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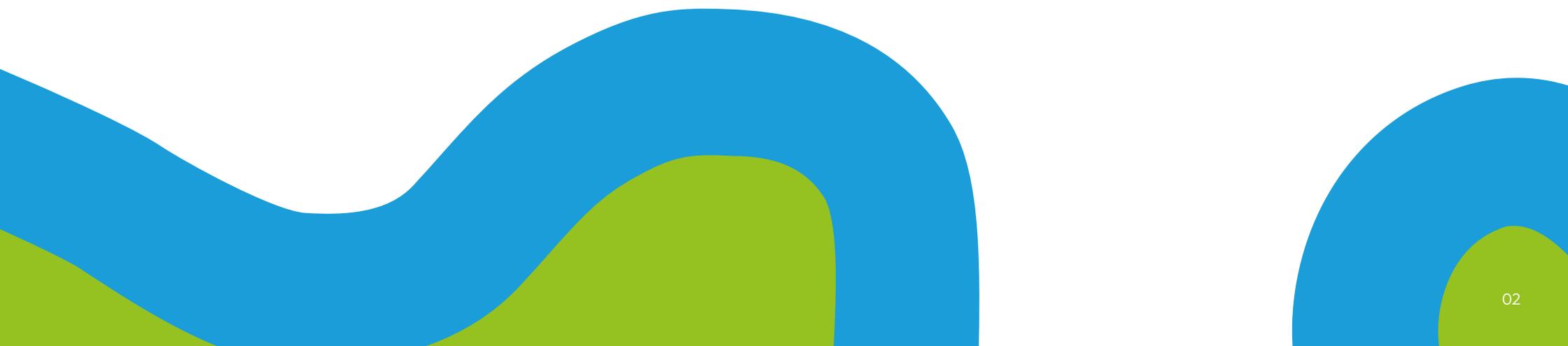
Tower Hamlets Plan: our borough, our plan

2018-2023

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Contents

Our Vision	03
Introduction from the Mayor of Tower Hamlets	04
Tower Hamlets: a borough of opportunity	05
The challenge ahead: Tackling inequality by building a strong, inclusive and fair borough	08
How we will achieve this: Our model of change	13
Our next steps	16



Our Vision

This is the Tower Hamlets Plan. It sets out our shared vision for the future of our borough.

Tower Hamlets is one of the most dynamic, exciting and diverse places in the country. It is a borough with a rich history; people are proud to be part of this community. Tower Hamlets is also a place of contrasts and contradictions, where a thriving economy co-exists with high levels of poverty. But above all it is a place of opportunity. A place where we can build on the stories of our past, on the great progress we have already made, and on our many strengths, to ensure that this is a borough where all residents can thrive.

In the summer of 2017 we commissioned a range of evidence gathering projects to provide a robust evidence base for a new borough plan. We met with our partners, stakeholders and residents to understand *what are your concerns* and *what changes do you want to see?* We wanted to

make sure we heard from a wide range of people so we recruited community researchers to tap into their local networks, reaching people that have typically been under represented in consultation and asked them *what matters most to you?* We have used this information to help us identify our

key objective for this plan: **tackling inequality by building a strong, inclusive and fair borough** and the four themes that we will focus on to enable us to achieve it.

This Plan sets out our priorities over the next five years and the ways in which we will work together

to achieve them. It is a plan for all of us – those of us who live in the borough, people who work here and our thriving voluntary and community sector. Only if we all play our part will we achieve our shared ambitions.

our role

– We will combine our skills and resources, because working together as a team will bring about a better and brighter future for everyone in Tower Hamlets.

your role

– Play your part, join in, get involved in your borough. Communities that come together can bring about powerful change.

together

– We will take action on the things that matter most to you.

Introduction from the Mayor of Tower Hamlets

Over the past 12 months I have been working with borough leaders from organisations and community groups representing every corner of Tower Hamlets: the council, the NHS, further education institutions and the University, the police and fire service, housing associations and representatives from the business community, faith leaders and community groups. Together we are the Tower Hamlets Partnership.

We came together to ask ourselves a simple question: *how can we make our borough the best possible place to live?* To explore this question we have reviewed evidence about what is happening in our borough in key areas such as health, education and employment, spoken to many of our residents and hosted the first ever Tower Hamlets Community Summit, at which nearly 300 local people gathered to meet each other and share ideas.

