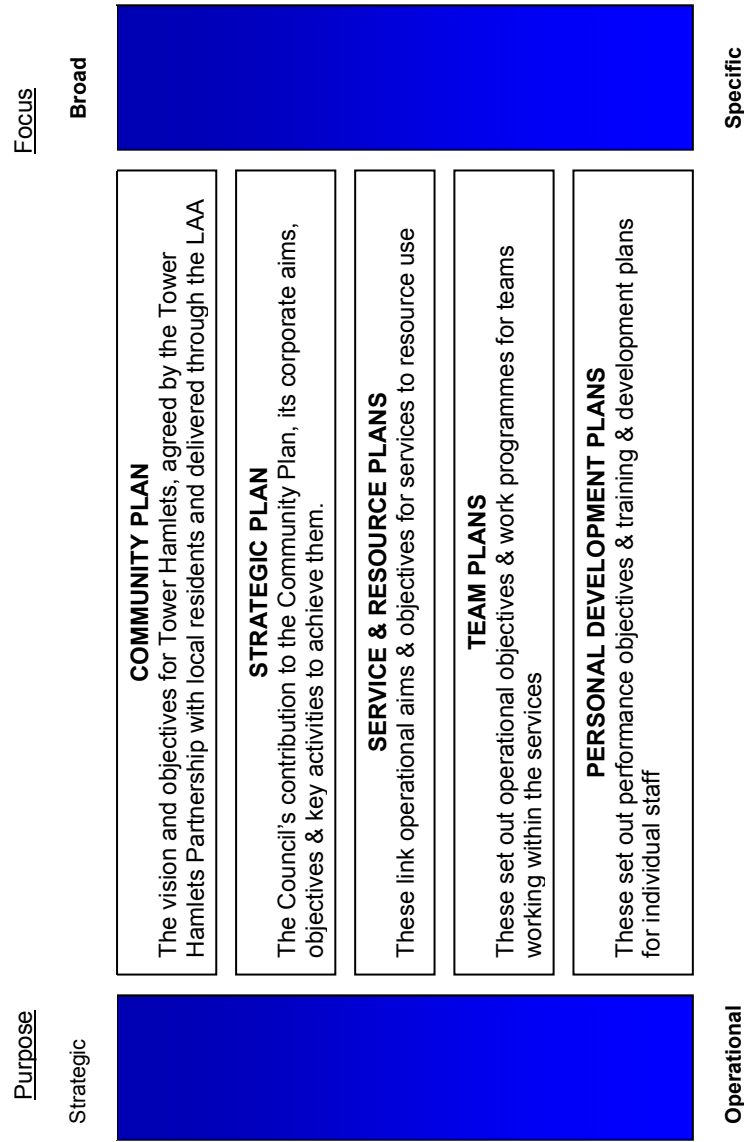
Theme	5. A Healthy Community	
Priority	5.2 Support mental health services to improve mental health	
Objective	<p>5.2.1 Providing high-quality accessible services</p> <p>5.2.2 Combating discrimination against individuals and groups with mental health problems</p> <p>5.2.3 Ensuring integrated planning and treatment with patients with multiple health needs</p>	
Key Initiatives	Leads	Key Milestones
Promote the recovery agenda across adult mental health community services	Lead Member: Cllr Clair Hawkins Deborah Cohen, Head of Disabilities and Health Lead Member: Cllr Anwara Ali	Extend amount of early intervention mental health support delivered through schools and Children's Centres by September 2008 20% increase in the numbers worked with by the newly established Rehab and Recovery Team during 2008-09 Establish a Community Services Forum by September 2008 Strategy for Community Services in place by March 2009

Theme	5. A Healthy Community		
Priority	5.3 Improve access to, and experience of, health services		
Objective	<p>5.3.1 Improving access to GPs, developing out-of-hospital services and improving access to high quality maternity care</p> <p>5.3.2 Reducing waiting times</p> <p>5.3.3 Promoting self-care and improving management of long term conditions</p>		
Key Initiatives	Leads	Key Milestones	
Ensure the Health Scrutiny Panel work programme helps the Council and PCT to achieve their shared objective to reduce the gap in health inequalities	Michael Keating, Acting Assistant Chief Executive Lead Member: Cllr Sirajul Islam	Develop proposals to incorporate the LINKs into the work of the Health Scrutiny by September 2008. Deliver year 3 of four year work programme by March 2009.	

6. The Council's Planning and Monitoring Framework

The Council's Strategic Plan is our core planning document. It sits within a planning and monitoring framework with explicit processes for monitoring and evaluating progress, so that all stakeholders – both within and outside the Council – can understand exactly what goals we are working towards and assess our progress. The framework sets out the role of all those within the Council, 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.

The framework is made up of a series of plans linked by a 'golden thread' through which high level objectives cascade to individual goals and targets. The diagram below illustrates the links between each of these plans.



Monitoring and Evaluation

Monitoring and evaluation of progress towards achieving our goals set out in the Strategic plan takes place at a number of levels. 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 Strategic performance targets within the Plan is reported to CMT and Cabinet Members at two-monthly intervals in the Tower Hamlets Index report. Progress updates on the Plan are undertaken at mid and end year. Progress on key indicators is reported to our residents annually through a supplement which goes to all homes in the Borough.

Monitoring and evaluation	Who considers the report	Dates for reporting
Monitoring reports based on progress against strategic performance indicators via the Tower Hamlets Index	CMT/Cabinet / Overview and Scrutiny Committee	Bi-monthly
Six monthly monitoring report, based on: <ul style="list-style-type: none"> • Activity analysis • Data analysis 	CMT / Cabinet/ Overview and Scrutiny Committee	November / December and June / July
Annual Report to residents	Distributed to all homes in the Borough	June/July

The six monthly mid-year monitoring report is considered, together with key financial information, and used to inform resource and service planning for the year ahead to ensure that resources are properly targeted at key priorities and linked to performance goals and progress.

A key aspect of effective performance management is ensuring that the performance information against which we measure our progress towards key goals and targets is accurate, reliable and timely. Whether the monitoring takes place annually or more frequently, the quality of our information is essential to ensure we meet our Strategic aims. In order to ensure the quality of our information, all performance data is collected with regard to our Data Quality policy, and in particular our objective to:

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

To ensure that our data quality is continuously improving, we monitor our progress against a stretching action plan, which is reviewed by the Performance Review Group and Audit Committee

7. Use of Resources

Introduction and Background

During the financial year 2008-09, the Council will spend nearly £1.03 billion providing a wide range of local services. Of this, £961 million is revenue spending, and £70 million capital.

Integrated Service and Financial Planning

The Council's financial planning and budgeting takes place alongside its planning for the delivery and improvement of services: -

- We have a medium term financial plan which ensures that our service plans are affordable.
- The financial implications of proposals to improve and develop services are identified and considered.
- Resources are directed to meeting the Council's strategic objectives, and the budget process ensures that money flows to the highest priorities.
- We monitor both the performance of services and their finances to ensure plans are delivered within budget. Value for money, budgets and high quality services are deeply embedded in the way the Council reviews its budget for future years.

Medium Term Plan

Medium term financial planning is an important component of the Council's strategic planning. While many key decisions, such as setting the Council Tax, can only be taken annually, those decisions need to be set in the context of a longer term plan.

We prepare a rolling three-year financial plan with indicative forecasts of spending, government grant and Council Tax levels. This plan takes account of the issues set out in the Financial Context section below as well as demographic changes, changes in responsibilities, inflation, ongoing costs associated with our capital programme, efficiency targets and the impact of planned service developments in the Strategic and Service Plans. The Medium Term Plan helps ensure that the Council's financial plans are sustainable and to identify opportunities for moving resources into strategic priority areas.

The table below summarises the Council's Medium Term Financial Projection for the period 2008/09-2010/11. Figures for 2009/10 and 2010/11 are projections and decisions on these will be taken as part of future budget rounds.

MEDIUM TERM FINANCIAL PROJECTION			
	2008/09	2009/10	2010/11
	£'000	£'000	£'000
Opening Budget Requirement	286,357	295,498	300,067
Inflation	5,932	6,222	6,494

Committed Growth				
Approved	7,864	2,378	2,398	
Provision for unidentified growth	504	1,900	0	
Revenue Provision for Capital	1,697	-1,461	-236	
Savings	-6,346	-3,970	-2,694	
	<u>296,008</u>	<u>300,567</u>	<u>306,029</u>	
Changes in contributions to Reserves	-510	-500	0	
Budget Requirement	295,498	300,067	306,029	
Formula Grant	-224,997	-228,816	-232,204	
Collection Fund Surplus	-1,505	0	0	
	<u>68,996</u>	<u>71,251</u>	<u>73,825</u>	
Band D Council Tax	£865.64	£887.28*	£909.46*	
Change in Council Tax	3.50%	2.50%*	2.50%*	

* Please note, Council Tax figures for 2009/10 and 2010/11 have not been approved by the Council and are for illustration only.

Financial Management

The Council's financial management systems are there to:

- Maximise the resources available to deliver the objectives of the Council and the Partnership
- Measure performance against budgets
- Monitor both financial and non-financial indicators in a consistent manner
- Optimise the use of existing resources through effective procurement, delivering value for money , and partnership working
- Balance 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 Government targets

Resources for the Year Ahead

The table below sets out our estimated revenue spending for the year 2008/09. Revenue expenditure is the day-to-day costs of running services.

Revenue Budget for 2008/09

Directorate	Gross Expenditure (£'000)	Income (£'000)	Net Expenditure (£'000)
Adult Services	149,617	63,683	85,934
Children's Services	360,011	280,005	80,006
Development & Renewal and Housing General Fund	216,696	200,688	16,008
Communities & Localities	102,251	31,232	71,019
Chief Executive's & Other Corporate	18,452	7,381	11,071
Total	961,689	668,247	293,342

Capital Investment

Capital spending is about investing in the buildings and other assets we need to deliver services. Our Capital Strategy provides the basis for evaluating capital proposals and prioritising capital investment. Capital resources are allocated to investment programmes and projects that offer the most cost-effective contribution to achieving corporate priorities. Closely aligned to the Capital Strategy is our Asset Management Plan, which sets out our approach to the management of our existing property portfolio and its role in supporting corporate and service objectives.

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

CAPITAL PROGRAMME 2008/09- 2010/11				
Community Plan Theme	2008/09 (£'000)	2009/10 (£'000)	2010/11 (£'000)	Total (£'000)
Living safely	1,663	1,300	1,270	4,233
Living well	48,150	40,250	40,886	129,286
Creating & sharing prosperity	0	0	0	0
Learning, achievement & leisure	16,204	26,271	43,955	86,430
Excellent public services	1,400	1,150	1,150	3,700
TOTAL	67,417	68,971	87,261	223,649

Financial Context

The Council faces a number of major strategic and service issues over its strategic planning cycle, many of which have financial implications. In addition, our planning processes are taking place against the background of significant changes to the external financial environment. Together these mean a challenging agenda for the Council, and must be considered as part of the context for our strategic planning. Some of the key issues are set out below.

Spending Review 2007 and Changes to the Local Government Finance System

The Government announced the results of its latest public sector spending review in October 2007 and reviewed the distribution of grants to local authorities at the same time. The impact of the two announcements is that Tower Hamlets will receive increases in grant funding at below the rate of inflation for the next three years and probably for longer. The Government also took the opportunity of the spending review to announce a three year financial settlement for local authorities for the first time. Tower Hamlets has taken advantage of the three year settlement and its Medium Term Financial Plan for 2008-2011 takes account of the tighter grant position and sets balanced budgets for the next three years, while continuing to improve priority services and maintain a low Council Tax.

Capital Funding

Funding for the Council's capital programme comes from a variety of sources: previously one of the most significant of these has been capital receipts from the sale of Council assets. Funding from this source has reduced significantly, principally due to changes in legislation governing the right to buy Council houses. The authority has therefore reviewed its strategy for funding affordable capital investment in the light of this, revisiting its spending priorities and identifying alternative sources of funding as necessary.

Local Public Service Agreement and Local Area Agreement

The Council and its partners in the Tower Hamlets Partnership negotiated a second Local Public Service Agreement (LPSA) to run from April 2005 to May 2008. The full achievement of these stretching LPSA targets would bring additional reward grant funding of approximately £10.196M. A new Local Area Agreement will be negotiated by June 2008, providing a further opportunity to achieve a reward grant in 2011.

Decent Homes

The Council has adopted a long term strategy to lever in as much funding as possible towards the Decent Homes Standard. The number of dwellings directly managed by the Council has reduced as a result of ongoing transfer of ownership to Registered Social Landlords. This has significant implications for the Council as a whole, as it has needed to reshape both direct services and support services to reflect lower levels of activity. For the remaining housing stock, management has been transferred to an Arm's Length Management Organisation, Tower Hamlets Homes. For some estates, notably Ocean and Blackwall Reach, specific redevelopment plans are being shaped to draw in the additional investment funding required.

Office Accommodation Strategy

The Council has developed and is currently implementing a long-term strategy for the rationalisation of its office accommodation. The Strategy has centralised back-office services at the East India Dock complex and introduced new working practices, telephone and ICT, with the aim of delivering significant ongoing financial savings, other efficiency improvements, improved access to Council services and customer service,, better communications and a more productive working environment for Council staff. The project will be paid for by selling off surplus office accommodation vacated through the Strategy.

Efficiency and Value for money

The Council's approach to efficiency is embedded in the strategic planning framework summarised in this document. That framework is designed to ensure that all resources available to the Council are directed towards maximising impact in terms of improved service outcomes and the achievement of strategic objectives.

The delivery of efficiency improvements has also been a consistent objective of the Council's financial management processes. Financial planning and budgetary processes are designed to identify and realise annual efficiency gains, and this continues to contribute to Tower Hamlets' Council Tax being one of the lowest of all 33 London Councils.

The Council will seek further opportunities for efficiencies in all of its main areas of resource consumption and incorporate these into its strategies for human resources, information & communications technology, asset management, and procurement. We will also consider new opportunities for efficiency improvement, including those presented by national and regional initiatives e.g. shared services, business process reengineering, Priority Outcomes, and the national transformational e-government programme.

Procurement Strategy

The term 'procurement' covers the processes for acquisition of goods, works and services. All Council services are involved in some form of procurement. The Council's Procurement Strategy provides a serious of strategic objectives around the acquisition of goods, works and services. The Procurement Strategy supports the Council's vision and will assist it to achieve the corporate objectives and to deliver Best Value. Procurement 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 procurement is evaluated on the basis of a number of criteria. These include:

- Strategic Challenge
- Delivery/performance against need
- Quality
- Future Service Requirements
- Whole life cost

- Market Conditions
- Risk Analysis
- Cost/price
- The Local Environment
- Operational need

Mechanisms to measure the contribution of procurement will be in place in 2008/09 with a view to enhancing processes, ensuring better 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 responsibilities to vulnerable people, the need to house homeless people and maintenance of effective financial and information management systems;
- those that arise from strategic initiatives of the Council - for example the development of an Arms Length Management Organisation and improvements to customer access to Council services; and
- those that arise from initiatives to improve the business infrastructure of the Council - for example the accommodation strategy, the ICT/e-Government programme, and management of change.

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

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Appendix 2

ANNUAL REPORT FOR YEAR 2 (2007 – 2008)

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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 2006 – 2011, which takes from the borough's Community Plan. These are:

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

Living Well – improving housing, health and social care and promoting healthy living.

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.

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.

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 to deliver this:

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

The Tower Hamlets Partnership has refreshed its Community Plan from 2008/09 through to 2020 to take account of the many changes in the borough. Tied into this, the Council has reviewed its Strategic Plan for 2008/09 through to 2010/11. This takes account of the new three- year Local Area Agreement and budget settlement.

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 strongly*. The annual qualitative assessment of the Audit Commission of our performance for 2007 stated:

Tower Hamlets Council is improving strongly. Three-quarters of performance indicators show improvement which brings the Council into the top six improving councils in the country. Both children's and adult services maintained excellent status and housing benefits provision has moved to excellent this year, but recycling rates require improvement. The Council has also made significant progress in reducing crime, with innovative work done to reduce re-offending. Key health indicators are improving; the healthy lifestyle team won a national award and the innovative mobile dental unit has been a success. The Council is working effectively to secure local benefits from the Olympic and Paralympic Games. Resident satisfaction has also risen. The Council has robust plans for improvement with agreed milestones and effective monitoring processes; also the efficiency board yielded improvement in value for money. A council-wide staff survey showed improved confidence in managerial leadership and innovative joint posts with the Primary Care Trust for human resources and public health have improved capacity and partnership working; all with potential for sustained improvement for the Council.

Each major service area is scored on a scale of 1 to 4, where 1 is the lowest and 4 the highest. Overall, our services were scored 3 out of 4.

Individual Service scores

Service	Rating 2005	Rating 2006	Rating 2007
Children and Young People*	4 out of 4	4 out of 4	4 out of 4
Social Care (Adults)	4 out of 4	4 out of 4	4 out of 4
Environment	2 out of 4	2 out of 4	2 out of 4
Housing	3 out of 4	3 out of 4	3 out of 4
Culture**	2 out of 4	3 out of 4	3 out of 4
Benefits	3 out of 4	3 out of 4	4 out of 4
Use of Resources	3 out of 4	3 out of 4	3 out of 4

*In 2005 Education and Social Care (Children's) blocks were amalgamated to form a new block entitled Children and Young People

** Previously Libraries and Leisure

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.”

In March 2008, Tower Hamlets was subject to another Corporate Assessment. The results will be due in July 2008.

Key Achievements in 2007/08

- Delivering outstanding Adults and Children's Services with 'excellent' capacity for continuing improvement and the only Council to have both "top-rated" for the last two years.
- One of only four councils to have achieved level 5 of the Local Government Equality Standard and the first to receive the Equality Mark.
- One of the first councils to have achieved the new Investors in People Profile.
- Continuing the long run of success in the Beacon scheme, the Council was pleased to be awarded its seventh Beacon award in 2008 in the theme of Reducing-Re-offending.
- The council was also recognised for its achievements at this year's Local Government Chronicle Awards, winning the Efficiency and Modernisation award for our office Accommodation Strategy and new flexible working practices which are delivering efficiency savings whilst improving customer service, accessibility and working environments.
- Children's Services shone at the CIPFA Public Servant of the Year awards this year. The Independent Travel Trainers team won both the 'Changing Lives - Community Facing Services' category, and the Outstanding Public Services Team of the Year award.
- In the most recent Annual Residents Survey, almost all questions concerning the image of the council have resulted in increased satisfaction ratings over the last year. Local residents are significantly more likely to agree that the council involves residents in decision making and that it is efficient and well run. Three quarters of residents agree that staff are friendly and polite (up 4 to 75%) while over two thirds agree that the council is doing a good job, keeping residents informed and that it makes the local area a better place to live.

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, for comparison our achievement in the past year, and whether success is determined by a higher or lower figure.

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

Symbol	Meaning
GREEN	A green background indicates that the target for 2007/08 was met or exceeded
RED	A red background indicates that the target for 2007/08 was not met
+	This means performance has improved compared to 2006/07
-	This means performance has deteriorated compared to 2006/07
=	This means performance has stayed the same compared to 2006/07

N/A in any cell means that either the information was not collected at that time or a comparison cannot be made.

Overall Performance of Indicators

Of the 87 performance indicators that have the 2007/08 information available, 43.7% met the 2007/08 target, while 56.3% did not. The table below gives further details by theme.

	Target Achieved (Green)	Target Not Met (Red)
Living Safely	14 (51.9%)	13 (48.1%)
Living Well	9 (52.9%)	8 (47.1%)
Creating and Sharing Prosperity	5 (55.6%)	4 (44.4%)
Learning, Achievement and Leisure	4 (25%)	12 (75%)
Excellent Public Services	7 (38.9%)	11 (61.1%)
TOTAL	39 (44.8%)	48 (55.2%)

Furthermore of the 80 performance indicators with information available, 66.3% showed an improvement since 2006/07, 30% showed a decline in performance, and 3.7% equalled the 2006/07 performance. The table below gives further details by theme.

	Improved +	Maintained =	Deteriorated -
Living Safely	17 (68%)	1 (4%)	7 (28%)
Living Well	9 (64.3%)	1 (7.1%)	4 (28.6%)
Creating and Sharing Prosperity	8 (88.9%)	0	1 (11.1%)
Learning, Achievement and Leisure	12 (75%)	1 (6.2%)	3 (18.8%)
Excellent Public Services	7 (43.8%)	0	9 (56.2%)
TOTAL	53 (66.3%)	3 (3.7%)	24 (30%)

Overall Performance of Activities and Milestones

As well as performance indicators, the Strategic Plan contains 363 activities and 766 milestones that were due for completion by 31 March 2008.

By the end of 2007/08, 76.6% of activities and 84.5% of milestones were completed. Further detail on activity and milestone performance is contained within each theme section.

1. Living Safely

Activity and Milestone Performance

There were 72 activities and 184 milestones due for completion in the Living Well theme. Of these, 81.9% of activities and 88% of milestones were completed.

1.1 A safer Tower Hamlets

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Overall crime rate (BCS comparator offences): percentage reduction since 2003/4 baseline (22,636 incidents)	17.9% reduction (18,585 incidents)	24.2% reduction (17,199 incidents)	20.0% reduction (18,109 incidents)	LOWER	+
Number of violent crimes (common assault plus ABH/GBH)	46.7 per 1000 population	20.9 per 1000 population	41.3 per 1000 population	LOWER	+
Youth-on-youth violent crime (number of incidents where victim is under 19 and accused is under 19 or suspect is thought to be under 19)	605	394	570	LOWER	+
Percentage of population who view as a "very big problem" the following issues: 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) 49%	a) 32.2%	a) 27%	LOWER	+
	b) 27%	b) 23.7%	b) 35%		+
	c) 47%	c) 32.2%	c) 41%		+
	d) 22%	d) 15.3%	d) 21%		+
Number of young people under 18 accessing drug treatment services	711	1034	732	HIGHER	+
Length of time domestic violence is experienced before it is initially reported to a specialist agency: percentage reduction since 2004/5 baseline (4.7 years)	31.9% reduction	3.85% reduction	6.4% reduction	LOWER	-
Number of adults and children killed or seriously injured on the roads	111	124	113	LOWER	-
Reduced recorded convictions of PPOs	30%	31%	30%	HIGHER	+
Reduced percentage of Drug Intervention Programme clients reoffending	28%	N/A	24%	LOWER	N/A

Symbol	Meaning
GREEN	Target met or exceeded
RED	Target not met
+	Performance has improved
-	Performance has deteriorated
=	Performance has stayed the same

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Increased proportion of offenders accessing housing or tenancy related support through key agencies	29%	N/A	38%	HIGHER	N/A
Increased number of unemployed offenders obtaining and keeping employment for at least four weeks	42 offenders	N/A	46 offenders	HIGHER	N/A
Youth Reoffending rate after 12 months: a) pre-court decisions b) first tier penalties c) community penalties d) custodial penalties	a) 28.8%	a) 23.3%	a) 22.5%	LOWER	+
	b) 46.9%	b) 45.5%	b) 49.6%		+
	c) 55.0%	c) 66.7%	c) 58.5%		-
	d) 44.4%	d) 40.0%	d) 71.3%		+
Percentage of residents identifying crime as an area of concern	51%	55%	45%	LOWER	-
Increase in percentage of people who feel informed about what is being done to tackle antisocial behaviour in their local area	26%	27%	32%	HIGHER	+
Percentage of people who feel that parents not taking responsibility for the behaviour of their children is a problem	75%	81%	73%	LOWER	-
Percentage who think that people not treating other people with respect and consideration is a problem	58%	53.6%	56%	LOWER	+

Key Achievements

- We have achieved a considerable reduction in overall crime of 24.2% which exceeds our target of 20% and is an improvement on last year's reduction of 17.9%.
- We have achieved significant reductions in violent crime and youth on youth crime as a result of our work with the Violent Crime Action Group and our domestic violence awareness campaigns which include reducing the impact of domestic violence on children.
- We continue to provide constructive and law abiding activities for young people at risk of offending such as providing over 900 volunteering and community action opportunities, the Youth Opportunity Fund which has provided funding for over 95 groups, and the Youth Intervention Programme which has supported over 150 young people.
- Our focus on anti-social behaviour has resulted in a number of multi-agency enforcement operations including six Special Operations with

Symbol	Meaning
GREEN	Target met or exceeded
RED	Target not met
+	Performance has improved
-	Performance has deteriorated
=	Performance has stayed the same

Police and Safer Neighbourhood Teams and support provided to 150 victims and perpetrators of anti-social behaviour.

- We are reducing substance misuse and related crime through effective treatment, prevention, enforcement and community engagement, for example we have delivered 12 Community Drug Education workshops, delivered substance misuse awareness training to 25% of youth workers, and carried out 30 drug supply closure operations.
- Through the Race and Hate Crime Interagency Forum we have delivered five major projects that tackle hate crime and encourage community cohesion through arts and media, training and other community based initiatives such as the All Different, All Equal Youth Project and the Beat Hate Crime Campaign.
- We have increased community safety on estates through a programme of estate lighting schemes and by carrying out security works on over 200 homes.
- Our focus on making streets, public areas, residential areas and open spaces safer has seen the introduction of 4 new safe routes to school schemes at schools with approved travel plans, the establishment of the Junior Road Safety Officer Scheme in 50% of schools as well as the delivery of Child Pedestrian Training volunteer programmes in 30 schools, 2 Drink Drive Campaigns and 2 Junior Citizen Schemes for 2000 pupils.

1.2 A cleaner, greener Tower Hamlets

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Proportion of relevant land and highways that is assessed as having combined deposits of litter and detritus that fall below an acceptable level	22.0%	N/A	12.0%	LOWER	N/A
Improved perceptions of antisocial behaviour: reduced percentage of the population who view rubbish and litter lying around as "a very serious problem"	32%	32.9%	23%	LOWER	-
Percentage of people asked who think that parks, playgrounds and open spaces are good, very good or excellent	50%	54%	52%	HIGHER	+
Percentage of household waste which has been sent by the authority for recycling	11.7%	13.6%	22.0%	HIGHER	+
Percentage of people who think that street cleaning is good, very good or excellent	54%	51%	63%	HIGHER	-
Quality of surroundings – Number of green flag award parks	5	5	5	HIGHER	=

Symbol	Meaning
GREEN	Target met or exceeded
RED	Target not met
+	Performance has improved
-	Performance has deteriorated
=	Performance has stayed the same

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Increase in the percentage of abandoned vehicles removed within 24 hours from the point where the local authority is legally entitled to remove the vehicle	95.8%	99.4%	96.0%	HIGHER	+
Percentage of municipal waste landfilled	N/A	88.4%	81.0%	LOWER	N/A
Percentage of municipal waste recycled	N/A	10.3%	19.0%	HIGHER	N/A

Key Achievements

- To improve the cleanliness of the borough's streets we have carried out 'spring clean' treatment on over 65 blocks, increased prosecution for littering and dumping by 100%, assisted 60 properties with graffiti and fly posting removal, and signed up 20 'fast food' outlets to a 'keep your scene clean- responsible business commitment'.
- To improve recycling in the borough we have undertaken a programme of awareness raising through door-knocking 15,000 low rise properties and 65,000 high rise properties which has resulted in recycling rate increases from 11.72% in 2006/07 to 13.61% in 2007/08.
- We have adopted and implemented a Staff Travel Plan, organised and advertised 12 local wildlife events, improved wildlife/ habitat sustainability at eight parks and green spaces and increased the membership of Freecycle from 1,260 to 2,800 which all contribute to protecting the environment in the borough.
- We have improved the physical environment in the borough by introducing whole corridor improvements on three key streets including improvements for pedestrians and better street lighting and by increasing the percentage of abandoned vehicles removed within 24 hours to 99.41%, exceeding last year's performance and our target.
- We retained all existing Green Flag Awards for our parks.

Symbol	Meaning
GREEN	Target met or exceeded
RED	Target not met
+	Performance has improved
-	Performance has deteriorated
=	Performance has stayed the same

2. Living Well

Activity and Milestone Performance

There were 61 activities and 123 milestones due for completion in the Living Well theme. Of these, 75.4% of activities and 82.9% of milestones were completed.

2.1 Decent homes in decent neighbourhoods

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Number of empty and unfit private-sector dwellings brought back into use	17	25	17	HIGHER	+
Percentage change in proportion of non-decent homes	15.1%	17.9%	17.9%	HIGHER	-
Percentage of specified urgent repairs completed in government time limits	96.8%	97.8%	97.2%	HIGHER	+
Average re-let time for local authority dwellings (days)	34.3	33.8	31.0	LOWER	+
Percentage of residents satisfied with the Council's repairs service	90.2%	N/A	84.0%	HIGHER	N/A
Proportion of LA homes which are non decent	61.7%	58.9%	58.9%	LOWER	+
Percentage reduction of non-decent homes in homes transferred to RSLs in previous years	N/A- data available 2007/08	3.2%	15%	HIGHER	N/A

Key Achievements

- To contribute to an increase in the supply of affordable homes, we helped RSLs to create 1,100 new affordable homes.
- We have completed 97.83% of specified urgent repairs in government time limits which exceeded both last year's performance and the 2007/08 target.
- As well as reducing the proportion of council homes which are non decent by exceeding both last year's performance and the 2007/08 target, we brought back 25 empty and unfit private sector dwellings back into use and re-housed 230 over-crowded families.

Symbol	Meaning
GREEN	Target met or exceeded
RED	Target not met
+	Performance has improved
-	Performance has deteriorated
=	Performance has stayed the same

2.2 Healthier communities

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Prevalence of (a) obesity (b) overweight in sample of year 6 children	N/A- data available 2007/08	a) 22.9%	a) 22%	LOWER	N/A
	N/A- data available 2007/08	b) 37.1%	b) 36%		N/A
Smoking status of (a) 8-12 year olds (b) 13-15 year olds	a) N/A	a) N/A	a) N/A	LOWER	N/A
	b) N/A	b) N/A	b) N/A		N/A
Percentage of primary age pupils having 2 hours + PE per week	62%	93.1%	80%	HIGHER	+
Teenage conceptions: percentage reduction 1998 baseline (57.8 conception per 1000 females aged 15-17)	25.3%	24.2%	43.0%	LOWER	+

Key Achievements

- We established a Tobacco Control Unit to implement smoke free enclosed spaces, build a sustainable tobacco control partnership and promote smoking cessation to residents, visitors and workers in the borough.
- We significantly exceeded last year's performance and the 2007/08 target for the percentage of primary age pupils having 2 hours + PE per week (at 93.1%) and we also provided three nine week weight management programme for obese children which is contributing to improving the health of children and young people.

2.3/ 2.4 Improved outcomes for vulnerable adults and children

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Average length of stay in bed and breakfast accommodation (weeks)	3.67	N/A	3.50	LOWER	N/A
Number of supported admissions of older people to permanent residential and nursing care per 10,000 population aged 65 or over	74.6	71.8	70.0	LOWER	+
Adult and older clients receiving a review as a percentage of those receiving a service	84.9%	77.5%	86.0%	HIGHER	-
Number of households receiving intensive home care per 1,000 population aged 65 or over	40.33	39.4	38.00	HIGHER	-
Percentage of child protection cases which should have been reviewed during the year that were reviewed	100%	100%	100%	HIGHER	=

Symbol	Meaning
GREEN	Target met or exceeded
RED	Target not met
+	Performance has improved
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=	Performance has stayed the same

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Percentage of children looked after with three or more placements during the year (stability of children looked after)	10.9%	10.9%	10.0%	LOWER	+
Percentage of children looked after, leaving care aged 16 or over with at least 1 GCSE at grade A-G or a GNVQ ¹	50.0%	48.0%	56.0%	HIGHER	-
Average time for processing new housing benefit and Council Tax benefit claims (days)	28.5	25.2	28.0	LOWER	+
Percentage of Adult Social Service users who rate services as good, very good or excellent	61%	N/A	63%	HIGHER	N/A

Key Achievements

- We have supported vulnerable adults in making a positive contribution to their community with over 30 people completing the 'Way Ahead' programme, over 50 people completing the 'Life begins at...' programme, 120 people known to mental health services supported into or maintained in employment, voluntary work, education or training, and 35 people with physical disabilities supported into voluntary or paid employment.
- We have rolled out our LinkAge Plus programme with 180 adults supported through outreach and rolled out the telecare programme to 200 new service users.
- We reduced the average time for processing new housing benefits and Council Tax claims to 25.13 days, exceeding our 2007/08 target and improving on last year's performance.
- Continuing to protect children from risk of harm and neglect, we worked proactively with schools to improve their practice for safeguarding children and delivered safeguarding children training to 20 schools.
- We reviewed the current provision of respite care to improve consistency and accessibility of services and increased foster carer provision by six carers and increased child-minding provision by three carers.
- We have achieved top performance for the percentage of child protection cases which should have been reviewed during the year that were reviewed, matching our target of 100% last year.

Symbol	Meaning
GREEN	Target met or exceeded
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3. Creating and Sharing Prosperity

Activity and Milestone Performance

There were 40 activities and 80 milestones due for completion in the Living Well theme. Of these, 90% of activities and 93.75% of milestones were completed.

3.1 Securing sustainable communities

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Percentage of major planning applications determined within 13 weeks	38.3%	56.9%	60.0%	HIGHER	+
Percentage of minor applications determined within 8 weeks	80.5%	84.4%	80.5%	HIGHER	+
Percentage of other planning applications determined within 8 weeks	84.2%	86.7%	88.3%	HIGHER	-
Number of SMEs assisted to be competitive through seminars/workshops	43	N/A	75	HIGHER	N/A
Worth of contracts secured by local businesses through the Canary Wharf Local Business Liaison Office (private sector supply chain)	£6 million	N/A	£7 million	HIGHER	N/A

Key Achievements

- 84.40% of minor applications were determined within 8 weeks, exceeding both the 2007/08 target and last year's performance while we improved on last year's performance with 56.32% of major planning applications determined within 13 weeks, compared to 38.33% in 2006/07.
- We worked to promote the borough to key stakeholders and promote key business sectors as reflected by a 15% improvement in the number of business tourism enquiries from the previous year.
- To develop an enterprising Third Sector we supported the sustainability of 23 social enterprises created through the NRF Programme.

3.2 Increased local employment

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Percentage of young people in Tower Hamlets aged 16-18 not in education, employment or training	9.8%	8.2%	8.2%	LOWER	+

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Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
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	139	220	250	HIGHER	+
Proportion of people under 25 claiming unemployment-related benefits	20.7%	18.2%	16.0%	LOWER	+
Percentage of local residents claiming unemployment-related benefits	8.6%	7.4%	8.5%	LOWER	+
Overall benefits claim rate for those living in the Local Authority wards identified by DWP as having the worst initial labour market position	22.6%	N/A	21.6%	HIGHER	N/A
Percentage of registered NEETs assisted into sustainable employment	35.8%	N/A	38.0%	HIGHER	N/A
Develop and implement a work placement model for Incapacity Benefit clients and Lone Parents	N/A- data available 2007/08	N/A	10 work placements leading to secured employment	HIGHER	N/A
Number of employer activities to increase aspiration and information about job opportunities in the labour market for young people.	12 events with employers in key sectors	13 events with employers in key sectors	10 events with employers in key sectors	HIGHER	+
Number of local job seekers assisted to secure employment through Earn to Learn programmes	116	149	120	HIGHER	+
Increase in the percentage of young people on New Deal programme entering and sustaining employment	26%	N/A	32%	HIGHER	N/A

Key Achievements

- We reduced the number of young people not in education, employment or training from 9.8% in 2006/07 to 8.2% which met our 2007/08 target, and we also achieved a drop in the percentage of local residents claiming unemployment-related benefits to 7.4%, exceeding last year's performance and the 2007/08 target.
- To ensure young people benefit from economic growth, we expanded the New Start Programme which provides more opportunities for young people not in education, training and employment with 120 young people referred and engaged.
- Through Skillsmatch, a cost effective job brokerage service, we assisted 600 local residents into work and increased the capacity of local residents to compete for jobs.

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- 149 local job seekers were helped to secure employment through Earn to Learn programmes.
- We increased the number of employer activities to increase aspiration and information about job opportunities in the labour market for young people to 13 events with employers in key sectors, exceeding the 2007/08 target and last year's performance.

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4. Learning, Achievement and Leisure

Activity and Milestone Performance

There were 55 activities and 131 milestones due for completion in the Living Well theme. Of these, 81.8% of activities and 91.6% of milestones were completed.

4.1 Increased educational attainment

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Percentage of pupils achieving 5 or more GCSEs at grade A*-C, including English and Maths	33.5%	36.3%	39.0%	HIGHER	+
Average A-Level points score per student in Tower Hamlets	219.5	621.5	635.0	HIGHER	+
Increase in the percentage of pupils achieving level 5 in both English and mathematics at Key Stage 3	54%	57.6%	69%	HIGHER	+
Improved overall attendance rates a) Primary b) Secondary	a) 93.4%	a) 93%	a) 95.50%	HIGHER	-
	b) 92.5%	b) 92.6%	b) 93.00%		+
Unauthorised absence rates a) Primary b) Secondary	a) 1.2%	a) 1.2%	a) 0.9%	LOWER	+
	b) 2.1%	b) 1.9%	b) 1.9%		+
Percentage of pupils achieving level 4 or above in Key Stage 2 English	79.9%	81.0%	85.0%	HIGHER	+
Satisfaction of users with a) Primary education b) Secondary education	a) 36%	a) N/A	a) 44	HIGHER	N/A
	b) 29%	b) N/A	b) 41		N/A
Percentage of schools in which at least 50% of pupils achieve level 5 or above in each of English, maths and science	80%	80%	87%	HIGHER	=
Percentage of schools with an approved school travel plan	50%	83.8%	85%	HIGHER	-

Key Achievements

- We have improved upon our 2006/07 performance in 2007/08 for the percentage of pupils achieving 5 or more GCSEs at grade A*-C, including English and Maths; the average A-Level points score per student in Tower

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Hamlets; the percentage of pupils achieving level 4 or above in Key Stage 2 English; the percentage of pupils achieving level 5 in both English and mathematics at Key Stage 3; and the unauthorised absence rates in both primary and secondary schools.

- We have increased the take up of bookstart to 87% and increased the registration at libraries which is contributing to an improvement in the standards of early years provision.
- To support the development of arts education in schools we have assisted five schools in applying for Artsmark accreditation and increased the number of pupils in schools accessing instrumental provision and music making by 30%.
- We have actively involved 150 young people in Council decision making through the Tower Hamlets Youth Partnership and provided two consultation groups and three events for children looked after, thereby increasing the participation of children and young people in decision making and community life.
- We have increased opportunities for family engagement and opportunities to learn and play together by arranging four family fun days, running curriculum related workshops in 20 primary schools and six secondary schools, and organising for 200 families to visit museums and galleries.
- To provide high quality places to go and exciting things to do for young people, we have redesigned service delivery through the new Youth Service contract which has resulted in an increase in the number of young people accessing youth work provision to 31% of the 13-19 population.

4.2 Increase participation in sporting, leisure and cultural activities

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Number of under 16s who are active users of the Council's Idea Stores and libraries	13,473	12,158	19,272	HIGHER	-
Total number of library items issued to under 16s	266,303	333,319	317,000	HIGHER	+
Number of under 16s regularly attending study support sessions	750	1,252	765	HIGHER	+
Number of under 19s completing a course in Idea Stores, libraries and learning centres	1,741	1778	1,760	HIGHER	+
Number of physical visits to public library premises per 1000 population	9,182	9710.70	9,386	HIGHER	+
Percentage of people asked who think that leisure and sports facilities are good, very good or excellent	43%	46%	48%	HIGHER	+
Cost per visit to libraries	£3.37	N/A	£3.26	LOWER	N/A

Symbol	Meaning
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+	Performance has improved
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=	Performance has stayed the same

Key Achievements

- We are achieving an improvement in participation in Idea Store, library and lifelong learning activities which has led to increases that have exceeded both the 2007/08 target and last year's performance in a number of areas, including: the total number of library items issued to under 16s; the number of under 16s regularly attending study support sessions; number of under 19s completing a course in Idea Stores, libraries and learning centres; and the number of physical visits to public library premises per 1000 population.
- We have increased community engagement and participation in cultural activities through a number of initiatives including holding 70 festivals with an audience of at least 100 and delivering a football development programme for 7-11s in schools and at the Football Development Centre from 25,000 in 2006/07 to 26,000 in 2007/08.
- We have increased the usage of leisure centres by key target groups such as young people, older people, people with disabilities, BME and women.
- We have trained 80 volunteers to support the delivery of sport in the borough, upgraded the qualifications of 40 sports coaches and entered 40 teams in the London Youth Games including six teams in disability sports activities.
- We have delivered a programme of arts activity at youth centres for 636 young people with 381 young people taking part for an average of 10 weeks.
- We have increased the percentage of people who think that leisure and sports facilities in the borough are good, very good or excellent to 46% from 43% in 2006/07.

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=	Performance has stayed the same

5. Excellent Public Services

Activity and Milestone Performance

There were 135 activities and 248 milestones due for completion in the Living Well theme. Of these, 67.4% of activities and 76.6% of milestones were completed.