This Plan is the result of those conversations. It is our shared

vision for what our borough should be: clean and well looked after, and our streets and estates feel safer, a fairer place with more access to affordable housing and where our residents achieve their potential. It sets out our key objective, which partners believe they can collectively influence: **tackling inequality by building a strong, inclusive and fair borough**, and the four themes we will focus our efforts on in enabling us to achieve this objective.

This Plan is only the beginning. It is clear from our conversations that Tower Hamlets is a borough that is rich in people and organisations committed to our shared objectives. But we cannot achieve them alone. Time and again it becomes clear that we can only improve local lives by working together.

The Tower Hamlets Partnership is united behind this common vision. We commit to providing leadership on the complex, cross-cutting issues set out here,

coordinating and joining up our efforts where possible, and speaking with one voice on behalf of the borough.

From Government cuts, welfare reform, rising demand for local services, our fast-growing population to Brexit - there are lots of challenges on the horizon. But I believe that by working together we can ensure our community continues to go from strength to strength.



John Biggs
Mayor of Tower Hamlets



The Tower Hamlets Plan

Tower Hamlets: a borough of opportunity

Tower Hamlets is a place with a rich history; or, as many people who contributed to this Plan observed, “many rich histories”. From its beginnings as an historic docks and manufacturing area it has grown and developed at a faster rate than anywhere else in the UK. This culturally rich and diverse area faces unique challenges as it moves from a place of deprivation to become an extension of the Central London economic powerhouse and a vibrant borough in its own right.

“There are real opportunities in Tower Hamlets, because there is such a strong corporate sector” – *local partner*

There are great opportunities in Tower Hamlets. We have centres of huge employment and new residential developments in



Docklands and Canary Wharf; and we are close to the city and the job opportunities offered by the rest of London.



We have more jobs than the number of working age residents

We are the fourth youngest borough in the UK: almost half of our residents (47 %) are aged 20-39.



“Tower Hamlets is one of the leading performing boroughs in education up to the age of 16” – *local partner*

After years of investment and hard work by our teachers and others we have some of the best schools in the country.

37 schools rated ‘Outstanding’, 60 rated ‘Good’ and only three ‘Requiring Improvement’.



We have great transport links, we are rich in award-winning open green spaces, and we have a highly-regarded hospital and good health services.



More affordable homes are built here than anywhere else in the country



“It is a lovely area to live in, there are very nice parks and a nice community” – resident

We are also one of the most vibrant and diverse communities in the UK. Local people are proud of the high levels of community cohesion.



Almost 140 languages are spoken in our schools alone and 92% of residents feel that people from different backgrounds get on well together



People we spoke to value the rich cultural offer that comes with this mix, and the new opportunities to celebrate this diversity that we have worked hard to create, through free community events

and festivals. People told us they also value the borough’s strong voluntary and community sector, the Ideas Stores and sports facilities and the local markets and other accessible local amenities.

Over the past three decades our population has more than doubled and we are still growing.

Our population recently broke through the 300,000 mark and is projected to be approaching 400,000 by 2027.



“We need to support and encourage young people to think about university” – local partner

“Young Muslim women have high aspirations but face a number of barriers” – local partner

It is a testament to our vibrancy and welcome that the borough is such an attractive place to live.

There is a huge amount to celebrate about life in Tower Hamlets, and the Partnership will take every opportunity to highlight these successes. One of the recurring themes of our conversations was the feeling that the portrayal of Tower Hamlets in the media and elsewhere does not reflect the many positive stories we have to tell, and that this affects the way people think about their experience of living in the borough. We want people to have positive associations about life in Tower Hamlets, and this Plan and the associated communications campaign that we are launching is part of that effort.

However, we must not hide from the fact that Tower Hamlets is also a borough of contradictions.

Despite the economic opportunities in our borough, many in our community do not benefit from them.

The borough is the tenth most deprived local authority in England and has the highest levels of pensioner poverty and child poverty in England.



An estimated four in ten households in Tower Hamlets are living below the poverty line, after housing costs are taken into account.



This is the highest poverty rate across all local authorities in England and Wales, and almost double the national average.