5.1 Efficient and effective services

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Budget performance	£500k under-spend	N/A	Nil - Balanced Budget	LOWER	N/A
CPA Use of Resources Indicator (a) Overall score (b) VFM score	a) 3	a) N/A	4	HIGHER	N/A
	b) 2	b) N/A	3		N/A
Percentage of Gershon efficiency savings achieved	100%	N/A	100%	HIGHER	N/A
Percentage of residents agreeing that the Council "provides value for money for the Council Tax I pay"	37%	41%	42%	HIGHER	+
Number of working days / shifts lost due to sickness absence per employee	7.9	N/A	7.8	LOWER	N/A
Percentage of undisputed invoices paid within 30 days	91.9%	91.0%	94.0%	HIGHER	-

Key Achievements

- We have invested in staff through new leadership programmes including programmes aimed at black and minority staff, put in place a number of coaching and mentoring schemes, and developed the role of the Corporate NVQ centre and extended NVQ provision to offer five new NVQ programmes.
- As a reflection of our work to develop organisational performance across the Council, we received extremely positive results from the Staff Survey and achieved the Investors in People Profile following our assessment in 2007/08.
- To improve risk management in the Council, we have provided four training sessions during 2007/08 for staff and two training sessions for Members.
- To contribute to an improvement in levels of attendance and the health and well being of employees, we delivered over 10 health screening events during 2007/08.

Symbol	Meaning
GREEN	Target met or exceeded
RED	Target not met
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- We completed the implementation of the Council's Accommodation Strategy generating estimated savings of at least £50,000 on energy efficiency.
- We have continued to provide support and assistance to frontline Third Sector organisations to enhance their ability to shape and deliver local priorities, for example, by giving capacity building support to 10 London Borough of Tower Hamlets funded organisations.
- We have improved our performance from 2006/07 from 37% to 41% for the percentage of residents agreeing that the Council "provides value for money for the Council Tax I pay".

5.2 Locally focused services empowering local people

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Percentage 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) 64%	a) 68%	a) 73%	HIGHER	+
	b) Ave =64% Min = 60% (LAP 4) Gap = 4%	b) 7%	b) No LAP to fall 10% below the borough average		-
Percentage of residents who feel that they can influence decisions affecting their local area	41%	48%	65%	HIGHER	+
Number of residents attending LAP events	5,202	N/A	5,250	HIGHER	N/A
Percentage of Council hotlines answered within the Customer Promise standard of 15 seconds	69%	68%	77%	HIGHER	-
Percentage of letters responded to within the Customer Promise Standard	N/A	75.1	90%	HIGHER	N/A
Percentage of calls handled by Council Call Centres	N/A	42.7%	45%	HIGHER	N/A
Percentage of complaints handled within target – Stage 1	65%	74%	80%	HIGHER	+
An increase in the number of people recorded as or reporting that they have engaged in formal volunteering on an average of at least two hours per week over the past year	14.5%	12%	15%	HIGHER	-
Percentage of residents who are satisfied with their local area as a place to live	N/A	N/A	N/A	HIGHER	N/A

Symbol	Meaning
GREEN	Target met or exceeded
RED	Target not met
+	Performance has improved
-	Performance has deteriorated
=	Performance has stayed the same

Key Achievements

- The percentage of residents who agree that the Council is doing a good job has increased from 64% in 2006/07 to 68% in 2007/08 while the percentage of residents who feel that they can influence decisions affecting their local area has risen from 41% to 48% in 2007/08.
- We have increased the number of THIS Borough registered users to 1,500 to ensure the distribution of reliable information, research and analysis across the Council and the Borough.
- We have improved our Members' Enquiries process with new guidance, a Members' Hotline, a cross-departmental Members' Enquiry Quality Forum and improvements to the Siebel system.

5.3 Stronger and more cohesive communities

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
Percentage of residents who feel that Tower Hamlets is a place where people from different backgrounds can get on well together: a) Borough average b) Gap between the overall borough average and the LAP area with the lowest performance	a) 70%	a) 71%	a) 77%	a) HIGHER	+
	b) Ave = 70% Min = 53% (LAP 6) Gap = 17%	b) 6%	b) No LAP to fall 10% below the borough average	b) LOWER	+
Percentage of attendants at LAP events who are from targeted communities: a) BME residents b) Bangladeshi residents c) Somali residents d) Young residents (16-25)	a) 54%	a) 48%	a) 48%	HIGHER	-
	b) 39%	b) 33%	b) 33%		-
	c) 5%	c) 10%	c) 5%		+
	d) 35%	d) 21%	d) 15%		-

Key Achievements

- The gap between the borough average and the LAP area with the lowest performance for the percentage of residents who feel that Tower Hamlets is a place where people from different backgrounds can get on well together has fallen significantly from 17% in 2006/07, to 6% which exceeded the 2007/08 target.
- We met the target for the percentage of attendants at LAP events who are from targeted communities for BME residents, Bangladeshi residents, and young residents and for Somali residents we not only met the target but improved our performance by 100%.

Symbol	Meaning
GREEN	Target met or exceeded
RED	Target not met
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-	Performance has deteriorated
=	Performance has stayed the same

- To promote and support community cohesion across all communities we undertook a number of initiatives including: the completion of three cultural exchanges between young people in Tower Hamlets through schools, youth work and other settings; the devising and running of 10 diversity awareness and reporting of racist and other hate crimes training workshops for schools; and increasing the number of schools offering Key Stage 2 language opportunities as part of their mainstream curriculum by 18%.

5.4 Improved equality of opportunity

Performance Indicators	Outturn 2006/07	Outturn 2007/08	Target 2007/08	Aiming	Progress
A workforce to reflect the community: percentage of top 5% earners that are from minority ethnic communities	15.3%	17.4%	18.0%	HIGHER	-
A workforce to reflect the community: percentage of top 5% earners that are women	53.2%	52.7%	50.0%	HIGHER	-

Key Achievements

- We continue to operate to the highest standards of equalities practice and have maintained Level 5 of the Local Government Equality Standard and are looking to extend this to the Tower Hamlets Partnership.
- We have implemented recruitment and development initiatives to support the achievement of all Workforce to Reflect the Community strategy targets, both Council wide and within Directorates.
- We have introduced the new Aspiring Leader Programme for targeted staff in middle-grade posts, especially BME and disabled staff that consists of an accredited management development programme, secondments, placements and projects with support from mentors and coaches.
- As a result of our initiatives, 17.43% of the top 5% of earners in the Council are from ethnic minority communities and 52.71% are women.
- To ensure a positive response to the new statutory requirement to promote disability equality, age discrimination legislation, and changes in employment legislation we have delivered training to staff through the Corporate Learning and Development Programme and provided briefings to managers.

Symbol	Meaning
GREEN	Target met or exceeded
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Appendix 3a Strategic Plan 2007/08 End of Year Monitoring

Completed Activities from the Strategic Plan

1. LIVING SAFELY

01.01.01 To reduce crime and the fear of crime

- 01.01.01a Implement a comprehensive action plan, through Crimes Against Property Action Group (CAPAG) to reduce acquisitive crime
- 01.01.01b Target hardening vulnerable properties and businesses
- 01.01.01c Target the most prolific offenders for multi-agency action
- 01.01.01e Improve street lighting levels in areas with high levels of fear of crime
- 01.01.01f Undertake with the Police joint anti crime and enforcement initiatives within Markets

01.01.02 To reduce violent crime, with a focus on youth and domestic violence

- 01.01.02a Implement an action plan, through the Violent Crime Action Group, to reduce violent crime, including GBH, ABH and common assault
- 01.01.02b Raise awareness and reduce tolerance of domestic violence
- 01.01.02c Improve service co-ordination to support victims of domestic violence
- 01.01.02d Reduce the impact of domestic violence on children

01.01.03 To extend engagement in constructive and law abiding activities

- 01.01.03a Increase the number of opportunities for volunteering and community action by children and young people
- 01.01.03b Continue to roll out the Youth Opportunity Fund
- 01.01.03c Increase the provision of Positive Activities for Young People (PAYP)
- 01.01.03d Develop the Youth Intervention Programme in two further LAPs, providing diversionary activities for young people at risk of falling into crime or anti-social behaviour by March 2008

01.01.04 To reduce the level of anti-social behaviour and the impact which ASB has on the quality of life of our communities

- 01.01.04a Implement a comprehensive action plan, through the ASB Action Group, to reduce ASB
- 01.01.04c Support the delivery of the RSL Action Plan for reducing crime and ASB
- 01.01.04d Strengthen actions against ASB through partnership operations to reduce criminal damage
- 01.01.04f Use Partnership resources effectively to identify perpetrators of ASB and take appropriate enforcement action
- 01.01.04i Effective use of Restorative Justice Conferences effectively to empower victims and address the impact of ASB on their lives
- 01.01.04j Develop the use of CCTV to prevent crime and bring offenders to justice
- 01.01.04k Provide appropriate support to victims, witnesses and vulnerable perpetrators of ASB
- 01.01.04l Ensure that Parking Services' Abandoned Vehicle Team work with the Police, Safer Neighbourhood Teams and other Groups to provide a co-ordinated approach to tackling ASB and the impact on the community
- 01.01.04m Undertake a review of the licensing policy

01.01.05 To reduce substance misuse and related crime through effective treatment, prevention, enforcement and community engagement

- 01.01.05a Continue to promote treatment uptake and increase retention
- 01.01.05b Continue to develop drug treatment provision to meet local needs

- 01.01.05c Improve service user participation in the development of drug treatment services
- 01.01.05d Deliver effective prevention and early intervention through training and development and a focus on treatment for young people
- 01.01.05e Promote awareness and understanding in the community of drug and alcohol misuse
- 01.01.05f Reduce rates of re-offending by drug misusing offenders
- 01.01.05g Develop and implement an action plan with the Police to tackle drugs availability and dealing

01.01.06 To reduce hate crime and promote community cohesion

- 01.01.06a Implement a comprehensive and effective action plan, through the Race and Hate Crime Interagency Forum, to prevent and reduce hate crime and promote community cohesion
- 01.01.06b Design and implement projects that change attitudes and behaviour and build cohesive communities
- 01.01.06c Collate and disseminate good practice around race and hate crime to all within the service and the borough
- 01.01.06d Support Hate Crime victims that report through 24 hour Hate Crime Line
- 01.01.06e Development of a sub-group to the Gold Group to work at an operational level

01.01.07 To reduce the fear of crime and anti-social behaviour and engage the community in the development of policy

- 01.01.07a Ongoing management of Community Safety Service and Living Safety CPAG communications agenda
- 01.01.07b Deliver effective, high profile campaigns
- 01.01.07c To further involve the community in developing services

01.01.08 To improve service delivery across the Community Safety Service

- 01.01.08a Complete a review of customer feedback mechanisms in the Community Safety Service
- 01.01.08b Further develop clear and productive relationships between Community Safety and housing providers
- 01.01.08c Ensure that Community Safety is well placed to contribute to the CPA Corporate Assessment in 2008
- 01.01.08d Utilise benchmarking to deliver business benefits

01.01.09 To increase community safety on estates

- 01.01.09a Agree a programme of security improvement works for communal areas, and estate lighting and horticulture
- 01.01.09b Sign up to the Respect Standard of Housing Management for Tower Hamlets

01.01.10 To make streets, public areas, residential areas and open spaces safer

- 01.01.10b Improve the profile of the Park Community Ranger Service with community
- 01.01.10d Introduce 3 local safety schemes targeting locations with the worst road accident casualty records
- 01.01.10e Introduce 4 new safe schools with approved School Travel Plans
- 01.01.10f Deliver targeted road safety education and awareness programmes to vulnerable groups to help them be safer on the roads

01.02.01 To improve the cleanliness of the borough's streets including housing estates and parks

- 01.02.01a Develop a programme of minor estate improvement works to communal areas on Council estates
- 01.02.01b Improve the management of cleansing in parks

- 01.02.01d To work with fast food outlets to reduce the litter impact on the surrounding environment

01.02.03 To protect the environment

- 01.02.03a Consider a parking permit scheme linked to vehicle emissions
- 01.02.03b Formal adoption and implementation of Staff Travel Plan
- 01.02.03c Continue to raise awareness and stimulate interest in the protection and enhancement of biodiversity, local wildlife species and their (potential) habitats, among all people living and working in Tower Hamlets
- 01.02.03d Develop a working relationship with local universities on environmental and sustainability issues
- 01.02.03e Further develop membership of the Tower Hamlets Freecycle initiative that links up with unwanted items with new owners
- 01.02.03f To develop an Environmental Strategy for the Council

01.02.04 To improve the physical environment

- 01.02.04a Prioritise the removal of abandoned vehicles from the public highway, estate and private land
- 01.02.04b Whole corridor improvements introduced on 3 key streets, involving improved provision for pedestrians, revised waiting and loading, street lighting improvements, reduction in street clutter, highway maintenance, accessibility improvements particularly around bus stops and cycle facilities (Sites probably- Bethnal Green Road, Poplar High St, Roman Road or Westferry Road)

01.02.05 To improve the provision and quality of public open space

- 01.02.05b Progress quality improvements in parks and open spaces

2. LIVING WELL

02.01.01 To provide decent homes and decent neighbourhoods

- 02.01.01a Deliver a programme of major repair and improvement works to Council homes and estates
- 02.01.01b Develop a Tower Hamlets Housing Investment Strategy
- 02.01.01c Local Area Agreement partnership with RSLs to develop shared standards/ strategic framework

02.01.02 To increase the supply of affordable homes

- 02.01.02a Secure new affordable housing through planning contribution process, Housing Corporation funding and Local Authority Grant
- 02.01.02b Reduce the number of empty properties through the Private Sector Renewal and Empty Property Framework. Use grants to increase the number of non-decent vacant homes brought back into use as affordable rented homes

02.01.03 To provide excellent housing services in consultation with the residents who use them

- 02.01.03a Develop a resident involvement strategy for Housing Services
- 02.01.03b Consult on and develop arrangements for the future delivery of landlord services by July 2007
- 02.01.03c Implement a Landlord Service Improvement Programme to achieve a minimum two star rating at inspection

02.02.01 To reduce the number of residents who smoke or are exposed to tobacco smoke of others

- 02.02.01a In partnership with the PCT formulate a smoking cessation strategy
- 02.02.01b Form a Tobacco Control unit whose main objectives are to:- To implement smoke free enclosed spaces within Tower Hamlets; To build a sustainable tobacco control partnership for Tower Hamlets; To promote smoking cessation to residents, visitors and workers in Tower Hamlets

02.02.02 To improve the health of children and young people

- 02.02.02b Provide 3x9 weight management programmes for obese children (7-11 and 12-16)
- 02.02.02c Develop a service specification for provision of mainstream and specialist health services within Children's Centres, maximising efficiency and value for money
- 02.02.02d Review and develop the core offer for school-based health services
- 02.02.02f Promote good nutrition and physical activity for the under 5s through Children's Centres including support for breastfeeding and weaning, and providing active 'stay and play' sessions
- 02.02.02g Ensure 80% of schools are delivering at least 2 hours of high quality PE every week in survey carried out- July 2007
- 02.02.02h Support schools to ensure that the emotional wellbeing of pupils is addressed effectively through the curriculum, through training of school staff, bringing in specialist mental health workers, and implementing the SEAL strategy effectively

02.03.01 To deliver accessible, responsive, timely and appropriate adult care services for a diverse community

- 02.03.01a Maintaining top performance on all national performance indicators including unit costs and value for money indicators
- 02.03.01b Full implementation of review of carers' services
- 02.03.01c Deliver improvements in services for people with sensory impairments to enable increased access to the range of services provided by the Council
- 02.03.01d Improve interpretation and translation facilities through building local voluntary sector capacity

02.03.02 To promote independence and choice for vulnerable adults

- 02.03.02c Develop strategy for implementation of individualised budgets, maximising efficiency by aligning resource allocation with individual choices
- 02.03.02d Full roll out of telecare programme
- 02.03.02e Develop electronic monitoring of home care services to deliver projected efficiency savings in 2008/09

02.03.03 To ensure that care and support services are experienced by service users as 'joined-up' across organisational boundaries

- 02.03.03b Integrate commissioning function across Adults Health and Wellbeing and PCT to improve value for money

02.03.04 To promote effective working between Adult Social Care and Children's Services

- 02.03.04a Ensure robust arrangements for joint working in place
- 02.03.04b Develop an integrated service approach to children whose parents are in receipt of adult mental health services

02.03.05 To support vulnerable adults in making a positive contribution to their community

- 02.03.05a To commission employment support services for people with disabilities and mental health problems

02.03.06 To improve the links between targeted services for vulnerable adults and universal public and commercial services

- 02.03.06a Roll out fully the LinkAge Plus programme
- 02.03.06b Ensure full opportunities for older and disabled people within developing Olympics strategy

02.03.07 To reduce homelessness and meet the needs of vulnerable residents

- 02.03.07a Review and redevelop Homelessness Strategy for completion in March 2008

02.03.08 To maximise financial security and provide more effective financial advice to vulnerable groups

- 02.03.08a Design and deliver a range of activities with key partners to: (i) improve levels of financial literacy, (ii) increase access to affordable banking and credit facilities and (iii) promote quality assured debt advice provision
- 02.03.08b Support the development of a corporate approach to dealing with debt particularly when dealing with vulnerable clients
- 02.03.08c Promote welfare benefit and tax credit take up in partnership with key Third Sector and statutory partners

02.04.01 To continue to protect children from risk of harm and neglect

- 02.04.01b Work proactively with schools to improve their practice in safeguarding children
- 02.04.01c Pilot a child and adult mental health project (CHAMP) to address the needs of children living with adults with mental health issues by March 2008

02.04.02 Improve access and quality of support to children and young people with disabilities and their families

- 02.04.02a Commission new support to families caring for disabled children to help them establish routines to assist in achieving sustainable care and promote their child's independence in the home
- 02.04.02b Review current provision of respite care, and improve consistency and accessibility of services
- 02.04.02c Undertake a holistic review of all services commissioned for children with disabilities and recommission according to need in March 2008, stripping out duplication, identifying gaps in service provision and achieving better value for money
- 02.04.02d Continue to develop an integrated approach to assessment of children with disabilities across the range of professionals and agencies providing support services
- 02.04.02e Clarify and refine support thresholds for children with disabilities
- 02.04.02f Implement the Lead Professional role
- 02.04.02g Participation Officer to undertake consultation with looked after young people with a disability to inform how the service is developed

02.04.03 Strengthen our approach to partnership working in Children's Services, building on our Children and Young People's Strategic Partnership to provide effective governance and ensure delivery of priority outcomes

- 02.04.03a Strengthen the interface between the CYPSPG and integrated delivery arrangements to ensure accountability and performance management are embedded
- 02.04.03b Maintain the Children and Young People's Plan (CYPP) as the key strategic document for guiding the partnership to deliver outcomes for children and young people

02.04.04 To integrate assessment processes for children across the agencies and ensure that information is shared appropriately

- 02.04.04a Use our Common Assessment Framework (CAF) evaluation framework to ensure our systems are embedded and effective in meeting children's needs

02.04.05 Improve the database infrastructure in Children's Services, so that we can improve the ability of all children's services, including those in partner agencies, to offer a faster, more relevant and integrated service to vulnerable children

- 02.04.05a Work towards improved tracking of vulnerable children through ContactPoint (previously known as the Information Sharing Index), by completing preparation for deployment by March 2008

3. CREATING AND SHARING PROSPERITY

03.01.01 To develop the strategic framework to promote sustainable and socially inclusive development

- 03.01.01a Adopt a statement of community involvement
- 03.01.01c Complete preferred options consultation on the central Area Action Plan

- 03.01.01d Complete consultation on issues and options for Waste Development Plan document
- 03.01.01e Complete Annual Monitoring Return
- 03.01.01f Develop effective relationships with key strategic stakeholders including the ODA, GLA, LTGDC, TfL and LDA and influence the development of their strategies
- 03.01.01h Develop a carbon reduction strategy, engaging the development industry and other stakeholders
- 03.01.01g Initiate a sustainable transport strategy
- 03.01.01i Undertake a refresh of the Regeneration Strategy

03.01.02 To implement the Local Development Framework based area initiatives and secure benefits for borough residents

- 03.01.02a Determine priorities for local development framework delivery
- 03.01.02b Preparing local development framework delivery documents
- 03.01.02c Representing the borough's interests in the development of major public infrastructure projects
- 03.01.02d Delivering high quality design and urban space which enhances built heritage
- 03.01.02e Working with the ODA, GLA/ TfL and LTGDC on planning for the Olympics and developing legacy initiatives such as the Olympic Boulevard, the Greenway, and Victoria Park as a means to develop Olympic places

03.01.03 To improve the effectiveness of development control and building control processes

- 03.01.03a Improve the pre-application advice process, particularly for major developments to support delivery of a more efficient development control process
- 03.01.03b Improve the process of negotiating and completing S106 legal agreements
- 03.01.03c Improve performance in processing Land Charges searches by the digital capturing of all data in the Land Charges, Planning and Building Control Services to secure projected medium term efficiency savings

03.01.04 To support business information and networking

- 03.01.04a Develop the East London Business Place demand/ supply chain model for SMEs in partnership with Canary Wharf Group and the other 4 host Olympic boroughs
- 03.01.04b Improve evidence based information on business community
- 03.01.04c Develop a co-ordinated approach to enterprise and business which maximises utilisation of resources

03.01.05 To promote the borough to key stakeholders and promote key business sectors

- 03.01.05a Raise the profile of the borough through effective marketing

03.01.06 To develop an enterprising Third Sector

- 03.01.06a Support entrepreneurial activity amongst the local population

03.01.07 To harness community benefits by securing and effectively managing external resources

- 03.01.07a Maximise external funding opportunities in line with Community Plan priorities

03.02.01 Ensure young people benefit from economic growth in Tower Hamlets

- 03.02.01a Support the transition of young people post 16 into further education, training or employment by more effective tracking and follow up through Personal Advisors
- 03.02.01c Improve career pathways through enhancing links between schools, other learning providers and employers in key growth sectors
- 03.02.01d Expand the New Start project, to provide more opportunities for young people not in education, training and employment by March 2008
- 03.02.01e Offer more employer-led career development programmes, including work experience and internship opportunities, in partnership with the Education Business Partnership by March 2008

- 03.02.01f Provide every young person with access to information about the range of employment, education and training opportunities
- 03.02.01g Develop and adopt of Tower Hamlets NEET (not in employment, education or training) reduction strategy, coordinating the work of all key stakeholders by September 2007

03.02.02 To increase the capacity of local residents to compete for jobs

- 03.02.02a Continue to deliver cost-effective Skillsmatch job brokerage service
- 03.02.02b To develop joint partnership programme of employability interventions to augment/ improve mainstream provision through the Employment Task Group
- 03.02.02c In conjunction with the other 4 host boroughs develop the business plan for the Local Employment and Training Framework (LETF)

03.02.03 To increase access to employment for target groups

- 03.02.03a Develop a pilot programme in partnership with PCT and Jobcentre Plus for clients on Incapacity Benefit seeking to return to work
- 03.02.03b Increase the percentage of NEETs entering employment
- 03.02.03c Number of under 25s (not on New Deal programme) assisted into employment by Skillsmatch

03.02.04 To improve information and understanding of the complexity of worklessness and unemployment

- 03.02.04a Continue to support the development of the City Strategy pilot
- 03.02.04b Understanding worklessness document produced

03.02.05 To support parents who wish to return to work

- 03.02.05a Audit current childcare provision and full and part time places in nursery classes/ schools and revise plan for development of provision accordingly

4. LEARNING, ACHIEVEMENT AND LEISURE

04.01.01 To improve the standards of early years provision to give every child the best possible start in life

- 04.01.01b Provide additional support to improve outcomes for language and communication and personal and emotional development in a range of settings including libraries

04.01.02 Extend the opportunities for all children, including those with disabilities, to enjoy a range of activities outside of school including participation in play, culture, arts and school

- 04.01.02a Provide a range of dedicated unsupervised outdoor play areas, skate parks, etc
- 04.01.02b Integrate 1 O'Clock Club services into a combined model managed by Children's Services
- 04.01.02c Develop with partners a play strategy for Tower Hamlets

04.01.03 Through personalised learning accelerate improvements in attainment with a particular focus on Key Stage 1 and 3 and English and mathematics at GCSE

- 04.01.03b Intervene more quickly to support children with special educational needs, reducing the need for statements and continue to support schools to develop inclusive teaching and learning programmes
- 04.01.03d Develop a borough-wide strategy for the effective use of a managed learning environment to promote a personalised learning
- 04.01.03f Ensure provision mapping links with prevention strategy, wider extended provision and common assessment and referral processes

04.01.04 Maintaining a strong focus on securing the best possible outcomes for looked after children

- 04.01.04a Work with schools and personal tutors to make sure that children and young people who are looked after by the local authority are encouraged to maintain high aspirations and are actively involved in setting their own learning targets

04.01.05 As part of our 14-19 learner entitlement, raise both aspirations and skills to lead to increased level 2 and level 3 achievement at 19

- 04.01.05a Plan 14-19 provision in order to meet the range of needs for all learners and secure better progression

04.01.06 Improve behaviour and attendance and reduce exclusions from school

- 04.01.06a Support schools in developing a wide range of school improvement strategies to improve behaviour and reduce incidents which lead to exclusion, by focussing on teaching and learning to improve pupil engagement, implementing the DfES Social and Emotional Aspects of Learning (SEAL) programme as part of our school partnership arrangements and working with the police, youth workers and the Third Sector to generate innovative ways to reduce levels of violence in schools
- 04.01.06b Establish secondary school partnership arrangements to support behaviour
- 04.01.06c Review multi-agency Pastoral Support Programmes (PSP) for pupils at risk of permanent exclusion
- 04.01.06d Extend work with faith groups, to increase attendance, particularly at primary level by addressing issues like term-time leave
- 04.01.06e Reduce exclusions in schools and their impact, by supporting schools to develop a wide range of strategies to reduce incidents which lead to exclusion
- 04.01.06g Increase training for governing bodies

04.01.07 Enrich the curriculum offer, both within and beyond school, for all our children so that they enjoy learning, to offer a broad curriculum including creative and sporting activities

- 04.01.07b Work through school sports partnerships and capitalise on the 2012 Paralympic and Olympics to increase the extent and quality of sports provision in schools, particularly in primary schools; ensuring children with disabilities are fully included
- 04.01.07c Develop the curriculum to address wider citizenship issues including violence and crime
- 04.01.07d Deliver schools and community based projects to increase awareness of hate crime and promote community cohesion

04.01.08 To increase the participation of children and young people in decision making and community life

- 04.01.08b Develop improved opportunities for involvement for Looked After Children

04.01.09 To improve information, advice and guidance to all young people aged 10-19

- 04.01.09a Through schools provide better early information advice and guidance to all young people, aligned with the curriculum
- 04.01.09b Personalise the advice and guidance available to young people at risk of becoming NEET
- 04.01.09c Renegotiate the delivery and outputs within the careers company contract, continuing to improve quality of information, advice and guidance being offered in schools, by March 2008

04.01.10 To increase parental engagement in children's learning

- 04.01.10a Develop integrated family support and parental engagement strategy across Children's Services
- 04.01.10b Increase the opportunities for family engagement and opportunities to learn and play together
- 04.01.10c Improve information families and children so that they are aware of the range of activities available to them, and their responsibilities, and improve home/school liaison through ICT
- 04.01.10d Consult with parents to develop services that support them and that ensure that their children achieve in an inclusive, effective education system

04.01.11 To provide high quality places to go and exciting things to do that meet the needs of young people

- 04.01.11a Redesign service delivery through the new Youth Service contract to increase the number of young people accessing youth work provision
- 04.01.11b Increase the number of schools that achieve local and national quality assurance awards for their extended services and out of hours learning

04.02.01 To improve the quality of leisure provision and customer experience

- 04.02.01a Establish a Leisure Centre Public Consultation Group
- 04.02.01b Increase the proportion of residents within 20 minutes' walking distance of a quality accredited facility to over 90% of the borough's population by increasing quality 'Quest' accredited leisure facilities from three to four by March 2008
- 04.02.01c Complete stage 3 of York Hall redevelopment plan

04.02.02 To increase community engagement and participation in cultural activities

- 04.02.02a Support and deliver a borough-wide programme of festivals and events reflecting the diverse needs of the community
- 04.02.02b Establish the Football Development partnership forum
- 04.02.02c Deliver a football development programme for 7-11s in schools and at the Football Development Centre
- 04.02.02e Increase usage of leisure centres of key target groups
- 04.02.02f Train 80 volunteers to support the delivery of sport in the borough
- 04.02.02g Utilise the Sport Search programme to improve young peoples' participation in sport
- 04.02.02h Upgrade the qualifications of 40 sports coaches
- 04.02.02i Enter 40 teams in the London Youth Games including 6 teams in disability sports activities
- 04.02.02j Deliver a programme of arts activity for young people (13 to 19 years old) at youth centres across the borough

04.02.03 To improve participation in Idea Store, library and lifelong learning activities

- 04.02.03a Improve user access to books, DVDs, CDs, the library catalogue, on-line services and information in Idea Stores, libraries and learning centres to services and increase participation to assist achieving reduction in unit costs
- 04.02.03b Undertake Idea Stores users' survey for people under 16 to improve knowledge and understanding of needs of under 16s
- 04.02.03c Increase the use of libraries and Idea Stores as a resource for children and young people in the borough

04.02.04 To increase participation in sport and physical activity for the community

- 04.02.04a Improve fixed play equipment on a range of sites
- 04.02.04b Increase visits to leisure centres by 15,000 in comparison to 2006/07 outturn

5. EXCELLENT PUBLIC SERVICES

05.01.01 To ensure that the Council's response to greater and flexible freedoms for local government maximises benefits to local people

- 05.01.01a Implement reorganisation of Council Services
- 05.01.01b Identify key elements of response and action to new local government legislation in terms of accountability arrangements

05.01.03 To develop a high performance culture by investing in Council staff

- 05.01.03a Implement new leadership programmes including programmes targeted at black and minority staff
- 05.01.03b Put processes in place to support and track the progression of staff
- 05.01.03c Develop the role of the Corporate NVQ centre and extend NVQ provision

05.01.04 To develop organisational performance across the Council

- 05.01.04a Undertake the second Council-wide staff survey
- 05.01.04b Co-ordinate the corporate liP assessment

05.01.05 To champion further improvements in performance management across the Council and Partnership

- 05.01.05a Co-ordinate agreed programme of service review and improvement work, including Business Process Improvement reviews
- 05.01.05b Further develop joint approaches to financial and performance management across the Council and Partnership
- 05.01.05c Oversee the implementation of the Council's approach to data quality
- 05.01.05d Develop and improve the Excelsis system to support consistent and embedded performance management across the Council
- 05.01.05e Support preparation for the CPA Corporate Assessment

05.01.06 To provide a dynamic, outward-facing Overview and Scrutiny function

- 05.01.06b Further strengthen the Health Scrutiny function
- 05.01.06d Raise the profile of Overview and Scrutiny with Members, partners and local communities

05.01.07 Improve the quality of the Council's financial management

- 05.01.07a Continue to integrate service and financial planning
- 05.01.07e Implement changes to the Local Government Pension Scheme
- 05.01.07f Continue to improve the Council's treasury management

05.01.08 To ensure value for money in providing services

- 05.01.08a Develop information on comparative value for money/ unit costs
- 05.01.08b Develop a strategic response to efficiency targets
- 05.01.08c Embed a culture of value for money in the organisation
- 05.01.08d Support service managers to embed value for money and generating efficiencies in their on going planning and service evaluation in Children's Services
- 05.01.08e Identify where unit costs are high in Children's Services and undertake more in depth benchmarking analysis to understand these better
- 05.01.08f Within Children's Services strengthen the interface between our medium term financial planning and the development of our commissioning intentions in order to maximise the opportunities for efficiencies
- 05.01.08g Maximise the potential for contracted work to deliver better value for money and efficiency in Children's Services
- 05.01.08h Complete an efficiency review of the Community Safety service

05.01.09 To enhance the delivery of excellent public services through improved procurement

- 05.01.09a Deliver cashable efficiency savings of 0.5% by March 2008
- 05.01.09b Introduce a whole life costing methodology to be utilised when planning projects and assessing tenders
- 05.01.09d Develop and implement contract management methodologies for both corporate and directorate managed contracts
- 05.01.09e Ensure that SMEs and the Third Sector are able to compete for Council business and that system changes cater for SME and Third Sector need
- 05.01.09f Use spend analysis to more effectively manage Council expenditure through demand management
- 05.01.09g Develop and implement sustainability policy for procurement
- 05.01.09j Gateway Review all procurement in excess of £250k in value
- 05.01.09m Further develop and embed the Children's Services commissioning unit to achieve better value for money and alignment across outsourced delivery

05.01.10 To improve the quality of the Council's risk management

- 05.01.10a Continue integration of risk management into Personal Performance Management training and ensure it refers to guidance
- 05.01.10b Continue to provide comprehensive up to date risk management training to Members and all third tier managers
- 05.01.10c Review and update the intranet information
- 05.01.10d Develop compliance checklist
- 05.01.10e Undertaking Directorate level review of compliance
- 05.01.10f Revise service planning guidance to ensure more explicit consideration about risk
- 05.01.10h Implement recommendations of the Audit Commission review of Risk Management

05.01.11 To improve levels of attendance and health and well-being of employees

- 05.01.11b Deliver high quality Occupational Health services to support managers to increase levels of attendance at work and reduce levels of sickness absence
- 05.01.11d Produce and deliver health promotions for 2007 which seek to improve the health and wellbeing of our staff
- 05.01.11e Market Health Screening services

05.01.12 To enhance workforce and HR capacity

- 05.01.12a Use workforce planning to identify priority areas for LBTH to implement initiatives to 'grow its own' workforce of the future
- 05.01.12c Develop joint working with Primary Care Trust and identify other possible joint initiatives with partner organisations to build capacity of human resources services

05.01.13 To support the delivery of excellent public services through the appropriate use of technology

- 05.01.13d Complete new ICT Working Environment in support of the Council's Accommodation and Flexible Working Strategies

05.01.14 To develop internal communications that are targeted and purposeful

- 05.01.14a Develop a refreshed internal communications strategy and action plan, including key messages
- 05.01.14b Review Pulling Together, to reduce costs and encourage greater interactivity with readers

05.01.15 To ensure the efficient and effective use of Council accommodation resources

- 05.01.15a Continue the implementation of the Council's agreed Office Accommodation strategy
- 05.01.15b Improve energy use in Council office buildings

05.01.17 To increase the capacity of the Third Sector to participate in the planning and delivery of excellent public services

- 05.01.17a Improve understanding of how resources are used with the Third Sector to ensure efficiency and value for money
- 05.01.17b Monitor the methodology to measure the impact of Third Sector work on the outcomes for service users
- 05.01.17c Develop Third Sector commissioning capacity within the Council
- 05.01.17d Implement a refreshed strategic framework for the funding relationship by: - Improved co-ordination of mainstream grants round;- Introduction of commissioning approach to allocation of Third Sector advice funding;- Embedded understanding across Council, statutory partners and Third Sector
- 05.01.17e Provision of support and assistance to frontline Third Sector organisations to enhance their ability to shape and deliver local priorities and increase participation and involvement of residents
- 05.01.17g Develop a Joint Programme of environmental projects and capacity building with Muslim Women's groups (Subject to outcome of 2006/07 LAA faith group initiative and 2007/08 funding)

05.02.01 To improve the co-ordination and responsiveness of services to better reflect local people's needs

- 05.02.01a Further develop the Partnership's approach to localisation, in the light of the Local Government White Paper and Bill
- 05.02.01c Enabling greater participation of LAP Steering Groups in designing interventions to support LAP action plans
- 05.02.01d Facilitating improved local coherence in service provision (e.g. through Better Tower Hamlets Teams, Associate Directors of Primary Care)

05.02.02 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

- 05.02.02b Develop systems for more targeted information on performance and perceptions (communities and localities) and reporting to local people
- 05.02.02c Improve understanding of demographic trends and the nature of our local population and their implications for service development and delivery

05.02.03 To support effective Member contribution

- 05.02.03a Develop new approach to role of ward councillors in view of Local Government White Paper and best practice
- 05.02.03b To establish and ensure achievement of Service Standards for dealing with Members' enquiries

05.02.05 To improve public understanding of Council services

- 05.02.05a Implement Cabinet recommendations regarding East End Life to improve communications with local residents
- 05.02.05b Review the Council's advertising policies and practices to ensure they continue to represent best value and best practice
- 05.02.05d Develop a refreshed external communications strategy and action plan, including key messages and clear link to directorate priorities
- 05.02.05e Implement the recommendations of the communications review

05.02.06 To improve access to services

- 05.02.06a Develop a Corporate Customer Access Strategy, based on user choice customer preferences and demands
- 05.02.06d Develop and implement a strategic approach to the handling of face to face contact across the Authority
- 05.02.06f Continue to develop the call centre approach to maximise benefit from investment in Customer Relationship Management (CRM) technology
- 05.02.06g Establish targets and monitoring/ measuring methodologies for customer satisfaction with service contacts

05.03.01 To promote and support community cohesion across all communities

- 05.03.01a Extend the role of the Bridging Communities project
- 05.03.01b Implement agreed approach to more systematic tension monitoring
- 05.03.01c Work with the Interfaith Forum to facilitate cohesion work with new communities
- 05.03.01f Continue to strengthen partnerships between children and young people and faith institutions, developing children and young people's involvement in the Interfaith Forum by March 2008
- 05.03.01g Roll out a programme of cultural exchanges between young people in Tower Hamlets, through schools, youth work and other settings by March 2008
- 05.03.01h Continue to combat racism and all forms of discriminatory behaviour by continuing the roll out of all diversity awareness training and reporting of racist incidents and other hate crimes by March 2008
- 05.03.01i Disseminate best practice in support for newly arrived young children and young people with English as an additional language (EAL) in schools
- 05.03.01j Disability and gender equality schemes in place

05.03.02 To support the continued effective development of the Tower Hamlets Partnership, ensuring both strategic and operational integration with the work of the Council

- 05.03.02a Implement a comprehensive review of the borough's Community Plan (Tower Hamlets 2020), using the Olympics and their legacy to stimulate engagement
- 05.03.02c Implement robust systems for programme management, performance management and evaluation of the neighbourhood renewal programme

05.03.03 To ensure a strategic approach across services to consultation with the public

- 05.03.03b Build on good practice to maximise the impact of consultation and involvement exercises

05.04.01 To ensure that the Council operates to the highest standards of equalities practice

- 05.04.01a Maintain Level 5 of the Local Government Equality Standard and extend this to the Tower Hamlets Partnership
- 05.04.01b Refresh the Equality Action Plan with specific links to Equality Schemes (Gender, Race and Disability) and age, faith, and sexuality regulations and guidelines
- 05.04.01d Interpretation and Translation Guidance refreshed and agreed by Partnership

05.04.02 To support the Tower Hamlets Partnership in ensuring that it engages effectively with all communities in the borough

- 05.04.02a Work with Third Sector partners to implement Stronger Communities strand of Local Area Agreement
- 05.04.03a Implement recruitment and development initiatives to support achievement of all Workforce to Reflect the Community Strategy targets; Council wide and within Directorates

05.04.03 To improve the extent to which the workforce reflects the community

- 05.04.03b Developing programmes to support career pathways through the organisation so that BME staff can progress more readily into senior management positions- market these opportunities to BME staff, and mentors and coaches to support the programmes
- 05.04.03c Introduce new Aspiring Leader Programme for targeted staff in middle-grade posts (especially BME and disabled staff), to develop leadership skills through an accredited management development programme, secondments, placements and project work
- 05.04.03d Underpinning supervisory/ management training with an option for professional qualification training where appropriate
- 05.04.03e Positively respond to the new statutory requirement to promote the new statutory requirement to promote disability equality, age discrimination legislation, and changes in employment legislation

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**Appendix 3b
Strategic Plan 2007/08 End of Year Monitoring**

Overdue Activities from the Strategic Plan

1. LIVING SAFELY

01.01.01 To reduce crime and the fear of crime		
Key Activity		
01.01.01d Provide support to offenders to reduce reoffending		
Progress Milestone	Deadline	Comments
3. Effective multi-agency support provided to 100 offenders by end March 2008	31/03/2008	Due to delays with the commissioning of the Looking Out service we have not met our target of supporting 100 ex-offenders in 2007/08. To the end of March there have been 78 ex-offenders supported. When the Looking Out service has been running for a full year it is anticipated that the 100 ex-offenders target will be significantly exceeded.
01.01.02 To reduce violent crime, with a focus on youth and domestic violence		
Key Activity		
01.01.02e Work in partnership to ensure that children and families affected by domestic violence are offered appropriate support and protection		
Progress Milestone	Deadline	Comments
3. Agree a clear monitoring framework to monitor the effectiveness of the revised protocol by March 2008	31/03/2008	Monitoring framework for revised protocol on children and DV carried over to 2008/09 plan as all-London procedures for Safeguarding Children Abused Through Domestic Violence was not published until March 2008.
01.01.04 To reduce the level of anti-social behaviour and the impact which ASB has on the quality of life of our communities		
Key Activity		
01.01.04b Provide a joined- up local approach to preventing ASB through the rollout of multi-agency Better Tower Hamlets Teams		
Progress Milestone	Deadline	Comments
2. LAP 7 and 8 and LAP 3 and 4 Better Tower Hamlets Teams co-located and operational by September 2007	30/09/2007	LAP 7&8 will co-locate from 1st of May 2008 due to slippage in securing new location for the team. The new site is located with Poplar Harca at Crisp Street and has been authorised. All MPS security checks have now been completed and refurbishment work on the site has started.
3. Better Tower Hamlets Teams evaluation complete by March 2008	31/03/2008	It was agreed that an evaluation on the project at this stage is not appropriate as two of the four Better Tower Hamlets Teams have not yet co-located. An evaluation will be completed once the two remaining teams co-locate and are operational.
Key Activity		
01.01.04e Investigate all reported cases of ASB and race and hate crime within the procedure adhering to set timescales with appropriate enforcement action taken		
Progress Milestone	Deadline	Comments
3. Active enforcement actions maintain levels of ABCs and ASBOs and achieve 30 ASB injunctions and 30 Drug Access Closure Orders- March 2008	31/03/2008	The specified number of ASBIs and drug address closures have not been obtained due to an alternative focus of our drug enforcement activities
Key Activity		
01.01.04g Proactive work with the perpetrators of ASB and their families to address the offending behaviour		
Progress Milestone	Deadline	Comments
1. 40 families identified through ASB investigations by March 2008	31/03/2008	30 Families have been referred to Parenting Practitioner to date. 26 Families have been assessed and another 4 to be assessed. 11 parents have been engaged in SFSC parenting programmes. 6 Families will be finishing their programmes in March 08 and the remaining parents will be finishing their programmes in June 08. This is due to the initial delay in appointing and training the parenting officer. As this was a completely new project it took time to encourage parents to take up the courses on offer to improve their parenting skills.
2. 40 referrals made to Parenting Support Worker by March 2008	31/03/2008	30 Families have been referred to Parenting Practitioner to date. This is due to the initial delay in appointing and training the parenting officer. As this was a completely new project it took time to encourage parents to take up the courses on offer to improve their parenting skills.

3. 20 successful referrals to family support services by March 2008	31/03/2008	11 parents have been engaged in SFSC parenting programmes. 6 Families will be finishing their programmes in March 08 and the remaining parents will be finishing their programmes in June 08. This is due to the initial delay in appointing and training the parenting officer. As this was a completely new project it took time to encourage parents to take up the courses on offer to improve their parenting skills.
Key Activity		
01.01.04h Use CCTV and Professional Witness to effectively monitor adherence to Acceptable Behaviour Contracts (ABCs) and Anti Social Behaviour Orders (ASBOs) and enforce all breaches		
Progress Milestone	Deadline	Comments
2. All ASBO and ABC breaches reported to Investigation Officer with one working days and followed up through Partnership enforcement action- March 2008	31/03/2008	Monitored by ASBO certification group. On going work.
01.01.10 To make streets, public areas, residential areas and open spaces safer		
Key Activity		
01.01.10a Continue to contribute towards ensuring the free flow of traffic and improving pedestrian and road-user safety by developing and implementing a new Parking Enforcement Plan		
Progress Milestone	Deadline	Comments
2. Benchmark enforcement practices against other similar boroughs by October 2007	31/10/2008	The delay in undertaking this is because preparation for the introduction of the Traffic Management Act 31 March 2008 demanded considerably more resource time than was originally envisaged. That said, initial work has been undertaken on benchmarking and a draft Parking & Traffic Enforcement Policy has been written. A review of the Enforcement protocol will be undertaken resulting in a revised enforcement plan & this will be included in the appendix of this policy document.
3. Parking Enforcement Plan submitted for approval by December 2007	31/12/2007	The delay in undertaking this is because preparation for the introduction of the Traffic Management Act 31 March 2008 demanded considerably more resource time than was originally envisaged. That said, initial work has been undertaken on benchmarking and a draft Parking & Traffic Enforcement Policy has been written. A review of the Enforcement protocol will be undertaken resulting in a revised enforcement plan & this will be included in the appendix of this policy document.
4. Action Plan produced detailing schedule of 'works' by December 2007	31/12/2007	The delay in undertaking this is because preparation for the introduction of the Traffic Management Act 31 March 2008 demanded considerably more resource time than was originally envisaged. That said, initial work has been undertaken on benchmarking and a draft Parking & Traffic Enforcement Policy has been written. A review of the Enforcement protocol will be undertaken resulting in a revised enforcement plan & this will be included in the appendix of this policy document.
Key Activity		
01.01.10c Develop and implement a wider programme to reduce crime and anti social behaviour in parks and open spaces in consultation with the LAPs		
Progress Milestone	Deadline	Comments
2. Improvement in number of people feeling unsafe or very unsafe in parks from 19% (2006/07) to 16%(2007/08) as measured by the Parks KPMC survey- March 2008	31/03/2008	The consultation results indicate that the proportion of residents that feel unsafe or very unsafe has increased from 19% to 26%. It is believed that high profile media reports may have had a negative affect on this indicator. More research is required to understand the specific issues underlying this result.
Key Activity		
01.01.10g Introduce new 20 mph zones to reduce the speed of traffic in residential areas		
Progress Milestone	Deadline	Comments
1. Complete consultation on Isle of Dogs 20 mph zones by June 2007	30/06/2007	All work on 20 mph zones has been delayed due to completion of 2006/07 works and statutory work plans affecting the programming of work, particularly on the Isle of Dogs. New deadlines for the work on the Isle of Dogs are under discussion.
3. Construction of Isle of Dogs zones complete by October 2007	31/10/2007	Due to extensive programme of utilities works in the area, this work is postponed to 2008/9
4. Construction on Bethnal Green (27N) zone complete by December 2007	31/12/2007	Work is progressing slowly but will not complete until August 2008.
5. Construction of Bethnal	31/03/2008	Same target as above - work will complete by August 2008.

Green (27N) zone complete by March 2008		
01.02.01 To improve the cleanliness of the borough's streets including housing estates and parks		
Key Activity		
01.02.01c Implement enforcement activities to tackle enviro crime		
Progress Milestone	Deadline	Comments
1. Number of fixed penalty notices for littering and dumping increased by 20% from 1,500 to 1,800 by March 2008	31/03/2008	Fixed Penalty Notices issued in 2007/08 totalled 706 well below the target of 1800. An action plan to boost numbers of FPNs was implemented in October 2007 but whilst an improved rate was recorded the total was not achieved. Factors that contributed are: Virement of funds to support the change to recycling contractors and inability to fill vacancies, two secondments and one long term sick person led to staff shortages amounting to about 7 FTEs (approx 20% reduction) which impacted on the number of investigations that could be carried out and hence FPNs issued. Implemented in 2007/08 was a decision to remove coloured trade waste bags from service and their replacement by, in effect, black bin bags. This had an adverse impact on the level of effective enforcement in the Borough. LETs Officers found it very difficult to identify legitimate trade waste deposited in the public realm and so in enforcement terms many Officer hours were spent examining waste they would normally not have to look at. The FPN return rate per officer hour of such enforcement activity was reduced. A wider range of general enforcement activities were undertaken and in real terms the absolute number of enforcement activities (FPNs, prosecutions, issue of statutory notices etc) was slightly greater in 2007/08 than the previous year.
01.02.02 To improve recycling activity and performance and reduce waste in the borough		
Key Activity		
01.02.02a To reduce municipal waste, improve recycling activity and increase efficiency in managing waste		
Progress Milestone	Deadline	Comments
1. Re-let integrated recycling contract by March 2008 to increase recycling levels and to reduce the average cost of collection per tonne (all recycling) by 14% in 2008/09	31/03/2008	We will continue to implement the Recycling and Waste Prevention Improvement Plan. The integrated recycling contract is on target to be let by March 08. High rise canvassing began in September and will continue until February, 75,000 properties are due to be visited. It is proposed to convert 118 blocks per month from October 07 giving a total of 708 blocks up to March 08. This will exceed the target of 1500 properties.
4. Implement the provisions of the Recycling and Waste Prevention Improvement Action Plan 2007/08 by March 2008	31/03/2008	We will continue to implement the Recycling and Waste Prevention Improvement Plan. The integrated recycling contract is on target to be let by March 08. High rise canvassing began in September and will continue until February, 75,000 properties are due to be visited. It is proposed to convert 118 blocks per month from October 07 giving a total of 708 blocks up to March 08. This will exceed the target of 1500 properties.
01.02.04 To improve the physical environment		
Key Activity		
01.02.04c Continued investigation of potentially contaminated land in the borough, as required by the LBTH Contaminated Land Strategy		
Progress Milestone	Deadline	Comments
1. Following re-issue of DEFRA guidance, recommendations for all 5 intrusive investigations undertaken in 2006/07 will be formulated with partners by March 2008	31/03/2008	Still awaiting re-issue of DEFRA guidance.
01.02.05 To improve the provision and quality of public open space		
Key Activity		
01.02.05a Construction of Meath Gardens pedestrian and cycle bridge to increase accessibility to Mile End Park		
Progress Milestone	Deadline	Comments
3. Construction complete by March 2008	31/03/2008	Stage 2 (construction enabling works) started March 08 - final completion target Mar 09.

2. LIVING WELL

02.01.01 To provide decent homes and decent neighbourhoods
Key Activity
02.01.01d To improve the thermal comfort of Council homes

Progress Milestone	Deadline	Comments
1. To improve the SAP rating of Council homes to 65.41 by March 2008	31/03/2008	Information on all the completed programmes in respect to energy efficiency and thermal insulation is still being collected and will be available for reporting early May.
02.01.02 To increase the supply of affordable homes		
Key Activity		
02.01.02c Assist in the reduction of overcrowding through targeted initiatives to tackle under-occupation and enable access to home ownership options for existing tenants		
Progress Milestone	Deadline	Comments
1. 110 lettings to under-occupied dwellings by March 2008	31/03/2008	65 lettings to under-occupying households were made during the year. Priority was given to dealing with overcrowding where the rehousing target was exceeded.
02.01.03 To provide excellent housing services in consultation with the residents who use them		
Key Activity		
02.01.03d Deliver VFM improvements through the implementation of the value for money Improvement Plan		
Progress Milestone	Deadline	Comments
3. Housing Procurement Strategy developed by December 2007	31/12/2007	Procurement Strategy is now due to be completed by May 2008.
02.02.02 To improve the health of children and young people		
Key Activity		
02.02.02a Support the Third Sector to deliver an active play in parks scheme		
Progress Milestone	Deadline	Comments
1. Develop programme with Third Sector and LAP Directors by April 2007	30/04/2007	The programme was not delivered as the Third Sector were unable to get the necessary funding.
2. Provide a programme on a minimum of 4 sites between July- September 2007	30/09/2007	The programme was not delivered as the Third Sector were unable to get the necessary funding.
Key Activity		
02.02.02e Ensure 75% of schools and Pupil Referral Units have achieved National Healthy Schools Status by March 2008		
Progress Milestone	Deadline	Comments
3. By March 2008 75% of schools to have achieved Healthy Schools Status	31/03/2008	A target of 75% was agreed at start of year, however due to change in definition, this targets has now been revised down to 62%. We have narrowly missed target this year with 61% of schools achieving healthy schools status.
02.02.03 To improve the health of adults at risk of coronary heart disease		
Key Activity		
02.02.03a Deliver six 10-week GP exercise referral programmes at 3 leisure centres		
Progress Milestone	Deadline	Comments
2. Increase Cardiac Rehabilitation Programme Phases 3 and 4 from 1 leisure centre (Whitechapel) to 2 leisure centres (Mile End Park LC)	31/03/2008	This has not happened due to Barts & London recruitment process and their SLA being rewritten with the PCT. Therefore no funding at present. This target was always subject to funding.
02.03.02 To promote independence and choice for vulnerable adults		
Key Activity		
02.03.02a Further expand of Direct Payments to enable people to manage their own care		
Progress Milestone	Deadline	Comments
1. 250 people receiving Direct Payments by March 2008	31/03/2008	The performance indicator for Direct Payments is based, not on raw numbers of people, but on numbers per 10,000 population, weighted by age. It is not possible, therefore, to directly compare performance on the performance indicator against the strategic plan target of 160, as performance at the end of September was 144. Performance above 150 per 10,000 will place us in the top band of performance nationally.
Key Activity		
02.03.02b Progressing development of Centre for Independent Living		
Progress Milestone	Deadline	Comments
1. Agree the contract for development of the new facilities by January 2008	31/01/2008	The approval of the PFI Credits by the Department of Health has taken longer than anticipated and it is not envisaged that agreement will be reached with East London and the City LIFT Co until after March 2008.
02.03.03 To ensure that care and support services are experienced by service users as 'joined-up' across organisational boundaries		
Key Activity		
02.03.03a Integrate services for older people and people with long term conditions to improve value for money and customer		

experience		
Progress Milestone	Deadline	Comments
1. Agree the design of the new service for older people and people with long term conditions by December 2007	31/12/2007	The PCT have indicated that timescales for this piece of work will need to be revised due to a number of service development issues within their services.
2. Integrated service in place by May 2008	31/05/2008	The PCT have indicated that timescales for this piece of work will need to be revised due to a number of service development issues within their services.
02.03.05 To support vulnerable adults in making a positive contribution to their community		
Key Activity		
02.03.05b Expansion of volunteering opportunities		
Progress Milestone	Deadline	Comments
1. Steering group established by September 2007	30/09/2007	Strategic decision to focus on supporting corporate initiative.
2. Volunteering protocol agreed by January 2008	31/01/2008	Strategic decision to focus on supporting corporate initiative.
3. 25 volunteers engaged with adult social care by March 2008	31/03/2008	Strategic decision to focus on supporting corporate initiative.
02.04.01 To continue to protect children from risk of harm and neglect		
Key Activity		
02.04.01a Continue to safeguard and promote the welfare of children through the work of the Local Safeguarding Children Board (LSCB)		
Progress Milestone	Deadline	Comments
2. Review and relaunch procedures on forced marriage- September 2007	30/09/2007	The plan was for the forced marriages procedures to be revised by September 2007, and to be launched within children's social care and its partners by the end of the 2007. However, there was a delay in the publication in the Pan London Child Protection Procedures which did not happen until the start of 2008. This will now take place in 2008 -09.
5. Written information on services (including safeguarding) for parents to be distributed through schools, children's centres and community organisations by September 2007	30/09/2007	This was due to be completed by Sept 2007 but did not happen due to on going discussions as to the nature of the publication.
6. Recruit project team of midwives and health visitors to offer intensive parenting support to 100 teenage parents by April 2007	30/04/2007	The project managed to recruit 100 young mothers who signed up to the programme. The local project consists of family nurses, who have a background in midwifery or health visiting. There are four family nurses that undertake intensive home visits with young first time parents. These visits start early pregnancy, through until the child is 2 years of age. Intensive home visits are either weekly or every 2 weeks. The services delivered through Children Centers are an integral part of the work with these families. The sustainable plan is still be negotiated locally. The evaluation of the intensive home visiting programme is being undertaken nationally by Birbeck. Monthly each of the ten pilot sites must submit a collection of data.
Key Activity		
02.04.01d Increase the number of 16-17 year olds accessing supported housing		
Progress Milestone	Deadline	Comments
1. Develop a new initiative to accommodate homeless 16-17 year olds in appropriate supported housing by November 2007	30/11/2007	The work programme to complete this activity has been reviewed and should now be completed by March 2008. The target to develop new initiatives to accommodate homeless 16-17 year olds in appropriate supported housing by November 2007 has not been met because the process is turning out to be more complicated and long-term than initially expected. The plans have been revised to establish support needs profile of annual cohort of 16-17 year olds accepted as homeless, by March 2008 and establish referral processes based on assessment of housing and support needs, by March 2008.
Key Activity		
02.04.01e Improve on placement stability for children looked after through more effective care planning and reviewing through active tracking and provision of support packages to those children at risk of multiple placements		
Progress Milestone	Deadline	Comments
1. Pilot the use of family conferencing as a means of gathering information and materials regarding the wider family network for children who	30/04/2007	The pilot started within time (April 2007) The pilot has not been reviewed because this was expected to take place on completion of the first 10 FGCs for this group. However, to date, there have only been 2 such conferences. This is because getting the referral routes and appropriate case selection for these meetings proved quite complex and they seem to be taking longer to

are leaving their birth parents permanently, in 10 family conferences- to April 2007		arrange than normal FGCs.
Key Activity		
02.04.01f Continue to produce appropriate publicity to make it easier for people to raise concerns they might have about a child		
Progress Milestone	Deadline	Comments
3. Publish and launch 'safe parenting/ your teenager' handbook by September 2007	31/03/2008	None of the planned milestones have been completed on target. The structure and support for the LSCB has been reviewed and enhanced, and workplans put in place to ensure this work should now be completed by March 2008.
02.04.05 Improve the database infrastructure in Children's Services, so that we can improve the ability of all children's services, including those in partner agencies, to offer a faster, more relevant and integrated service to vulnerable children		
Key Activity		
02.04.05b Implement the next phase of the Integrated Children's System (ICS) to further improve the quality of record keeping		
Progress Milestone	Deadline	Comments
1. Implement the Child Protection Plan element of ICS, the replace the Child Protection Register by March 2008	31/03/2008	Phase 1b of ICS will now be rolled out during Summer 2008.

3. CREATING AND SHARING PROSPERITY

03.01.01 To develop the strategic framework to promote sustainable and socially inclusive development		
Key Activity		
03.01.01b Adopt core strategy and development control document and initial 3 Area Action Plans		
Progress Milestone	Deadline	Comments
1. Core Strategy independent examination August 2007- adoption March 2008 (timetable subject to approval of PINS)	31/03/2008	Council has withdrawn plans following GOLs comments. A new delivery timetable (Local Development Scheme) has been agreed by Cabinet. A detailed delivery timetable has been agreed by CMT.
2. Area Action Plans independent examination January 2008 (timetable subject to approval of PINS)	31/03/2008	Council has withdrawn plans following GOLs comments. A new delivery timetable (Local Development Scheme) has been agreed by Cabinet. A detailed delivery timetable has been agreed by CMT.
Key Activity		
03.01.01h Develop a carbon reduction strategy, engaging the development industry and other stakeholders		
Progress Milestone	Deadline	Comments
1. Strategy scoping document to Cabinet- September 2007	30/09/2007	This can be taken to Cabinet when CMP is completed.
03.01.05 To promote the borough to key stakeholders and promote key business sectors		
Key Activity		
03.01.05b Promote the borough and East London's offer for business tourism and the meetings, incentives, conferences and exhibitions (MICE) market		
Progress Milestone	Deadline	Comments
1. Evaluation report on the cost-effectiveness of local marketing produced by August 2007	31/08/2007	Awaiting further evaluation from 'Gateway To London' and LDA.
03.02.01 Ensure young people benefit from economic growth in Tower Hamlets		
Key Activity		
03.02.01b Develop, deliver and commission programmes with key employers for school leavers and young job seekers		
Progress Milestone	Deadline	Comments
1. Commission at least 10 entry level activity programmes for young people by May 2008	31/05/2008	5 done, the other 5 on track for late 2008

4. LEARNING, ACHIEVEMENT AND LEISURE

04.01.01 To improve the standards of early years provision to give every child the best possible start in life

Key Activity		
04.01.01a Ensure all children have the opportunity to attend high quality early education provision		
Progress Milestone	Deadline	Comments
2. 92% of 3 year olds in early years provision by January 2008	31/01/2008	Although more places are available cohort size has increased. New target needs to be set.
Key Activity		
04.01.01c Provide opportunities for all young children to play and express themselves, including those with disabilities and complex needs by March 2008		
Progress Milestone	Deadline	Comments
1. At least 75% occupancy of Stay and Play Sessions by March 2008	31/03/2008	Commissioning of the service to be reconsidered during 2008. Delays in establishing programmes due to building works.
04.01.03 Through personalised learning accelerate improvements in attainment with a particular focus on Key Stage 1 and 3 and English and mathematics at GCSE		
Key Activity		
04.01.03a Identify those at risk of not achieving at all Key Stages and put in place early intervention programmes, working across agencies to reduce underachievement and more expensive interventions at a later date, thereby achieving better outcomes and value for money. This includes continuing to support newly arrived pupils and those with English as an additional language and continuing to address boys' under achievement		
Progress Milestone	Deadline	Comments
4. All schools trained on use of RAISE online to evaluate interventions- December 2007	31/12/2007	All secondary schools trained however, training for primary schools not completed. Expected completion date is this summer term 2008.
Key Activity		
04.01.03c Target pupils disaffected with school pre-16, EBD (Emotional and Behaviour Disorder), post-16 and those recognised as ASD (Autistic Spectrum Disorder) as well as those achieving 4 A*-C but not English and maths at C+		
Progress Milestone	Deadline	Comments
1. Electronic Common assessment framework training for schools completed- December 2007	31/12/2007	This activity not been completed due to delay in National decision. The local eCAF system is now live and CAF cases are being uploaded. It is to be piloted first with two lead teams: Attendance Welfare Advisory Service and Behaviour Support Team. The training of these two teams will be undertaken in the Autumn term. Following the pilot the training will be rolled out to schools from the Summer term 2008. Some delay in activity due to deferment of national decision making. A national eCAF is now planned but unlikely to be fully operational for some years.
Key Activity		
04.01.03e Work with schools to ensure our Building Schools for the Future vision and implementation enables a transformation in learning opportunities and environment across the borough		
Progress Milestone	Deadline	Comments
2. Secure sign off to 'Strategy for Change' for wave 5 schools by September 2007	30/09/2007	Overdue due to change of programme date by DCSF. New date set by DCSF is 30 June 2008.
3. Agree 'Outline Business Case' for wave 5 schools by December 2007	31/12/2007	Overdue due to change of programme date by DCSF. New date set by DCSF is 30 June 2008.
04.01.06 Improve behaviour and attendance and reduce exclusions from school		
Key Activity		
04.01.06f Help pupils who have been excluded from school to reintegrate		
Progress Milestone	Deadline	Comments
2. Re-integration protocol reviewed with feedback on progress through BEHAVE monthly newsletter- December 2007	31/12/2007	Completing this work required a decision from the secondary B&A partnership. The secondary head teachers deferred the review of the FAP until the end of March 2008. Further work is now required based on the outcome of that review before the FAP can be completed and feedback provided through BEHAVE monthly newsletter.
04.01.07 Enrich the curriculum offer, both within and beyond school, for all our children so that they enjoy learning, to offer a broad curriculum including creative and sporting activities		
Key Activity		
04.01.07a Support the development of arts education in schools by using the Artsmark framework and increase the number of pupils and schools accessing instrumental provision and music making		
Progress Milestone	Deadline	Comments
4. Meet Idea Stores targets for youth engagement by March 2008	31/03/2008	CYPSPG to consider future strategy.
04.01.08 To increase the participation of children and young people in decision making and community life		

Key Activity		
04.01.08a Strengthen and update the Tower Hamlets Strategy for Children and Young People's participation, reflecting the development of Children's Services by June 2007		
Progress Milestone	Deadline	Comments
4. Monitor the quality of children and young people's involvement, undertaking Hear By Right assessment within 5 services across the partnership by March 2008	31/03/2008	Hear By Right assessments have been completed with 1 primary school, Youth and Community Services and the Development and Renewal Strategy Team. We have yet to complete the assessments with the secondary school, the Police or the PCT. Other service areas and teams have expressed interest in assessments, including Lifeline London and we plan to undertake further assessments in 2008/09. Self-assessment against the Hear By Right framework is a key element of the revised Children and Young People's Participation Strategy and we are planning for how best to ensure these take place in the associated implementation plan.
04.02.02 To increase community engagement and participation in cultural activities		
Key Activity		
04.02.02d Deliver a Learn to Swim programme for schools		
Progress Milestone	Deadline	Comments
1. Increase numbers of children achieving 25m standard to 1,000 by July 2007, with an additional 1,000 by December 2007 and a further 1,000 by March 2008	31/03/2008	Final figures for this will not be available until end of April due to the academic year. On receipt of the updated figures this milestone will be amended if necessary.
04.02.03 To improve participation in Idea Store, library and lifelong learning activities		
Key Activity		
04.02.03d Develop activities to increase and widen the number of older people participating in the Idea Store service		
Progress Milestone	Deadline	Comments
1. Increase the active members who are aged 60 and over from 4.8% to 7.0% of total active membership by March 2008	31/03/2008	Active members over 60 are 2594 out of a total membership of 42555. This is 6% of active membership. The service is currently carrying out an Equalities Impact Assessment (EQIA) which will be used to help target and focus activities for older people. Following the EQIA, an action Plan to increase active members will be implemented in early in 2008. It is unclear how quickly this will increase the numbers of active members who are aged over 60 although improvement is expected by March 2008. This will continue to be a priority in 2008-09.

5. EXCELLENT PUBLIC SERVICES

05.01.02 To support the Council's performance in delivering the Strategic Plan, Community Plan and Local Area Agreement		
Key Activity		
05.01.02a Co-ordinate development and delivery of Year 2 of the borough's Local Area Agreement		
Progress Milestone	Deadline	Comments
4. Negotiation and agreement of 'new style' LAA by March 2008	31/03/2008	Timescales slipped due to continuing negotiations with Central Government.
05.01.04 To develop organisational performance across the Council		
Key Activity		
05.01.04c Produce a corporate workforce development plan		
Progress Milestone	Deadline	Comments
2. Delivery of milestones and progress against targets monitored on a 6-monthly basis from March 2008	31/03/2008	A draft plan for the Council was completed in August 2007. Finalising the document was subject to the expected publication of the updated Local Government Workforce Strategy in November 2007 and the move to develop joint HR strategies with the PCT whose future workforce needs will be dependent of the outcome of NHS London's consultation on Healthcare for London launched in July 2007. Further work has been undertaken on the strategy to reflect these developments and will be finalised in during April and May 2008.
Key Activity		
05.01.04d Implement our corporate approach to the Charter Mark		
Progress Milestone	Deadline	Comments
1. Provide corporate evidence for all assessment criteria by	30/11/2007	Deferred until after IiP profile assessment and subject to revision of Charter Mark assessment criteria.

November 2007		
05.01.06 To provide a dynamic, outward-facing Overview and Scrutiny function		
Key Activity		
05.01.06a Implement a Scrutiny work programme that contributes to the corporate improvement agenda and includes proposals from White Paper (on community call for action and external scrutiny)		
Progress Milestone	Deadline	Comments
2. Pilot proposals for community call for action by December 2007 with agreement for roll out including publicity by April 2008	30/04/2008	The pilot has been developed, however we are currently awaiting additional guidance from Central Government prior to roll out. Discussions are currently underway between the Council and partner agencies.
Key Activity		
05.01.06c Develop Scrutiny constructive challenge role in Local Area Agreement by using evaluation of year 1 to review to community leadership of frontline councillors		
Progress Milestone	Deadline	Comments
1. Review completed by October 2007 and action plan agreed by January 2008	31/12/2008	Progress has been made and Members receive bi-monthly monitoring reports on the Tower Hamlets Index at OSC. Work needs to be developed around further monitoring of Local Area Agreement targets.
05.01.07 Improve the quality of the Council's financial management		
Key Activity		
05.01.07b Improve reporting of the Council's financial results		
Progress Milestone	Deadline	Comments
3. Produce draft Statement of Accounts by end of June 2007 with full working papers and without material error by June 2007	30/06/2007	Deadline achieved, but audit revealed material error. Now subject to separate Action Plan.
Key Activity		
05.01.07c Improve the knowledge of financial management throughout the organisation		
Progress Milestone	Deadline	Comments
1. Develop learning and development programmes for Financial and non- Financial staff by September 2007	30/09/2007	This work was de-prioritised pending the appointment of the new Director of Resources, which resulted in a temporarily reduced senior management capacity in finance. The work is now in hand subject to review of financial management arrangements by Summer 2008.
Key Activity		
05.01.07d Improve the Council's financial systems and processes		
Progress Milestone	Deadline	Comments
1. Develop and begin to implement a programme for the upgrade and replacement of financial systems across the Council by March 2008	31/03/2008	In hand- subject to review of financial management arrangements by Summer 2008.
Key Activity		
05.01.07g Business management		
Progress Milestone	Deadline	Comments
1. Implement business management arrangements for the new Resources Directorate (Subject to implementation timetable for the new management structure- March 2008 at the latest)	31/03/2008	Subject to review by Corporate Director for Resources
05.01.09 To enhance the delivery of excellent public services through improved procurement		
Key Activity		
05.01.09c Identification and exploitation of opportunities for joint leverage with other public sector organisations		
Progress Milestone	Deadline	Comments
2. Develop a joint sourcing approach with Tower Hamlets Primary Care Trust by April 2007	30/04/2007	Discussions taking place with PCT and LCSG, and LCE. Opportunities of a high level identified. This is an ongoing activity and will never be considered completed.
Key Activity		
05.01.09h Put in place measures to improve local employment opportunity through Procurement		
Progress Milestone	Deadline	Comments
1. Liaise with Skillsmatch and top 100 suppliers by spend- April 2007	30/04/2007	Positive response from some suppliers - e.g. Comensura. Further work to embed during 2008/09.

Key Activity		
05.01.09i Provide consistent Requisition to Pay (R2P) processes		
Progress Milestone	Deadline	Comments
1. Increase the usage of procurement cards to 56000 transactions and £7 million by March 2008	31/03/2008	Actual achievement 41,000 transactions / £6million.
2. Deliver eProcurement project- March 2008	31/03/2008	The position is that e-procurement is not on target. Although a business case was produced in 2006/7, it was not approved, and therefore the funding was not granted, so the project could not proceed. The business case is now being reviewed, with a view to taking it to Corporate ICT / Transformation Board as an invest-to-save project. It is hoped approval will be granted in the Autumn, followed by a 12-18 month implementation.
Key Activity		
05.01.09k Put in place and report on the London Centre of Excellence procurement performance indicators and engage with benchmarking exercises		
Progress Milestone	Deadline	Comments
1. Quarterly review of Performance Indicators commencing April 2007	30/04/2007	LCE performance indicators not progressed. Further work required on procurement PIs as part of wider procurement review.
Key Activity		
05.01.09l Embedding of vendor managed service for agency staff		
Progress Milestone	Deadline	Comments
1. Savings realisation and process improvement to deliver £600k in 2007/08 rising to £700k in 2008/09 and £800k in 2009/10- report to Procurement Board May 2007	31/05/2007	Actual savings achievement £359,900 in 2007/08.
05.01.10 To improve the quality of the Council's risk management		
Key Activity		
05.01.10g Evaluate and implement automated risk management tool if this is deemed desirable		
Progress Milestone	Deadline	Comments
2. Automated tool implemented by January 2008	31/01/2008	The system we need to buy has been identified but a report for CMT is required to take this further. Visited LB Redbridge to get a fuller understanding of Grace, a risk management tool. Although this tool could be used at TH, it lacks sophistication, and is basically a recording tool of all risk registers. Jcad will be presenting their option shortly.
05.01.11 To improve levels of attendance and health and well-being of employees		
Key Activity		
05.01.11a To work with managers to ensure that the current improvement in sickness absence management is maintained and improved upon and that the procedure is applied robustly		
Progress Milestone	Deadline	Comments
1. To achieve target of 7.75 days as the average days lost due to sickness absence for 2007/08 and for the Council to achieve the top quartile position in London compared to other London Councils	31/03/2008	9.04 days in the year ending February 2008 (end of year figure not available until May 2008). Action plan to achieve reduction below target levels agreed with PRG.
Key Activity		
05.01.11c Identify system requirements that support delivery of Occupational Health service and measures performance against Occupational Health standards		
Progress Milestone	Deadline	Comments
1. Revised School Occupational Health Contracts from May 2007- new OPAS system upgrade in 2007	31/04/2007	Part completed- new contract in place with schools but OPAS upgrade not going to take place until 2008/09 following OH review.
05.01.12 To enhance workforce and HR capacity		
Key Activity		
05.01.12b Develop and update a children's workforce plan for LBTH		
Progress Milestone	Deadline	Comments
1. Conclude consultation with partners and develop new children's workforce strategy-	30/04/2007	Part completed. Draft to be finalised in time for Children's Workforce Conference. The fuller story is that the strategy and plan was adopted by CYPSPG (Children and Young People's Strategic Partnership Group) in

recommendations to Corporate Equalities Steering Group and CMT April 2007		January. Since then, other things have come to light, which we have decided to include in the Strategic Plan, so it has been agreed to have the formal completion date in line with the Children's Workforce Conference in July.
05.01.13 To support the delivery of excellent public services through the appropriate use of technology		
Key Activity		
05.01.13a Enable the transformation of Council services in a way that ensures value for money and cost efficiency		
Progress Milestone	Deadline	Comments
1. Establish a standard process for the development of ICT solutions by September 2007 and publicise across the Council by October 2007	31/10/2007	Due to the restructuring in ICT and changes in priorities.
Key Activity		
05.01.13b Develop a viable ICT capital programme of corporate projects in line with stated budgetary planning process		
Progress Milestone	Deadline	Comments
1. The Return on Investment (ROI) model in support of this process is fully implemented by December 2007	31/12/2007	The updated version of the ROI Model was not received until mid March 2008. A full ROI Model will be completed on each Project so implementation will commence in April 2008. As the model is to be adopted Corporately a full training programme is being developed which will be complete by 1st July 2008.
Key Activity		
05.01.13c Work with strategic partners on initiatives to empower the community and bridge the digital divide		
Progress Milestone	Deadline	Comments
3. Network strategy for the community developed by September 2007- strategy to include plans for Idea Stores, CCTV and support for SMEs	30/09/2007	This is now called the Connected Borough Strategy. At present the completion of the draft is still on target for Jun 2008'.
4. Business case to be agreed by December 2007	31/12/2007	Dependent on the above. Revised date of Sept 2008.
Key Activity		
05.01.13e Ensure that ICT services are managed according to industry best practice by seeking accreditation to the appropriate international standards		
Progress Milestone	Deadline	Comments
1. Compliance Audit undertaken by December 2007	31/12/2007	The deadline date has been revised to October 2008. This is due to a restructuring in ICT & changes to priorities. The 2008/09 Audit forward plan will be developed following risk assessment in April/May 2008.
2. Accreditation to ISO 20000 standard achieved by May 2008	31/05/2008	The deadline date has been revised to March 2009. This is due to restructuring in ICT & changes in priorities.
3. Accreditation to ISO 27001 standard achieved by June 2008	30/06/2008	The deadline date has been revised to March 2009. This is due to restructuring in ICT & changes in priorities.
05.01.15 To ensure the efficient and effective use of Council accommodation resources		
Key Activity		
05.01.15c Ensure the Council's commitment and compliance with the Disabilities Discrimination Act (DDA) is reviewed and an action plan developed to respond to any requirements		
Progress Milestone	Deadline	Comments
2. Programme of works developed and implemented by October 2007	31/10/2007	Some works now implemented, full plan of works is now supported by capital funding bid and due for implementation in 2008/09.
05.01.16 To improve the use of the Council's property portfolio		
Key Activity		
05.01.16a Continue the implementation of the Council's agreed Office Accommodation Strategy to utilise current facilities and generate planned efficiency savings		
Progress Milestone	Deadline	Comments
3. First tranche of disposals programme completed by December 2007	31/12/2008	No comments received.
Key Activity		
05.01.16b Improve environmental sustainability and energy use in Council office buildings		
Progress Milestone	Deadline	Comments
2. Implement Air Quality Programme by March 2008	31/03/2008	No comments received.
05.01.16 To improve the use of the Council's property portfolio		
Key Activity		

05.01.16c Develop the utilisation of the Community Buildings Portfolio		
Progress Milestone	Deadline	Comments
1. Establish usage, requirements and identify redundant buildings with potential for disposal by July 2007	31/07/2007	Information to inform the utilisation of Community assets is currently being collected. Bids to support the Quirk Review agenda are being prepared for submission.
2. Bring forward refreshed policy by September 2007	30/09/2007	It is projected that a refreshed policy can be made available in April 2008.
Key Activity		
05.01.16d Develop the IT enabled Corporate Asset Management Plan database		
Progress Milestone	Deadline	Comments
1. System selection confirmed May 2007	31/05/2007	Project management of the IT enabled Corporate Asset Management Plan database commenced in Sept 2007 and will continue to implementation in March 2008.
2. Database preparation completed by August 2007	31/08/2007	Project management of the IT enabled Corporate Asset Management Plan database commenced in Sept 2007 and will continue to implementation in March 2008.
3. System operational from September 2007	30/09/2007	Project management of the IT enabled Corporate Asset Management Plan database commenced in Sept 2007 and will continue to implementation in March 2008.
05.01.17 To increase the capacity of the Third Sector to participate in the planning and delivery of excellent public services		
Key Activity		
05.01.17f Draft a Compact for Park Friends' and similar environmental groups		
Progress Milestone	Deadline	Comments
3. Publicity programme and sign-up of groups by October 2007	31/10/2007	Draft compact has been completed following consultation with the groups. An event to mark the establishment and sign up of the compact has not yet taken place.
05.02.01 To improve the co-ordination and responsiveness of services to better reflect local people's needs		
Key Activity		
05.02.01b Agreeing a partnership-wide approach to service standards		
Progress Milestone	Deadline	Comments
1. By March 2008	31/03/2008	Overdue because of the Community Plan refresh. Meetings have been held with partners (March 2008). A framework is to be developed by September 2008.
05.02.02 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		
Key Activity		
05.02.02a Further develop THIS Borough functionality and reporting		
Progress Milestone	Deadline	Comments
3. Evaluate use and user feedback and develop Forward Plan by July 2007	31/07/2007	Forward Plan will be completed early 2008/09.
4. Develop sustainability strategy for post March 2008 by January 2008	31/01/2008	Sustainability strategy will now be developed by September 2008.
05.02.04 To increase public participation in the decision-making process		
Key Activity		
05.02.04a Review public involvement processes in view of Local Government Bill		
Progress Milestone	Deadline	Comments
1. Implement relevant actions identified from User Voice, Choice and Co-Production improvement plan by March 2008	31/03/2008	We are currently in the process of full redeveloping our consultation and involvement framework, embedding the User Voice, Choice and Co-Production in all our work. This is due to be completed by Summer 2008.
05.02.05 To improve public understanding of Council services		
Key Activity		
05.02.05c Further explore the possibility of shared communications services, joint commissioning and closer partnership working with other public agencies		
Progress Milestone	Deadline	Comments
1. Ongoing discussions through the Borough Wide Communications Group- some arrangements to be piloted by	31/03/2008	The possibility of shared communications services and joint commissioning has been explored, but no arrangements have been put in place yet. Closer working relationships with other public bodies have been established, an example of this is the Tobacco Alliance.