The employment rate of residents is below the national average

We know that work doesn't always pay: in-work poverty is increasing. And although many of our young people do very well at school, improvements in education do not always translate into better opportunities in the jobs market for them, and too few go on to the best universities and break into top jobs.

The borough is tackling some of the toughest health inequalities in the UK caused by deprivation and related housing and employment needs.

The rate of adults receiving long term support from adult social care is among the highest in London



Many in our community experience loneliness which is closely associated with a range of health issues.

“Even though I like my community there are some issues with segregation between groups” – resident





Many people we spoke to said that we could do more to improve access to and use of our green spaces. We also know that crime and anti-social behaviour is a key concern for local people, and has an impact on quality of life for the whole community. Despite significant growth in housing in the borough, too many households are waiting for housing, and affordability remains a challenge.



Although local people say that they get on well together, we understand they often feel that they are living parallel lives - happily existing alongside each other but never truly integrating. We want to build a strong community where people come together as one. And while we have a thriving voluntary sector, many local people want to be active in their community but find it difficult to overcome barriers to doing so.



These contradictions, or inequalities, are what we, the partners and people of Tower

Hamlets, want to address. They are the focus of this Plan.

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“People want opportunities to mix at a neighbourhood level” – *local partner*

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“I feel very isolated. It is worse now than it used to be” – *resident*

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The challenge ahead

Tackling inequality by building a strong, inclusive and fair borough

As we developed this Plan, nearly every piece of evidence that we reviewed and conversation that took place spoke to the need to utilise the huge opportunities and assets that we have and to translate those opportunities into benefits for everyone.

We have identified four themes which we will focus our efforts on to help us achieve our objective:

(i) A better deal for young people: aspiration, education and skills

High quality education is a stepping stone to high quality employment. We will continue to work hard to help our young people do well at school and go on to reach their full potential. For some this will mean joining the workforce and embarking on an excellent apprenticeship, and for others it will involve taking the next steps into higher education.

Whatever route our young people choose we want to equip them with the skills and confidence to succeed in the modern economy.

We also want to ensure that our young people are supported

outside of education to play a positive role in the borough, for example through youth facilities and sports clubs, and benefit from being part of an active and integrated community.

“We could do some work on apprenticeships to raise their profile and desirability”
– local partner

Spotlight Youth Facility

Set up by Poplar HARCA, Spotlight is a youth focused facility where young people can think creatively, gain confidence and pursue opportunities they may not have thought possible. Spotlight is a safe and inclusive space providing free services for 11-19 year olds. Over 50 partners currently provide services at Spotlight.

Opened in 2014, Spotlight was created in response to local young people saying they had nowhere to go that was just for them. The design and offer was based on research conducted by young people with over 2,000

respondents which helped secure £4million in external funding.

Since opening, Spotlight has engaged over 7,000 young people of which 42% are female. The success in serving such a relatively high proportion of female users has been attributed to a mixture of offering safe and secure facilities, female focussed activities and plenty of female staff. There is also a balance between mixed use and female only spaces and services.

According to the Metropolitan Police's Annual Crime Count, Lansbury Ward saw a 40% reduction in all crimes from 1,153 incidents in 2013 to 693 in 2015. This

coincides with the opening and development of Spotlight and its positive work with young people from the local area.

Spotlight provides world class facilities including a music recording studio, media suite, radio room, boxing gym, theatre space, chill out & games area, café and dance studios.

Spotlight also offers access to specialist support to young people including counselling and therapy; advice, information & guidance; drug & alcohol cessation; employment support; and sex & relationships guidance.

(ii) Good jobs and employment

We want to help local residents to capitalise on the dynamic employment growth occurring around them. This is because we know that being in work improves outcomes in many areas of life including mental and physical health and wellbeing.

We will encourage employers and education providers to work closely and ensure that the education and skills training available supports the needs of the job market. We want residents to be taking advantage of the skills and employment training services available locally. And we are working with local employers to ensure they play their role in supporting the community, through inclusive recruitment, responsible employment and fair access to jobs. We will push for economic investment that is coordinated and focused and for a borough that is a dynamic place for innovation and those who want to set up a business. And as large employers, the members of the

WorkPath: transforming lives by raising aspirations, capabilities and access to opportunities

Sam, a care leaver had no previous work experience; he was struggling to find employment and was suffering from low morale. He was on the brink of homelessness and his Key Worker was concerned that he may resort to crime out of desperation.