March 2008		
05.02.06 To improve access to services		
Key Activity		
05.02.06b Monitor and improve the delivery of the Council's Customer Promise		
Progress Milestone	Deadline	Comments
1. Contact Centre to reach 77% of calls answered within target by March 2008	31/03/2008	Performance has dipped since the New Year, leaving the final year's outturn short of target. Key contributory factors are; - current vacancies in the Call Centre of 8 posts (staff joined the Call Centre on 31/03/08 and will now begin training.) - the need to brief or train existing staff on new Hotlines and for them to attend refresher training sessions on services e.g Pest Control, ALMO, Parking, Electoral Services. - Short Term and Long Term sickness which is being managed through the sickness procedure.
Key Activity		
05.02.06c Establish targets and measures to encourage greater take-up of e-enabled channels of service delivery		
Progress Milestone	Deadline	Comments
1. Target and robust measurement mechanisms in place by July 2007	31/07/2007	Dependant on EASy Project and relaunch of web site which has been delayed to spring 2008 due to technical issues.
2. Take-up action plan implemented by July 2007	31/07/2007	Dependant on EASy Project and relaunch of web site which has been delayed to spring 2008 due to technical issues.
Key Activity		
05.02.06e Continue to develop the Council's website and intranet to develop their use as prime access channels for both internal and external customers		
Progress Milestone	Deadline	Comments
4. Internet enhancements implemented by December 2007	31/12/2007	Internet enhancements now planned for summer 2008 due to technical issues on EASy project. SMS capability delayed by Global Crossing/Siemens corporate contract renewal issues. Web site relaunch now spring 2008 due to delays in EASy project. SMS project to be initiated, product suppliers currently being identified.
5. Short Message Service (SMS) capability implemented by September 2007	30/09/2007	SMS capability to be progressed once new telephony contract is in place.
05.03.01 To promote and support community cohesion across all communities		
Key Activity		
05.03.01d Commission further research to understand extent of demand for support for English language learning		
Progress Milestone	Deadline	Comments
1. Brief agreed by end of April 2007		This work has been delayed due to a range of other developments including research on the nature of new communities locally, the report from the Commission on Integration and Cohesion and the government's response to it as well as the refresh of the Community Plan. Within the Overview and Scrutiny work programme the Scrutiny Lead for Excellent Public Services will be undertaking a piece of work possibility with a neighbouring borough to explore provision of English language learning. No new target date has therefore yet been set although this will remain a key issue within the broad community cohesion agenda.
2. Commissioned by June 2007		This work has been delayed due to a range of other developments including research on the nature of new communities locally, the report from the Commission on Integration and Cohesion and the government's response to it as well as the refresh of the Community Plan. Within the Overview and Scrutiny work programme the Scrutiny Lead for Excellent Public Services will be undertaking a piece of work possibility with a neighbouring borough to explore provision of English language learning. No new target date has therefore yet been set although this will remain a key issue within the broad community cohesion agenda.
3. Report by September 2007		This work has been delayed due to a range of other developments including research on the nature of new communities locally, the report from the Commission on Integration and Cohesion and the government's response to it as well as the refresh of the Community Plan. Within the Overview and Scrutiny work programme the Scrutiny Lead for Excellent Public Services will be undertaking a piece of work possibility with a neighbouring borough to explore provision of English language learning. No new target date has therefore yet been set although this will remain a key issue within the broad community cohesion agenda.
Key Activity		
05.03.01e Work with Third Sector partners to increase volunteering as a means of building social capital and community participation		

Progress Milestone	Deadline	Comments
1. LAA volunteering targets met (6 monthly LAA reporting)	31/03/2008	Volunteer Centre Tower Hamlets has provided a volunteer brokerage service to 719 people and supported 286 third sector organisations to retain or increase volunteer involvement. Age Concern Tower Hamlets has recruited over 100 new volunteers
05.03.02 To support the continued effective development of the Tower Hamlets Partnership, ensuring both strategic and operational integration with the work of the Council		
Key Activity		
05.03.02b Review the structure and role of the Partnership in the context of the new Community Plan and the approach to LAP governance in the light of the Local Government White Paper		
Progress Milestone	Deadline	Comments
1. Partnership review completed Spring 2008	31/03/2008	This is still being developed. Again some delays due to the Community Plan refresh and want to ensure the two are aligned.
Key Activity		
05.03.02d Develop and implement a revised Communications Strategy for the Partnership		
Progress Milestone	Deadline	Comments
1. Interactive Partnership website launched Spring 2008	31/03/2008	Work on a new website is underway and will be launched in autumn 2008. It will be in place in line with the Community Plan refresh.
05.03.03 To ensure a strategic approach across services to consultation with the public		
Key Activity		
05.03.03a Revise the partnership consultation framework in light of the User Voice, Choice and Co-Production review		
Progress Milestone	Deadline	Comments
1. Revised framework by July 2007	31/07/2007	Team relocated to Partnership, which is refreshing its governance structures to enhance joint working.
2. Roll out through workshops and outreach sessions with service providers by Autumn 2007	31/10/2007	The Framework will be launched with the new structure, reflecting all partners' strategies of involvement (July 2008).
05.04.01 To ensure that the Council operates to the highest standards of equalities practice		
Key Activity		
05.04.01c Ensure that local equalities practice and policies match that of the new Commission for Equality and Human Rights		
Progress Milestone	Deadline	Comments
1. Assessment of local implications by December 2007 and resulting actions agreed by March 2008	31/03/2008	Due to be completed in June 2008. Delays due to a delay in the publication of guidance for local authorities from the CEHR.
05.04.03 To improve the extent to which the workforce reflects the community		
Key Activity		
05.04.03f Implement the Disability Action Plan that has a range of employment focused initiatives including a training programme for managers on supporting disabled staff and ensuring that all development and training programmes are accessible		
Progress Milestone	Deadline	Comments
1. Increase the percentage of disabled staff as a percentage of the top 5% of earners from 4 to 4.5% in 2007/08	31/03/2008	Not achieved. End of year performance 3.51%. New strategy in place to focus recruitment and development activities on improving. Priority allocated to disabled staff for places on accredited management training programmes.
Key Activity		
05.04.03g Develop and implement a package of initiatives targeting under-represented groups in the school workforce		
Progress Milestone	Deadline	Comments
1. Package of incentives publicised (July 2007) and taken up by 5 Somali young people wishing to train as teachers by September 2007	30/09/2007	We have set a target of a 1% increase year on year for recruiting BME teachers. We are undertaking a Training Needs Analysis across Children's Services. We are also employing a Workforce Development Officer to take on part of that work to build a better picture across the service. A range of routes in to teaching have been publicised and currently there are 3 people of Somali heritage who are benefiting from this.
Key Activity		
05.04.03h Increase the percentage of black and minority teachers moving into leadership positions through residential and twilight training programmes, together with individual coaching sessions, to enable 24 teachers to prepare for successful career moves		
Progress Milestone	Deadline	Comments
1. 6 month follow up shows that 50% of participants have applied for Leadership positions	30/09/2008	22 BME teachers undertook the residential weekend. The follow up work to see whether participants have achieved promotion is yet to take place, but will be undertaken before the end of the summer term.
2. 12 month follow up shows that 40% of participants have	31/03/2008	22 BME teachers undertook the residential weekend. The follow up work to see whether participants have achieved promotion is yet to take place, but

achieved promotion		will be undertaken before the end of the summer term.
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BVPP Appendix 4 Outturns against Targets 07/08

PI Ref No	PI Description	Meas. In	Actual 06/07	Actual 07/08	Target 07/08	Top Quartile 06/07	Pref'd Outcm	Traffic Light	Actual Direction
Adults Health & Well-Being									
BV053. PAFC28. SP213	Number of households receiving intensive home care per 1000 population aged 65 or over.	number	40.33	39.4	38	23.15	Higher	GREEN	↓
BV054. PAFC32	Number of older people aged 65 or over helped to live at home per 1000 population aged 65 or over.	number	119.62	97.4	180	107.21	Higher	RED	↓
BV056. PAFD54	Percentage of items of equipment and adaptations delivered within 7 working days.	%	97.6	95.9	95	95.5	Higher	GREEN	↓
BV183b. CPAH15	The average length of stay in hostel accommodation of households that are unintentionally homeless and in priority need.	weeks	0		0	0	Lower		
BV195. PAFD55	Acceptable waiting times for assessment	%	86.2	91.2	94	91.7	Higher	RED	↑
BV196. PAFD56	For new older clients, the percentage for whom the time from completion of assessment to provision of all services in the care package is less than or equal to four weeks.	%	93.5	94.3	94	92.75	Higher	GREEN	↑
BV201. PAFC51	Number of adults and older people receiving direct payments per 100,000 population aged 18 years or over.	number	123	160.4	160	137.66	Higher	GREEN	↑
BV202	Number of people sleeping rough on a single night within the area of the authority.	number	13		<5	1	Lower		
BV213. XCPAH72 8	The number of households who considered themselves as homeless, who approached the local authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation.	number	5		8	8	Higher		
PAF C72. SP211. THI010	Number of supported admissions of older people to permanent residential and nursing care per 10,000 population aged 65 or over (formerly C26).	number	74.6	71.77	70		Lower	RED	↑
PAF D40. SP212. THI011 SP219	Adult and older clients receiving a review as a percentage of those receiving a service.	%	84.9	77.5	86		Higher	RED	↓
	Percentage of Adult Social Service users who rate services as good, very good or excellent	%	61	92.6	63		Higher	GREEN	↑

PI Ref No	PI Description	Meas. In	Actual 06/07	Actual 07/08	Target 07/08	Top Quartile 06/07	Pref'd Outcm	Traffic Light	Actual Direction
Chief Executive's									
BV002a	Level of the Equality Standard for Local Government to which the authority conforms.	Level	5	5	5	4	Higher	GREEN	⇒
BV002b	Duty to Promote Race Equality	%	100	100	100	89	Higher	GREEN	⇒
BV016b	Percentage of economically active disabled people in the authority area.	%	16.2	16.2	N/R	n/a	Higher	x	⇒
LAA201. SP508	Percentage of residents who feel that they can influence decisions affecting their local area	%	41	48	53	43	Higher	RED	↑
LAA202	Percentage of residents who feel their local area is a place where people from different backgrounds can get on well together (proxy for LAA 116)	%	70	71	73	84	Higher	RED	↑
LAA203	Percentage increase of local residents who engage in volunteering (including e.g. formal civic roles)	%	13	12	15		Higher	RED	↓
LAA204	Percentage increase in the number of third sector organisations that meet agreed quality standards	%	N/A	560	50		Higher	GREEN	
LAA205	Proportion of services in selected public service areas delivered by third sector organisations on behalf of partner organisations	%	27		40		Higher		
LAA206	An increase in the number of people recorded as or reporting that they have engaged in formal volunteering on an average of at least two hours per week over the past year. (New mandatory for 2007/08)	Number	N/A		TBC		Lower		
LAA207	Percentage of residents reporting an increase in satisfaction with their neighbourhoods: percentage of residents who are satisfied with their local area as a place to live	%	N/A		50		Higher		
LAAP201	Number of people using volunteer brokerage service (proxy for LAA 203)	Number	1322	1506	1500		Higher	GREEN	↑
LAAP202	Number of organisations completing self-assessment process for accreditation (proxy for LAA 204)	Number	10	73	70		Higher	GREEN	↑
LAAP203	Number of organisations that are commission-ready (proxy for LAA 205)	Number	N/A	28	28		Higher	GREEN	
LAAP501	JSA claimants aged 16-24 as percentage of people that are economically active (proxy for LAA 501)	%	20.7			7.9	Lower		
LAAS201a. SP509. XCE021	Increased attendance at Local Area Partnership events	number	5202	5513	5250		Higher	GREEN	↑
LAAS201b	Number of residents contributing to LAP events	number	525	955	475		Higher	GREEN	↑
LAAS202a	Percentage increase in the number of residents from communities sometimes defined as hard to reach (to be defined for each LAP area) attending LAP events	Number	N/A		5		Higher		

PI Ref No	PI Description	Meas. In	Actual 06/07	Actual 07/08	Target 07/08	Top Quartile 06/07	Pref'd Outcm	Traffic Light	Actual Direction
LAAS202b	Percentage increase in the number of residents from communities sometimes defined as hard to reach (to be defined for each LAP area) contributing to LAP events	Number	N/A	172	5		Higher	GREEN	
LAAS203	LAP steering groups that are more reflective of their communities in terms of diversity	Number	N/A	See below			Higher		
LAAS204	Percentage of residents who think that this is a place where people respect ethnic differences (proxy for LAA 116)	%	74	75	79		Higher	RED	↑
LAAS205	Number of third sector organisations that have retained and / or increased local volunteer involvement	Number	268	307	300		Higher	GREEN	↑
LAAS205a	Increase the number of people recorded as or reporting that they have engaged in formal volunteering on an average of at least two hours per week over the past year	Number	N/A		TBC		Lower		
LAAS206	Number of young (16 - 24) volunteers	Number	696	1242	1000		Higher	GREEN	↑
LAAS207	Number of third sector groups and organisations accessing capacity building help in the past year	Number	111	325	280		Higher	GREEN	↑
LAAS208	Number of organisations engaged in Voluntary Sector Networks	Number	310	390	350		Higher	GREEN	↑
LAAS209	Number of emerging groups - that have been established for under a year - that apply for and receive community chest funding	Number	95	106	100		Higher	GREEN	↑
LAAS210	Number of people taking part in leadership training and community development opportunities	Number	200	250	250		Higher	GREEN	↑
LAAS211	Number of public services delivery contracts held by the third sector during the last full financial year	Number	69		75		Higher		
LAAS212	Value of public service delivery contracts held by the third sector during the last full financial year	£	3400000		4500000		Higher		
SP502a	CPA use of resources indicator - overall score	Number	N/A		4		Higher		
SP502b	CPA use of resources indicator - VFM score	Number	N/A		3		Higher		
SP507a	Percentage of residents who agree that the Council is doing a good job: borough average	%	N/A	68	73		Higher	RED	
SP507b	Percentage of residents who agree that the Council is doing a good job: gap between the overall borough average and the LAP area with the lowest performance	%	N/A	7	10		Higher	RED	
SP514a	Percentage of residents who feel that Tower Hamlets is a place where people from different backgrounds can get on well together: borough average	%	N/A	71	77		Higher	RED	
SP514b	Percentage of residents who feel that Tower Hamlets is a place where people from different backgrounds can get on well together: gap between the overall borough average and the LAP area with the lowest performance	%	N/A	6	10		Lower	GREEN	
SP515a. XCE023a	Percentage of attendees at LAP events who are from targeted communities: BME residents	%	54	48	48		Higher	GREEN	↓
SP515b. XCE023b	Percentage of attendees at LAP events who are from targeted communities: Bangladeshi residents	%	39	33	33		Higher	GREEN	↓
SP515c. XCE023c	Percentage of attendees at LAP events who are from targeted communities: Somali residents	%	5	10	5		Higher	GREEN	↑
SP515d. XCE023d	Percentage of attendees at LAP events who are from targeted communities: Young residents (16 - 25)	%	35	21	15		Higher	GREEN	↓

PI Ref No	PI Description	Meas. In	Actual 06/07	Actual 07/08	Target 07/08	Top Quartile 06/07	Pref'd Outcm	Traffic Light	Actual Direction
Childrens Services									
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.	%	55.7	59.2	59	63.2	Higher	GREEN	↑
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.	%	88.3	88.7	93.5	92	Higher	RED	↑
BV040	Percentage of pupils in schools maintained by the LEA achieving Level 4 or above in the Key Stage 2 Mathematics test.	%	78.1	78	85	78.4	Higher	RED	↓
BV041. SP406	Percentage of pupils in schools maintained by the LEA achieving Level 4 or above in the Key Stage 2 English test.	%	79.9	81	85	83.5	Higher	RED	↑
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.	%	100	98.34	100	100	Higher	RED	↓
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.	%	97.5	90.82	100	99.2	Higher	RED	↓
BV045. THI023b	Percentage of half days missed due to total absence in secondary schools maintained by the local education authority.	%	7.52	6.99	7	7.04	Lower	GREEN	↑
BV046. THI023a	Percentage of half days missed due to total absence in primary schools maintained by the local education authority.	%	6.61	5.41	5	5.92	Lower	RED	↑
BV049. PAFA1. PSA007. SP215. THI013	Percentage of children looked after at 31 March with three or more placements during the year	%	10.95		10		Lower		
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.	%	50	48	57		Higher	RED	↓

PI Ref No	PI Description	Meas. In	Actual 06/07	Actual 07/08	Target 07/08	Top Quartile 06/07	Pref'd Outcm	Traffic Light	Actual Direction
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.	%	0.92	0.98	0.9		Higher	GREEN	↑
BV162. PAFC20. SP214. THI012	Percentage of child protection cases which should have been reviewed during the year that were reviewed.	%	100	100	100		Higher	GREEN	⇒
BV163. PAFC23. XTH015	Percentage of children looked after that were adopted during the year.	%	16.5	10.62	9		Higher	GREEN	↓
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.	%	64.68	67	73	79.75	Higher	RED	↑
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.	%	67.72	67	73	80.49	Higher	RED	↓
BV181c. LPSA001c	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.	%	57.32	59	71	74	Higher	RED	↑
BV181d. LPSA001d	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.	%	61.55	65.3	71	72.5	Higher	RED	↑
BV194a	Percentage of pupils in schools maintained by the local education authority achieving level 5 or above in Key Stage 2 in English.	%	25	29	33	36	Higher	RED	↑
BV194b	Percentage of pupils in schools maintained by the local education authority achieving level 5 or above in Key Stage 2 in Mathematics.	%	29	29	33	36	Higher	RED	⇒
BV221a	Percentage of young people aged 13-19 gaining a recorded outcome compared to the percentage of young people in the local authority area.	%	57	49	60	63	Higher	RED	↓
BV221b	Percentage of young people aged 13-19 gaining an accredited outcome compared to the percentage of young people in the local authority area.	%	30	33	26	30	Higher	GREEN	↑
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.	%	64	58	25	45	Higher	GREEN	↓
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.	%	62	52	50	100	Higher	GREEN	↓
LAA112a	Reduce the proportion of adult and young offenders and prolific and other priority offenders who reoffend: reduce the level of youth reoffending (by 5% in 2008/09 compared to baseline) (a) pre-court decisions	%	28.8	23.33	23.03		Lower	RED	↑
LAA112b	Reduce the proportion of adult and young offenders and prolific and other priority offenders who reoffend: reduce the level of youth reoffending (by 5% in 2008/09 compared to baseline) (b) first tier penalties	%	46.9	45.45	49.57		Lower	GREEN	↑
LAA112c	Reduce the proportion of adult and young offenders and prolific and other priority offenders who reoffend: reduce the level of youth reoffending (by 5% compared to baseline) (c) community penalties	%	55	66.67	58.46		Lower	RED	↓
LAA112d	Reduce the proportion of adult and young offenders and prolific and other priority offenders who reoffend: reduce the level of youth reoffending (by 5% in 2008/09 compared to baseline) (d) custodial penalties	%	44.4	40	71.25		Lower	GREEN	↑
LAA115	Percentage of people who feel that parents not taking responsibility for the behaviour of their children is a very big or a fairly big problem	%	75	81	73		Lower	RED	↓
LAA503. LPSA008. SP306. THI020	Percentage of young people in Tower Hamlets aged 16-18 not in education, employment or training	%	10.8	8.2	8.2		Lower	GREEN	↑
LAA601. SP403	Increase in the percentage of pupils achieving level 5 in both English and mathematics at KS3	%	54	57.6	69		Higher	RED	↑
LAA602. LPSA011. SP401	The % of pupils in Tower Hamlets earning 5 or more GCSEs at grades A*-C, including English and Mathematics.	%	33.5	36.3	39		Higher	RED	↑
LAA603. LPSA012. SP402	*Improving A Level attainment - A Level Average Points Score per student in Tower Hamlets.	number	219.5	621.5	635		Higher	RED	↑
LAA604a. SP404a. THI024a	Improved overall attendance rates at primary school (proxy for LAA 601 & 602)	%	93.39	94.59	95.5	94.07	Higher	RED	↑
LAA605a. SP405a. THI025a	Unauthorised absence rates - primary (proxy for 601, 602 & 603)	%	1.24	1.23	0.95	0.53	Lower	RED	↑
LAA605b. SP405b. THI025b	Unauthorised absence rates - secondary	%	2.05	1.98	1.9		Lower	RED	↑
LAA606	Number of parents participating in Family Learning programmes	number	1406	1030	1750		Higher	RED	↓
LAA607. SP208	Percentage of primary school pupils having 2 hours+ PE per week	%	62	93.1	80		Higher	GREEN	↑
LAA611	By 2008 all schools to ensure at least 50% of pupils achieve level 5 or above in each of English, maths and science	%	80	80	87		Higher	RED	⇒
LAAP103a	Take up of youth work a) number of 13 -19 year olds contacted	Number	N/A	6366	5929		Higher	GREEN	

PI Ref No	PI Description	Meas. In	Actual 06/07	Actual 07/08	Target 07/08	Top Quartile 06/07	Pref'd Outcm	Traffic Light	Actual Direction
LAAP103b	Take up of youth work (b) number of 13-19 year olds regularly participating (related to BVPI 221 b and a proxy for LAA 103 a,b,c & d)	Number	2897	4000	3558		Higher	GREEN	↑
LAAS608	Percentage of parent governor vacancies	%	8.7	17	7		Lower	RED	↓
LAAS609a	Percentage achieving 6+ end of FS in dispositions and attitudes (DA)	%	83	83	86		Higher	RED	↔
LAAS609b	Percentage achieving 6+ end of FS in emotional development (ED)	%	69	66	74		Higher	RED	↓
LAAS609c	Percentage achieving 6+ end of FS in language for communication (LCT)	%	67	69	70		Higher	RED	↑
LAAS611	Percentage of schools achieving level 3 of the Healthy Schools status	%	52	62	61		Higher	GREEN	↑
LAAS613	*Proportion of 19 year olds who achieve at least level 2 (replaces LAAS 601, 6002 and 603)	%	58	62	59		Higher	GREEN	↑
SP404b	Improved overall attendance rates at secondary school (proxy for LAA 601, 602 & 603)	%	92.48	92.6	93	92.98	Higher	RED	↑
SP407a	Satisfaction of users with primary education	%	N/A				Higher		
SP407b	Satisfaction of users with secondary education	%	N/A				Higher		

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Communities Localities & Culture									
BV082a(i) , CPAE06a , LAA106 , SP111 , THI005	Percentage of household waste which has been sent by the authority for recycling.	%	11.72	13.61	22	21.77	Higher	RED	↑
BV082a(ii)	Total tonnage of household waste arisings which have been sent by the Authority for recycling.	number	9865.52	11,150.47	18889.1	21177.69	Higher	RED	↑
BV082b(i) , CPAE06b	The percentage of household waste sent by the Authority for composting or treatment by anaerobic digestion.	%	0.18	0.12	0.3	9.19	Higher	RED	↓
BV082b(ii)	The tonnage of household waste sent by the authority for composting or treatment by anaerobic digestion.	number	153.52	99.75	257.58	8673.51	Higher	RED	↓
BV082c(i)	Percentage of the total tonnage of household waste arisings which have been used to recover heat, power and other energy sources.	%	9.16	0	0	53.09	Higher	GREEN	↓
BV082c(ii)	Tonnage of household waste arisings which have been used to recover heat, power and other energy sources.	number	7712.48	0	0	49620.68	Higher	GREEN	↓
BV082d(i)	Percentage of household waste arisings which have been landfilled.	%	78.94	86.27	77.7	28	Lower	RED	↓
BV082d(ii)	The tonnage of household waste arisings which have been landfilled.	number	66444.51	70,683.48	66712.87	12291.99	Lower	RED	↓
BV084a , CPAE26	Number of kilograms of household waste collected per head of the population	number	394.82	384.3	378.19	390.6	Lower	RED	↑
BV084b	Percentage change from the previous financial year in the number of kilograms of household waste collected per head of the population.	number	4.51	-2.66	-4.21	-1.52	Lower	RED	↑
BV086	Cost of waste collection per household.	£	60.89	N/A	75.48	45.87	Lower		
BV087	Cost of waste disposal per tonne for municipal waste	£	70.45	N/A	51.77	45.89	Lower		
BV091a , CPAE45	Percentage of households resident in the authority's area served by kerbside collection of recyclables	%	93.2	92.22	100	100	Higher	RED	↓
BV091b , CPAE077	Percentage of households resident in the authority's area served by kerbside collection of at least two recyclables.	%	93.2	92.22	100	100	Higher	RED	↓
BV099ai , CPAE12 , LAA107 , LPSA004 , SP103	Number of people killed or seriously injured (KSI) in road traffic collisions.	number	111	124	105	85	Lower	RED	↓
BV099aii	Percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions since the previous year.	%	-16.54	11.71	-5.41	-20.2	Lower	RED	↓
BV099aiii	Percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions since the 1994-98 average.	%	-40.51	-33.55	-43.73	-50.4	Lower	RED	↓
BV099bj	Number of children (aged under 16 years) killed or seriously injured (KSI) in road traffic collision	number	8	9	8	8	Lower	RED	↓
BV099bji	Percentage change in the number of children (aged under 16 years) killed or seriously injured (KSI) in road traffic collisions since the previous year.	%	-52.94	12.5	0	-47.3	Lower	RED	↓
BV099biii	Percentage change in the number of children killed or seriously injured (KSI) in road traffic collisions since the 1994-98 average.	%	-70.8	-67.15	-70.8	-73.1	Lower	RED	↓
BV099ci , CPA023b , PSA012	Number of people slightly injured in road traffic collisions.	number	893	792	880	671	Lower	GREEN	↑
BV099cii	Percentage change in the number of people slightly injured in road traffic collisions since the previous year.	%	4	-11.31	-1.46	-14.3	Lower	GREEN	↑
BV099ciii	Percentage change in the number of people slightly injured in road traffic collisions since the 1994-98 average.	%	-12.67	-22.55	-12.67	-34.1	Lower	GREEN	↑
BV100	Number of days of temporary traffic controls or road closure on traffic sensitive streets per km of traffic sensitive streets.	days	0.56	0.42	0.3	0	Lower	RED	↑
BV126 , THI002	Number of domestic burglaries per 1,000 households.	number	16.95	15.98	18.5	14.1	Lower	GREEN	↑

PI Ref No	PI Description	Meas. In	Actual 06/07	Actual 07/08	Target 07/08	Top Quartile 06/07	Pref'd Outcm	Traffic Light	Actual Direction
BV127a	Violent crime per year, 1,000 population in the Local Authority area.	number	46.7	39.58	43.3	22	Lower	GREEN	↑
BV127b LPSA001a XCE016 XTH006	Robberies per year, per 1,000 population in the Local Authority area.	number	8.97	6.42	6.5	3.7	Lower	GREEN	↑
BV128 THI007	Number of vehicle crimes per 1,000 population.	number	19.95	19.57	18.3	14	Lower	RED	↑
BV165 CPAE16	Percentage of pedestrian crossings with facilities for disabled people.	%	36	75	100	100	Higher	RED	↑
BV166a CPAE27	Score against a checklist of enforcement best practice for environmental health.	%	100	100	100	100	Higher	GREEN	⇒
BV166b CPAE21	Score against a checklist of enforcement best practice for trading standards.	%	100	100	100	100	Higher	GREEN	⇒
BV174 XCE013 XTH004	Number of racial incidents recorded by the authority per 100,000 population.	number	227.48	146.34	285	n/a	Higher	RED	↓
BV175 CPAH19 XCE014	Percentage of racial incidents that resulted in further action.	%	100	100	100	100	Higher	GREEN	⇒
BV178 CPAC01	Percentage of the total length of footpaths and other rights of way that were easy to use by members of the public.	%	N/R	N/R	N/R		Higher		
BV186a	Ratio of the percentage of the principal road network where major structural treatment is not considered necessary to the authority's average structural expenditure per kilometre on the principal road network over the past three years.	%	N/A				Higher		
BV186b	Ratio of the percentage of the non-principal road network where major structural treatment is not considered necessary to the authority's average structural expenditure per kilometre on the non-principal road network over the past three years.	%	N/A				Higher		
BV187 CPAE18	Percentage length of category 1, 1a and 2 footway network needing treatment.	%	19.07	21.5	9.8	16	Lower	RED	↓
BV199a CPAE04 LAA105 LPSA003 SP108 THI004	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.	%	22		12	14.6	Lower		
BV199b CPAE071b	The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of graffiti are visible.	%	13		9	4	Lower		
BV199c CPAE071c	The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of fly-posting are visible.	%	6		5	1	Lower		
BV199d CPAE071d	The year-on-year reduction in total number of incidents and increase in total number of enforcement actions taken to deal with 'fly-tipping'.	grade	4		1	2	Lower		
BV215a	The average number of days taken to repair a street lighting fault, which is under the control of the local authority - non DNO -	days	3.55	2.25	1.9	2.13	Lower	RED	↑
BV215b	The average time taken to repair a street lighting fault, where response time is under the control of a DNO	days	15.71	17.6	15	15.21	Lower	RED	↓
BV216a	Number of 'sites of potential concern' (within the local authority area), with respect to land contamination.	number	511	850	479	n/a	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'.	%	8.59	11	8.98	39	Higher	GREEN	↑
BV217	Percentage of pollution control improvements to existing installations completed on time	%	100	100	90	100	Higher	GREEN	⇒
BV218a XTH009a	Percentage of new reports of abandoned vehicles investigated within 24hrs of notification	%	98.8	99.46	98	98.78	Higher	GREEN	↑
BV218b LAA122 XTH009b	Percentage of abandoned vehicles removed within 24 hours from the point at which the Authority is legally entitled to remove the vehicle	%	95.8	99.12	96	97.3	Higher	GREEN	↑
BV220	Compliance against the Public Library Service Standards	grade	12.5	12	17		Higher	RED	↓
BV223	Percentage of the local authority principal road network where structural maintenance should be considered.	%	22	9	16	8	Lower	GREEN	↑
BV224a	Percentage of the non-principal classified road network where maintenance should be considered.	%	32.17	12	24	10	Lower	GREEN	↑
BV224b CPAE11	Percentage of the unclassified road network where structural maintenance should be considered.	%	7.97	8.85	7.75	9	Lower	RED	↓
BV225 CPAH731	Actions Against Domestic Violence.	%	100	100	100	n/a	Higher	GREEN	⇒
LAA101 SP105 THI003	Reduction in overall crime rate (BCS Comparator Offences)	number	18592	17199	18109		Lower	GREEN	↑
LAA102 LPSA001b SP101 THI001 XCE012	Wounding: number of violent crimes (common assault plus ABH/GHB) per 1000 population	number	22.9	20.9	20.15		Lower	RED	↑

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LAA103a. LPSA002b (i), SP102a	Perceptions of antisocial behaviour: percentage of population who view as a "very big problem" the following issue: - Youths hanging around on the streets	%	46	32.2	38		Lower	GREEN	↑
LAA103b. LPSA002b (ii), SP102b	Perceptions of antisocial behaviour: percentage of population who view as a "very big problem" the following issue: - Graffiti and other deliberate damage to property or vehicles	%	24	23.7	35		Lower	GREEN	↑
LAA103c. LPSA002b (iii), SP102c	Perceptions of antisocial behaviour: percentage of population who view as a "very big problem" the following issue: - people using or dealing drugs	%	43	32.2	41		Lower	GREEN	↑
LAA103d. LPSA002b (v), SP102d	Perceptions of antisocial behaviour: percentage of population who view as a "very big problem" the following issue: - people being drunk or rowdy in public places	%	19	15.3	23		Lower	GREEN	↑
LAA104. LPSA010a. SP104. THI002. XCE017	Increased number of under 18s accessing drug treatment	number	711	1034	732		Higher	GREEN	↑
LAA108	Reduce the proportion of adult and young offenders and prolific and other priority offenders who reoffend: reduced recorded convictions of PPOs, excluding prisoners and those on the list under one year	%	30	31	30		Higher	GREEN	↑
LAA109	Reduce the proportion of adult and young offenders and prolific and other priority offenders who reoffend: reduced percentage of Drug Intervention Programme clients reoffending	%	28	13	20		Lower	GREEN	↑
LAA110	Reduce the proportion of adult and young offenders and prolific and other priority offenders who reoffend: increase the proportion of offenders accessing housing or other tenancy related support		29	48	45		Higher	GREEN	↑
LAA111	Reduce the proportion of adult and young offenders and prolific and other priority offenders who reoffend: increased number of unemployed offenders obtaining and keeping employment for at least four weeks	Number	42		10		Higher		
LAA113	Percentage of residents identifying crime within their top three concerns (ARS)	%	N/A	55	45		Lower	RED	
LAA114	Increase in percentage of people who feel informed about what is being done to tackle antisocial behaviour in their local area	%	24	27	32		Higher	RED	↑
LAA116	Percentage who think that people not treating other people with respect and consideration is a very big or fairly big problem	%	59	53.6	53		Lower	RED	↑
LAA121	Quality of surroundings - increase in number of green flag awards	Number	N/A	5	5		Higher	GREEN	
LAA123	Reduction in the percentage of municipal waste landfilled	%	N/A	88.39	81		Lower	RED	
LAA124	Increase in the percentage of municipal waste recycled	%	N/A	10.28	19		Higher	RED	
LAA125	Reduction in aggregated score for perception of 7 strands of ASB as measured in Best Value General Survey	%	44	49.2	41		Higher	GREEN	↑
LAA612	The percentage annual increase in the number of schools with an approved travel plan (STP) required to achieve 100% STP coverage by March 2010	%	N/A	83.78	85		Higher	RED	
LAAP101	Incidents of criminal damage (proxy for LAA 103 a,b,c,d)	number	17.05	15.63	15.83		Lower	GREEN	↑
LAAP104	Percentage of people who think that street cleaning is good, very good or excellent (ARS) (proxy for LAA 119)	%	N/A	51	63		Higher	RED	
LAAP605	Recorded users of leisure centres under the age of 19	Number	16263	26,908	16426		Higher	GREEN	↑
LAAS101. SP106	Reduced youth-on-youth violent crime (where victim is under 19 and accused is under 19 or suspect is thought to be under 19)	number	644	542	570		Lower	GREEN	↑
LAAS102	Domestic violence sanctioned detection rate	%	45.1	47	37		Higher	GREEN	↑
LAAS103. SP107	Reduced length of time domestic violence is experienced before it is initially reported to a specialist agency	%	3.2	3.85	-6		Lower	RED	↓
LAAS104	Non-accidental secondary fires (excluding vehicles) (BV206iii)	number	2.99	3.65	2.99		Lower	RED	↓
LAAS105	Non-accidental secondary vehicle fires (BV206iv)	number	0.23	0.2	0.23		Lower	GREEN	↑
LAAS106. SP110	Percentage of people asked who think that parks, playgrounds and open spaces are good, very good or excellent (proxy for LAA 120)	%	50	54	52	n/a	Higher	GREEN	↑
LAAS107. SP109a	Improved perceptions of antisocial behaviour: reduced percentage of the population who view rubbish and litter lying around as "a very serious problem"	%	32	32.9	23		Lower	RED	↓
LAAS604. LPSA010b. SP408. THI026	Number of under 16s who are active users of the Idea Stores and libraries	number	13473	12158	19272		Higher	RED	↓
LAAS605. LPSA010c. SP409. THI027	Total number of library items issued to under 16s - Enhancing young people	number	266303	333319	317000		Higher	GREEN	↑
LAAS606. LPSA010d. SP410. THI028	Number of young people under 16 attending study support sessions - enhancing young people	number	750	1,252	765		Higher	GREEN	↑

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LAAS607 , LPSA010e , SP411 , THI029	Total number of under 19s completing a course in Idea Stores, libraries and learning centres - enhancing young people	number	1741	1778	1,760		Higher	GREEN	↑
LPSA002a	Reducing antisocial behaviour: - a. non-accidental secondary fires (per 1,000 residents)	number	N/A		9.17		Lower		
LPSA002b (iv)	Perceptions of antisocial behaviour: percentage of population who view as a "very big problem" the following issue: - rubbish and litter lying around	%	32	32.9	28		Lower	RED	↓
LPSA002c	Reducing antisocial behaviour: - % of residents who say that antisocial behaviour has got worse or not changed in the past 3 years	%	N/A	78.7	69		Lower	RED	
SP109b	Improved perceptions of antisocial behaviour: reduced percentage of the population who view abandoned or burnt out cars as a "very serious problem"	%	8	6.5	18		Lower	GREEN	↑
SP413	Percentage of people asked who think that leisure and sports facilities are good, very good or excellent	%	N/A	46			Higher		

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Development and Renewal									
BV106 , CPAE23	Percentage of new homes built on previously developed land.	%	100	100	100	100	Higher	GREEN	⇒
BV109a , CPAE02a , SP301 , THI017	Percentage of major planning applications determined within 13 weeks.	%	38.33	56.92	60	82.56	Higher	RED	↑
BV109b , CPAE02b , SP302 , THI018	Percentage of minor planning applications determined in 8 weeks.	%	80.49	84.4	80.5	85.15	Higher	GREEN	↑
BV109c , CPAE02c , SP303 , THI019	Percentage of other planning applications determined in 8 weeks.	%	84.18	86.66	88.3	92.86	Higher	RED	↑
BV156	Percentage of Authority buildings in which all public areas are suitable for and accessible to disabled people	%	54.39		70	n/a	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?	Yes/No	Yes	Yes	Yes		None		
BV200b , CPAE44	Has the local planning authority met the milestones which the current Local Development Scheme (LDS) sets out?	Yes/No	No	Yes	Yes		None		
BV204 , CPAE44	Percentage of appeals allowed against the authority's decision to refuse planning applications.	%	15	34.78	20	28.5	Lower	RED	↓
BV205 , CPAE43	Score against a planning service quality checklist.	%	100	100	100	100	Higher	GREEN	⇒
BV219b	Percentage of conservation areas in the local authority area with an up-to date character appraisal	%	70	100	80	65	Higher	GREEN	↑
BV226a	Total amount spent by the Local Authority on Advice and Guidance services provided by external organisations.	£	1027612		1,048,164	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.	%	90.85		93	n/a	Higher		
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.	£	717696		702900	n/a	Higher		
LAA502 , LPSA009 , SP307 , THI021	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 at least 13 consecutive weeks or more	number	139	220	250		Higher	RED	↑
LAA506 , SP305	Worth of contracts secured by local businesses through the Canary Wharf Local Business Liaison Office (private sector supply chain)	£	6,000,000	8,000,000	6,000,000		Higher	GREEN	↑
LAA507 , SP304 , THI016	Number of businesses / social enterprises assisted to improve their performance	number	43	184	40		Higher	GREEN	↑
LAA508	Number of social enterprises created	number	4	6	6		Higher	GREEN	↑
LAA509	A reduction of at least 2.0 percentage points in the overall benefits claim rate for those living in the local authority wards identified by DWP as having the worst initial labour market position	%	N/A		2		Higher		
LAA511	Percentage of registered NEETs assisted into sustainable employment	%	N/A	108 clients	38		Higher		
LAA512	Develop and implement a work placement model for IB clients and Lone Parents	Number	N/A	20	10		Higher	GREEN	
LAA513	Number of employer activities to increase aspiration and information about job opportunities in the labour market for young people	Number	12	13	10		Higher	GREEN	↑
LAA514	Number of local job seekers assisted to secure employment through Earn to Learn programmes	Number	116	149	120		Higher	GREEN	↑
LAA515	Increase in the percentage of young people on New Deal programme entering and sustaining employment	%	26		32		Higher		
SP308 , THI022	Percentage of young people in Tower Hamlets aged 18-25 claiming unemployment-related benefits	%	20.7	18.2	16		Lower	RED	↑

PI Ref No	PI Description	Meas. In	Actual 06/07	Actual 07/08	Target 07/08	Top Quartile 06/07	Pref'd Outcm	Traffic Light	Actual Direction
SP309 THI023	Percentage of local residents claiming unemployment-related benefits	%	8.6	7.4	8		Lower	GREEN	↑
SP310	Increased supply of employment opportunities in key growth sectors prompted directly through the Employment Consortium	number	1354	1254	1400		Higher	RED	↓

PI Ref No	PI Description	Meas. In	Actual 06/07	Actual 07/08	Target 07/08	Top Quartile 06/07	Pref'd Outcm	Traffic Light	Actual Direction
Housing									
BV063 CPAE24 CPAH11	Energy Efficiency the average SAP rating of local authority owned dwellings.	number	63.97	65.41	65	70	Higher	GREEN	↑
BV064 CPAH23	Number of private sector vacant dwellings that are returned into occupation or demolished as a direct result of action by the local authority	number	337	275	302	396	Higher	RED	↓
BV066a CPAH06	Local authority rent collection and arrears: proportion of rent collected.	%	97.06	98.1	97.4	97.6	Higher	GREEN	↑
BV066b	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.	%	6.8	6.68	6.5	6.58	Lower	RED	↑
BV066c	Percentage of local authority tenants in arrears who have had Notices Seeking Possession served.	%	29.1	35.75	27	16.96	Lower	RED	↓
BV066d	Percentage of local authority tenants evicted as a result of rent arrears.	%	0.35	0.36	0	0.21	Lower	RED	↓
BV074a CPAH12	Satisfaction of tenants of council housing with the overall service provided by their landlord: all tenants	%	56.32	56.32	63	72.5	Higher	RED	⇒
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.	%	51.58	51.58	63	70.5	Higher	RED	⇒
BV074c	Satisfaction of non-ethnic minority local authority tenants with the overall service provided by their landlord.	%	59.04	59.04	63	77	Higher	RED	⇒
BV075a CPAH13	Satisfaction of council housing tenants with opportunities for participation in management and decision making in relation to housing services provided by their landlord: a: All tenants	%	45.42	45.42	51	62	Higher	RED	⇒
BV075b	Tenant Satisfaction with Participation - Ethnic Minority Tenants	%	49.2	49.2	51	64.3	Higher	RED	⇒
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.	%	42.63	42.63	51		Higher	RED	⇒
BV076b	Number of benefit fraud investigators employed, per 1,000 caseload.	number	0.3	0.29	0.396	n/a	None		
BV076c	The number of Housing Benefit and Council Tax Benefit (HB/CTB) fraud investigations carried out by the Local Authority per year, per 1,000 caseload.	number	22.97	26.02	29	n/a	None		
BV076d	The number of Housing Benefit and Council Tax Benefit (HB/CTB) prosecutions and sanctions, per year, per 1,000 caseload, in the Local Authority area.	number	4.9	5	4	n/a	None		
BV078a SP218	Average time for processing new housing benefit and council tax benefit claims (days).	days	28.49	25.18	28	27.5	Lower	GREEN	↑
BV078b XTH031	Average time for processing notifications of changes of circumstance, relating to housing benefit and council tax benefit claims (days).	days	13.3	13.03	7.5	12	Lower	RED	↑
BV079a	Percentage of housing benefit and council tax benefit cases for which the calculation of the amount of benefit due was correct.	%	98.6	99.36	98.65	99.3	Higher	GREEN	↑
BV079b(i)	The amount of Housing Benefit overpayments (HB) recovered as a percentage of all HB overpayments.	%	60.89	69.61	64.2	70.37	Higher	GREEN	↑
BV079b(ii)	HB overpayments recovered as a percentage of the total amount of HB overpayment debt outstanding at the start of the year, plus amount of HB overpayments identified during the year.	%	23.54	27.06	39.6	28.35	Higher	RED	↑
BV079b(iii)	Housing Benefit (HB) overpayments written off as a percentage of the total amount of HB overpayment debt outstanding at the start of the year, plus amount of HB overpayments identified during the year.	%	2.64	2.52	15.5	n/a	None		
BV184a CPAH01 LAA405a	The percentage of local authority dwellings which were non-decent at the start of the financial year.	%	61.74	58.95	58.95	23	Lower	GREEN	↑
BV184b CPAH02 LAA405b SP202	The percentage change in the proportion of non-decent dwellings between the start and the end of the financial year.	%	15.05	17.9	17.9	18.2	Higher	GREEN	↑
BV212 CPAH08 SP204 THI007 CPAH04 SP203 THI006	Average time taken to re-let local authority housing.	days	34.3	33.8	31	26	Lower	RED	↑
LAA401	Percentage of urgent repairs completed in government time limits	%	96.59	97.83	97.2		Higher	GREEN	↑
LAA402a	Development of a common 'quality framework' for key management standards (% complete)	%	30	70	70		Higher	GREEN	↑
LAA402b	Increasing resident satisfaction with key services linked into the framework minimum standard in 2006/07: local authority stock	%	N/A		Tbc		Higher		
LAA402c	Increasing resident satisfaction with key services linked into the framework minimum standard is baseline satisfaction in 2006/07: RSL stock	%	N/A		Tbc		Higher		

PI Ref No	PI Description	Meas. In	Actual 06/07	Actual 07/08	Target 07/08	Top Quartile 06/07	Pref'd Outcm	Traffic Light	Actual Direction
LAA403 , LPSA005 , SP201	Increased supply of affordable homes - Number of empty homes brought back into use	number	17	25	17		Higher	GREEN	↑
LAA404a	Number of additional affordable family homes developed in line with the emerging low-cost home ownership model	number	N/A		-		Higher		
LAA404b	Development of demonstration sites (no. of units)	number	N/A		36		Higher		
LAA404c	Implement alternative models of home ownership (% completed)	%	N/A		N/A		Higher		
LAA405c	Percentage reduction of non-decent homes in homes transferred to RSLs in previous years	%	N/A		15		Higher		
LAA405d	Non-decency across RSL homes, as reported in RSL RSR (TBC)	%	N/A				Lower		
LAAS401	Establish stock ownership audit and mapping (% complete)	%	90		100		Higher		
LAAS402	Establish information sharing website (% complete)	%	30		100		Higher		
LAAS403	Identify 'Primary' landlord per LAP (or paired LAP) area based on size or lead specialism and establish the relevant working groups (%complete)	%	N/A		100		Higher		
LAAS404	establish common framework for key issues (% complete)	%	N/A		70		Higher		
LAAS405	Implementation of Quality Frameworks (% complete)	%	N/A		30		Higher		
SP205	Percentage of residents satisfied with the Council's repairs service	%	90.22		91		Higher		

PI Ref No	PI Description	Meas. In	Actual 06/07	Actual 07/08	Target 07/08	Top Quartile 06/07	Pref'd Outcm	Traffic Light	Actual Direction
Primary Care Trust									
BV197 , LAA610 , SP209	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.	%	-25.3	-24.2	-43	-22.18	Lower	RED	↓
LAA301a	Increased life expectancy, with a 10% reduction in the gap between Tower Hamlets and the average for England and Wales by 2010 - men (data monitored annually, but available two years in arrears)	%	74.9	75.2	74.8		Higher	GREEN	↑
LAA301b	Increased life expectancy, with a 10% reduction in the gap between Tower Hamlets and the England and Wales average by 2010 - women (data monitored annually, but available two years in arrears)	number	79.9	80.2	79.8		Higher	GREEN	↑
LAA302	The number of deaths under the age of 75 from cardiovascular disease, measured in standardised rates per 100,000 people (performance monitored annually, but two years in arrears)	number	141.5	131.8	144		Lower	GREEN	↑
LAA303	the number of deaths under the age of 75 from cancer, measured in standardised rates per 100,000 people (performance monitored annually, but data available two years in arrears)	number	121	148.3	122		Lower	RED	↓
LAA304	Number of new or redeveloped primary care facilities	number	N/A	11	10		Higher	GREEN	
LAA305	Total number of people quitting smoking per year	number	2105	1400	2025		Higher	RED	↓
LAA306a	Reduce health inequalities between the local authority area and the England population by narrowing the gap in all-age, all-cause mortality: male	Number	894.8	872.73	862		Lower	RED	↑
LAA306b	Reduce health inequalities between the local authority area and the England population by narrowing the gap in all-age, all-cause mortality: female	Number	598.8	585.93	577		Lower	RED	↑
LAA307	26% of the 4 week quits will come from the 20% most deprived Super Output Areas	%	N/A		TBC		Higher		
LAA604b	Percentage of children in Year 8 eating 5 portions of fruit/vegetables a day (Proxy for LAA 610) [New definition]	%	N/A				Higher		
LAA608a , LPSA006/7 a, SP206a	Prevalence of OBESITY among primary school children in year 7 (ACTUAL Year 6)	%	N/A	22.93	22		Lower	RED	
LAA608b , LPSA006/7 b, SP206b	Prevalence of children OVERWEIGHT and OBESITY combined among primary school children in year 7.(ACTUAL YEAR 6)	%	N/A	37.11	36		Lower	RED	
LAA608c	Prevalence of OVERWEIGHT among primary school children in Year 7 (ACTUAL Year 6)	%	N/A	14.18	13		Lower	RED	
LAA609a , SP207	Proportion of children who have ever smoked a cigarette as reported in the TellUS Survey (Year 6, 8 and 10)	%	N/A	21	TBC		Lower		
LAA609b	Reduction in percentage of children who smoke regularly: (Tell us)Year 10	%	N/A		TBC		Lower		
LAAP301	Patients with coronary heart disease with blood pressure measured within last 15 months of 150 / 90 or less (proxy for LAA 302)	%	84	85	88		Higher	RED	↑
LAAP302	Patients with coronary heart disease with cholesterol measured within last 15 months of 5 mmol/l or less (proxy for LAA 302)	%	75	79	78		Higher	GREEN	↑
LAAP303	Breast cancer screening coverage for women aged 50 - 70 years (proxy for LAA 303)	%	52		60		Higher		
LAAP304	Cervical screening coverage for women aged 25 - 64 years (proxy for LAA 303)	%	72.3	71	80		Higher	RED	↓
LAAP601	Annual weight monitoring for Year 6 pupils (from Sept. 2006) (proxy for LAA 608 a,b)	%	N/A		14.05		Lower		

PI Ref No	PI Description	Meas. In	Actual 06/07	Actual 07/08	Target 07/08	Top Quartile 06/07	Pref'd Outcm	Traffic Light	Actual Direction
LAAP602	Percentage of young people smoking in secondary schools targeted by Peer Education Project (proxy for LAA 609)	%	N/A				Lower		
LAAP603a	Smoking status of 8 - 12 year olds (proxy for LAA 609)	Number	N/A				Lower		
LAAP603b	Smoking status of 13-15 year olds (proxy for LAA 609)	Number	N/A				Lower		
LAAP604a	Percentage of 8-12 year old children eating 5 portions of fruit / vegetables a day (proxy for LAA 610)	%	N/A				Higher		
LAAP604b	Percentage of 13-15 year old children eating 5 portions of fruit / vegetables a day (proxy for LAA 610)	%	N/A				Higher		
LAAS301	Total number of people undertaking self-management courses per year (proxy for LAA 301)	Number	700	841	795		Higher	GREEN	↑
LAAS302 LPSA006/7c	The number of patients diagnosed with diabetes receiving an annual review of their condition	number	9093	8228	7700		Higher	GREEN	↓
LAAS610a	Percentage of children eating 5 portions of fruit / vegetables a day (Tellus): Year 6, 8, and 10.	%	N/A	15			Higher		
LAAS610b	Percentage of children eating 5 portions of fruit /vegetables a day (Tell us): Year 10	%	N/A		n/a		Higher		
LAAS612	Percentage of families visited within 8 weeks of birth of child	%	100		100		Higher		

PI Ref No	PI Description	Meas. In	Actual 06/07	Actual 07/08	Target 07/08	Top Quartile 06/07	Pref'd Outcm	Traffic Light	Actual Direction
Resources									
BV008 CE038 SP506 THI033	Percentage of Undisputed Invoices Paid on Time	%	91.87	91	96	93	Higher	RED	↓
BV009 CE034	Percentage of council tax collected.	%	94.6	94.71	96.25	96.1	Higher	RED	↑
BV010 CE035	Percentage of Non-domestic Rates Collected	%	99.54	99.7	99.5	99.19	Higher	GREEN	↑
BV011a CE045a SP517 THI041	Percentage of top 5% of earners of Local Authority staff that are women.	%	53.21	52.71	50	48.36	Higher	GREEN	↓
BV011b CE044a SP516 THI040	The percentage of the top 5% of Local Authority staff who are from an ethnic minority.	%	15.26	17.43	18	18.12	Higher	RED	↑
BV011c	Percentage of the top paid 5% of staff who have a disability (excluding those in maintained schools.)	%	4.62	3.51	5	5.39	Higher	RED	↓
BV012 CE046a SP505	Number of working days/shifts lost to sickness absence per employee.	days	7.92	8.75	7.75	7.59	Lower	RED	↓
BV014	Percentage of early retirements (excluding ill-health retirements) as a percentage of the total workforce.	%	0.39	0.66	0.18	0.3	Lower	RED	↓
BV015	Percentage of employees retiring on grounds of ill health as a percentage of the total workforce.	%	0.25	0.14	0.1	0.13	Lower	RED	↑
BV016a	Percentage of staff declaring that they meet the Disability Discrimination Act disability definition,	%	5.12	4.7	5.5	4.33	Higher	RED	↓
BV017a	Percentage of authority employees from minority ethnic communities as a percentage of the total workforce.	%	43.53	46.79	45	37.8	Higher	GREEN	↑
CE047 SP510 THI035	% of telephones answered within the customer promise standard	%	69	68	77		Higher	RED	↓
CE048 SP511 THI036	% of letters responded to within customer promise standard	%	N/A	75.1	90		Higher	RED	
CE050 SP512 THI037	% of calls handled by the customer contact centre	%	N/A	42.7	45		Higher	RED	
CE053a SP513 THI038	Percentage of complaints completed in time - Council as a whole - Stage 1	%	65	74	80		Higher	RED	↑
SP501 THI031	Budget Performance	£	-2536000		0		Lower		
SP503	Percentage of Gershon efficiency savings achieved	%	N/A		100		Higher		
SP504	Percentage of residents agreeing that the Council "provides value for money for the council tax/pay"	%	37	41	42		Higher	RED	↑

BVPP Appendix 5a - Variance Exceeded

PI Ref No	PI Description	Aiming	Responsible Officer	Target 07/08	Actual 07/08	Variance
BV078a , SP218	Average time for processing new housing benefit and council tax benefit claims (days).	Lower	Maureen McEleney	28	25.18	10.10% Exceeded
Annual Performance: The measures put in place last year have continued to impact on improvement in performance.						
BV099ci , CPA023b , PSA012	Number of people slightly injured in road traffic collisions.	Lower	Heather Bonfield	880	792	10.00% Exceeded
Annual Performance: Improvement better than target						
BV099cii	Percentage change in the number of people slightly injured in road traffic collisions since the previous year.	Lower	Heather Bonfield	-1.46	-11.31	674.70% Exceeded
Annual Performance: Improvement better than target						
BV099ciii	Percentage change in the number of people slightly injured in road traffic collisions since the 1994-98 average.	Lower	Heather Bonfield	-12.67	-22.55	78.00% Exceeded
Annual Performance: Improvement better than target						
BV126 , THI002	Number of domestic burglaries per 1,000 households.	Lower	Andy Bamber	18.5	15.98	13.60% Exceeded
Annual Performance: The partnership has met and exceeded its Burglary target. The outturn of 15.98 per 1000 household against our target of 18.5 (13.6% reduction) is a significant achievement. Furthermore, this year's performance represent 5.7% reduction from last year's outturn. The Partnership have worked extremely hard and deployed an array of tactics including investing money to target harden areas which are identified as long term crime hotspots, in particular burglary hotspots and providing necessary security to vulnerable properties. The new action plan will continue to build upon this year's success.						
BV163 , PAFC23 , XTH015	Percentage of children looked after that were adopted during the year.	Higher	Kamini Rambellas	9	10.62	18.00% Exceeded
Annual Performance: We have achieved a provisional performance of 10.62% in the 07/08 reporting year, which maintains the trend of year on year improved performance in this area for the past three years, we have once again exceeded our set target of 9.0 percent. It should be noted that the Council has limited control over the value of this indicator for 2 reasons; firstly, the number of children in the cohort is relatively small so a small change in the number of adoptions has a significant effect on the percentage; secondly the number of adoptions in any one year depends on the nature of children in the cohort and the number suitable for adoption, as well as the supply of suitable adopters. We will always pursue adoption where this is in the best interests of the child and aim to maximise the supply of suitable adopters through our successful recruitment and support strategy.						
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'.	Higher	Bryan Jones	8.98	11	22.50% Exceeded
Annual Performance: This simply reflects the volume of planning applications received, reviewed and found in need of remediation. The total includes the number of sites discharged.						

PI Ref No	PI Description	Aiming	Responsible Officer	Target 07/08	Actual 07/08	Variance
BV217	Percentage of pollution control improvements to existing installations completed on time	Higher	Bryan Jones	90	100	11.10% Exceeded
Annual Performance: 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) compliance work - combining inspection and enforcement by officers with the use of consultants to ensure all sites have had PPC installations carried out on time.						
BV219b	Percentage of conservation areas in the local authority area with an up-to date character appraisal	Higher	Emma Peters	80	100	25.00% Exceeded
Annual Performance: Up-to date character appraisals have now been written for all existing Conservation Areas. The programme has been completed ahead of time to facilitate proposals for a number of new Conservation Areas and extensions to existing boundaries.						
BV221b	Percentage of young people aged 13-19 gaining an accredited outcome compared to the percentage of young people in the local authority area.	Higher	Mary Durkin	26	33	26.90% Exceeded
Annual Performance: 2007/08: The reported amount of 33% of the number of participants exceeds the target for 07/08 (26%) 2006/07: Following our sampling and the reported problems with the YouthBase MIS system, we have some concerns about the data quality and as agreed we will be seeking to address this over the next three weeks prior to the printing of the BVPP report.						
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.	Higher	Helen Jenner	25	58	132.00% Exceeded
Annual Performance: We achieved 58% with regards to delivery of improved outcomes for children through skilled and well-qualified leadership of high quality integrated early education and childcare. We have exceeded our target of 25%.						
BV223	Percentage of the local authority principal road network where structural maintenance should be considered.	Lower	Heather Bonfield	16	9	43.80% Exceeded
Annual Performance: The 2007/08 figures have recently been released by LB of Hammersmith & Fulham - at only 1 decimal place. The Service is currently preparing the BVPI returns paperwork.						
BV224a	Percentage of the non-principal classified road network where maintenance should be considered.	Lower	Heather Bonfield	24	12	50.00% Exceeded
Annual Performance: The 2007/08 figures have recently been released by LB of Hammersmith & Fulham - at only 1 decimal place. The Service is currently preparing the BVPI returns paperwork.						
CPAC03b	Total number of electronic workstations available to users per 10,000 population	Higher	Judith St John	10	16.68	66.80% Exceeded
Annual Performance: The Council has exceeded the standard in 2005/06, increasing by two to a total of 10 computers per 10,000 residents with the opening of the Whitechapel and Canary Wharf Idea Stores in 2005/06.						
CPAC11b	Public library service standard on stock - Annual items added through purchases per 1,000 population	Higher	Judith St John	233	361.77	55.30% Exceeded
Annual Performance: The Council has achieved and exceeded its 2005/06 target.						

PI Ref No	PI Description	Aiming	Responsible Officer	Target 07/08	Actual 07/08	Variance
CPAC11c	Time taken to replenish the lending stock on open access or available loan	Lower	Judith St John	6.1	4.81	21.10% Exceeded
Annual Performance: This element of the PLSS9 is affected by improvements to book stock over acquisitions. The higher proportion of removal of old stock to improve the stock on shelves, against a high level of stock acquisitions for the new Idea Stores launched in the year, has meant that the Council failed to achieve the standard this year, despite meeting it in 2004/05.						
LAA103a , LPSA002b(i) , SP102a	Perceptions of antisocial behaviour: percentage of population who view as a "very big problem" the following issue: - Youths hanging around on the streets	Lower	Andy Bamber	38	32.2	15.30% Exceeded
Annual Performance: We have met and exceeded the target.						
LAA103b , LPSA002b(ii) , SP102b	Perceptions of antisocial behaviour: percentage of population who view as a "very big problem" the following issue: - Graffiti and other deliberate damage to property or vehicles	Lower	Andy Bamber	35	23.7	32.30% Exceeded
Annual Performance: We have met and exceeded the target.						
LAA103c , LPSA002b(iii) , SP102c	Perceptions of antisocial behaviour: percentage of population who view as a "very big problem" the following issue: - people using or dealing drugs	Lower	Andy Bamber	41	32.2	21.50% Exceeded
Annual Performance: We have met the target.						
LAA103d , LPSA002b(v) , SP102d	Perceptions of antisocial behaviour: percentage of population who view as a "very big problem" the following issue: - people being drunk or rowdy in public places	Lower	Andy Bamber	23	15.3	33.50% Exceeded
Annual Performance: We have met and exceed the target.						
LAA104 , LPSA010a , SP104 , TH1002 , XCE017	Increased number of under 18s accessing drug treatment	Higher	Andy Bamber	732	1034	41.30% Exceeded
Annual Performance: Having exceeded its targets for 2006/07 the DAAT has set new, challenging yet achievable targets which demonstrate a clear year on year improvement. This excess can be explained by: • Robust performance management from the DAAT which requires agencies to provide Tier 2 information on a monthly basis and Tier 3 and 4 on a quarterly basis. • Improved management in Lifeline and better integration of Lifeline into the wider Children and Young People's services • Increased emphasis on outreach.						
LAA109	Reduce the proportion of adult and young offenders and prolific and other priority offenders who reoffend: reduced percentage of Drug Intervention Programme clients reoffending	Lower	Andy Bamber	20	13	35.00% Exceeded
Annual Performance: The target for this indicator has been met.						

PI Ref No	PI Description	Aiming	Responsible Officer	Target 07/08	Actual 07/08	Variance
LAA111	Reduce the proportion of adult and young offenders and prolific and other priority offenders who reoffend: increased number of unemployed offenders obtaining and keeping employment for at least four weeks	Higher	Andy Bamber	10	98	880.00% Exceeded
Annual Performance: No Comment						
LAA112d	Reduce the proportion of adult and young offenders and prolific and other priority offenders who reoffend: reduce the level of youth reoffending (by 5% in 2008/09 compared to baseline) (d) custodial penalties	Lower	Mary Durkin	71.25	40	43.90% Exceeded
Annual Performance: The recidivism figures (custodial sentences) for the year ending 2007/08 exceeded the set target of 71.25 percent for the same period.						
LAA125	Reduction in aggregated score for perception of 7 strands of ASB as measured in Best Value General Survey	Higher	Andy Bamber	41	49.2	20.00% Exceeded
Annual Performance: Based on a recent survey we have missed the target on this indicator however, we have met targets for the majority of ASB indicators.						
LAA204	Percentage increase in the number of third sector organisations that meet agreed quality standards	Higher	Shazia Hussain	50	560	1020.00% Exceeded
Annual Performance: The % increase is much higher than anticipated because the baseline figure was lower than expected.						
LAA304	Number of new or redeveloped primary care facilities	Higher	Alwen Williams (PCT)	10	11	10.00% Exceeded
Annual Performance: No comment provided						
LAA403 , LPSA005 , SP201	Increased supply of affordable homes - Number of empty homes brought back into use	Higher	Maureen McEleney	17	25	47.10% Exceeded
Annual Performance: Increased focus and extra resources have resulted in this indicator exceeding target.						
LAA506 , SP305	Worth of contracts secured by local businesses through the Canary Wharf Local Business Liaison Office (private sector supply chain)	Higher	Emma Peters	6,000,000	8,000,000	33.30% Exceeded
Annual Performance: £8m worth of contracts have been secured by TH companies through this initiative						
LAA507 , SP304 , THI016	Number of businesses / social enterprises assisted to improve their performance	Higher	Jackie Odunoye	40	184	360.00% Exceeded
Annual Performance: At the end of this 18 month programme 136 companies in the West of the Borough have been registered on the database. 1122 companies have been contacted. 326 companies have been recommended to buyers, 16 assisted with marketing, 394 provided with training opportunities. The programme has now been absorbed into the East London Business Place supply chain						
LAA512	Develop and implement a work placement model for IB clients and Lone Parents	Higher	Emma Peters	10	20	100.00% Exceeded
Annual Performance: No comment provided						

PI Ref No	PI Description	Aiming	Responsible Officer	Target 07/08	Actual 07/08	Variance
LAA513	Number of employer activities to increase aspiration and information about job opportunities in the labour market for young people	Higher	Emma Peters	10	13	30.00% Exceeded
Annual Performance: Further teaching assistant programme completed, 2 programmes for young people with Credit Suisse and open days for women in construction as well as continued construction open days to promote Olympic related employment						
LAA514	Number of local job seekers assisted to secure employment through Earn to Learn programmes	Higher	Emma Peters	120	149	24.20% Exceeded
Annual Performance: At end of year 149 residents have been assisted into sustainable employment through the Earn as You Learn programme, one of the transitional programmes offered by Skillsmatch.						
LAA607 SP208	Percentage of primary school pupils having 2 hours+ PE per week	Higher	Helen Spedding	80	93.1	16.40% Exceeded
Annual Performance: 93.1% of primary school pupils achieved 2 hours+ PE per week. We achieved this target of 80%.						
LAAP103b	Take up of youth work (b) number of 13-19 year olds regularly participating (related to BVPI 221 b and a proxy for LAA 103 a,b,c & d)	Higher	Mary Durkin	3558	4000	12.40% Exceeded
Annual Performance: Provisional data of 4000 has been recorded for the year ending 07/08; the final out turn results would be confirmed by the end of April 08 once the other related PIs have been updated (i.e. BVPI 221a and BVPI 221b). This result exceeds the annual target of 60% of Contacts.						
LAAP605	Recorded users of leisure centres under the age of 19	Higher	Paul Martindill	16426	26,908	63.80% Exceeded
Annual Performance: No comment provided						
LAAS102	Domestic violence sanctioned detection rate	Higher	Andy Bamber	37	47	27.00% Exceeded
Annual Performance: The final out turn results for this indicator will be available at the end of May. However, the period ending march 08 figure has been used as a provisional out turn figure until the final figures are ready. It is not possible to work out an average as information is missing for the period ending Nov 07.						
LAAS105	Non-accidental secondary vehicle fires (BV206iv)	Lower	Andy Bamber	0.23	0.2	13.00% Exceeded
Annual Performance: We have successfully exceeded the target for this year. The partnership have set a stretching target on this indicator and have delivered. The work has been led by the Borough's Fire Service in partnership with a range of other agencies. The partnership is committed to maintaining this achievement and have adjusted future targets accordingly.						
LAAS201b	Number of residents contributing to LAP events	Higher	Shazia Hussain	475	955	101.10% Exceeded
Annual Performance: No comment provided						
LAAS202b	Percentage increase in the number of residents from	Higher	Shazia Hussain	5	172	3340.00% Exceeded

PI Ref No	PI Description	Aiming	Responsible Officer	Target 07/08	Actual 07/08	Variance
	communities sometimes defined as hard to reach (to be defined for each LAP area) contributing to LAP events					Exceeded
Annual Performance:	172% is the average percentage increase. The breakdown is as follows: a) BME - 142% b) Bangladeshi - 152% c) Somali - 24% d) Young people - 370%					
LAAS206	Number of young (16 - 24) volunteers	Higher	Shazia Hussain	1000	1242	24.20% Exceeded
Annual Performance:	In the year ending 07/08, 1242 opportunities for volunteering were being taken up by children and young people. This included through Millennium Volunteers at the Volunteer Centre and George Green School, the team at Toybee Hall and the Youth and Community Service. It also includes 25 new young people engaged through our new Olympic Pre-Volunteer Programme. However, this PI relies on data reported by our Third Sector partners, which we believe is currently being under-reported. We have introduced an improved method of reporting which has had an impact on the final out turn results.					
LAAS207	Number of third sector groups and organisations accessing capacity building help in the past year	Higher	Shazia Hussain	280	325	16.10% Exceeded
Annual Performance:	No comment provided					
LAAS208	Number of organisations engaged in Voluntary Sector Networks	Higher	Shazia Hussain	350	390	11.40% Exceeded
Annual Performance:	No comment provided					
LAAS606 , LPSA010d , SP410 , THI028	Number of young people under 16 attending study support sessions - enhancing young people	Higher	Judith St John	765	1,252	63.70% Exceeded
Annual Performance:	This is the first year of monitoring of the Council's Local Public Service Agreement with the Government. With the continued introduction of new Idea Stores (Whitechapel and Canary Wharf) in 2005/06, and the service's continued encouragement of learning activities and study sessions on-site (including the popular 'Premiership Club'), the Council has seen a substantial increase in this indicator that has exceeded the LPSA targets.					
SP109b	Improved perceptions of antisocial behaviour: reduced percentage of the population who view abandoned or burnt out cars as a "very serious problem"	Lower	Andy Bamber	18	6.5	63.90% Exceeded
Annual Performance:	The target has been met.					
SP514b	Percentage of residents who feel that Tower Hamlets is a place where people from different backgrounds can get on well together: gap between the overall borough average and the LAP area with the lowest performance	Lower	Michael Keating	10	6	40.00% Exceeded
Annual Performance:	No comment provided					
SP515c , XCE023c	Percentage of attendees at LAP events who are from targeted communities: Somali residents	Higher	Shazia Hussain	5	10	100.00% Exceeded
Annual Performance:	No comment provided					

PI Ref No	PI Description	Aiming	Responsible Officer	Target 07/08	Actual 07/08	Variance
SP515d , XCE023d	Percentage of attendees at LAP events who are from targeted communities: Young residents (16 - 25)	Higher	Shazia Hussain	15	21	40.00% Exceeded

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BVPP Appendix 5b - Variance Not Met

PI Ref No	PI Description	Aiming	Responsible Officer	Target 07/08	Actual 06/07	Actual 07/08	Variance	Traffic Light
BV011c	Percentage of the top paid 5% of staff who have a disability (excluding those in maintained schools.)	Higher	Deb Clarke	5	4.62	3.51	-29.80% Not Met	↕
Annual Performance: Positive action is in place through the Aspiring Leaders Programme and the guaranteed interview scheme. However, we will revisit both the opportunities for learning and development and the recruitment procedures to identify what else can be done to support future target achievement								
BV012 , CE046a , SP505	Number of working days/shifts lost to sickness absence per employee.	Lower	Deb Clarke	7.75	7.92	8.75	-12.90% Not Met	↕
Annual Performance: An outbreak of the novo virus affected all organisations throughout the UK which would have contributed to the year on year increase. Reporting procedures for absentees will be revisited to assess the impact on absence levels whilst attendance management remains as high priority with policy and procedures under regular review and HR assistance for absence management readily available.								
BV014	Percentage of early retirements (excluding ill-health retirements) as a percentage of the total workforce.	Lower	Deb Clarke	0.18	0.39	0.66	-266.70% Not Met	↕
Annual Performance: The vast majority of this year's early retirements are linked to redundancies, necessary to facilitate service improvements and efficiencies. The housing restructure accounts for approximately half of the total with Customer Access accounting for approximately a quarter (linked to Accommodation Strategy) Focus for the forthcoming year will be to increase retention of potentially redundant staff through improved management of redeployment opportunities and the introduction of a flexible retirement policy (implementation due July 2008).								
BV015	Percentage of employees retiring on grounds of ill health as a percentage of the total workforce.	Lower	Deb Clarke	0.1	0.25	0.14	-40.00% Not Met	↕
Annual Performance: The numbers within the population are very small in that the total covers just 16 ill health retirements in year. (Target was under 10 ill health retirements). Changes to the LGPS scheme include a new three tier ill health retirement assessment which include an option to ill health retire an employee with ongoing reviews and this may impact on both future ill health retirements and on the resulting BVPI results.								
BV016a	Percentage of staff declaring that they meet the Disability Discrimination Act disability definition,	Higher	Deb Clarke	5.5	5.12	4.7	-14.50% Not Met	↕
Annual Performance: Positive action is in place through the Aspiring Leaders Programme and a guaranteed interview scheme. However, linked to the recent Tribal recruitment review, recruitment practice and procedures will be revisited to identify any areas for improvement. Review of data collection will also be carried out								
BV049 , PAFA1 , PSA007 , SP215 , THI013	Percentage of children looked after at 31 March with three or more placements during the year	Lower	Kamini Rambellas	10	10.95	11	-10.00% Not Met	↕
Annual Performance: Our performance remains in the very good threshold banding. It is better than statistical neighbour and national averages and continuing action in this area ensures that performance is maximised. The reported figure of 11 would mean that the target of 10 has been narrowly missed however this is a provisional figure, the final figure will be available from 31st May.								
BV054 , PAFC32	Number of older people aged 65 or over helped to live at home per 1000 population aged 65 or over.	Higher	John Goldup	180	119.62	97.4	-45.90% Not Met	↕

PI Ref No	PI Description	Aiming	Responsible Officer	Target 07/08	Actual 06/07	Actual 07/08	Variance	Traffic Light
	Annual Performance: There was a technical issue with our reporting system last year which resulted in an over reporting of information on this performance indicator. Our result for this year has been thoroughly investigated because of the high variance and we are confident it is correct. We are still performing very well compared to comparators.							
BV066c	Percentage of local authority tenants in arrears who have had Notices Seeking Possession served.	Lower	Maureen McEleney	27	29.1	35.75	-32.40% Not Met	↕
	Annual Performance: Whilst every effort is made to reduce the numbers of Notices Seeking Possession served, the priority remains rent collection (BV66a) and NSPs as one of the early arrears actions will continue to be used as one of the methods of collecting monies owed to the Council.							
BV074a , CPAH12	Satisfaction of tenants of council housing with the overall service provided by their landlord a: all tenants	Higher	Maureen McEleney	63	56.32	56.32	-10.60% Not Met	↕
	Annual Performance: Under the Best Value regime satisfaction surveys had to be carried out every three years. This survey was carried out in 2006/07 and whilst an improvement in satisfaction was achieved as compared to the previous one, improvement was not as much as originally expected. This indicator is adjusted within the CPA for deprivation factors. A new survey is about to be commissioned as tenant surveys must now be carried out every two years.							
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	Maureen McEleney	63	51.58	51.58	-18.10% Not Met	↕
	Annual Performance: Under the Best Value regime satisfaction surveys had to be carried out every three years. This survey was carried out in 2006/07 and whilst an improvement in satisfaction was achieved as compared to the previous one, improvement was not as much as originally expected. This indicator is adjusted within the CPA for deprivation factors. A new survey is about to be commissioned as tenant surveys must now be carried out every two years.							
BV075a , CPAH13	Satisfaction of council housing tenants with opportunities for participation in management and decision making in relation to housing services provided by their landlord. a: All tenants	Higher	Maureen McEleney	51	45.42	45.42	-10.90% Not Met	↕
	Annual Performance: Under the Best Value regime satisfaction surveys had to be carried out every three years. This survey was carried out in 2006/07 and whilst an improvement in satisfaction was achieved as compared to the previous one, improvement was not as much as originally expected. This indicator is adjusted within the CPA for deprivation factors. A new survey is about to be commissioned as tenant surveys must now be carried out every two years.							
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.	Higher	Maureen McEleney	51	42.63	42.63	-16.40% Not Met	↕
	Annual Performance: Under the Best Value regime satisfaction surveys had to be carried out every three years. This survey was carried out in 2006/07 and whilst an improvement in satisfaction was achieved as compared to the previous one, improvement was not as much as originally expected. This indicator is adjusted within the CPA for deprivation factors. A new survey is about to be commissioned as tenant surveys must now be carried out every two years.							
BV078b , XTH031	Average time for processing notifications of changes of circumstance, relating to housing benefit and council tax benefit claims (days).	Lower	Maureen McEleney	7.5	13.3	13.03	-73.70% Not Met	↕

PI Ref No	PI Description	Aiming	Responsible Officer	Target 07/08	Actual 06/07	Actual 07/08	Variance	Traffic Light
	Annual Performance: This indicator shows an improved performance on the previous year's although it has not met the target. The PIs on new claims and changes of circumstances processing are amalgamated in the new National Indicator regime. Performance on new claims (BV78a) is good, and together with the measures being put in place now on changes of circumstances should ensure strong performances in future years.							
BV079b(ii)	HB overpayments recovered as a percentage of the total amount of HB overpayment debt outstanding at the start of the year, plus amount of HB overpayments identified during the year.	Higher	Maureen McEleney	39.6	23.54	27.06	-31.70% Not Met	↕
	Annual Performance: To achieve the ambitious target set for this indicator would require a more overpayments to be written off as unrecoverable than is currently the case. This indicator does not form part of the new National Indicator suite but performance on it will continue to be reported quarterly to the DWP.							
BV082a(i) , CPAE06a , LAA106 , SP111_THI005	Percentage of household waste which has been sent by the authority for recycling.	Higher	Heather Bonfield	22	11.72	13.61	-38.10% Not Met	↕
	Annual Performance: Actions within the Recycling Improvement Plan 2007/08 have raised performance but not by enough to meet the stretch target. Our recycling is almost 100% dry recyclables. Whilst we are driving up recycling performance incrementally, step change will only be possible when we introduce food waste collection which are planned for later in 2008.							
BV082a(ii)	Total tonnage of household waste arisings which have been sent by the Authority for recycling.	Higher	Heather Bonfield	18889.1	9865.52	11,150.47	-41.00% Not Met	↕
	Annual Performance: Actions within the Recycling Improvement Plan 2007/08 have raised performance but not by enough to meet the stretch target. Whilst we are driving this up incrementally, step change will only be possible when we introduce food waste collections which are planned for later in 2008. While the percentage of waste recycled is lower than the national average, the actual tonnage recycled in the borough is greater than the national median.							
BV082b(i) , CPAE06b	The percentage of household waste sent by the Authority for composting or treatment by anaerobic digestion.	Higher	Heather Bonfield	0.3	0.18	0.12	-60.00% Not Met	↘
	Annual Performance: This PI is entirely dependent on residents bringing green waste to Northumberland Wharf. As garden waste is accepted in general refuse collections; car ownership in the Borough is very low, and Northumberland Wharf is relatively inaccessible, there is little incentive for residents to do so. Either residents have been bringing less garden waste, or few residents have been making the journey, or climactic factors mean less garden waste has been generated.							
BV082b(ii)	The tonnage of household waste sent by the authority for composting or treatment by anaerobic digestion.	Higher	Heather Bonfield	257.58	153.52	99.75	-61.30% Not Met	↘
	Annual Performance: See comment as above BV82b(i).							
BV082d(i)	Percentage of household waste arisings which have been landfilled.	Lower	Heather Bonfield	77.7	78.94	86.27	-11.00% Not Met	↘
	Annual Performance: The increase on the previous year (78.94) is partially due to the diversion to incineration which took place in 2006/07. In addition, whilst the measures contained within the Recycling Improvement Plan resulted in a 17.5% increase in recycling they were not sufficient to meet the Council's stretch target of 22% and the subsequent proportion of waste landfilled is higher than targeted.							
BV084b	Percentage change from the previous	Lower	Heather Bonfield	-4.21	4.51	-2.92	-30.60%	

PI Ref No	PI Description	Aiming	Responsible Officer	Target 07/08	Actual 06/07	Actual 07/08	Variance	Traffic Light
	financial year in the number of kilograms of household waste collected per head of the population. The latest figures from Defra show that nationally, total household waste is decreasing by -0.39%. The target set by the Council of -4.21% was extremely ambitious. In Tower Hamlets, total household waste per capita decreased by 2.92%, a very positive outcome. This is a difficult PI for the Council to influence as total household waste is controlled by socio-economic factors and lifestyle trends, although waste education projects and waste minimisation activities are undertaken by the service which appear to have had a positive outcome.						Not Met	↑
BV099ai , CPAE12 , LAA107 , LPSA004 , SP103	Number of people killed or seriously injured (KSI) in road traffic collisions.	Lower	Heather Bonfield	105	111	124	-18.10% Not Met	↓
Annual Performance:	Number of high profile late night fatal collisions involving cars with several passengers has affected this result. The majority of these accidents occurred on TfL roads.							
BV099aii	Percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions since the previous year.	Lower	Heather Bonfield	-5.41	-16.54	11.71	-316.50% Not Met	↓
Annual Performance:	See comments as above BV99ai.							
BV099aiiii	Percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions since the 1994-98 average.	Lower	Heather Bonfield	-43.73	-40.51	-33.55	-23.30% Not Met	↓
Annual Performance:	See comments as above BV99ai.							
BV099bi	Number of children (aged under 16 years) killed or seriously injured (KSI) in road traffic collision	Lower	Heather Bonfield	8	8	9	-12.50% Not Met	↓
Annual Performance:	See comments in above BV99ai. However, no additional child was involved in an accident.							
BV100	Number of days of temporary traffic controls or road closure on traffic sensitive streets per km of traffic sensitive streets.	Lower	Heather Bonfield	0.3	0.56	0.42	-40.00% Not Met	↑
Annual Performance:	Although we have improved on the previous year's result, it was still necessary to use temporary traffic signals at roadwork in two particularly sensitive locations for road safety schemes undertaken during the year. A reduction in future years is anticipated as alternative safe working methods will be used wherever possible to implement the programme to improve road safety, maintain reasonable traffic calming initiatives to ensure that targets for other PIs associated with pedestrian safety are maintained or improved and continue to invest in the condition of the Borough's roads.							
BV165 , CPAE16	Percentage of pedestrian crossings with facilities for disabled people.	Higher	Heather Bonfield	100	36	71.43	-28.60% Not Met	↑
Annual Performance:	This indicator includes both LBTH and TfL's pedestrian crossings. LBTH crossings were 100% compliant, while just over half of TfL's crossings were compliant (56%), with a total figure of 71.43%. While discussions took place with TfL during the year regarding their improvement programme, this has not been completed by TfL.							
BV174	Number of racial incidents recorded by the	Higher	Andy Bamber	285	227.48	146.34	-48.70%	

PI Ref No	PI Description	Aiming	Responsible Officer	Target 07/08	Actual 06/07	Actual 07/08	Variance	Traffic Light
XCE013 XTH004	authority per 100,000 population.						Not Met	↕
	Annual Performance: The final turnout for 2007/08 was 146.34 which did not meet the original set target of 285. Recent analysis of hate crime data revealed that reports of hate crime reported to the Council have decreased in line with a reduction in local Police reports of racially aggravated crimes. This reduction in race hate is reflected across London. This indicates that there has been a fall in reports borough-wide and not necessarily an issue about victim confidence in the local authority. Although the target of 285 was not met, we believe that this reduction is a success and the aim of the Crime and Drugs Reductions Strategy 2005-08 - to reduce the incidence of hate crime in the borough, has been achieved							
BV181c LPSA001c	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	Carmel Littleton	71	57.32	59	-16.90% Not Met	↕
	Annual Performance: We did not meet our target but performance in science improved at KS3 level by 2%, mirroring the national increase. Specific support has been intensified for the three schools achieving below the floor target in science, which has a significant effect on the borough average.							
BV187 CPAE18	Percentage length of category 1, 1a and 2 footway network needing treatment.	Lower	Heather Bonfield	9.8	19.07	21.5	-119.40% Not Met	↕
	Annual Performance: This PI is based on a sample of 25% of LBTH roads. The 2007/08 sample picked up new areas which have deteriorated to reach priority maintenance status whereas funding was allocated to priorities previously identified in different sample.							
BV194a	Percentage of pupils in schools maintained by the local education authority achieving level 5 or above in Key Stage 2 in English.	Higher	Helen Jenner	33	25	29	-12.10% Not Met	↕
	Annual Performance: 29% of pupils in schools maintained by the local education authority achieved level 5 or above in Key Stage 2 in English. We have set an ambitious target which is reflective of our aspirations for our pupils. We haven't met the annual target of 33 percent (4 percent down on target); however current performance indicates an improvement in line with year on year trends since 05/06. This improvement is also reflective of the measures we have put in place in this area to improve performance, some of which are: • A provision map has been drawn up for targeted consultant and School Development Advisor (SDA) support to schools based on outcomes of needs analysis. • Half termly meetings are in place to track improvement of schools, with close tracking of the progress of pupils in targeted schools • Target setting meetings and review of standards and school self evaluation processes are being held with each school this term, with a focus on improving the percentage of pupils achieving level 4 or more across reading, writing and mathematics and target getting activities • Intensifying Support Programme (ISP) are now in 11 schools, including 6 schools which are new to ISP this year. • 18 schools have been highlighted this year for intensive literacy support (not including ISP schools) • Twilight sessions on pupil progress meetings are being held to disseminate this effective ISP tool to all schools. • 10 schools are in the Tower Hamlets English as an Additional Language (EAL) programme. 5 schools are new to the programme this year and 5 schools are in their 2nd year of the programme. • Renewed Framework training has targeted strands and schools with low KS2 outcomes are being targeted to attend the specific training tailored to their needs in literacy (and numeracy). • Lead teachers and ASTs are being used to support the teaching of literacy • A range of training and support by primary consultants has been planned this year to support improvements in standards. The end of year targets are still ambitious. Given a trend of 2 - 3% improvement in English at Level 5 we could be possibly on track for 33% by 2010.							
BV194b	Percentage of pupils in schools maintained by the local education authority achieving level 5 or above in Key Stage 2 in Mathematics.	Higher	Helen Jenner	33	29	29	-12.10% Not Met	↕
	Annual Performance: 29% of pupils in schools maintained by the local education authority achieved level 5 or above in Key Stage 2 in Mathematics. We have set an ambitious target which is reflective of our aspirations for our pupils. We haven't met the annual target of 33 percent(4 percent down on target); however current performance indicates an improvement in line with year on year trends since 05/06. This improvement is also reflective of the measures we have put in place in this area to improve performance, some of which are: • A provision map has been drawn up for targeted consultant and School Development Advisor (SDA) support to schools based on outcomes of needs analysis. • Half termly meetings are in place to track improvement of schools, with close tracking of the progress of pupils in targeted schools • Target setting meetings and review of standards and school self evaluation processes are being held with each school this term, with a focus on improving the percentage of pupils achieving level 4 or more across reading, writing and mathematics and target getting activities • Intensifying Support Programme (ISP) are now in 11 schools, including 6 schools which are new to ISP this year. • Twilight sessions on pupil progress meetings and target getting activities • Disseminate this effective ISP tool to all schools. • Renewed Framework training has targeted strands and schools with low KS2 outcomes are being targeted to attend the specific training tailored to their needs in literacy (and numeracy). • A range of training and support by primary consultants has been planned this year to support improvements in standards.							