Sam was referred to WorkPath by his key worker. Following an initial assessment, it was clear that Sam required comprehensive advice, support and employment interventions to enhance his skillset, career ambitions and help him on his journey to work and stability.

An action plan was drawn up to assist Sam, comprising of CV development, job search and application support. In addition he was given training and a work experience placement

Tower Hamlets partnership will also ensure our own organisations are inclusive and open to local people too, improving our apprenticeship schemes, community outreach and local employment practice.

and was put through the Construction Skills Certification Scheme (CSCS). It took Sam several attempts to secure his CSCS card. Close working with Sam's Key Worker helped keep his morale up and stay committed.

WorkPath was able to secure Sam an interview to become an Electrical Apprentice. Although the employer was concerned about Sam's lack of work experience, they were persuaded to offer him a work trial. After his 1st week, the employer confirmed they would be paying Sam for the duration of his work trial and following the second week the employer confirmed Sam would be offered an apprenticeship. Sam was very pleased with the opportunity to be working on site and is looking forward to starting his Apprenticeship.

Sam's morale is up, his confidence has increased and he is very optimistic about the future. With the employability and transferrable skills developed, he is now open to various career options.

(iii) Strong, resilient and safe communities

We know that strong and resilient communities are happier and healthier communities, when people look out for each other they benefit in terms of their health and well-being, from their connections with the people around them.

Against a backdrop of reducing public sector resources and increased confidence to report crime, we will focus more on crime prevention and reducing fear of crime. We will also work closely with communities to tackle crime and anti-social behaviour.

We know that residents are concerned about the safety and security of their home and we are working closely with housing providers, the London Fire Brigade, tenant and resident associations on issues around fire safety.

We will work together as a community to support greater integration and cohesion, helping

to build bridges between different parts of the community, tackling social isolation and contributing to making the borough a safer place.

“There needs to be the creation of projects which communities can engage with, implement ideas, grow stronger communities”
– *local partner*

“People do want opportunities to mix at a neighbourhood level”
– *local partner*

“We need to do things together like arts, cooking, that aren’t language based”
– *local partner*

Jenny found sanctuary at home

Jenny, mother of one, was a victim of domestic violence. She disclosed to her GP which led to a referral to the IRIS (Identification and Referral to Improve Safety) project commissioned by the Council’s Community Safety team. The project aims to encourage reporting and reduce repeat victimisation. Jenny said “I was too scared to report it to the Police and didn’t know what help would be available. I was referred to MARAC (multi agency risk assessment conference) where trained professionals worked out a safety plan for me. The Police were really understanding and made the process of giving evidence easier. I also received help from the Sanctuary project. They made changes to my home so that I could stay there safely which meant my child’s school wasn’t affected and I still had the local support network”.

Jenny was referred to Independent Domestic Violence Advocates (IDVA) where she received emotional and practical support until the case reached the Specialist Domestic Violence Court (SDVC). Jenny was able to give evidence through special measures put in place and the perpetrator was charged. The SDVC has a victim satisfaction rate of 92%. Jenny’s child is receiving support from her school. The staff have received training around Violence Against Women and Girls and the pupils talk about healthy relationships in their PSHE classes.

Jenny noted “I am in touch with other victims and we are all impressed with the way the Domestic Violence services manage to keep families safe in their home.”

(iu) Better health and well-being

We are committed to improving the health and wellbeing of our local population and the quality of the care services they receive. At the heart of this is ensuring our services are person centred, coordinated and make a tangible and positive difference to people's lives. We have a strong commitment to deliver in a joined-up way with a strong local Tower Hamlets focus. We aim to give the people of Tower Hamlets one of the best systems of interconnected health and care in the country. We are delivering this through the Tower Hamlets Together (THT) partnership which brings together providers, commissioners, the community and voluntary and statutory sector to improve the quality of life for our residents, manage demand for services and for ensuring that we spend money wisely.

Through further close partnership working, prevention, early intervention and working with our communities, we will tackle health

inequalities, improving the quality of life for our residents and managing demand for services.