PI Ref No	PI Description	Aiming	Responsible Officer	Target 07/08	Actual 06/07	Actual 07/08	Variance	Traffic Light
BV197 , LAA610 , SP209	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	Esther Trenchard-Mabere (PCT)	-43	-25.3	-24.2	-43.70% Not Met	↕
Annual Performance: A teenage conception rate of 43.9 is reported for 2006, a reduction from 44.9 in 2005. However a reduction in the population for 15-17 year old females has adversely affected the reduction rate and shows the reduction at 24.25 compared to the 1998 baseline year.								
BV204 , CPAE44	Percentage of appeals allowed against the authority's decision to refuse planning applications.	Lower	Emma Peters	20	15	34.78	-73.90% Not Met	↕
Annual Performance: Significant delays in adopting new planning policies through the LDF process have seriously weakened the Council's position in defending planning decisions on appeal. This is expected to improve as the LDF adoption process recommences during 2008/9. The Council still remains however within the Government's 60% performance threshold.								
BV215a	The average number of days taken to repair a street lighting fault, which is under the control of the local authority - non DNO -	Lower	Heather Bonfield	1.9	3.55	2.25	-18.40% Not Met	↕
Annual Performance: This is a joint BVPI shared between Housing and CLC introduced for 2005/06. A new procedure for reporting highway faults have shown a marked improvement in performance in this year's figures, resulting in the majority of CLC street lighting repairs being completed within 1 day. In 2007/08, CLC achieved 0.21 days and Housing averaged 5.87 days. The aggregated total for the Council is 2.25 days.								
BV215b	The average time taken to repair a street lighting fault, where response time is under the control of a DNO	Lower	Heather Bonfield	15	15.71	17.6	-17.30% Not Met	↕
Annual Performance: The Council has only a very marginal influence on DNO performance and our ability to report against this indicator is entirely reliant on the voluntary cooperation of the DNO which cannot be guaranteed. Due to one scheme for which the DNO energy supplier (EDF) was responsible taking 169 days to repair, the 2007/08 outturn has increased to 17.60 days. Without this particular scheme the end of year outturn would have been 11.28 days.								
BV220	Compliance against the Public Library Service Standards	Higher	Judith St John	17	12.5	12	-29.40% Not Met	↕
Annual Performance: This is a composite indicator made up of a number of indicators drawn from the Public Libraries Service Standard. In 2006/07 there were 9 valid indicators, of which 6 were met in full, and two were within 5% of target, allowing for an additional half-point. In 2007/08, an additional indicator (PLSS 8 satisfaction of under-16s) was included in the composite - which was not met. This year, the Idea Stores service only met 6 indicators in full, The failed PLSS' were: <ul style="list-style-type: none"> CPA C02b (PLSS 2) Aggregate library opening hours per 1000 population for all static sites - Despite the longer opening hours delivered through the four Idea Stores compared to traditional libraries, against a population increase, this indicator will decline from previous years as total opening hours in Idea Stores and libraries are now unchanged. It would require further investment in infrastructure to meet the standard, given the continued projected population growth in the borough. CPA C11a-c (PLSS 5) Percentage of book requests supplied within (a) 7 days, (b) 15 days, and (c) 30 days - We are still at CPA middle threshold for request supply times. However, we have not met our targets for this year and performance has deteriorated since 2006-07. Investigation currently under way on consistent failure to meet this standard and procedures are currently being revised and a priority will be placed on training all staff in all factors contributing to an efficient requests service. CPA C14a (PLSS 7) Overall satisfaction of over-16s - last surveyed in 2006/07. No Inner London authorities met this standard; only 2, Westminster and Wandsworth scored higher than Tower Hamlets. In this survey (carried out in 2006), Idea Stores scored higher than older libraries, while Idea Store Canary Wharf exceeded the standard. Adults' comments, in line with an 88% satisfaction level, are overwhelmingly positive. Responses to all questions in this survey, which were completed by over 3000 adults, are being used to improve performance. PLSS 8 Overall satisfaction of under-16s - The national results of the Children's PLUS have not yet been published so it is not yet known how Tower Hamlets compares with other authorities. The response 'OK' has been interpreted to indicate dissatisfaction; this is something with which Tower Hamlets and many other authorities disagree. Responses within Tower Hamlets were very mixed. Idea Store Canary Wharf exceeded the target, scoring 93.3% and Cubitt Town Library also met the standard. The best responses were in sites where a high proportion of respondents were under 5. Responses to all questions in this survey, together with children's comments, are being used to inform planning of 								

PI Ref No	PI Description	Aiming	Responsible Officer	Target 07/08	Actual 06/07	Actual 07/08	Variance	Traffic Light
	children's services.							
BV221a	Percentage of young people aged 13-19 gaining a recorded outcome compared to the percentage of young people in the local authority area.	Higher	Mary Durkin	60	57	49	-18.30% Not Met	↔
Annual Performance: The reported total of 49% of the number of participants and is currently below the target of 60%. However, this is only based on data from the main Management Information System (MIS) we use, e-Y5. We are awaiting data from a subsidiary MIS, Core+. We anticipate being near target by the time all data is reported.								
BV224b , CPAE11	Percentage of the unclassified road network where structural maintenance should be considered.	Lower	Heather Bonfield	7.75	7.97	8.85	-14.20% Not Met	↔
Annual Performance: The 25% sample of LBTH roads selected in 2007/08 picked up new areas which have deteriorated, and have now reached priority status for maintenance, whereas funding was allocated to priorities previously identified in different sample in 2006/07.								
CE047 , SP510 , THI035	% of telephones answered within the customer promise standard	Higher	Claire Symonds	77	69	68	-11.70% Not Met	↔
Annual Performance: Performance has dipped since the New Year, leaving the final year's outturn short of target. Key contributory factors are: - current vacancies in the Call Centre of 8 posts (staff joined the Call Centre on 31/03/08 and will now begin training.) - the need to brief or train existing staff on new Hotlines and for them to attend refresher training sessions on services e.g. Pest Control, ALMO, Parking, Electoral Services. - Short Term and Long Term sickness which is being managed through the sickness procedure.								
CE048 , SP511 , THI036	% of letters responded to within customer promise standard	Higher	Claire Symonds	90	N/A	75.1	-16.60% Not Met	
Annual Performance: The collation of consistent and accurate data for this Indicator across the Authority remains problematic and the current figure is based only on returns received from D&R (excluding Housing) and Customer Access. Firstly, there is no single point of contact for correspondence within teams or Directorates; unlike telephone calls or e-mails, letters are not being routed in a way that will ensure they are recorded and monitored. Secondly, while Directorates have been approached to establish a point of contact for correspondence sampling, the response has been poor and some Directorates have stressed issues around identifying those letters which require a reply, against those which give information and do not require a response. Thirdly, there is no doubt that the volume of written correspondence from the public is low, causing fluctuations in performance based on very small numbers of transactions.								
CPAC04	Active borrowers as a percentage of population	Higher	Judith St John	26.75	25.9	20	-25.20% Not Met	↔
Annual Performance: The target was originally based on a benchmark which was incorrect. This was discovered when the library MIS was upgraded in December 2007. Work is being undertaken to determine the true benchmark for this indicator.								
CPAC11a(i)	Public library service standard on stock - request supply time (7days)	Higher	Judith St John	63.5	57	55.21	-13.10% Not Met	↔
Annual Performance: We are still at CPA middle threshold for request supply times. However, we have not met our targets for this year and performance has deteriorated since 2006-07. All 3 elements need to be achieved for this standard to be met; Tower Hamlets achieves only 1/3. Investigation currently under way on consistent failure to meet this standard and procedures are currently being revised and a priority will be placed on training all staff in all factors contributing to an efficient requests service. Contributing factors to poor performance are: <ul style="list-style-type: none"> • Relatively low book expenditure: Tower Hamlets is below Inner London, Outer London and UK average on book expenditure per 1000 population. • Poor level of understanding among staff of procedures and of best practice in this area. Joining London Library Consortium in December 2007 and, at the same time, upgrading to Open Galaxy, an improved management information system for libraries, mean that the prospect for improving performance against this indicator are good.								
CPAH05	Average time for non-urgent repairs	Lower	Maureen McEleney	5.5	5.97	8.72	-58.50%	

PI Ref No	PI Description	Aiming	Responsible Officer	Target 07/08	Actual 06/07	Actual 07/08	Variance	Traffic Light
							Not Met	↔
Annual Performance: Despite not meeting target, performance for this indicator remains significantly within the upper threshold of the CPA.								
LAA112c	Reduce the proportion of adult and young offenders and prolific and other priority offenders who reoffend: reduce the level of youth reoffending (by 5% compared to baseline) (c) community penalties	Lower	Mary Durkin	58.46	55	66.67	-14.00% Not Met	↔
Annual Performance: Performance in this area for the year ending 2007/8 has fallen short of the set target of 58.46 and less favourable when compared to the 2006/7 out turn figure. This therefore indicate that of all young people who committed offences leading to a community penalty such as action plan, attendance centre order, supervision order, community rehabilitation order, community punishment order, drug treatment and testing order, curfew order, 66.67 percent of them went on to reoffend. These figures are however provisional as we are in the process of clarifying some aspect of the data as well as targets.								
LAA113	Percentage of residents identifying crime within their top three concerns (ARS)	Lower	Andy Bamber	45		55	-22.20% Not Met	
Annual Performance: We have missed our target in this area and have seen an increase in residents identifying crime within their top three concerns. Investigation into this is ongoing but initial findings show that where residents are asked about specific types of anti social behaviour (e.g. drug misuse and dealing, youth hanging around etc.) there has been a significant improvement in perception. However where questions concern overall crime or anti social behaviour there has been a worsening in perception (ARS and Cleaner, Safer Survey). We will continue to investigate this and examine our current hypothesis that overall perception is more affected by national media and trends and specific issues are more affected by personal experience of the borough.								
LAA114	Increase in percentage of people who feel informed about what is being done to tackle antisocial behaviour in their local area	Higher	Andy Bamber	32	24	27	-15.60% Not Met	↔
Annual Performance: Though we have not met our target we have improved performance in this indicator by 3% from 2006/07 to 2007/08. It is anticipated that the ongoing focus of the Community Safety Engagement Team in improving engagement and communications in this area will show further improvements in this financial year.								
LAA115	Percentage of people who feel that parents not taking responsibility for the behaviour of their children is a very big or a fairly big problem	Lower	Kevan Collins	73	75	81	-11.00% Not Met	↔
Annual Performance: It was too early for the parenting programme roll out across the borough to have had an impact on this indicator. Nonetheless, there were 53 courses offered across the local authority and their impact on parents are being monitored and evaluated.								
LAA124	Increase in the percentage of municipal waste recycled	Higher	Heather Bonfield	19		10.28	-45.90% Not Met	
Annual Performance: Actions within the Recycling Improvement Plan 2007/08 have raised performance but not by enough to meet the stretch target. Our recycling is almost 100% dry recyclables. Whilst we are driving up recycling performance incrementally, step change will only be possible when we introduce food waste collection which are planned for later in 2008. The reduced charges for commercial recyclables and the market recycling initiatives will also contribute to an improved outturn for 2008/09.								
LAA203	Percentage increase of local residents who engage in volunteering (including e.g. formal civic roles)	Higher	Shazia Hussain	15	13	12	-20.00% Not Met	↔
Annual Performance: This figure is taken from the Annual Residents Survey and reflects those that have volunteered for on average two hours a week. Much of the focus of our work on volunteering has been targeting young people. Young people often volunteer on a seasonal basis, contributing a large number of volunteering hours during holidays and so their contribution is not reflected in this result. The survey used to measure this indicator has a 5% risk level.								
LAA303	the number of deaths under the age of 75	Lower	Esther Trenchard-	122	121	148.3	-21.60% Not Met	

PI Ref No	PI Description	Aiming	Responsible Officer	Target 07/08	Actual 06/07	Actual 07/08	Variance	Traffic Light
	from cancer, measured in standardised rates per 100,000 people (performance monitored annually, but data available two years in arrears)		Mabere (PCT)				Not Met	↔
Annual Performance: No comment provided								
LAA305	Total number of people quitting smoking per year	Higher	Somen Banerjee (PCT)	2025	2105	1400	-30.90% Not Met	↔
Annual Performance: No comment provided								
LAA502 , LPSA009 , SP307 , THI021	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 at least 13 consecutive weeks or more	Higher	Jackie Odunoye	250	139	220	-12.00% Not Met	↕
Annual Performance: The final figure for 07/08 is 220 into sustainable employment, bringing the total LPSA figure to 459. This is short of the estimated total of 550 within the 60% to achieve some reward grant. Difficulties with this figure were caused by changes to the New Deal programmes. Changes to the programme and liaison with the JCP contractor are ongoing as part of the wider City Strategy initiative.								
LAA601 , SP403	Increase in the percentage of pupils achieving level 5 in both English and mathematics at KS3	Higher	Carmel Littleton	69	54	57.6	-16.50% Not Met	↕
Annual Performance: The target of 69% was not met this year, however performance continues to improve year on year with a 3.6 percentage point increase on last year. We will continue to set ambitious targets and report our excellent rates of progress. This year we achieved 57.6% compared to the national result which is 68%.								
LAA605a , SP405a , THI025a	Unauthorised absence rates - primary (proxy for 601, 602 & 603)	Lower	Helen Jenner	0.95	1.24	1.23	-29.50% Not Met	↕
Annual Performance: We have not met our target of 0.95%. We have recorded an improvement over the past year however, this remains an ambitious target. We have put in place rigorous monitoring of persistent absences which has impacted positively on performance in this area. It is worth noting that the Local authority does not authorise holidays during term time, this however does not prevent parents from booking term time holidays; which obviously impacts on performance in this area. However, we envisage that this will continue to improve.								
LAA606	Number of parents participating in Family Learning programmes	Higher	Helen Jenner	1750	1406	1030	-41.10% Not Met	↔
Annual Performance: 1030 parents participate in family learning programmes. Our target of 1750 was not met. There has been a loss of 2 community partnership groups and loss of management for this area for the past 8 months. New head of ACL and new Skills for Life and Families manager to be appointed. On current funding from the LSC for Family Learning, it is unlikely that the 08/09 target of 2000 will be achieved. We are looking at how the family learning curriculum is organised and delivered. One option is to run more faster type sessions, however, there needs to be a balance of provision so that family learning objectives are achieved.								
LAAP104	Percentage of people who think that street cleaning is good, very good or excellent (ARS) (proxy for LAA 119)	Higher	Heather Bonfield	63		51	-19.00% Not Met	
Annual Performance: No comment provided								
LAAP304	Cervical screening coverage for women aged 25 - 64 years (proxy for LAA 303)	Higher	Esther Trenchard-Mabere (PCT)	80	72.3	71	-11.30% Not Met	↔

PI Ref No	PI Description	Aiming	Responsible Officer	Target 07/08	Actual 06/07	Actual 07/08	Variance	Traffic Light
Annual Performance: No comment provided								
LAAS103 SP107	Reduced length of time domestic violence is experienced before it is initially reported to a specialist agency	Lower	Philippa Chipping	-6	3.2	3.85	-164.20% Not Met	↕
Annual Performance: No comment provided								
LAAS104	Non-accidental secondary fires (excluding vehicles) (BV206iii)	Lower	Andy Bamber	2.99	2.99	3.65	-22.10% Not Met	↕
Annual Performance: Non-accidental fires have failed to stay below the 2.99 target. This was due to the increase in seasonal fires (3rd Quarter) such as Nov 5 and Halloween. It was still the lowest rate for that quarter when compared to the last 3 years, which indicates a significant improvement.								
LAAS107 SP109a	Improved perceptions of antisocial behaviour: reduced percentage of the population who view rubbish and litter lying around as "a very serious problem"	Lower	Heather Bonfield	23	32	32.9	-43.00% Not Met	↕
Annual Performance: Public perceptions have slipped, mirroring a reduction in our performance in managing litter. To address this action is being taken on two fronts. First a Cleansing Improvement Board has been set up which involves a range of stakeholders, including our contractors and a three year continuous improvement plan has been agreed. Second a Public Realm campaign to raise public awareness is being developed. Although this will initially concentrate on recycling performance it will be expanded to cover the more general public realm.								
LAAS604 LPSA010b SP408, THI026	Number of under 16s who are active users of the Idea Stores and libraries	Higher	Judith St John	19272	13473	16008	-16.9 Not Met	↕
Annual Performance: At the end of the year under 16s membership of Idea Stores rose to 14,262, which represents a 19% increase over 2006-07. There were an additional 1746 children who were members of their school library but not Idea Store members. There has been a concerted effort made to increase membership in this age group. All sites have been given individual targets for numbers of new members to be added. Practice on class visits has been re-modelled, with an emphasis on introducing new members. Plans to refurbish children's libraries at Idea Store Whitechapel and Idea Store Crisp Street are well advanced. Space allocated to children at Watney Market Library has doubled, and the site has been given a dedicated children's officer.								
LAAS608	Percentage of parent governor vacancies	Lower	Helen Jenner	7	8.7	17	-142.90% Not Met	↕
Annual Performance: The parent governor vacancy is currently at 17% we have not achieved our target. This is due to resignations of parent governors and the inability to fill these vacancies. The training & communication post is also in the process of coming up with new ideas of filling the parent governor vacancies more adequately. Currently the parent governor leaflets are being revised and also the training and communication post has contacted schools to assist with issues to do with the parent governor vacancies. It is planned that a research project will be conducted to investigate why parents governor vacancies are not being filled.								
LAAS609b	Percentage achieving 6+ end of FS in emotional development (ED)	Higher	Helen Jenner	74	69	66	-10.80% Not Met	↕
Annual Performance: Although significant progress was made in foundation stage achievement overall there was a dip in this area. A range of training has been put in place as this is an aspect of learning where moderation is particularly challenging. Significant investment in foundation stage training, and programmes such as Parents as Partners in Early Learning should impact on next year's results for this indicator.								
LPSA002b(iv)	Perceptions of antisocial behaviour: percentage of population who view as a "very big problem" the following issue: - rubbish and litter lying around	Lower	Heather Bonfield	28	32	32.9	-17.50% Not Met	↕

PI Ref No	PI Description	Aiming	Responsible Officer	Target 07/08	Actual 06/07	Actual 07/08	Variance	Traffic Light
Annual Performance: As per LAAS107 / SP109a comment.								
LPSA002c	Reducing antisocial behaviour: - % of residents who say that antisocial behaviour has got worse or not changed in the past 3 years	Lower	Andy Bamber	69		77	-11.60% Not Met	
Annual Performance: We have missed our target in this area and have seen an increase in residents saying that anti social behaviour is getting worse or has not changed. Investigation into this is ongoing but initial findings show that where residents are asked about specific types of anti social behaviour (e.g. drug misuse and dealing, youth hanging around etc.) there has been a significant improvement in perception. However where questions concern overall crime or anti social behaviour there has been a worsening in perception (ARS and Cleaner, Safer Survey). We will continue to investigate this and examine our current hypothesis that overall perception is more affected by national media and trends and specific issues are more affected by personal experience of the borough.								
SP308_THI022	Percentage of young people in Tower Hamlets aged 18 - 25 claiming unemployment-related benefits	Lower	Jackie Odunoye	16	20.7	18.2	-13.80% Not Met	↕
Annual Performance: The 07/08 out turn as of the end of March 2008 was 18.2 percent. This figure continues to improve slightly and work with partners is continuing to have an impact locally. However, there remain factors which continue to impact on progress: Whilst services such as Skillsmatch, Tower Hamlets College and the Community Hubs continue to offer solutions and create effective pathways into sustainable employment for young people this is small scale compared to mainstream funding. Mainstream funding is still linked to national targets and not to addressing specific local issues.								
SP310	Increased supply of employment opportunities in key growth sectors prompted directly through the Employment Consortium	Higher	Jackie Odunoye	1400	1354	1254	-10.40% Not Met	↘
Annual Performance: This measures the jobs identified through Skillsmatch but due to the more intensive screening and matching to increase sustainability fewer jobs are secured but higher sustainability rates are achieved.								

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Workforce Matters in Local Authority Service Contracts

On 13th March 2003, the Office of the Deputy Prime Minister issued a statement on Staff Transfers in the Public Sector along with a Code of Practice. The Code referred specifically to workforce matters in public sector service contracts which involve a transfer of staff from the public sector organisation to the service provider, or in which staff originally transferred out from the public sector organisation as a result of an outsourcing are TUPE transferred to a new provider under a retender of a contract. That is, they refer only to those contracts which were previously performed by the public sector organisation, and have been outsourced. Tower Hamlets has embraced this and reviewed its contract letting procedures to ensure full compliance with the requirements under the Code of Practice.

The Code recognises that there is no conflict between good employment practice, value for money and quality of service. On the contrary, quality and good value will not be provided by organisations who do not manage workforce issues well. Service providers who intend to cut costs by driving down the terms and conditions for staff, whether for transferees or for new joiners taken on to work beside them, should therefore not be selected.

The Code requires public sector organisations to apply the principles set out in the Cabinet Office Statement of Practice on Staff Transfers in the Public Sector and the annex to it, A Fair Deal for Staff Pensions. The intention of the Statement is that staff will transfer and that TUPE should apply, and that in circumstances where TUPE does not apply in strict legal terms, the principles of TUPE should be followed and the staff involved should be treated no less favourably than had the Regulations applied. The annex to the Statement requires the terms of a business transfer specifically to protect the pensions of transferees, in that transferring staff should be offered membership of a pension scheme which is broadly comparable to the public service pension scheme which they are leaving.

Where the service provider recruits new staff to work on a public service contract alongside staff transferred from the public sector organisation, it will offer employment on fair and reasonable terms and conditions which are, overall, no less favourable than those of transferred employees. The service provider will also offer reasonable pension arrangements.

As part of its tollgate procurement project assurance process, the Council now checks the applicability of the Code to all major projects. The implications for services and costs will henceforth be monitored on a case-by-case basis.

Whilst the Council has adopted the principles of the Code in its contract letting procedures, no applicable contracts were awarded during the 2007/08 financial year.

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Agenda Item 11.1

COMMITTEE Overview and Scrutiny	DATE 10 June 2008	CLASSIFICATION Unrestricted	REPORT NO.	AGENDA ITEM 11.1
REPORT OF: Acting Assistant Chief Executive		TITLE: Diversity & Equality Action Plan 2007/08: End of Year Monitoring Report		
ORIGINATING OFFICER(S): Frances Jones Diversity and Equality Coordinator, Scrutiny and Equalities		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 Diversity and Equality Action Plan for 2007/8. A full progress report is attached at Appendix One and the Corporate Priorities Action Plan is attached at Appendix Two.

2. RECOMMENDATION

Members are recommended to:

- 2.1 Note and comment on the progress in implementing the Council's Diversity and Equality Action Plan 2007/08.

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
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Diversity and Equality Action Plan 2007/08

Michael Keating
Acting Assistant Chief Executive
020 7364 3183

3. BACKGROUND

- 3.1 Tower Hamlets Council has placed diversity and equality at the core of its functions and is committed to maintaining the very highest level of equalities practice both in relation to employment and service provision. In 2006 the Council was externally validated as being at the highest level of the Equality Standard for Local Government (Level 5) and the corporate Diversity and Equality Action Plan (DEAP) remains an essential vehicle for maintaining this performance across all six equalities strands.
- 3.2 The DEAP pulls together the strategic level equalities activities across the Council. It reflects the work required to maintain the highest level of the Equality Standard for Local Government, for the implementation of the Council's Race Equality, Disability Equality and Gender Equality Schemes, and actions to ensure that the Council's commitment to community cohesion is mainstreamed within all services.
- 3.3 The DEAP 2007/08 incorporates key strategic activities which aim to:
- Maintain Level 5 of the Equalities Standard and ensure that the Council is able to meet the requirements of the revised Standard by 2009. The revised Standard requires the Council to maintain a high standard of practice in relation to race, gender and disability equality and mainstream arrangements for extending this good practice to three further equalities strands: age, religion/belief and sexual orientation. The Council must also ensure that relevant human rights implications are considered within policy and practice.
 - Strengthen and further progress the Council's internal equalities structures and processes.
 - Work with partners in the statutory and voluntary sector to move towards a Level 5 standard of equalities practice across the borough.
 - Respond to emerging priorities relating to community cohesion and the needs of new migrant communities.

4 EMBEDDING EQUALITIES ACROSS THE COUNCIL

- 4.1 Both the Equality Standard and Diversity and Equality Action Plan represents 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.
- 4.2 Leadership has been key to the delivery of this agenda and this has been rooted in the monthly Corporate Equalities Steering Group (CESG) meetings which have taken place throughout the year chaired by the Chief Executive and Assistant Chief Executive. Each Directorate has been represented by the Directorate Equalities Liaison Officer (DELO) who have convened monthly directorate-based focus groups.
- 4.3 Through our external and internal equality forums we have continued to consult both staff and service users to test the effectiveness of service initiatives. To strengthen consultation and involvement arrangements a review of the internal and external equality forums took place last year, the results of which have informed the development of Forums and their work programmes for 08/09. Some examples of recent work are listed below.

- Following feedback from the Disabled Staff Forum, further consultation took place around welfare policies including the Carer's Policy, Rehabilitation Leave and Flexible Working Hours.
- The Council's Black and Minority Ethnic Staff Forum has reviewed the Council's Workforce to Reflect the Community Action Plan and will be scrutinising its delivery in the year ahead.
- Tower Hamlets LGBT Forum coordinated and delivered a successful programme of events for LGBT History Month 2008.

- 4.4 Underpinning the implementation of our work is a major programme of Equalities Impact Assessments (EqIAs) covering gender, race, faith, disability, sexuality and age. A total of 39 EqIAs were completed in 07/08, which included assessments of significant functions such as the revised Community Plan 2020, school admissions and youth participation. The outcomes of the EqIA action plans have been built into team level action plans and where appropriate picked up at a directorate or corporate level.
- 4.5 Over the past six months the Council has also undertaken a detailed statutory three year review of the Council's functions, policies and proposed policies for the their relevance to the promotion of diversity and equality. From this review a new three year programme of EqIAs has been established for 2008-11.

5 MONITORING

- 5.1 The Diversity and Equality Action Plan covers the period from April 2007 to March 2008 and is reviewed every six months. Progress is measured for each key activity and milestone; a full progress report of the Action Plan is attached at Appendix One.
- 5.2 End of year performance for each of key activity milestones is measured using the Red and Green (RG) traffic light system. Each milestone is allocated one of two performance levels:
- | | |
|-------|--|
| RED | Progress milestone not achieved, and not likely to be achieved within three months of the deadline |
| GREEN | Progress milestone achieved |
- 5.3 Appendix Two details progress made on implementing the Diversity and Equality Corporate Priorities Action Plan. This Plan sets out actions lead by the Diversity and Equality Team based in Scrutiny & Equalities and in partnership with all service Directorates, to maintain Level 5 of the Revised Equality Standard and strengthen and further progress the Council's internal equalities structures and processes.
- 5.4 Key achievements on corporate actions include:
- Establishment of new Diversity and Equality Partnership Group bringing together equalities officers from key statutory and voluntary sector partner organisations to strengthen equalities practice and work towards a Level 5 borough.
 - Council wide Diversity and Equality Conference which brought together Council staff and representatives from some of our major contractors to look at how we continue to drive forward the diversity and equality agenda in 2008/09

- All Council policies and functions assessed for relevance across six equality strands and a new test of relevance and three year EQIA work programme agreed by DMTs and CESG.
- The contribution of the London Borough of Tower Hamlets to the Peer Support Initiative and national best practice guidance.
- Review of diversity and equality monitoring across the six equality strands and publication of revised guidance to strengthen the Council's diversity and equality practice.

5.5 Overall Progress for all milestones

Table 1: All progress milestones 2007/08 by status

Progress Status (RG)	Number	Percentage
RED	14	10
GREEN	125	90
TOTAL	139	100

5.5.1 At the end of the year 90 percent of activities within the Plan had been completed. This represents significant achievements in a number of areas, including:

- The Council's first **Gender Equality Scheme** was launched in November 2007 and has driven forward work on addressing inequality between men, women and transgender people (see para 6.2.1 below).
- In January 2008, the Council was placed 17th in the **Stonewall Workplace Equality Index** of gay-friendly organisations, and ranked top local authority in London. This represents a significant improvement on our performance in 2006/07 when we were ranked 28th.
- In September the Council was ranked joint fifth out of 116 public and private sector organisations by the **Employers Forum on Disability**. The Council scored an average of 85% on the three target areas (motivate, act and impact) this puts us in the gold award band.
- The **Diversity and Equality Network** was established in January as the vehicle for delivering on our commitment to become a 'Level 5 borough'. The Network has met quarterly throughout the year and members have produced a common diversity and equality statement which supports the principles of the One Tower Hamlets Community Plan theme.
- In March a programme of events were funded by the Council to mark **International Women's Week**. The theme for this year's events was 'Women and Work'. Thirty three local community organizations received grants to run events which celebrated the achievements of women in the workforce as well as exploring barriers to employment. As part of the week's events, thirty five year nine pupils from Central Foundation School spent a day in the Council and the PCT shadowing staff as well as meeting senior officers and Councillors.
- In May the Council held its first **Diversity and Equality conference** for staff. The conference provided an opportunity for over eighty staff from across the organisation to consider how we can work together to deliver on the core

elements of the Council's One Tower Hamlets Community Plan theme, of reducing inequalities and strengthening community cohesion.

- In February 2008 Children's Services supported the launch of 'Rainbow Parents' a support group for LGBT partners in the borough. Over one hundred people attended the event and a programme of activities and events are scheduled to take place during 2008/09.
- In May we launched the **One Tower Hamlets Community Cohesion Innovation Fund for Schools**. The pilot scheme is open to all primary and secondary schools in the borough who are required through the terms of the funding to work jointly with voluntary or private sector partners to promote community cohesion within their local communities. We are the first local authority in the country to launch such a scheme.
- The **Arts and Events** Team have organised 83 community festivals and events, against a target of 70 for 07/08.
- On 16th May the Council marked **International Day Against Homophobia** by holding a lunchtime seminar for staff on the topic, "Faith and Sexuality: A Question of Tolerance?". The talk was extremely popular with over 100 members of staff attending to hear from and take part in a discussion with a panel of faith leaders and experts.
- The Council has continued to support the development of the Interfaith Forum. In March the first **local interfaith network** was established. This group, which is based in LAPs 5 and 6, aims to bring together members of the Interfaith Forum at a local level to undertake joint activities and strengthen the links between local decision making and participation structures and faith communities. Networks will be rolled out across the borough from September following the refresh of the Tower Hamlets Partnership governance structures.
- In March the outcome of the Peer Support National Initiative was launched. Working with Gravesham and Bristol we produced additional tools to help all authorities undertake Equality Impact Assessments which can be accessed via www.idea.gov.uk/eqia
- We were part of the Steering Group of Capital Ambition's Equality Standard for London Local Government. In April the project was on track to ensure 90% of London authorities reach Level 4 by April 2009.

5.6 Progress by Directorate

Table 2: Progress milestones broken down by Directorate

Directorate	RED	%	GREEN	%	Total Milestones
Chief Executive's	7	12%	50	88%	57
Development & Renewal	1	5%	19	95%	20
Housing	2	33%	1	67%	3
Children's Services	2	8%	23	92%	25
Adults Health & Wellbeing	0	0%	3	100%	3
Communities, Localities and Culture	2	6%	29	94%	31

TOTAL	14	11	125	89	139
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- 5.6.1 Overall 14 of the 139 progress milestones were not complete by the end of year and were assessed as 'red'.
- 5.6.2 Just over half (seven out of thirteen) of these were the responsibility of services within the Chief Executive's Directorate. 57 of the 141 milestones in the Plan are the responsibility of the Chief Executive's Directorate; the seven red actions described above therefore represent a small proportion of activity taking place in the Directorate.
- 5.6.3 The number of actions falling to each Directorate varies significantly. Chief Executive's Directorate has the largest number of actions (41%). Communities, Localities and Culture, Children's Services and Development and Renewal have a similar number of actions (accounting for between fourteen and twenty two percent of actions). Adults Health & Wellbeing and Housing have the lowest number of actions (each contributing two percent of the total number of actions).

5.7 Reasons for red milestones

Table 3: Reasons for red milestones

Reason	Number of all red
Awaiting action or guidance from other organisations	4
Action still being progressed but timescale has slipped	9
Progress made but failure to reach target	1

- 5.7.1 It is important that the reasons for red milestones are fully understood so that barriers to performance can be addressed. Table 3 summarises the reasons for failing to achieve milestones by the due date.
- 5.7.2 The most common reason for exceeding milestone is that timescales slipped but work continues to be progressed. The reasons for milestones assessed as 'red' include:
- Not all schools have received RAISE online training, which would enable them to identify children at risk of under achievement at Key Stage 1 and 3. All schools have been offered the training but not all have participated.
 - There has been a delay in the introduction of the new national Electronic Common Assessment Framework (E-CAF). However, the Council has gone ahead with the roll out of its own Framework which is currently being piloted by the Behaviour Support Team.
 - The Regeneration Strategy has been superseded by the central government requirement on all local authorities produce Economic Assessments by 2009 which focus on employment. The Strategy is therefore currently being redeveloped as an Employment Strategy.
 - We failed to meet the target increase in participation of older people in Idea Store activities. However participation rates did increase for this target group, rising from 4.8% in 2006 to 6% in March 2008 and further activities are planned for 2008-09.
 - The programme of works to ensure that Council buildings comply with requirements of the Disability Discrimination Act is overdue due to a delay in the capital funding bidding process. Funding has now been secured, survey work has been completed and the tendering process for this work is underway.

- Delays with the agreement of the core strategies of the borough's Local Development Framework have delayed production of finalised Supplementary Planning Guidance on Landscape Design. However interim guidance has been produced and makes reference to CABE Access and Design guidelines.
- Production of the Diversity Strategy for Housing has been delayed to enable a comprehensive diversity profile against the six strands to be developed. This will be completed in 2008.
- Implementation of Single Status was delayed while Trade Unions conducted a second ballot of members. Pay changes will be implemented in May 2008.
- Revised recruitment branding for Council and the PCT which is aimed at opening up traditionally male/female occupations has been embedded within the revised Workforce to Reflect the Community Strategy and will be introduced from August 2008.
- There have been delays in the embedding of statistical profile of disability in THIS Borough due to a lack of data. This will be addressed in quarter one of 2008-09.
- Consultation with the LGBT community and staff forums has not provided sufficient opportunities to identify key barriers and issues for transgender people as participation by transgender people in these groups is low. A targeted piece of work has been commissioned for 2008-09 to better identify the needs of this group.
- The scope of the review of housing related floating support for disabled people has been extended significantly to allow for completing options to be assessed. A report is likely to receive final sign-off by Cabinet in May 2008.
- The restructure of the Tower Hamlets Partnership has lead to a delay in the delivery of two milestones, both of which will be completed in 2008-09:
 - Revisions to the Partnership's Consultation and Involvement Framework to bring it into line with national disability advice on consulting disabled people
 - Review of the Partnership's Boards to encourage greater participation by women

5.8 Progress by Equality Strand

Table 4: Progress milestones broken down by equality strand

Milestone status	Status of milestone for each equality strand (% of all actions within each equality strand)					
	Race	Disability	Gender	Sexual Orientation	Religion/ belief	Age
Red	4	8	7	5	4	5
Green	43	40	49	2	7	6
Total	47	48	56	7	11	11

- 5.8.1 The table above demonstrates the DEAP progress against each of the six equality strands. A significant proportion of all activities will impact on several equalities strands, for example a number of the workforce to reflect the community activities relate to race and disability equality. However this table shows the distribution of all milestones under each equality strand. Since April 2007 we have had a legal duty to publish Equality Schemes for race, disability and gender. The strategic level actions from these Schemes are incorporated within the Diversity and Equality Action Plan and monitored corporately. Progress updates on all three Schemes are published annually on the Council's website and summaries of progress are given below. We also have new legal obligations to eliminate discrimination on the grounds of age in

relation to employment practices and have a corporate commitment to promoting equality of opportunity and tackling discrimination on the basis of all six equality strands. As is clear from the above breakdown next year further development is needed around sexual orientation, faith/belief and age.

5.8.2 We have not analysed those actions which relate to community cohesion as activities aimed at promoting good relations between people are embedded within a significant proportion of actions. This year has seen wider debate on how to be more explicit about the promotion of cohesion both within service delivery and specific projects, in line with the development of the 'One Tower Hamlets' cross-cutting Community Plan theme. Significant pieces of work towards this include comprehensive support provided to all schools to ensure they comply with their new duty to promote community cohesion and the STEPs projects outlined above, which has been highlighted as examples of good practice by the Institute of Community Cohesion.

6 EQUALITY SCHEME MONITORING

6.1 Summary of Progress on Race Equality Scheme

6.1.1 The Race Relations Amendment Act 2000 places a general duty on all local authorities to promote race equality and the specific duty for local authorities to produce a Race Equality Scheme once every three years which sets out how the authority will meet these duties. Each year the Council is required to monitor and review progress on the scheme both in relation to service provision and employment practice. This includes an employment duty to monitor the numbers of staff in post and applicants for employment, training and promotion. In relation to this duty the Council has in place a Workforce to Reflect the Community Strategy with targets aimed at improving the representation of BME staff across all levels of the organisation.

6.1.2 A piece of work was commissioned in October 2007 to establish the direction and associated actions for improving the proportion of Black and Minority Ethnic community staff in senior management positions in the Council and the PCT. Since this date, detailed analysis of the outcome of the work has taken place. Initial actions identified following a series of focus groups both within the Council and the PCT are as follows:

- Improvement of monitoring data
- Ensuring shared ownership of diversity targets
- Review of job descriptions and person specifications
- Establishing and developing the employer brand for both organisations
- Establishing Talent Pools of Candidates and establishing systems for Talent Pool Development
- Development of Career Pathways
- Introduction of Career Coaching
- Creating a broad menu of development options

6.2 Summary of Progress on Gender Equality Scheme

6.2.1 The Council's first **Gender Equality Scheme** was launched in November 2007 and has driven forward work on addressing inequality between men, women and transgender people. Achievements include the introduction of the Single Status arrangements to ensure equal pay for men and women working for the Council, a

range of actions to tackle unemployment among women and the development of innovative programmes to support local women to participate in public life.

6.3 **Summary of Progress on Disability Equality Scheme**

- 6.3.1 The Council's first **Disability Equality Scheme** (DES) was published on 4 December 2006. The Scheme sets out the objectives and key actions for the Council over the next three years to meet the Disability Equality Duty and the needs of local disabled residents and disabled staff.
- 6.3.2 The Scheme's action plan contains nine objectives that are aimed at promoting equality of opportunity and eliminating discrimination for disabled people. In addition, we also have a number of other actions that are aimed at embedding the Disability Equality Duty (DED) in work with our partners and the voluntary sector, how we plan and deliver our services and support councillors in their community leadership role.
- 6.3.3 On 4th December 2007 we posted a copy of the Scheme's action plan with first year progress up to 30 November 2007. Of all the actions, 32 are at green, eight at amber with four at red. This shows that we are making good progress at implementing the action plan, although there are areas where we need to focus attention to deliver the action plan by December 2009.
- 6.3.4 Progress monitoring is now being undertaken quarterly and a meeting was held in February with colleagues who have a responsibility for providing services to disabled residents to discuss how written and verbal communications throughout the year are maintained before we post year two progress and to explore areas for joint working to ensure that each Directorate makes best use of resources and funding.

7. **Conclusion**

- 7.1 This report demonstrates that the Council is continuing to make good progress on the implementation of our diversity and equality agenda and has responded effectively to recent changes in legislation and policy. For example, during 2007-08 we published new disability and gender equality schemes, provided comprehensive support to enable schools to meet their new duty to promote community cohesion and strengthened our work on six equalities strands to meet the requirements of the revised Local Government Equalities Standard.
- 7.2 In response to comments from Members on the DEAP last year for the first time this year the plan has been linked to other key strategic and service level plans via Excelsis, the Council's performance management software. This has enabled diversity and equality work to be further strengthened and embedded in the 'golden thread' running right down from the Strategic Plan to individual work plans.
- 7.3 During the first part of this year the restructuring of Scrutiny and Equalities involved the recruitment of three new Diversity and Equality Co-ordinators. Alongside the revised Equality Standard and the new Disability and Gender duties this has given the Council the opportunity to review diversity and equality practice as was outlined in the September report to Cabinet introducing the 2007/08 DEAP. Building on work carried out during the year, the Diversity and Equality Action Plan for 2008/09 is currently being developed. This plan will focus on four overarching strategic objectives, identified through an analysis of evidence collected during the refresh of the

Community Plan and an assessment of service performance in priority equalities areas. These objectives are:

- Tackle worklessness and economic inactivity among target groups
- Support participation and engagement of equality target groups in decision making and active citizenship activities
- Support and promote community cohesion, including: Embedding cohesion considerations into planning in key policy areas (Education, Community Safety and Housing); Support positive activities that bring people together and build bridges between communities; Support interaction between new and existing communities and; tackle all forms of discrimination and harassment
- Access to services: Address evidence of differential access to services for equality target groups to ensure that services within the Council and the wider partnership meet the needs of our communities effectively

7.4 In March 2009 we will be re-assessed against the revised Equality Standard for Local Government. The DEAP will therefore contain a comprehensive programme of actions to ensure that our equalities practice meets the requirements of the revised Standard and that we retain our Level 5 status. Key activities will include:

- A comprehensive review of all equalities training within the Council
- Embedding of revised Equalities Monitoring Guidance to ensure that all services are monitoring service users by the six equalities strands
- Development of Faith, Age and Sexual Orientation Equality Schemes

7.5 The involvement of members has been crucial to the successful implementation of the 2007/08 Plan. In February a Members' workshop was held to explore how the role of Members could be strengthened. In 2008/09 a Members' Equalities Group will be established to take forward this work.

8. Equalities Implications

8.1 By incorporating national standards and legislation, such as the Race Relations Amendment Act, the integrated Diversity and Equality Action Plan represents an important step in progressing the Council's agenda. The monitoring report demonstrates the Council's good progress towards integrating equality and diversity into all aspects of service delivery and employment practice.

8.2 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.

9 Comments from the Chief Finance Officer

9.1 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 Diversity and Equality Action Plan have been met from the respective budgets.

10 Concurrent Report of the Chief Legal Officer

- 10.1 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".
- 10.2 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 was implemented on 2 December 2006 in relation to disability and age.
- 10.3 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 gave effect to the provisions on age discrimination with effect from 1 October 2006.
- 10.4 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.
- 10.5 The Diversity and Equality Action Plan 2007/08 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.

11 Sustainable Action for a Greener Environment

- 11.1 There are no specific issues relating to the environment raised in this report.