We know that achieving better health and wellbeing is much wider

New model for partnership working makes for a healthier future for Tower Hamlets

While children's centres across the country are closing due to budget cuts, in Tower Hamlets we are working with partners to breathe new life into our children's centres and re-structure them into child and family hubs.

The Tower Hamlets Together has made significant progress towards integrating health, employment and social care through the restructured children's centres. They have brought all early years services

than improving our health and care services. It involves taking a holistic approach to everything that impacts on how we feel, from good quality housing to accessible parks and open spaces. We know we can

together with the health visiting service, maternity services, employment services provided by WorkPath and local voluntary and community sector organisations.

From its children's centres, Tower Hamlets Together now delivers child health and well-baby clinics, midwifery, health visitors, immunisation against infectious diseases, advice on healthy eating, therapies like baby massage as well as employment advice. Having a universal offer enables health and social care needs to be identified at an early stage, and that timely intervention reduces chronic conditions in

achieve improved physical and mental health by providing spaces for people to be active and enjoy.

later life like diabetes, coronary heart disease and some cancers.

Concentrating services at children's centres has had other important benefits such as making it easier to access training such as employment training, particularly helpful for mothers wishing to return to the jobs market, and language classes.

Our commitments

We will use our collective influence to lead and campaign on the issues that matter most to the people of Tower Hamlets.

We have listened to you and have developed our Tower Hamlets Strategic Framework. At the centre is our key objective; building a stronger, more inclusive and fairer borough. This is underpinned by four themes which we will focus our efforts on. Each theme has a set of key outcomes which we intend to achieve over the next five years.

All the organisations involved in the Tower Hamlets Partnership are committed to playing their part in achieving the shared outcomes outlined here. However, the bulk of the delivery will be undertaken by the existing partnership thematic boards through a refresh of their work programme, setting out how we will achieve these outcomes and the indicators we will use to monitor progress. These outcomes will be kept under regular review by the Partnership.

Tower Hamlets Strategic Framework: Our objectives, themes and outcomes



How we will achieve this: Our model of change

A whole system approach – Our Role and Your Role

As partners have reflected on the key opportunities and challenges facing the borough, we have also thought hard about how we are going to achieve our objectives. In a time of austerity and uncertainty, 'less of the same' will not be enough. Public sector organisations in the borough are already making big changes to the ways that they work, and this will need to continue. And as the richness of our conversations about the role of organisations and people beyond the public sector have shown, we really do all need to play our part. Responsible local businesses, a thriving voluntary sector and residents themselves are critical to achieving this Plan.

For example, improving access to good employment will require local employers to improve their outreach and work in partnership with local schools, colleges and intermediaries. But we want to go further than this, because we recognise that employers and

business' have a reach far greater than providing employment and they can play a role in achieving other outcomes too. By giving staff time to participate in volunteering, mentoring and providing pro bono work ie supporting community groups with their fundraising or advising on their marketing strategy. Universities too have a role to play which is beyond delivering educational achievement. This can be about ensuring their facilities are accessible to non students. Whether thats opening up the university drama theatre and putting on performances for members of the public to enjoy or inviting aspiring musicians to access their music studios. Its about sharing resources and spaces for the benefit of all.

We are calling this a 'whole system' approach to change in Tower Hamlets, and it will require us to work together in new ways, build better alignment of our respective efforts in service of our shared aims, and put the interests of the borough above those of our individual organisations.

Award-winning substance misuse services

Partners across health, police, probation, housing, social care, licensing, public health and the council come together to deliver on the broad agenda surrounding substance misuse and work with individuals whose criminal or anti-social behaviour (ASB) is related to their drug and or alcohol use.

This successful partnership working engaged 20 families in family interventions between April and December 2017 and 54 interventions were delivered to carers and individuals affected by someone else's substance misuse.

A Specialist Midwife (substance misuse) has been commissioned, based at the Royal London Hospital, and is working with pregnant women with an identified drug or alcohol problem. The midwife works closely with other hospital teams, Reset Treatment Service, GPs, Children's Social Care and Children's Centres. Many women are not in treatment at the time of referral and the service helps them to stabilise on substitute prescribing and allocates them a care coordinator. Between April and October 2017, 14 out of 18 babies born to clients of this service were able to go home with their mothers rather than into foster care or adoption.

We already have some excellent examples of a whole system approach. For instance, registered social landlords play a vital role in providing high quality, affordable housing for local residents, but they also help shape the physical environment and increasingly deliver and manage a wide range of community services and facilities. Another example is the Tower Hamlets Together partnership which is taking a population health approach that is structured to meet the needs of segments of our population rather than across diseases or organisations.

Public service reform

Public services are under huge long-term financial pressures and are also facing rising demand from service users. There are already many initiatives underway to change the way that public services are designed and run in Tower Hamlets, such as the integration of health and social care.

Our role

We as civic leaders will need to increase our efforts, and ensure a greater coherence of approach across our organisations.

The borough has a huge asset in its thriving community and voluntary sector, which is often the first port of call for residents, and there are already many good examples of close partnership working.

To achieve our vision, we commit to:

- **Focusing on outcomes and assets** - rather than organisations, services or process. This means that we will prioritise on what is most likely to improve outcomes for local people, rather than the ways that services have traditionally been provided or the interests of our own organisations. We will listen to people's priorities, ensure we understand what is happening in people's lives and work with people to make changes, building on and enhancing their own strengths.

Our role

We will use the collective buying power of public bodies to invest together in better local outcomes.

- **Improving outcomes and managing demand by intervening early** - we will focus on understanding the root causes of people's needs and

intervene earlier to prevent problems from worsening where possible.

- **Working together to provide more integrated services that respond to the complexity of people's needs** - we will improve the coherence of local services, so that people do not have to navigate multiple services at the same time, and so that people get the support that they really need. We will increase partnership working between public services and the community and voluntary sector, to ensure that a range of informal and formal support is available.

Active Communities

Public services alone cannot improve people's lives. Complex social challenges such as poor mental health and social isolation cannot be solved with a medical prescription or a short daily visit from a care worker alone. And we know that being part of a strong and resilient community can improve local people's well-being

as well as help manage demand for services. We need to work alongside and with local people, both in the formal voluntary sector and more informally, to encourage and support the daily interactions and relationships that can make such a difference to people's lives.

Your role

We need your help. Whether it is checking on a neighbour, volunteering your time, or being a responsible citizen by recycling, minimising car use and contacting the council online, we all have a part to play.

Large public sector agencies can set the tone, make financial investments in community groups, activities and events, and support and encourage community leaders. We can ensure the voice of the community is heard when it comes to the issues that matter to them, such as community safety. We will play our part. But we also need local people to play theirs.

Running the Daily Mile

Tower Hamlets has the highest number of registered Daily Mile schools in London. The Daily Mile is an initiative running at schools, which gets young people to take part in a 15 minute desk to desk run or jog. The aim of The Daily Mile is to improve the physical, social, emotional and mental health and wellbeing of our children – regardless of age, ability or personal circumstances.

Almost half of all primary schools in Tower Hamlets are taking part. There is no cost to the school and no training is required. The feedback has been universally positive. Anecdotally, schools have reported that behaviour and concentration has improved amongst pupils as well as attainment.

The Healthy Lives team can provide fitness training and can mark out a track in the playground and conduct a risk assessment. The team also provide top tips to ensure the Daily Mile is successful in school.

Pupils have told us that before the programme "I did not have the confidence to run. I thought it would be hard and I will have to stop all the time." And since joining the programme they tell us "I really like doing Mile a Day, it makes me feel energetic and it is so fun. I am proud of myself."



Our next steps

As a Partnership, our shared commitments to the borough for the next five years are laid out in this Plan. Below are some immediate priorities that we are focusing on over the next 12 months.

Communicating progress and sharing the positives

Changing perceptions of Tower Hamlets

We are leading a high profile positive communications campaign about the borough, to tackle negative perceptions and inner city stereotypes. We will showcase the positive experiences that people shared with us as we developed this Plan, and the many success stories we have, be it about our excellent schools, our diversity and the many opportunities local people have to access great resources and jobs. We will also highlight fantastic projects that are already underway in the borough that represent the ways of working outlined in this Plan, sharing learning and good practice and celebrating the best of Tower Hamlets.

Speaking with one voice on behalf of Tower Hamlets

There is power in a range of local organisations coming to a shared view about issues that will affect the borough and speaking with one voice on behalf of local people.