12 Anti Poverty Comments

- 12.1 The integrated Diversity and Equality 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.

13 Risk Management Implications

- 13.1 The Diversity and Equality 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.

13.2 There have been major changes in equalities legislation over the last year and further sweeping changes are expected. The Action Plan and its monitoring ensure the Council is well placed to respond to these forthcoming measures and retain its status as a leader in diversity and equality work in local government.

Appendix One: Diversity and Equality Action Plan – End of year monitoring report 2007/08

Appendix Two: Diversity and Equality Corporate Priorities Action Plan: End of year monitoring report 2007/08

London Borough of Tower Hamlets

**Appendix One:
Diversity and Equality Action Plan:
End of Year Monitoring Report**

June 2008

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LIVING SAFELY
1. A cleaner, greener, safer Tower Hamlets

Links to other plans	Objective	Key Activities	Progress Milestone	Overall progress	Activity status
SP DES RES	<p>Reduce hate crime and promote community cohesion</p> <p>Contact Officer: Andy Bamber, Service Head, Community Safety, Communities, Localities and Culture Directorate</p> <p>Lead Member Councillor Abdal Ullah</p>	<p>Produce comprehensive action plan, covering all strands of Hate Crime</p> <p>Coordinate the delivery of five major projects that tackle hate crime through arts and media, training and other community based initiatives</p>	<p>Quarterly meetings of Race and Hate Crime Interagency Forum (RHIAF)</p> <p>Comprehensive action plan, covering all strands of Hate Crime in place by April 2007, with regular monitoring to Living Safely CPAG</p> <p>Beat Hate Crime Campaign completed by March 2008</p> <p>Training for Trainers completed by January 2008</p> <p>LGBT worker trained in voluntary sector to raise awareness of hate crime issues within the LGBT communities, encourage and increase reporting, access to services, reduce fear by supporting and empowering victims and increase intelligence of actual crime and agencies awareness of issues affecting victims of homophobic crime.</p> <p>Exploring the Unthinkable (arts, poetry and drama production) completed by October 2007</p> <p>All Different, All Equal (youth project) completed by March 2008.</p>	<p>Completed - Four quarterly meetings have taken place. This included an Away Day in June 2007 to refresh the Forum Terms of Reference and the 2008/09 Action Planning Development Session in January 2008.</p> <p>Completed - Regular monitoring information sent to the Living Safely CPAG.</p> <p>Completed - A widespread and comprehensive Beat Hate Crime Campaign targeting all strands of hate crime was delivered this year. The new 'No Place for Hate' campaign was launched.</p> <p>Completed - 10 Hate Crime Champions have been trained across all hate crime strands. Champions have delivered over 20 training sessions in the community to over 300 participants.</p> <p>100% of homophobic crime victims received direct personal contact for support. 42 victims of homophobic crime were referred. Regular outreach and drop-ins took place.</p> <p>Completed - Exhibition created with art, poetry and DVD through film footage with students from Central Foundation School exploring the various prejudice associated with all hate crime. The exhibition held in July 2007 was well attended by local residents.</p> <p>This project was replaced by the Inter-Generational Project which is currently being delivered in LAP 1 and due to complete in August 2008.</p>	<p>G</p> <p>G</p> <p>G</p>

		<p>Collate and disseminate good practice around race and hate crime to all within the service and the borough</p> <p>Support Hate Crime Victims that report through 24 hours Hate Crime Line with 90% user satisfaction</p>	<p>Produce an 'Easy Reference Pack' for internal and external partners showing how to effectively prevent, intervene and enforce against hate crime by July 2007. Assess impact of 24 Hour free-phone reporting lines by November 2007</p> <p>All Hate Crime victims supported with 90% user satisfaction- March 2008</p>	<p>Completed - A Hate Crime Manual has been produced and launched. 150 copies have been distributed to date. Manual will be posted on Council website and internal intranet. Impact Assessment completed in October 2007. Action plan of recommendations being delivered this year.</p> <p>User satisfaction is not 90% but all hate crime victims offered support. 45 service users were offered support this year. An annual customer satisfaction survey was completed. 38 service users were contacted as 7 cases were still open. 63.17% (24) service users participated in survey which revealed that 92% of those were satisfied with the service they received from Community Safety Service.</p>	<p style="text-align: center;">G</p>
					<p style="text-align: center;">G</p>

GES	<p>Enhance services to reduce the number of Female Offenders</p> <p>Contact Officer: Andy Bamber, Service Head, Community Safety, Communities, Localities and Culture Directorate</p> <p>Lead Member: Councillor Abdal Ullah</p>	<p>Maintain and develop initiatives to reduce the incidence of prostitution in the borough including the Safe Exit programme</p>	<p>Initiatives evaluated by April 2008 (for completion during 2008/09)</p>	<p>Quarterly performance evaluations submitted. Ongoing funding for the initiative secured. Service development, such as improving links with drug services, ongoing.</p>	G
GES	<p>Further develop gender and culturally appropriate responses to domestic and sexual violence</p> <p>Contact Officer: Andy Bamber, Service Head, Community Safety, Communities, Localities and Culture Directorate</p> <p>Lead Member: Councillor Abdal Ullah</p>	<p>Adapt the Domestic Violence Team community education programme to address the needs of young women</p> <p>Review and enhance provision of domestic violence services for men and women experiencing domestic violence in same sex relationships</p> <p>Implement a multi-agency training and development programme to equip relevant front-line staff to assess and intervene appropriately with male perpetrators of domestic violence</p>	<p>Initiatives evaluated by April 2008 (for completion during 2008/09)</p>	<p>Completed - Programme adapted and delivered to three young women's groups.</p> <p>Completed - TH Victim Support have trained their LGBT victim support worker in domestic violence issues and are able to offer the option of a male worker. The advocacy service works with any victim of domestic violence. Information on services for male and LGBT victims included within domestic violence publicity.</p> <p>Completed - 25 staff completed the five day programme and monthly professional development sessions.</p>	G
GES	<p>Reduce the incidence of re-offending by women known to be in the criminal justice system</p> <p>Contact Officer: Andy Bamber, Service Head, Community Safety, Communities, Localities and Culture Directorate</p> <p>Lead Member: Councillor Abdal Ullah</p>	<p>Support and develop the Looking Out service in Holloway Prison</p> <p>Commission and develop services that address the specific needs of women ex-offenders</p>	<p>Initiatives evaluated by April 2008 (for completion during 2008/09)</p>	<p>59 referrals were made to the service and 39 women worked with. The service is being evaluated as part of the Holloway Pilot.</p> <p>The women's section of the Looking Out service will be expanded for 2008/09 to one full-time caseworker. The Safe Exit Diversion Scheme will also continue to receive funding for 2008/09.</p>	G

DES	<p>Reduce obstacles and improve the safety of the borough's parks, open spaces and streets for disabled people</p>	<p>Review the progress of meeting 40% clutter free target of the Council's Street Design Guidance with the Access Group</p> <p>Consult with the Parks and Open Spaces Group to identify and agree action to address the major obstacles disabled people experience in the Borough's parks and open spaces</p> <p>Ensure the Supplementary Planning Document on Landscape Design reflects CABE Access and Design Guidance</p>	<p>Improved access to streets for disabled people with evaluation by December 2007</p> <p>Improvement plan in place to address the key barriers for disabled people in parks and open spaces by November 2007</p> <p>Developers address access issues in the landscape design that meet CABE guidance</p> <p>100% of major planning applications submit Access Statements that meet the access principles outlined in the SPD Landscape Design by November 2007</p>	<p>Action to reduce street clutter is part of the Council's street scene improvement projects in order to take advantage of existing funding available. To reduce street clutter, a major activity is to seek to rationalise signposts and guard railings wherever legally possible. This includes removing redundant posts or renewing essential but damaged posts. Bethnal Green Road, Poplar High Street and Brick Lane are ongoing projects, Cartwright Street and Langdon Park Station approaches have also been completed.</p> <p>The Parks Access Group has been established. A project based approach has been developed that will provide project and design guidance for parks landscape improvements. The Group is focusing on a refurbishment project at Gosling Gardens, with additional overview and review of other improvement schemes across the borough. The project has included site visits, group meetings and staff awareness training.</p> <p>Completed.</p> <p>The Supplementary Planning Document (SPD) on Landscape Design will be replaced by Good Design SPD which will advise developers and planners on a range of issues relating to design and access that will include landscape design. Development of the guidance has not commenced and will therefore not be completed by November. This is because the Local Development Framework's (LDF) core strategies that include design and access will be subject to a public examination process this year by the Planning Inspectorate. This means that no finalised guidance to supplement the core strategies can be developed until the LDF has been approved by the Inspectorate. However interim guidance which is in line with the CABE guidance is in place.</p>	<p>G</p> <p>G</p> <p>G</p> <p>R</p>
<p>Contact Officer: Stephen Halsey, Corporate Director, Communities, Localities and Culture Directorate</p> <p>Lead Members Councillor Abdul Ullah Councillor Sirajul Islam</p>					

LIVING WELL: 2. Decent homes in decent neighbourhoods
3. Healthier communities
4. Improved outcomes for vulnerable children and adults

Links to other plans	Objective	Key Activities	Progress Milestone	Overall progress	Activity Status
SP	Reduce homelessness and meet the needs of vulnerable residents Contact Officer: John Roog, Service Head Older People and Homelessness, Adults Health and Wellbeing Directorate Lead Member: Councillor Sirajul Islam	Review and redevelop Homelessness Strategy for completion in March 2008	Conduct a review of homelessness in Tower Hamlets by July 2007 Conduct a review of prevention services, making recommendations for development by November 2007 Review accommodation provided for homeless households and access to settled homes by January 2008	Initial review completed in July 2007, this formed the basis of the review of homelessness and strategy consultation document completed in January 2008 The review and recommendations were completed in December 2007 Completed. This is an on-going re-tendering / re-contracting process being carried out by the Accommodation team in the Homeless and Housing Advice Service.	G G G
RES	Implement the Housing Management Improvement Plan for diversity data Contact Officer: Sarah Pace, Housing Strategy Manager, Development and Renewal Directorate Lead Member: Councillor Sirajul Islam	Develop Diversity Strategy (to include increased proportion of residents from BME communities registered for involvement activities)	Draft strategy produced by December 2007 with final version completed by March 2008	Draft strategy completed. Finalisation rolled forward to 2008/09 to enable diversity profile data against six equality strands to be accurately reflected in needs analysis.	R
SP	Maximise financial security and provide more effective financial advice to vulnerable groups Contact Officer: Chris Holme, Service Head Resources, Development and Renewal Directorate Lead Member: Councillor Abdul Asad	Design and deliver a range of activities with key partners to : (i) improve levels of financial literacy, (ii) increase access to affordable banking and credit facilities and (iii) promote quality assured debt advice provision	Corporate Protocols agreed by Corporate Collection Forum- December 2007	Activity completed - Work led by Services Against Financial Exclusion (SAFE) who have delivered average of 13 workshops per quarter - targeting local community groups; training/educational providers, hostels and RSLs TH Community Credit Union successful in providing low cost loans; Fair Finance also providing loans, to individuals and to small businesses. CAPITALISE Project based a Toynebee Hall - funded by BERR to deliver cross borough (7 boroughs) Debt Advice Partnership has enabled a better co-ordination on debt advice provision and greater access to specialist debt advice services.	G
SP DES	Improve access and quality of support to children and young disabled people and their families	Commission new support to families caring for disabled children to help them establish routines to assist in achieving sustainable care and promote their child's independence in the home	Award contract by June 2007	Completed. An external tender has been made. The contract has been awarded internally to CAMHS and the Beacon status Eva Armsby Centre. Project planning has commenced in October 2007	G

<p>Contact Officer: Kamini Rambellas, Service Head Children's Social Care, Children's Services Directorate</p> <p>Lead Member: Councillor Clair Hawkins</p>	<p>Undertake a holistic review of all services commissioned for disabled children and children according to need in March 2008</p> <p>Continue to develop an integrated approach to assessment of disabled children across the range of professionals and agencies providing support services</p> <p>Clarify and refine support thresholds for disabled children</p> <p>Participation Officer to undertake consultation with looked after young disabled people to inform how the service is developed</p>	<p>Consultation with providers on needs analysis by August 2007</p> <p>Implement assessment care pathways for Attention Deficit Hyperactivity Disorder (ADHD) and Autistic Spectrum Disorder (ASD) by November 2007</p> <p>Consultation to be completed by September 2007</p> <p>Consultation to be completed by September 2007</p>	<p>Completed. A universal Child In need analysis has been completed by Commissioning and as a result we are currently re-tendering some services.</p> <p>Completed. The ASD care pathway has been approved. The virtual team for ASD has been established.</p> <p>The ADHD assessment care pathway has been completed ready for consultation.</p> <p>Review complete and action implemented. An Assessment Framework has been completed and implemented.</p> <p>A consultation exercise has been undertaken with parents to inform the development of care pathways for Autistic Spectrum Disorder. 'Contact a Family' will also undertake a similar consultation exercise for care pathways for children with ADHD.</p>	<p style="text-align: center;">G</p> <p style="text-align: center;">G</p> <p style="text-align: center;">G</p> <p style="text-align: center;">G</p>
<p>DES</p> <p>Improve access to independent living opportunities for disabled people</p> <p>Contact Officer: Jackie Oduoye, Head of Strategy and Development, Development and Renewal Directorate</p> <p>Lead Member: Councillor Sirajul Islam</p>	<p>Review the provision of housing related floating support services for disabled people with sensory and physical impairments, HIV and Acquired Brain Injury (ABI).</p> <p>Review the provision of equipment and adaptations across all housing tenures</p>	<p>Review completed by June 2007 and evaluation of outcomes undertaken December 2007</p> <p>Consistency of approach across tenures achieved by July 2007</p>	<p>The timescales for this piece of work have been significantly extended to allow for all of the competing options to be thoroughly explored. The report is likely to receive final sign off at Cabinet in May 2008 (although extensive work has been carried out and reports submitted to the key Supporting People (SP) Partnership group (the Commissioning Body), in November 2007. The lead in the SP team, has been specifically asked to review the needs and provision within any proposals to reconfigure linked to: HIV, Acquired Brain Injury, Sensory and Physical Impairments.</p> <p>The review concluded that it was not practicable within the current legislative framework to offer a tenure blind approach to adaptations and that it was also not desirable for service users to do so.</p>	<p style="text-align: center;">R</p> <p style="text-align: center;">G</p>

**CREATING AND SHARING PROSPERITY: 5. Securing sustainable communities
6. Increased local employment**

Links to other plans	Objective	Key Activities	Progress Milestone	Overall progress	Activity status
DES	<p>Work with job agencies and businesses to assist disabled people to find work and increase local business awareness of their responsibilities under the Disability Discrimination Act (DDA)</p>	<p>Promote awareness of employers' responsibilities under the DDA and the benefits of employing disabled people through the Council's Business Forum lunch seminars</p>	<p>One session delivered each year with increased awareness of local employers of the DDA – evaluation completed December 2007</p>	<p>Completed - A session at the Council's Business Forum Executive Board meeting on 4th May 2007 was delivered to raise awareness of the employers' responsibilities under the DDA. The Corporate Diversity and Equality Team with a local employer delivered a presentation at the Forum on the DDA and best practice in employing disabled people. As a result of discussions, the Equalities team has been included in the Council's Business Matters Guide that is distributed to many local businesses. We will offer signposting and best practice advice on measures to ensure a business's employment and service provision meets the needs of a diverse community</p>	G
	<p>Contact Officer: Patricia Holmes, Investment and Business Team Leader, Development and Renewal Lead Members: Councillor Abdul Asad</p>	<p>Extend employment opportunities for people with mental health problems and learning disabilities</p>	<p>Assessment of employer commitment, vocational support services and use of Day Opportunities Resource Centre by December 2007</p>	<p>The total number of people with mental health needs supported into or helped to retain paid employment for the first year of the project was 49, of which 19 were supported into jobs and 30 helped to retain their job after becoming unwell. 23 people with mental health needs were supported into a work experience placement which will be available on a long term basis to be used by future service users and 15 significant employers are actively supporting the scheme. Increased access to employment for vulnerable adults will be one of AHWB priorities in 2008/09 business plan which will ensure that more services offer opportunities for all the three client groups to access employment and voluntary work is commissioned.</p>	G
SP DES	<p>Develop the Strategic Framework to promote sustainable and socially inclusive development</p> <p>Contact Officer: Owen Whalley, Service Head, Major Project Development, Development and Renewal Directorate Lead Member: Shafiqul Haque</p>	<p>Adopt statement of community involvement</p> <p>Develop effective relationships with key strategic stakeholders including the ODA, GLA, LTGDC, TfL and LDA and influence the development of their strategies</p> <p>Refresh Regeneration Strategy</p>	<p>Independent examination May 2007 – adoption December 2007 (timetable subject to approval of Planning Inspectorate Service (PINS))</p> <p>Represent borough interests at the London Plan Further Alterations examination in public July 2007</p> <p>Set up quarterly joint working groups to engage and influence other stakeholders via regular liaison and developing an integrated work programme</p>	<p>Completed. SCJ has received approval from the Planning Inspectorate and is now subject to final cabinet approval. It is now being used to guide community engagement on all planning matters.</p> <p>Completed - No direct representation was required. Policies subject to alterations were supported by the Council following initial written responses.</p> <p>Completed - An External Stakeholder Working Group has been established and meets on a six weekly basis to oversee the production of the LDF.</p>	G

SP RES DES	<p>Implement the Local Development Framework based area initiatives and secure benefits for borough residents</p> <p>Contact Officer: Owen Whalley, Service Head, Major Project Development, Development and Renewal Directorate</p> <p>Lead Member: Councillor Sirajul Islam</p>	<p>Determine priorities for local development framework delivery</p> <p>Work with Olympics Delivery Authority, GLA / TfL and LTGDC on planning for the Olympics and developing legacy initiatives for the borough from the Olympic and Paralympic Games</p>	<p>Completed March 2008</p>	<p>Overdue. This action has been superseded by central government requirement for local authorities to produce economic assessments in 2009. The Regeneration Strategy will therefore be replaced by an Employment Strategy which is currently under development.</p> <p>Completed - GOL signed of Tower Hamlets revised LDS in January 2008 which sets a new time table for the Core Strategy and related LDF documents</p> <p>Completed. A range of meetings are held with Olympic partners, including quarterly equalities meetings which includes representatives from the Council's Development and Renewal and Diversity and Equality Team.</p>	R
SP RES	<p>Support business information and networking</p> <p>Contact Officer: Paul Evans, Director, Development and Renewal Directorate</p> <p>Lead Member: Councillor Abdul Asad</p>	<p>Develop the East London Business Place demand/ supply chain model for SMEs in partnership with Canary Wharf Group and the other 4 host Olympic boroughs</p>	<p>Business plan developed and funding streams identified by May 2007</p> <p>Launch of the new model at summer annual business forum - July 2007</p>	<p>Completed. Business plan submitted to LDA in May 07 and finally agreed in July 07.</p> <p>Completed. New model discussed at annual business forum and marketed with a range of partners and local agencies. Updates are provided to each Creating and Sharing Prosperity CPAG meetings</p>	G
SP RES	<p>Develop an enterprising Third Sector</p> <p>Contact Officer: Chris Holme, Service Head, Resources, Development and Renewal Directorate</p> <p>Lead Member: Councillor Ohid Ahmed</p>	<p>Support entrepreneurial activity amongst the local population by sustainability of 23 social enterprises created through the NRF programme throughout 2007/08</p>	<p>Quarterly report on the worth of the contracts secured by local Tower Hamlets companies demonstrates increase awarded on previous year - March 2008</p> <p>Support throughout 2007/08</p>	<p>Completed. Annual reports on worth of contracts secured by Tower Hamlets small businesses are reported through the Performance management framework. For 07/08 the figure was £8m, a £2m increase on the previous year.</p> <p>Completed - Social enterprises have been supported through the Enterprise Hub at the Bromley By Bow Centre. Funded through NRF 27 enterprises have been helped with their forward strategies and business planning to ensure sustainability post March 2008</p>	G
SP RES DES GES	<p>Ensure young people benefit from economic growth in Tower Hamlets</p> <p>Contact Officer: Mary Durkin, Service Head, Youth and Community Learning, Children's Services Directorate</p> <p>Lead Member:</p>	<p>Develop and adopt a Tower Hamlets NEET (not in employment, education or training) reduction strategy, coordinating the work of all key stakeholders</p>	<p>Evaluate the enterprise in schools programme to determine the benefits and cost effectiveness by April 2008</p> <p>Deliver Youth Engagement Programme consisting of "door-knocking" exercises (calling personally at young people's homes) by teaching assistants during school-holidays in April, May, July, August, October, December and February</p>	<p>Completed - This was completed within the agreed timescale and fully spent. 10 projects achieved as forecast working with 12 schools.</p> <p>On target. Programmes were successfully delivered in April, May, July, August, October and February holidays. Over 200 NEET young people were engaged as part of these events.</p>	G

SP RES DES GES	LEAD MEMBER: Councillor Clair Hawkins	Increase the capacity of local people to compete for jobs Contact Officer: Sue Hinds, Access to Employment Manager, Development and Renewal Directorate Lead Member: Councillor Abdul Asad	Restructure the delivery of Connexions within the borough, ensuring that all NEEET young people are allocated and have access to a Personal Adviser, by September 2007	G
SP RES DES GES	Increase access to employment for target groups Contact Officer: Sue Hinds, Access to Employment Manager, Development and Renewal Directorate Lead Member: Councillor Abdul Asad	Develop joint partnership programme of employability interventions to augment/improve mainstream provision through the Employment Task Group	Regular update reports of the Employment Task group provided for each CPAG on a six weekly basis	G
SP RES DES GES	Support parents who wish to return to work Contact Officer: Helen Jenner, Service Head, Early Years Children and Learning, Children's Services Directorate Lead Member: Councillor Clair Hawkins	Develop a pilot programme in partnership with PCT and Jobcentre plus for clients on Incapacity Benefit seeking to return to work	Pilot programme developed by October 2007	G
SP RES DES GES	Support parents who wish to return to work Contact Officer: Helen Jenner, Service Head, Early Years Children and Learning, Children's Services Directorate Lead Member: Councillor Clair Hawkins	Audit current childcare provision and full and part time places in nursery classes/schools and revise plan for development of provision accordingly	Update childcare audit December 2007	G
GES	Improve economic inactivity rates across the borough (particularly Bangladeshi women and men) in line with LAA mandatory targets Contact Officer: Sue Hinds, Access to Employment Manager, Development and Renewal Directorate Lead Member: Councillor Abdul Asad	In partnership with Jobcentre Plus, through the LAA process provide detailed analysis of inactivity rates. Complete Gender Labour Market Profile	Work with FSA to pilot financial guide for new parents July 2007 Evaluation of outcomes by April 2008	G
		Completed. Financial Guide launched at Around Poplar Children's Centre, October 2007.	Completed. Update reports taken to all CPAG meetings.	G
			Completed. 20 work placements identified for Incapacity Benefit clients. Work with Job Centre Plus is in progress to identify potential clients.	G
			Completed. Audit analysis shows sufficient places for demand currently. Training still need to support childcare provision for disabled children. Additional support needed to help parents access and understand financial support systems for childcare.	G
			Outcomes will be assessed as part of wider LAA review process currently underway and work to profile those who are economically inactive.	G
			Gender profile completed and will inform targeted action plan to address gender inequality in the labour market in 2008-09.	G

GES	<p>Improve the economic well-being of older men and women</p> <p>Contact Officer: Chris Holme, Service Head, Resources, Development and Renewal Directorate Lead Member: Councillor Motin Uz-Zaman Councillor Abdul Asad</p>	<p>Review and improve benefit advice for older men and women</p> <p>Work with Age Concern and through the Link Age Plus initiative to tackle older men's isolation</p>	<p>Review and evaluation reported by April 2008</p> <p>Progress report by April 2008</p>	<p>Review completed as part of Best Value Review of Older People's Services.</p> <p>Work has taken place with third sector partners including Age Concern. As part of the initiative a Joint Visiting Team has been established. The project has developed its own website, carried out extensive outreach through the Link Age Plus Network Centres and developed volunteering opportunities.</p>	G
GES	<p>Extend flexible working for men and women and access to suitable childcare</p> <p>Contact Officer: Deborah Clarke, Joint Director of Human Resources, Chief Executives Directorate Lead Member: Councillor Joshua Peck</p>	<p>Implement a Flexible Working Policy within the local authority</p>	<p>Evaluation of effectiveness by April 2008</p>	<p>Flexible Working Policy has been implemented. Agreement reached with the Trade Unions for the flexible Working Policy to be reviewed jointly.</p>	G
GES	<p>Address any potential gender equality in pay</p> <p>Contact Officer: Deborah Clarke, Joint Director of Human Resources, Chief Executives Directorate Lead Member: Councillor Sirajul Islam</p>	<p>Assess and implement a new job evaluation scheme to address any gender bias</p> <p>Once Single Status has been agreed, undertake an Equal Pay Audit across the Council</p>	<p>Evaluation completed by April 2008 and ongoing</p>	<p>New GLPC diversity proof job evaluation scheme implemented with effect from 1 April 2007</p> <p>Implementation of Single Status was delayed whilst the 2 Trade Unions conducted 2nd ballot. Pay change to be implemented May 2008. Equal Pay audit to be completed by April 2009</p>	G
GES	<p>Open up traditionally male / female occupations</p> <p>Contact Officer: Deborah Clarke, Joint Director of Human Resources, Chief Executive's Directorate Lead Member: Councillor Sirajul Islam</p>	<p>Develop a revised brand for recruitment for both the Council and the PCT with focus on traditionally female jobs in social care and health and opening these up for men and all sections of the community</p>	<p>Proposals tested with review by April 2008</p>	<p>Workforce to Reflect the Community Report action plan includes a joint approach between the Council and the PCT by establishing a brand that is targeted at local recruitment via East End Life. Action scheduled for completion by August 08.</p>	R

GES	<p>Ensure robust tracking and monitoring to identify employment initiatives in key growth sectors</p> <p>Contact Officer: Sue Hinds, Access to Employment Manager, Development and Renewal Directorate Lead Member: Councillor Abdul Asad</p>	Monitoring of SkillsMatch and Core Plus Data regularly	Analysis of monitoring by April 2008 and ongoing	On target. All SkillsMatch and Core Plus data is disaggregated by gender and reported on a quarterly basis.	G
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**LEARNING, ACHIEVEMENT AND LEISURE: 5. Increased educational attainment
6. Increased participation in sporting, leisure and cultural activities**

Links to other plans	Objective	Key Activities	Progress Milestone	Overall progress	Activity Status
SP DES	Extend opportunities for all children, including those with disabilities, to enjoy a range of activities outside of school including participation in play, culture, arts and school	Provide a range of dedicated unsupervised outdoor play areas, skate parks, etc Integrate 1 o'clock Club services into a combined model managed by Children's Services Contact Officer: Paul Martindill, Service Head Recreation, Communities, Localities and Culture Directorate Lead Member: Councillor Clair Hawkins	Audit and analysis completed by June 2007 Unsupervised play strategy and development considered as part of Olympic Strategy by December 2007 Consultation, resources and planning completed by October 2007 Draft finalised by April 2007 Report to Cabinet - July 2007 Develop with partners a 'big lottery' portfolio of priority actions for play and submission to the Big Lottery - September 2007	Completed. A detailed audit of current levels of play space provision was carried out as part of the play strategy development. The audit analysed play value, maintenance, accessibility, and catchment areas. Completed. Contributed to Play England's work on ensuring the Olympic Delivery Authority integrates play into the design of the Olympic Park. Attended Play England event with the ODA. Completed. 1 o'clock staff were transferred to Children's Services to provide an integrated early years provision linking the play clubs into the network of Children's Centres. Completed. Completed draft in partnership with Third Sector and PCT. Completed. Cabinet adopted Play Matter in Tower Hamlets, the local play strategy in July 2007. The completed. Cultural Services submitted a successful Big Lottery Fund Play Programme bid based on play strategy analysis in September 2007. Bid projects focus on providing play opportunity in areas of deficiency, offering inclusive play, and widening participation in adventurous play opportunities.	G G G G
SP RES DES GES	Through personalised learning accelerate improvements in attainment with a particular focus on Key Stage 1 and 3 and English and mathematics at GCSE	Identify those at risk of not achieving at all Key Stages and put in place early intervention programmes, working across agencies to reduce underachievement and more extensive interventions at a later date, thereby achieving better outcomes and value for money. This includes continuing to support newly arrived pupils and those with English as an additional language and continuing to address boys' under achievement Contact Officer: Helen Jenner, Service Head, Early Years Children and Learning, Children's Services Lead Member: Councillor Clair Hawkins	Target specifically those children at risk of not achieving level 4 in both English and maths at Key Stage 2 by May 2007 Target specifically those at risk of not achieving level 4 in both English and Maths at Key Stage 2 by May 2007, level 5 by the end of Key Stage 3, and GCSEs including English and Maths by May 2007 Develop the strategy for numeracy and literacy recovery programmes across the borough by September 2007	Completed. Managing Interventions groups identified schools where there are pupils underachieving. This and the outcomes of Yr 6 sweep activities enable support from consultants to be targeted to schools. Regular training for intervention programmes were held and good attendance by targeted schools was reported. Completed. Focus work to raise attainment for key vulnerable groups have led to attainment increases at all Key Stages. Completed. Reading recovery in 25 schools for yr 1. Numeracy Recovery in 6 schools for Yr 2. Both programmes report accelerated progress for pupils against national expected levels of progress	G G G

<p>Contact Officer: Helen Jenner, Service Head, Early Years Children and Learning, Children's Services Lead Member: Councillor Clair Hawkins</p>	<p>Reduce exclusions in schools and their impact, by supporting schools to develop a wide range of strategies to reduce incidents which lead to exclusion</p>	<p>Extend persistent absence project to 2 further schools by September 2007</p> <p>Review provision of primary school places by May 2007</p> <p>Review pilot use of Budget Holding Lead Professional resources to reduce risk of poor attendance and exclusion by March 2008</p> <p>Borough partnership to reduce exclusions established - September 2007</p> <p>Exclusions conference and guidelines reviewed by May 2007</p> <p>6 day plus provision for excluded pupils and behaviour and attendance partnership in place from September 2007</p> <p>Review of hard-to-place admissions protocol by March 2008</p> <p>Managed Moves and Youth Offending Team (YOT) protocols implemented September 2007</p> <p>Pilot project on building design and reasonable adjustments for pupils with behavioural, emotional or social difficulties and those on the autistic spectrum completed March 2008</p> <p>To consider the implications of the new playtime strategy for school playgrounds</p> <p>100% of schools judged to offer good curriculum by March 2008. Evaluation report on increasing physical activity in schools to be produced by July 2007</p>	<p>Completed. The project has been extended to George Green and Arnhem Wharf.</p> <p>Completed. Additional provision introduced at Cayley School and Marner schools. Consultation on expansion underway at 3 other primary schools, increases agreed at Manorfield</p> <p>Completed</p> <p>Completed. 12/15 secondary schools have agreed protocols and partnerships so that exclusions are reduced and excluded pupils quickly re-integrated on a schools rota basis.</p> <p>Completed.</p> <p>Completed. Secondary provision provided at PRU from 6th day of exclusion, primary provision at Malmesbury School.</p> <p>Completed. Hard to place protocol revised in the light of partnership agreement above.</p> <p>Completed.</p> <p>Completed National Autistic Society review of provision at Morpeth School, praised provision and made recommendations for future support spaces.</p> <p>Completed. Active lunchtimes are being supported and developed through the school sport partnership.</p> <p>Completed. Evidence available in the OFSTED report.</p>	<p>G</p> <p>G</p> <p>G</p> <p>G</p>
<p>SP RES DES</p> <p>Contact Officer: Helen Jenner, Service Head, Early Years Children and Learning, Children's Services Lead Member: Councillor Clair Hawkins</p>	<p>Work through the school sports partnership and capitalise on the 2012 Paralympics and Olympics to increase the extent and quality of sports provision in schools, particularly primaries; ensuring children with disabilities are fully included</p>	<p>Enrich the curriculum offer, both within and beyond school, for all our children so that they enjoy learning, to offer a broad curriculum including creative and sporting activities</p>	<p>Completed. The project has been extended to George Green and Arnhem Wharf.</p> <p>Completed. Additional provision introduced at Cayley School and Marner schools. Consultation on expansion underway at 3 other primary schools, increases agreed at Manorfield</p> <p>Completed</p> <p>Completed. 12/15 secondary schools have agreed protocols and partnerships so that exclusions are reduced and excluded pupils quickly re-integrated on a schools rota basis.</p> <p>Completed.</p> <p>Completed. Secondary provision provided at PRU from 6th day of exclusion, primary provision at Malmesbury School.</p> <p>Completed. Hard to place protocol revised in the light of partnership agreement above.</p> <p>Completed.</p> <p>Completed National Autistic Society review of provision at Morpeth School, praised provision and made recommendations for future support spaces.</p> <p>Completed. Active lunchtimes are being supported and developed through the school sport partnership.</p> <p>Completed. Evidence available in the OFSTED report.</p>	<p>G</p> <p>G</p>

			Report on how many schools have achieved 2 hours Physical Education to be presented to the Enjoy and Achieve Theme group	69 schools had achieved this by October 07	G
		Deliver school and community based projects to increase awareness of hate crime and promote community cohesion	Anne Frank project established in borough by December 2007	Completed. Link established to Citizenship website and mobile exhibition is being used in schools. (www.citizenship-pieces.org.uk)	G
SP	Improve participation in Idea Store, library and lifelong learning activities Contact Officer: Paul Martindill, Service Head, Recreation, Communities, Localities and Culture Directorate Lead Member: Councillor Shiria Khatun	Increase the use of libraries and Idea Stores as a resource for children and young people	Extended Schools and Children's Centre plans link with use of libraries and sports and arts facilities by March 2008	Completed. Idea Store team plans provide after school clubs and link to Children's Centres through BookStart.	G
		Develop activities to increase and widen the number of older people participating in the Idea Store service	Increase the active members who are aged 60 and over from 4.8% to 7.0% of total active membership by March 2008	Overdue. Active members over 60 are 2594 out of a total membership of 42555. This is 6% of active membership.	R
SP RES	To increase community engagement and participation in cultural activities Contact Officer: Paul Martindill, Service Head, Recreation, Communities, Localities and Culture Directorate Lead Member: Councillor Shiria Khatun	Support and deliver a borough-wide programme of festivals and events reflecting the diverse needs of the community	70 festivals with an audience of at least 100 delivered by March 2008	Completed. 83 festivals were delivered in 2007/08. The festival and events programme for 2008/09 has been developed.	G
		Increase usage of leisure centres of key target groups	Usage increased by 1% by March 2008 for: young people, older people, people with disabilities, BME, and women	Completed.	G
			Usage increased by 5% by March 2008 for older people	Completed.	G
			In consultation with 'Link Age Plus' develop comprehensive programme of targeted activities for older people by April 2007	Completed. Marketing and improvements to service provision, including a specific programme for over 50's have led to increased attendance across all groups. The service improvements will continue and performance will be monitored to ensure all targets are met.	G

DES	<p>Improve the promotion of services and benefits to older people Lead Officer: Paul Martindill, Service Head, Recreation, Communities, Localities and Culture Directorate Lead Member: Councillor Motin Uz-Zaman</p>	<p>Organise team entries from disabled people for the London Youth Games to be held in Mile End Leisure complex</p>	<p>Increased profile of disabled people in sport with 6 teams entered in the Youth Games by August 2007</p>	<p>6 teams were entered, with bronze medals for the teams competing in disability athletics, football and boccia. Tower Hamlets also hosted the Youth Games disability athletics event at Mile End Stadium for the third year running. The Tower Hamlets Team reached third positions in both the boys and girls events. The Sports Development team is now working on the entries for the 2008 Youth Games.</p>	G
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EXCELLENT PUBLIC SERVICES:
 9. Efficient and effective services
 10. Locally focussed services empowering people
 11. Stronger and more cohesive communities
 12. Improved equality of opportunity

Links to other plans	Objective	Key Activities	Deadline	Overall progress	Activity status
SP DES	Improve customer care and physical access to Council services to meet the needs of disabled people with efficient and effective use of accommodation resources	Improve services' knowledge of the needs of disabled people through THIS Borough and creating a statistical profile of disabled people to inform service planning	Needs of disabled people embedded within service planning by September 2007	An equalities and diversity profile has been created on THIS Borough which provides simple strands. An area based profile can be created which provides data on the total population, gender, age structure, ethnicity, number of residents claiming disability living allowance and religious beliefs of the population. We do not yet have data relating to sexual orientation. Over the next quarter the report should be developed further to ensure the most appropriate data is included in the report and that it can easily be accessed using the full functionality of the system. This could include drawing together the relevant datasets into a dashboard to visualize the data using maps, charts and tables.	R
	Contact Officer: Claire Symonds, Head of Customer Access, Chief Executive's Directorate	Investigate the effectiveness of responses to disabled people's complaints about services	Improved response to complaints and comments by November 2007	Stage 3 complaints allow the Corporate Complaints team to review the effectiveness of responses to disabled people's complaints. Quality monitoring of all complaints also takes place, both centrally and by the directorate concerned as responses are sampled for audit.	G
	Lead Member: Councillor Joshua Peck	Ensure compliance with the Disability Discrimination Act is reviewed and action plan developed to address gaps	Specialist contractor to complete survey against DDA criteria by June 2007	Completed. Surveys completed and programme of works being developed for each site as appropriate.	G
			Programme of works developed and implemented from October 2007	Overdue - Survey and work programme completed, capital bid submitted for funding. The tendering process and work on site will be completed shortly.	R

DES	<p>Improve the choice and provision of accessible information to disabled people</p>	<p>Review the Council's Communications Framework and practice to reflect new disability guidelines and good practice</p>	<p>All Council publications meet the corporate guidelines and are accessible to disabled people by July 2007</p>	<p>G</p>
	<p>Contact Officer: Charles Skinner, Service Head, Communications, Chief Executive's Directorate</p> <p>Lead Member: Councillor Sirajul Islam</p>	<p>Involve local disabled user groups and disabled run voluntary organisations to review and prioritise the information to be made available in accessible formats</p>	<p>Priority information available by March 2008</p> <p>Reviewed annually</p>	<p>G</p>
DES	<p>Improve consultation and involvement with disabled people and disabled staff and women, men and transgender people</p>	<p>Reviewing the Council's involvement with disabled people through discussions with user groups, staff, residents.</p>	<p>Plan review by March 2007</p>	<p>G</p>
	<p>Contact Officer: Michael Keating, Service Head, Scrutiny and Equalities, Chief Executive's Directorate</p> <p>Lead Member: Councillor Sirajul Islam</p>	<p>Ensuring our Consultation and Involvement Toolkit and Policy reflects national disability advice on consulting and involving disabled people</p>	<p>Conduct review from April 2007 to September 2007</p> <p>Implement improvements from November 2007</p>	<p>G</p>
				<p>R</p>

		<p>Consider further improvements to consultation with women and transgender people</p>	<p>Improvements completed and assessed by April 2008</p>	<p>As part of the Community Plan refresh process an event was jointly hosted by the Women In Tower Hamlets Inclusive Network (WITIN) and Tower Hamlets Partnership. The event was well attended and strengthened links between women's community organisations, the Council and the Partnership. Key lessons learned regarding engagement with women's groups were captured following the event and disseminated to key partners. The LGBT History Month programme aimed to engage transgender people. The LGBT Community Forum work programme for 2008-09 will include activities to increase the responsiveness of services to the needs of transgender people.</p>	<p>G</p>
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DES	<p>Improve the promotion of services and benefits to disabled people Contact Officer: Michael Keating, Service Head, Scrutiny and Equalities, Chief Executive's Directorate Lead Member: Councillor Sirajul Islam</p>	Meet with disabled user groups to agree priority services and benefits to promote to disabled people	<p>Agree programme of service promotion and implement from April 2007</p> <p>Review programme annually as part of the Disability Equality Scheme Action Plan review</p>	<p>Workshops were organised with the Residents Panel and disabled residents were asked how the information that they have prioritised should be promoted in terms of publicity and distribution. The findings will inform a list of priority information about services and benefits and where this should be distributed.</p> <p>Quarterly DES review meetings held and these actions monitored.</p>	G
GES	<p>Promote the Council's commitment to gender equality and promote positive images of women, men and transgender people Contact Officer: Michael Keating, Service Head, Scrutiny and Equalities, Chief Executive's Directorate Lead Member: Councillor Sirajul Islam</p>	Promote the Gender Equality Scheme with residents, partners and local voluntary and community groups	<p>Analysis of promotion issues by April 2008</p> <p>Review the images the Council uses in its publications to avoid gender stereotyping</p>	<p>The Gender Equality Scheme was launched in November at an event which was co-hosted by the Women in Tower Hamlets Inclusive Network (WITHIN) and the Tower Hamlets Partnership. Over fifty people attended the event, including community organisations members, councillors, faith leaders and staff from partner agencies.</p> <p>Tower Design have built in requirements to promote gender equality through the use of images which reflect the gender diversity of the borough in all publications. Requirements to avoid gender stereotyping are built into all stages of the production of publications, including negotiations with clients on specification of the publication and design.</p>	G
GES	<p>Improve the participation of transgender people in public life Contact Officer: Michael Keating, Service Head, Scrutiny and Equalities, Chief Executive's Directorate Lead Member: Councillor Sirajul Islam</p>	Develop a programme of further consultation with the LGBT Community and Staff Forums and other relevant organisations to identify key barriers and issues	<p>Programme in place and reviewed by April 2008</p>	<p>The LGBT Community Forum actively seek to engage with transgender people through both regular meetings and events. To further strengthen this work the Metro Centre has been commissioned to undertake a needs assessment of the LGBT community in the borough and this will include an analysis of how transgender people can be better supported to access opportunities to engage in public life.</p>	R
SP RES GES	<p>Increase the capacity of the Third Sector to participate in the planning and delivery of excellent public services Contact Officer: Shazia Hussain, Director of Tower Hamlets Partnership, Communities, Localities and Culture Directorate</p>	Provision of support and assistance to frontline Third Sector organisations to enhance their ability to shape and deliver local priorities and increase participation and involvement of residents	<p>Programme of development support to the Women in Tower Hamlets Inclusive Network (WITHIN) agreed by May 2007 and reviewed by January 2008</p>	<p>Completed. Final programme agreed in July 2007. An officer is working with the group on a regular basis. Away day took place in October 2007.</p>	G