The Partnership will support the Mayor's Brexit Commission to examine the impacts that Brexit will have on the Council, our local economy and residents, and to ensure that we can respond swiftly to any challenges or opportunities that may arise. A Brexit commission will enable us to coordinate our response to central government, the Mayor of London and others more efficiently and effectively.

Engaging the community and local partners

Building the movement for change in Tower Hamlets

As a Partnership we want to ensure that we are working with a wide range of local stakeholders

to understand the direction we need to take together, and creating the space for others to make their contribution. We will host a programme of Summits throughout the year with local citizens and organisations, where people can come together, meet each other, share ideas and learn from each other. We have already connected over 300 local stakeholders through the first Summit in January 2018.

Taking forward the ideas from the first Tower Hamlets Summit

The ideas generated at the first Tower Hamlets Summit have been shared with all those who attended, so that where possible people can take ownership for moving them forward. Those ideas that require action by members of the Partnership are reflected here. We will also be holding discussions with the other partnerships where organisations are coming together to guide priorities such as the Health and Wellbeing Board, the Growth and Economic Development Partnership, the

Children and Families Partnership, the Tower Hamlets Housing Forum and the Community Safety Partnership, to ensure that the ideas are built into their own plans.

Joining up budgets and services

We have undertaken the first ever analysis of total public sector spend in the borough, and we will now explore the opportunity for more effective alignments of budgets where possible. We will also explore opportunities to support services where integration or joint commissioning is already taking place, such as health and social care, and identify new opportunities under each of the four themes outlined in this Plan.

Co-design and co-production

We commit to using the principles of co-design and co-production to ensure the community and local partners have a voice in shaping the design of local services.

Planning for the future

Understanding the impact of Brexit

Through our work to create this Plan we explored the potential impacts of Brexit on the borough, especially in relation to the future workforce and jobs in the borough. This initial work highlighted the opportunity for more coordinated workforce planning, training and recruitment across partners, and we will focus on the potential of our own organisations to realise these opportunities. WorkPath employment service will work with local employers to identify potential skills shortages as a result of Brexit and will put in place schemes to meet these shortages where possible.

Future-proofing the NHS in Tower Hamlets

We know that Tower Hamlets is the fastest growing borough in London. While the current primary healthcare facilities meet the needs of the population today, projections estimate that there will be a deficit of 21% in five years' time.

To tackle this, Tower Hamlet's Public Health team in partnership with the NHS and planning, finance and infrastructure colleagues created an innovative programme to direct the funds paid by developers to offset the adverse impacts of developments (known as Section 106 and Community Infrastructure Levy money) towards health improvements.

Under this programme the team is working hard to maximise the income from these funding streams and use their understanding of population trends and the evidence base to make sure the money buys high quality health infrastructure where it is needed most. Since 2015 £19.3 million of Section 106 and Community Infrastructure Levy money has been grant-funded to the NHS to create:

- **up to 92 newly built or refurbished clinical and treatment spaces;**
- **the capacity to increase patient lists in excess of 35,000 residents; and**
- **more than 250,000 additional appointments each year.**

William Cotton Place in Popular is one beneficiary of the programme. A fantastic new health centre that opened in January 2017, it received £3.1 million to fit out the newly built premises in an area with high levels of deprivation and poor health.



Bridging the gap between local people and good local jobs

There is already a great deal of work underway to support local people into local jobs and build relationships between local employers and local schools and colleges. The Partnership will review this work, to identify whether there are further opportunities that could be created, particularly with regards to influencing large local employers. As employers, the members of the Partnership will also review our own mentoring, apprenticeship, recruitment and employment practices, to ensure we are providing access and opportunity to local people.



Building shared local accountability

All the organisations involved in the Tower Hamlets Partnership sign up to playing their part in achieving the shared outcomes. We will also build on the work undertaken for this Plan by continuing to share data among partners, creating a shared understanding of the opportunities and challenges.

Culture change and people development

As large employers in the borough, the members of the Tower Hamlets Partnership will lead culture change and staff development in our own organisations as a means of enabling the new ways of working set out in this Plan. Each partner organisation will review its organisational strategies in line with the ambitions set out here, and the members of the Partnership will champion the changes in their organisations



If you would like to find out more or have any questions about the Tower Hamlets Plan please contact us at the following email:

towerhamletspartnership@towerhamlets.gov.uk