<p>Lead Member: Councillor Ohid Ahmed</p>	<p>Develop a Joint Programme of environmental projects and capacity building with Muslim Women's groups (Subject to outcome of 2006/7 LAA faith group initiative and 2007/8 funding)</p>	<p>Increase capacity of the Tower Hamlets Somali organisations network to develop and implement an action plan by March 2008</p>	<p>Completed - Officers provided support to assist the Somali Network in delivering their 2007/8 to 2009/10 Business Plan.</p>	G		
		<p>Capacity building support provided to 10 LBTH funded organisations by February 2008</p>	<p>Completed - Officers have assisted 23 organisations in drawing down funding from external agencies.</p>	G		
		<p>Programme of development support to voluntary sector advice agencies and Advice Provider Forum agreed by May 2007 and reviewed by January 2008</p>	<p>Completed - Stage 2 Advice was completed in October 2007. Programme was Commissioned in March 2008.</p>	G		
		<p>Engagement plan agreed by April 2007</p>	<p>Completed. Engagement plan in place to bring together Muslim community organisations to deliver joint environmental projects.</p>	G		
		<p>Agenda agreed by May 2007</p>	<p>Completed. 'Muslim Women's Collective' formed in April 2007 through engagement with Muslim community organisations, London Sustainability Exchange and LBTH.</p>			
		<p>Development Programme finalised by June 2007, with implementation by July 2007</p>	<p>Completed. SLA agreed with London Sustainability Exchange to be the client/commissioning interface between the Collective and the Council. This SLA also covers capacity building work with the Collective to enable them to deliver further education and behaviour change programmes.</p>			
		<p>Undertake a review of the programme from March 2008</p>	<p>Review is underway and scheduled for completion by end July 2008.</p>			
		<p>Provide a dynamic and outward facing Overview and Scrutiny function</p>	<p>Revise scoping of scrutiny reviews to strengthen impact on equalities and community cohesion</p>	<p>Incorporated within work programme from July 2007</p>	<p>Completed - All Scrutiny Review considered equalities and community cohesion impact.</p>	G
				<p>Work programme agreed July 2007 and progress report to Committee regularly</p>	<p>Completed - Scrutiny Challenge Session on Interpreting and Translation Services looked at access to services for all communities. Review on Young Peoples participation sports looked at specifically access for young disabled people.</p>	G
				<p>Year 2 of work programme completed and evaluated by April 2008</p>	<p>Completed - Year 2 work programme completed including review on tobacco cessation. Evaluation of this will be undertaken as part of development of year 3 work programme</p>	G
<p>Plan developed by December 2007</p>	<p>Completed - Induction Session held for co-opted Members. Needs to be further developed to further engage external forums and partners.</p>			G		
<p>Contact Officer: Michael Keating, Service Head, Scrutiny and Equalities, Chief Executive's Directorate</p>	<p>Ensure Overview and Scrutiny work programme includes reviews on specific diversity and equality topics</p>	<p>Ensure Health Scrutiny Panel delivers Year 2 of four year work programme to tackle health inequalities</p>	<p>Completed - Year 2 work programme completed including review on tobacco cessation. Evaluation of this will be undertaken as part of development of year 3 work programme</p>	G		
<p>Lead Member: Councillor Strajul Islam</p>	<p>Develop plan of activities to enhance relationships between OSC councillors and co-optees and for developing better links with external forums and partners</p>	<p>Completed - Induction Session held for co-opted Members. Needs to be further developed to further engage external forums and partners.</p>	G			

GES	<p>Ensure gender issues are considered in the physical design and development of facilities/services</p> <p>Contact Officer: Michael Keating, Service Head, Scrutiny and Equalities, Chief Executive's Directorate</p> <p>Lead Member: Councillor Sirajul Islam</p>	<p>Develop guidance on how to consider gender issues within service redesign</p>	<p>Evaluation of guidance and engagement by April 2008</p>	<p>Guidance incorporated within revised EQIA guidance used by all services to assess the impact of development of new services and changes to policy and procedures.</p>	G	
		<p>Design and Access comments required for all planning applications</p>				<p>Completed. All planning applications contain Design and Access comments.</p>
		<p>Ensure that communities are engaging in the planning process, as set out in the Statement of Community Involvement</p>				<p>Completed. SCI has received approval from the Planning Inspectorate and is now subject to final cabinet approval. It is now being used to guide community engagement on all planning matters.</p>
GES	<p>Improve the representation of women in democratic processes and positions of influence</p> <p>Contact Officers: Susan Ritchie, Head of Participation and Engagement</p> <p>Shazia Hussain, Director of Tower Hamlets Partnership, Communities, Localities and Culture Directorate</p> <p>Lead Members: Councillor Sirajul Islam Councillor Ohid Ahmed</p>	<p>Sustain and extend the Women into Public Life initiative including encouraging women to become councillors, magistrates and lay visitors</p>	<p>Projects evaluated and assessed for success by April 2008</p>	<p>Assessment completed.</p>	G	
		<p>Develop a website to promote Women into Public Life</p>	<p>Developed. The website was developed and launched during International Women's Week. Website address - www.womenintopubliclife.com.</p>			
		<p>Review Partnership Boards and structures and activities to encourage greater participation by women</p>	<p>Partnership structures are currently under review. Completion due July 2008.</p>			
SP RES DES GES	<p>To promote and support community cohesion</p>	<p>Develop 'Councillors of the Future' project targeted at women as potential councillors</p>	<p>Review Partnership Boards and structures and activities to encourage greater participation by women</p>	<p>Councillors of the Future project has been launched. 17 local women applied and are currently enrolled on the programme.</p>	G	
		<p>Establish Community Cohesion Contingency Planning and Tension Monitoring Group</p>	<p>Group established from September 2007 and review of effectiveness by March 2008</p>	<p>Group establishment in September and bi-monthly meetings held. Members includes representatives of faith communities, the Police, Children's Services, the RSL Forum, Communications, the voluntary sector and scrutiny and equalities. Tension monitoring training for ten group members has been arranged with the Institute of Community Cohesion to strengthen the capacity of the group to effectively monitor and manage tensions.</p>		

Examine potential for cohesion activities around gender and disability	Evaluation by December 2007 (disability) and by April 2008 (gender)	G
Evaluate the Bridging Communities project and develop action plan for next steps	Action Plan in place from September 2007	G
Strengthen work with the faith community to facilitate cohesion work: <ul style="list-style-type: none"> • Interfaith Forum work launched from Interfaith Week • Service Level Agreements with the Council of Mosques and the London Muslim Centre on community cohesion reviewed and refreshed 	Work programmes in place with review of progress - January 2008	G

Contact officer:
Michael Keating, Service Head,
Scrutiny and Equalities, Chief
Executive's Directorate (in
partnership with Children's Services)

Lead Member:
Councillor Sirajul Islam

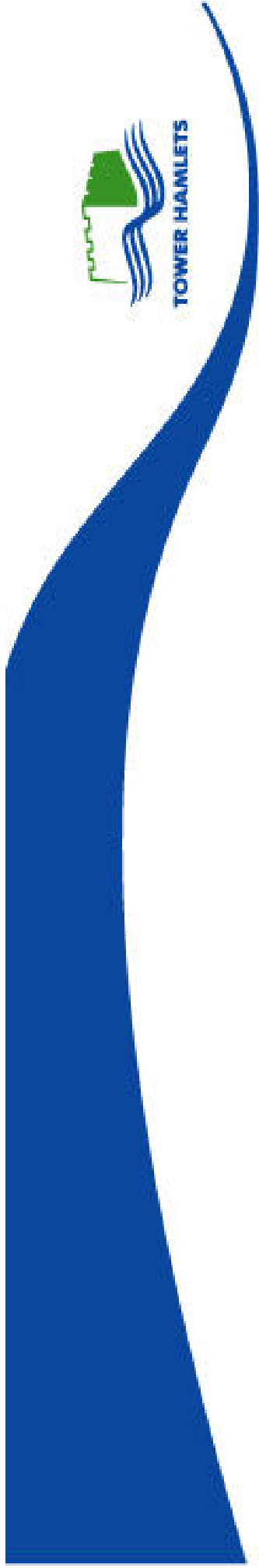
Develop intelligence on new communities to incorporate into relevant strategies (including Multi-Agency Refugee Strategy and interpreting and translation)	Assessment of need completed by April 2008	Completed - Assessment of need commissioned and completed by Praxis. The Refugee Forum has expanded its remit to look more substantively at new communities.	G
Work with Third Sector partners to increase volunteering as a means of building social capital and community participation	LAA volunteering targets met (6-monthly LAA reporting)	Completed - Full report of work undertaken in 2007/08 submitted to full Forum AGM in March 2008.	G
Support local arts and events to celebrate local diversity and improve cohesion	Survey to measure impact undertaken, July-October 2007	Complete. Researchers from University of East London undertook qualitative research into the impact of events on community cohesion. This research has been disseminated widely and has informed the commissioning of events in 2008-09.	G
Support the Partnership in ensuring it engages with all communities in the borough	Evaluation of annual series of events March 2008	2007-08 programme of events has been evaluated and outcomes combined with findings of University of East London research to inform commissioning of arts and events programme in 2008-09.	G
Develop guidance and support for schools in implementing their Cohesion Duty	Implement Stronger Communities strand of Local Area Agreement with outcomes delivered by March 2008	Somali participants in LAP events; target exceeded by 2%. Bangladeshi participants in LAP events: targets missed by 7%. However, data on Bangladeshi participants has been lost therefore actual attendance figures are not reflected. Highly confident that target in actual figures has been	G
	Guidance and support in place from September 2007	Completed - Guidance sent to all schools and training on the Community Cohesion Duty delivered to School Governors Group. A resource pack was issued to all schools and schools identified as examples of good practice were recruited to support others. Training was also delivered to school governors in October 2007. The One Tower Hamlets Community Cohesion Fund for Schools (CCIF) was launched in May 2008 to further support schools in www.one.towerhamlets.gov.uk/community-cohesion	G
Continue to strengthen partnerships between children and young people and faith institutions, developing children and young people's involvement in the interfaith Forum by March 2008	Inter-faith projects evaluation reports completed July 2007	Completed. Small Encounters project has twinned 12 neighbouring primary schools to run joint events aimed at bringing children together from diverse communities to mark religious festivals.	G

	100% of schools implement disability and gender equality schemes March 2008	G
Roll out a programme of cultural exchanges between young people in Tower Hamlets, through schools, youth work and other settings by March 2008	Ensure 3 cultural exchanges have been completed or planned to be completed by the end of the year, by November 2007	G
Disseminate best practice in support for newly arrived children and young people with English as an additional language (EAL) in schools	Increase the number of schools offering Key Stage 2 language opportunities as part of their mainstream curriculum by 18% by December 2007 (achieve 30% by 09/08) Ensure First Language Assessment service for newly arrived and under achieving children made available at all Key Stages- and planning to be in place for Foundation levels- by March 2008	G
Completed - Despite re-structuring this milestone has been achieved. Our Equality schemes run for three years with annual reviews and updates of activities. Disability Equality Scheme was reviewed in Dec 07 and new activities are being planned for April 08 - March 09. The Gender Equality Scheme is undergoing its first review (April 08) and the Youth Participation Equality Impact Assessment was completed in March 08 with new activities for consulting with young women, disabled young people and young people with learning difficulties incorporated in the Action Plan	Completed - One example of positive cultural exchanges included Children Looked After. A group of staff & young people from across the UK including Tower Hamlets were part of this group. This was with the What Makes The Difference project. Activities included visiting a number of children's homes, sharing experiences, culture and social care practice with our Polish colleagues and young people. MORE than 250 students marked the Community Languages Celebration with songs, drama and presentations (March 08). From Bengali to French, Vietnamese to Spanish, the students treated high profile guests such as the Bangladeshi and Lithuanian High Commissioners to a fantastic display of linguistic ability. Some 5,000 students in Tower Hamlets are currently studying community languages. Tower Hamlets Summer University works with young people in the borough through summer schemes and other initiatives. Their programme included a city exchange to Cornwall, which saw young people from Tower Hamlets spend five days surfing near Truro.Its Youth Ambassadors scheme allows young people to run	G

SP RES DES GES	<p>Improve the extent to which the workforce reflects the community</p> <p>Contact officer: Deborah Clarke, Joint Director of Human Resources, Chief Executive's Directorate Lead Member: Councillor Sirajul Islam</p>	<p>Disability and gender equality schemes in place in all schools</p> <p>Implement recruitment and development initiatives to support achievement of all Workforce to Reflect the Community Strategy targets; Council wide and within Directorates</p> <p>Develop programmes to support career pathways for BME staff</p> <p>Introduce new Aspiring Leader programme for targeted staff (especially disabled and BME) Underpinning supervisory/management training with option for professional qualification</p>	<p>Commence reviews of existing equalities schemes, monitor information to identify actions and inform work around disability and gender for young people from April 2007</p> <p>Set specific targets for teams to ensure that young females and young people with a disability receive an enhanced level of service from April 2008 across Children's Service</p> <p>Six monthly monitoring reports demonstrate progress towards targets (December 2007 and ongoing)</p> <p>Report to CMT in December 2007 and six monthly thereafter on agreed areas for improvement</p> <p>Track, monitor and report progress of individuals involved in the programmes to CMT every six months</p> <p>First programme starts early 2007</p> <p>Progress report to CMT December 2007</p>	<p>Completed - Though 18% target is a very challenging target, we have achieved beyond that as the standard funds made available.</p> <p>Completed - Though 18% target is a very challenging target, we have achieved beyond that as the standard funds made available.</p> <p>Completed - In line with the above, reports will be developed as new process and systems are implemented. new reports will compliment the current TH performance indicator reports on top earners by gender and ethnicity</p> <p>Completed - 75%. WFTRC report is produced bi monthly and submitted to CMT. Recruitment update and local graduate progress report. Item to go back to CMT in the near future</p> <p>Completed - Tracking online with both the local graduates and aspiring leaders. However, too early for meaningful reports on either groups (both started Oct 07)</p> <p>Completed. 23 candidates starting the programme in October 2007.</p> <p>Completed.</p>	G G G G G G G
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		Deliver training through Corporate Learning and Development Programme and provide briefings to managers	Training delivered through Corporate Programme. No employment legislation changes required policies to be updated.	G
Positively respond to the new statutory requirement to promote disability equality, age discrimination legislation, and changes in employment legislation	(March 2008 and on-going)- ensure that statutory requirements are translated into HR policy within 2 months of the change in legislation and that they are user friendly and easily accessible		The Council has developed policies on disabilities equality and age legislations. The policy ensures that we meet our statutory requirements. Also it ensures we have a recognised process for supporting and assessing disabled staff in the organisation.	G
Develop and implement a package of initiatives targeting under-represented groups in the school workforce	Package of incentives publicised (July 2007) and taken up by 5 Somali young people wishing to train as teachers by September 2007		Council has operated a number of successful training and employment schemes for local people including positive action entry level programmes, mainly targeted at the Bangladeshi and Somali communities.	G
Implement the Disability Action Plan including a training programme for managers on supporting disabled staff and ensuring that all development and training programmes are accessible	Increase the percentage of disabled staff as a percentage of the top 5% of earners from 4 to 4.5% in 2007		Since March 2007, we have run two successful Personal Development Programmes for Disabled Staff - 26 staff in total have completed this programme. The Council is also working with the Tower Project to provide work placement for disabled people in the borough as part of the Valuing People in Public project. Between January 2007 and January 2008 156 managers started an accredited management programme.	G
Increase the percentage of black and minority teachers moving into leadership positions through residential and twilight training programmes, together with individual coaching sessions, to enable 24 teachers to prepare for successful career moves	6 month follow-up shows that 50% of participants have applied for Leadership positions		In January 2008 a questionnaire was sent to all funded students who undertook Initial Teacher Training programmes and qualified as teachers. Of this group 49% were pursuing leadership positions.	G
	12 month follow-up shows that 40% of participants have achieved promotion		On target. Tracking is ongoing and twelve month evaluation is due to be carried out in July.	G

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London Borough of Tower Hamlets

**Appendix Two:
Diversity and Equality Action Plan:
Corporate Priorities 2007/08
End of Year Monitoring Report**

June 2008

Objective	Key Activities	Target date	Overall Progress	Activity Status
<p>Ensure that the Council operates to the highest standards of equalities practice</p>	<p>Maintain Level 5 of the Local Government Equality Standard and agree and achieve targets with partners.</p>	<p>April 2008</p>	<p>Complete. Revised Equality Standard and the new requirements have been considered at CEGS and Directorate Equality Focus groups to identify gaps and actions needed.</p> <p>Diversity and Equality Partnership Group established bringing together equalities officers from main statutory and voluntary sector partners quarterly. Two meetings held so far. Joint actions and targets have been to work towards a Level 5 borough.</p>	<p>G</p>
	<p>Ensure that relevant human rights implications are considered within policies and practice.</p> <p>Ensure that local equalities practice and policies matches that of the new Equality and Human Rights Commission.</p>	<p>March 2008</p>	<p>Review of human rights implications is underway. Final report and recommendations will be ready by the end of June 08. The report is scheduled to go to CEGS in September.</p>	<p>G</p>
	<p>Review of Race, Disability and Gender Equality Schemes to link with new practice.</p>	<p>April 2008</p>	<p>Disability, Gender and Race Equality Schemes have been reviewed.</p>	<p>A</p>

Refresh test of relevance template	Undertake an audit of all policies and functions and prioritise level of impact across 6 equality strands.	January 2008	All policies and functions have been assessed for relevance across six equality strands. New test of relevance and three year EQIA work programme has been agreed by DMTs and CESH.	G
Improve procedures for equality impact assessments	<p>Analyse learning from Peer Support initiative through learning event with partner authorities and production of learning tool for national use.</p> <p>Undertake an audit of all policies and functions and prioritise level of impact across 6 equality strands and implications for Race, Disability and Gender Equality Schemes.</p> <p>Revise test of relevance template based on audit results.</p> <p>Revise equality impact assessment guidance.</p> <p>Develop improved procedures for completion and publication of equality impact assessments.</p>	<p>March 2008</p> <p>April 2008</p>	<p>Learning event held in November 2007. E-learning tool has been produced and will be launched by the end of July.</p> <p>An audit of all policies and functions have been assessed for impact across six equality strands. New test of relevance and new three year EQIA work programme has been agreed by DMTs and CESH.</p> <p>Test of relevance revised based on audit of all council policies and functions. Revised test of relevance agreed by DMTs and CESH.</p> <p>Equality Impact Assessment Guidance has been revised in consultation with DELOs and will be launched with the e-guidance by the end of July.</p>	G

<p>Review of monitoring by 6 equality strands to identify any gaps per Directorate and develop measures to address these</p>	<p>Undertake audit of monitoring arrangements Council-wide and analyse findings to inform improvements to guidance and support to Directorates.</p>	<p>January 2008</p>	<p>Audit of monitoring arrangements undertaken in January and fed back to CESG. The results have contributed to revised Equality Monitoring Guidance which was launched at the Council Equality Conference in May 2008.</p>	<p>G</p>
<p>Review complaints monitoring by 6 equality strands in terms of breakdown and reporting by service and corporately</p>	<p>Review monitoring requirements for Race, Disability and Gender Equality schemes.</p>	<p>January 2008</p>	<p>Monitoring requirements for Race Gender and Disability Schemes were considered as part of the monitoring review and incorporated into the new equality monitoring guidance.</p>	<p>G</p>
<p>Review complaints monitoring by 6 equality strands in terms of breakdown and reporting by service and corporately</p>	<p>Improve analysis of complaints reporting by equality strand.</p>	<p>January 2008</p>	<p>Paper based forms have been updated to cover monitoring of all six equality strands and online form record gender, race, faith and age. There is work towards incorporating faith and sexual orientation into monitoring undertaken over the phone. Data will be collated on a monthly basis throughout 2008, but with full reporting from early 2009, once a meaningful baseline has been established.</p>	<p>A</p>
<p>Identify and establish the processes for developing and</p>	<p>Agree diversity and equality objectives and targets in revised Community Plan and related strategies.</p>	<p>April 2008</p>	<p>All external equality forums have been involved in consultation for the refresh of the Community Plan. The revised Community Plan 2020 was also informed</p>	<p>G</p>

<p>reviewing shared equality objectives with partners across the 6 equality strands</p>			<p>by an equality impact assessment which used data on the differential equality outcomes for the six equality groups as well as qualitative consultation results gathered.</p> <p>The Diversity and Equality Partnership Group was established in March bringing together equalities officers from main statutory and voluntary sector partners quarterly. Joint targets have been established which work towards achieving a Level 5 borough.</p>	<p>G</p>
<p>Provide support to Councillors to promote equality (linked to Race, Disability and Gender Equality Schemes and revised Level 5)</p>	<p>Review of support needs completed.</p>	<p>April 2008</p>	<p>Equalities Training for members took place in March 08. Further to this training Members agreed to establish a Member diversity and equality group.</p>	<p>G</p>
<p>Review the role and objectives of CESH in delivering the Council's diversity and equality agenda</p>	<p>Workshop with CESH members to discuss and agree its role and future aims and areas of work.</p>	<p>October 2007</p>	<p>Workshop completed at the end of 2007 and work programme for 2008/8 has been established. A Council wide Equalities Conference was held in May 2008 which communicated the role of CESH and Council's diversity and</p>	<p>G</p>

<p>Improve awareness and understanding of managers about the revised Equality Standard and what it means for the Council and its partners</p>	<p>Guidelines for managers in place.</p>	<p>March 2008</p>	<p>equality priorities for the year ahead.</p> <p>Complete. Revised Equality Standard and the new requirements have been considered at CESH and Directorate Equality Focus groups to identify gaps and actions needed. A Council wide diversity and equality conference was held in May to communicate to all staff priorities for the year ahead, particularly in relation to the Level 5 revised Equality Standard and to capacity build staff to meet these requirements.</p>	<p style="text-align: center;">G</p>
<p>Develop a corporate self-assessment toolkit to measure progress against diversity and equality objectives and targets</p>	<p>Develop a checklist of questions and examples of corporate and directorate types of evidence that link to the different requirements of the Equality Standard and examples of evidence.</p>	<p>December 2007</p>	<p>Complete. Produced and circulated to all Directorates.</p>	<p style="text-align: center;">G</p>
<p>Review our procurement arrangements to ensure that equality objectives and targets are being met by contractors</p>	<p>Work with Procurement to audit contractual arrangements per Directorate to identify gaps in equality monitoring, objective and target setting and review.</p>	<p>March 2008</p>	<p>Key procurement documents have been revised to bring them in line with all six equality strands. Full review of all procurement processes is scheduled for 08/09</p>	<p style="text-align: center;">A</p>

	Review corporate procurement processes and develop measures to ensure any gaps are addressed from audit		Scope of audit agreed and due to commence January 2008.	
Strengthen consultation and involvement arrangements with external and internal equality forums	<p>Undertake a review of the role and purpose of external and internal equality forums in shaping and reviewing the delivery of Council services. This review will cover:</p> <ul style="list-style-type: none"> • Disabled staff, BME staff and LGBT staff forum • Self-organised staff groups • Tower Hamlets Access Group • Tower Hamlets Interfaith Forum • LGBT Forum 	March 2008	<p>A review of the role and purpose of external and internal equality forums was undertaken at the end of 2007. The outcome of this review has informed the development and work programmes of internal and external staff forums.</p> <p>The LGBT Staff Forum held a workshop to develop the Forum and work programme for the year ahead in Feb 08. The BME Staff Forum had similar discussions at its meeting in March.</p> <p>Terms of Reference and constitutions of Access Group and Interfaith Forum have been re-drafted.</p>	G
Commission external validation of the Council's achievements in the revised Equality Standard	<p>Assess learning from participation in the Capital Ambition Equality Standard for London local government project</p> <p>External validation confirms</p>	<p>March 2008</p> <p>April 2008</p>	<p>In DEAP2008/9, external validation has been scheduled to take place in September 2008.</p> <p>Internal scrutiny of the Council Level 5</p>	R

	maintenance of Level 5 of the Equality Standard		<p>achievements will also be undertaken by O&S. An internal review to validate our level 5 achievements has been undertaken by the Corporate Equalities Team for BVPI 2A.</p>	
Audit all diversity and equality related actions for impact on cohesion	Assess cohesion issues as part of above activities	Ongoing with evaluation April 2008	<p>Complete. A community cohesion toolkit has been developed and will be used to assess the cohesion implications of key services such as housing and community safety. EQIA guidance requires all staff to think about community cohesion implications as part of all equality impact assessments.</p>	G

Agenda Item 12.1

Committee	Date	Classification	Report No.	Agenda Item No.
Overview and Scrutiny Committee	10 June 2008	Unrestricted		12.1
Report of:		Title:		
Michael Keating Acting Assistant Chief Executive		Scrutiny Challenge Session – Interpreting and Translation Provision		
Originating Officer(s):		Ward(s) affected: All		
Hannah Bailey Scrutiny & Equalities Support Officer				

1. Summary

- 1.1 This report updates the Overview and Scrutiny Committee on the outcome of the Scrutiny Challenge Session on Interpreting and Translation Provision which was held on 22nd April 2008.

2. Recommendation

- 2.1 The Overview and Scrutiny Committee is asked to note the outcome of the Scrutiny Challenge Session on Interpreting and Translation Provision.

LOCAL GOVERNMENT ACT, 2000 (SECTION 97)

LIST OF “BACKGROUND PAPERS” USED IN THE PREPARATION OF THIS REPORT

Background papers

Name and telephone number of and address where open to inspection

Guidance for Local Authorities on Translation of Publications (Department for Communities and Local Government, December 2007.)
Our Shared Future (Commission on Integration and Cohesion, June 2007.)

Hannah Bailey
 Scrutiny and Equalities Support Officer
 Ext 3070

3. Introduction

- 3.1 This report provides a summary of the scrutiny challenge session held on interpreting and translation and ESOL provision to provide members with an opportunity to look at current arrangements for providing services in the borough.
- 3.2 Challenge sessions are designed as a quick way for a group of members to get to grips with key policy issues and ensure a robust check on the Council and its partners' policies. The session was attended by a mixed group of seven Members led by the Scrutiny Lead for Excellent Public Services, Councillor A Salique. A number of officers and representatives of partner organisations also attended as witnesses, as outlined below.

4. Purpose

- 4.1 The purpose of the Challenge Session was to:
- To consider the recommendations made in the DCLG paper entitled *Guidance for Local Authorities on Translation of Publications* and any implications they may have for the Council;
 - To ensure that the provision of translation and interpretation is appropriate and effective;
 - To examine the resources allocated to interpreting and translation to ensure the efficient use of resources and value for money;
 - To consider the impact of the current provision of ESOL (English for speakers of another language) courses in the borough;
 - To examine the impact that interpreting and translation has on the wider issues of integration and community cohesion in Tower Hamlets.
- 4.2 The group received five presentations during the course of the session, as outlined below:
- Hafsha Ali and Hannah Bailey, Scrutiny and Equalities, and Emdad Haque, Adults, Health and Wellbeing;
 - Fiona Paterson, Idea Store Learning Development Manager;
 - Vaughan Jones ,Praxis,
 - Tony Collins, Poplar HARCA;
 - Jaimin Patel, Newham Language Shop.

5. Background

- 5.1 In June 2007 the Commission on Integration and Cohesion published a document entitled *Our Shared Future* which set out practical ways in which local authorities could help to build strong communities by promoting cohesion and integration locally. The Commission recommended that local authorities consider:
- Situating translation in the wider context of a communication strategy for all residents;
 - Ensuring that translation of written materials is done in a way that builds integration and cohesion, and maximises efficiency.

- 5.2 In response to the Commission, the Department for Communities and Local Government (DCLG) produced a paper entitled *Guidance for Local Authorities on Translation of Publications*. This document advocates that local authorities reject automatic translation in favour of a more selective approach, where translation is targeted to particular needs, and forms part of an overall local strategy to promote English.
- 5.3 Tower Hamlets is an ethnically diverse area, with nearly half of the population from black and ethnic minority (BME) backgrounds. While approximately one third are of Bangladeshi origin, there is also a significant Somali community and an increasing number of arrivals from new communities, most notably from Eastern Europe. Given this level of diversity, the demand for English as a second language courses is high in the borough.
- 5.4 An estimated 3 in 10 Tower Hamlets residents have a disability of some description. This has implications for those who find they have difficulty accessing services through the usual channels of written and spoken word, and presents the need for information to be communicated via other means, such as British Sign Language (BSL) or easy read format.
- 5.5 Interpreting and translation services play a critical role in effectively communicating with residents and improving equal access to services. However the profile and needs of the local community has changed over the years and it is important to ensure that the way in which information is provided through translation and interpretation is both appropriate and effective.

6. Current interpreting and translation provision

- 6.1 Members received information on the Council's current interpreting and translation provision from Hafsha Ali and Hannah Bailey from the Scrutiny and Equalities Team. It was explained that interpreting and translation services were currently sourced from an external provider, Newham Language Shop. Following a short analysis of the national background to the ongoing debate on interpreting and translation provision, the session heard evidence about the language demand in Tower Hamlets.
- 6.2 Bengali and Somali made up the two largest groups for translation in both 2006/07 and 2007/08, with Vietnamese as the third most requested language. In terms of interpreting, again Bengali and Somali were the two main languages. In 2006/07 Turkish was the third language, however in 2007/08 this position had been equally shared between Turkish, Kurdish and Polish at 3% each. This year a total of 38 other languages make up the remaining 22% of interpreting provision. These include a range of languages, such as Russian, Romanian and Albanian.
- 6.3 Members heard that another useful means of measuring potential need is to examine the schools language census. This looks at which languages pupils speak in their home environment and shows trends amongst families with school age children. An example is that the number of children speaking Polish at home has almost doubled in a year, rising from 63 pupils in 2006 to 120 in 2007.
- 6.4 The majority of provision made by the Council is for interpreting services, the figure for 2006/07 was 87% of all services which rose to 95% in 2007/08. For both 2006/07 and 2007/08 the main use has been for telephone interpreting. When broken down into individual service areas for 2006/07 Housing used 66% of provision (on homelessness and housing advice, tenancy support, housing benefits and local housing offices)

Social Services used 21% (on youth offending, sensory impairments team and child protection / welfare) and Chief Executive's used 13% (One Stop Shops and customer access on a range of queries across the authority.)

- 6.5 Members were then presented with information about consideration of visual and sensory impairments. Around 5% of all interpreting provision in 2006/07 was for Braille and BSL. However it was felt that other options needed to be more routinely considered such as the use of large print for documents for those who are visually impaired but still have some vision and the use of easy read, which is a system of simplifying documents for those with learning difficulties.
- 6.6 From 2005/06, annual expenditure on interpreting and translation had been reduced from £178,310.01 to £127,152.34 in 2007/08. To summarise the information given Members heard that the Council does not automatically translate all documents, but offers a service on request, and uses interpreting for vital services. Whilst the Council does understand demand, this could be improved particularly for newer communities, along with a revision of the guidance on interpreting and translation. At present the issue is not linked to a wider Communications Strategy or ESOL, as recommended by the government and this is an area for improvement.
- 6.7 Emdad Haque from Adults Health and Well Being then presented information to the meeting on the internal arrangements for interpreting and translation which complemented the main service from Newham Language Shop This consists of a core specialist service with staff employed within the directorate able to provide services in Bengali, Sylheti, Somali and Arabic. The service aims to ensure equal access to services within Adults Health and Well Being whilst improving efficiency.

7. ESOL provision

- 7.1 Fiona Paterson addressed Members in her capacity as Idea Store Learning Development Manager on the issue of ESOL provision in the borough. Recent research, including the Adult Learning Strategy had highlighted significant demand in Tower Hamlets for ESOL classes. However the available funding did not meet this level of demand.
- 7.2 Members heard that the majority of funding for ESOL in London came from the Learning and Skills Council (LSC) whose emphasis was on the skills agenda. This meant that the bulk of the already limited funding went on preparing people for the labour market, with less emphasis on those wishing to begin at basic entry level English.
- 7.3 It was explained that LBTH (nor generally do other providers in the borough) did not currently advertise ESOL services due to lack of resources and that the high level of demand was created entirely by word-of-mouth. Aligned with this, it was also felt that not enough work was currently undertaken to reach out to vulnerable groups who may benefit from ESOL provision.
- 7.4 Whilst ESOL has a role in preparing people for the labour market, it was also felt that it could have a positive impact on community cohesion, for example through enabling parents to become more actively involved in their child's education, and this role should be more strongly emphasised.
- 7.5 In conclusion Members heard that it was necessary to view ESOL services within the constraints of the available funding. Although there was planned investment of £5m

for ESOL through the City Strategy Partnership (CSP) in East London over the next two years, when broken down over the five eligible boroughs this figure was lessened considerably. In this case, the target group will be mainly parents to engage them to move into employment.

8. Evidence from partner agencies

- 8.1 Members heard evidence from three further speakers who each gave their views on current interpreting and translation provision, the circumstances local to Tower Hamlets and best practice.
- 8.2 Vaughan Jones from Praxis addressed the meeting beginning with an analysis of his experience in working with new communities in the borough. Alongside the significant long-established communities in Tower Hamlets, there had been a recent considerable increase in the numbers of new arrivals from Brazil, Columbia, Poland, Lithuania and China, amongst others. Research completed in 2003 around communication was still vital and the evidence showed that the ability to communicate effectively impacts upon an individual's sense of belonging, their participation and citizenship.
- 8.3 Whilst English was not the only language of the British Isles, its economic importance could not be underestimated. In line with this, Praxis currently offer ESOL classes aimed at new arrivals wishing to utilise their skills in the field of health and social care. However, Praxis saw English as an important skill not only in the workplace but in the home and within the community to allow people to communicate on a number of levels.
- 8.4 In the workplace it was essential that both employers and trade unions were aware of their employee / member needs as the workplace was often an appropriate forum for delivering ESOL courses. The key to being able to plan these services was knowing what / where the demand was. Wherever provision was made, it was essential to ensure that it fit with people's lifestyles in order to maximise take-up.
- 8.5 Tony Collins presented Members with information on the provision made by one of the borough's largest registered social landlords. He began by stating that the languages provided by Poplar HARCA corresponded with the profile presented by LBTH. All publications produced included a strap-line which offered translation of the document upon request in order to reduce unnecessary waste, as had been the case in the past. The organisation also operated a customer tracking system which recorded customers preferred method of communication on a central system to highlight any requirements to all staff.
- 8.6 Poplar HARCA currently provided ESOL classes in their community centres and these were not solely for their residents but open to all. These currently had a mixed take-up including Bengali women and those wishing to enter employment. In terms of interpreting, the organisation offer financial incentives for bilingual staff to utilise their language skills in the workplace to assist with service delivery. Alongside this, all staff were also trained in BSL. The Poplar HARCA website was also speech enabled to assist those with visual impairments.
- 8.7 In conclusion, Members heard that the Audit Commission's inspection of Poplar HARCA had recommended that more be done in the area of interpreting and translation. Therefore the organisation was keen to embark on any partnership

working with the Council and other agencies in order to expand and improve their provision.

- 8.8 For the final presentation, the meeting heard from Jaimin Patel of Newham Language Shop (NLS). He explained that NLS had provided interpreting and translation services to LBTH for the past eight years and also worked with a number of other London Boroughs. The role of NLS was to provide services that could not be sourced locally in Tower Hamlets in order to empower local people by allowing equal access to services.
- 8.9 The ethos of NLS revolved around effective communication for all customers, particularly vulnerable residents. The growth of new communities in Tower Hamlets has increased the breadth of languages NLS are required to cover, with around eighty different languages requested across East London. The national debate on interpreting and translation was seen as somewhat simplistic by NLS as it was felt that facilitating effective interventions at an early stage often served to save money in the long term.
- 8.10 Members were presented with examples of best practice from other boroughs, such as the routine translation of a document listing the seven documents needed to complete a Housing Benefit application and the use of multi-lingual 'talking heads' online and at customer service kiosks in Newham. There were many challenges around interpreting and translation, particularly in terms of a lack of data, differing levels of need and the transient nature of London's population. In conclusion it was felt that quality data identifying demand was essential to keep pace with changes in local circumstances.

9. Discussions and recommendations

- 9.1 The Challenge Session provided an opportunity for Members to raise a number of issues and there was a wide ranging discussion throughout the meeting. During the discussions Members proposed a number of recommendations.
- 9.2 The quality of data was recognised by Members as key to providing quality services and enabling the local authority to be more proactive in their approach to how interpreting and translation, and also ESOL, is provided. It was felt that work needed to be undertaken to ensure that the data used is adequately highlighting areas of demand. Members also felt that there was merit in examining the possible implementation of a customer tracking system in order to record customers preferred method of communication across directorates.

Recommendation 1 – That work is undertaken to review the collection and quality of data around interpreting and translation, and an examination of the practicalities and merits of implementing a customer tracking system across the authority is made.

- 9.3 Concerns were expressed around the current arrangements for ESOL provision, particularly in terms of both the funding available and the level at which courses are offered. Whilst the importance of preparing individuals for the labour market was recognised, it was felt equally important that those with very limited English be given the opportunity to access entry-level classes.

Recommendation 2 – That the Lifelong Learning Service examine ways in which new arrivals and those with limited English be targeted and offered the opportunity to take an entry-level ESOL course.

- 9.4 Given the huge local demand for ESOL courses Members enquired as to whether any alternative funding streams had been identified in order to increase provision.

Recommendation 3 – That work be undertaken to examine alternative sources of funding for ESOL through a number of channels including the Local Strategic Partnership, Section 106 agreements and opportunities created by the 2012 Olympics.

- 9.5 In response to the information supplied by Poplar HARCA regarding the provision of ESOL in community centres, Members felt that there was merit in holding classes close to the community. It was suggested that GP surgeries would be another good location as they would be accessible to a broad range of people. Discussions also took place around the need to offer more flexible methods of learning English, such as open source learning via computer packages.

Recommendation 4 – That an examination be made of the feasibility of holding ESOL classes in conjunction with partner organisations, such as Poplar HARCA, and the voluntary sector at a range of accessible community locations, such as GP surgeries. Also to examine alternative methods of delivering English language courses.

- 9.6 Despite the evidence that demand for ESOL was high through word-of-mouth advertising alone, Members were concerned that newer or more vulnerable communities may not be aware of the existence of such support.

Recommendation 5 - That work be undertaken to examine advertising and signposting of ESOL services.

- 9.7 Discussions took place during the session between Members and the representatives of partner organisations in attendance around the benefits of partnership working. It was felt that the Council, PCT and other service providers would benefit from adhering to a common strategy around interpreting and provision and also examining who provides what service and where to reduce any duplication.

Recommendation 6 – That an examination of the opportunities for partnership working on the issue of interpreting and translation be made.

- 9.8 Members raised the issue of the creation of the new housing ALMO (Arms Length Management Organisation) given the high levels of housing-related requests for interpreting and translation made within the Council.

Recommendation 7 – That the arrangements for the provision of interpreting and translation services within the new ALMO be examined.

10. Conclusions

- 10.1 The Challenge Session was an opportunity for Members to examine the current arrangements for providing interpreting and translation in the borough in the light of national debate on the issue. It was recognised that LBTH was not wasteful in its current provision and that services were targeted at areas of need. However it was also felt that local circumstances in the borough did not always reflect the national picture due to the diversity of the population and high levels of new migrants. Particularly, it was acknowledged that current ESOL provision is not meeting the huge demand amongst residents and a number of recommendations were made by

Members to try and address this shortfall. Finally, the challenge session highlighted the opportunities for partnership working both across the borough and beyond, as it was recognised that the issues discussed affected neighbouring boroughs, particularly around the high demand for ESOL. It was recommended that these opportunities be further explored and taken forward in the new municipal year, particularly given the ongoing discussions with Hackney around these issues.

11. Concurrent Report of the Assistant Chief Executive (Legal)

- 11.1 Under Section 21 of the Local Government Act 2000, the Council has a duty to deliver an effective and robust Overview and Scrutiny function. Monitoring the interpreting and translation service provided by both the Council and through the contract with NLS by Members and partner organisations is an example of effective scrutiny and ensures that this duty is discharged effectively.

12. Comments of the Chief Financial Officer

- 12.1 Any financial implications arising from this report will be met from within existing resources.

13. Equal Opportunity Implications

- 13.1 Ensuring fair and equal access to services in the borough is an important step towards challenging inequalities. During the session Members considered the impact of providing good quality interpreting and translation services to allow those who do not have English as a first language or those with sensory impairments to access key services.

14. Anti-Poverty Implications

- 14.1 New migrant communities are often among the poorer members of the community. Access to high-quality interpreting and translation provision is therefore vital to ensure that they are able to access key services such as GPs or housing. In the longer term, the provision of ESOL at both entry-level and with an employment and skills emphasis will ensure that new migrants are more able to access the labour market, and often at a higher level.

15. Sustainable Action for a Greener Environment

- 15.1 There are no direct sustainable actions for a greener environment arising from this report.

16. Risk Management

- 16.1 There are no direct risk management actions arising from this report.