

**The Council's Strategic  
Plan 2011/12**

**Outline Plan**

# A Message from the Mayor

I am pleased to present this summary of the Council's Strategic Plan for 2011/12. The Outline Strategic Plan describes the Council's overall aims and objectives, the outcomes intended for people who live and work in the borough, and the actions to be taken in 2011/12 to deliver those outcomes. It also details our contribution to the Community Plan and shared vision for improving the quality of life for everyone living and working in Tower Hamlets.

The development of the Strategic Plan has been informed by the Community Plan refresh and includes priorities that have been developed following rigorous consultation with residents, third sector organisations and partner agencies. These priorities include: increasing the availability of affordable family sized housing and reducing overcrowding; improving attainment at age 16 and above and increasing activities out of school for young people; further reducing crime and anti-social behaviour; tackling worklessness; and further improving cleanliness and the public realm.

The next few years will be challenging for Tower Hamlets. Past improvements for local people have, in part, been a result of the level of resources available to public services. We are now experiencing challenging financial times, with far less money to spend on public services than before.

To ensure that Tower Hamlets remains a borough where everyone can access the same opportunities, our commitment to build One Tower Hamlets remains a key theme within the Strategic Plan, and underpins each of the themes in our Community Plan, but we also need to place greater emphasis on how we, as a public sector organisation, work more efficiently, and how we can empower local people to play a greater part themselves.

The Strategic Plan, then, is our road map. It keeps us on track in our drive to sustain high quality service delivery and help local people to experience an improved quality of life. We all – staff and councillors – have a part to play in the first year of our new Strategic Plan and I am confident that by working together we can overcome the challenges that we face in the year ahead.

**Lutfur Rahman**

Mayor of Tower Hamlets

# Introduction – the 2011/12 context

The Council's Strategic Plan describes the Council's overall aims and objectives, the outcomes intended for people who live and work in the borough, and the actions to be taken in 2011/12 to deliver those outcomes.

The development of the Strategic Plan Outline Plan 2011/12 has been informed by the Community Plan refresh process. Community Plan priorities have been developed following rigorous consultation with residents, third sector organisations and partner agencies. The emerging objectives also reflect the new Mayor's priority areas: increasing affordable family sized housing, young people, both improving attainment at age 16 and above and activities out of school, reducing crime and ASB, tackling worklessness and improving borough cleanliness and the public realm.

As well as reflecting these emerging Community Plan priorities, the Strategic Plan 2011/12 also takes into consideration the impact of the recent Spending Review and changed public sector financial context for the future. The coming year will be dominated by the need for the Council to deliver projects which make massive savings across our budgets, while ensuring that as far as possible we protect those key services which will make the greatest contribution to achieving our priority outcomes.

In order to inform the difficult process of developing our three year budget strategy for 2011/12 and beyond, this Outline Plan sets out the Council's proposed key priorities and outcomes for the next year. The Plan is being developed concurrently with the budget, to be presented to Cabinet early in 2011 with the budget proposals. In making the difficult decisions about where we make savings, we will need to ensure that we keep in mind these fundamental priorities and target our resource allocation on achieving these outcomes in the most cost-effective way possible. This may also require some difficult decisions about those areas which do not contribute to the achievement of our priority outcomes and the extent to which the Council can continue to afford to support these, or whether we need to look to working with partners and the local community to secure their provision in alternative ways.

The Outline Plan will be accompanied by an Action Plan of key activities and milestones which will be developed early in 2011 and presented to Cabinet in April 2011.

# Tower Hamlets Context

## *People*

Tower Hamlets has one of the fastest growing and mobile populations in the country. The borough's current population is estimated to be 242,000 and is projected to increase by a further 31% by 2026, taking the population to 316,300 – making it the fastest growing London borough. This translates to a population growth of 70,000 – 80,000 by 2025 or 100 new residents a week.

This growing population is ethnically diverse, with almost half of the borough's population comprising Black and minority ethnic groups, with the largest of those (33%) being the Bangladeshi community. By 2026, the GLA projections indicate Tower Hamlets will be one of 8 London boroughs where the BME population will represent more than 50% of the total population. The borough also has a relatively young population - 37% of people are aged 20-34, compared to 20% across England. The borough's population is expected to grow across all age groups, but growth is strongest in the older age groups, especially among the population aged 50-64 which is expected to almost double between 2010 and 2026 (a rise of 95 per cent).

## *Place*

The borough has experienced exceptional change and growth over the past decade and remains the focal point of regeneration in London. Significant development activities in the borough include the 2012 Olympic and Paralympic Games; the Thames Gateway Development and the expansion of Canary Wharf.

The Local Development Framework, which sets out the spatial vision for the borough, outlines the extensive physical renewal that is planned to meet the needs the borough's growing population. There are pioneering plans for new facilities and services including schools, health centres, transport links, parks, leisure centres and more affordable housing.

The Tower Hamlets Local Economic Assessment, an analysis of the borough's economy and future economic prospects, shows that the nature of the borough's economy has changed from a strong manufacturing base to an economy dominated by the financial services. Other important industries include retail and wholesale; hotel and restaurants and real estates. The local economy has been affected by the downturn but is beginning to recover and further growth and employment opportunities are forecasted, supported by the planned growth of Canary Wharf, Stratford and the City Fringe.

Despite the growth and regeneration, Tower Hamlets is still the third most deprived area nationally. Health inequality remains a key characteristic of the borough. The average life expectancy is 75.2 for males and 80.2 for females, compared to 77.4 for males and 82.0 for females in London as a whole. Evidence shows that key health-related lifestyle behaviours such as smoking, alcohol-related deaths and obesity are more prevalent in the borough than the rest of the country. Worklessness and poverty are also high. The employment rate is below the London average and the borough has the highest rate of child poverty nationally.

# Challenges Ahead

The public sector is facing the most severe and probably the most prolonged period of real terms reductions for public spending for many decades. The Spending Review announced cuts of 27% over 4 years in central government funding of local government and of 45-50% in capital funding, particularly impacting on social housing which is of key significance in a borough such as Tower Hamlets. Significantly, a far higher proportion of the cuts than expected will fall in year one, meaning we will need to take action extremely quickly to ensure a balanced budget for 2011/12. In addition, it is becoming clear that grants targeted to particular needs and for more deprived communities will be particularly hard hit – meaning the impact on Council budgets could be significantly higher than the headline figures announced by Government.

In addition to the scale of the immediate financial challenge, the local area faces unprecedented growth – we are predicting a 30% increase in population over the next 15 years, 43,000 new homes – equivalent to 100 new residents a week. Over the next 5 years alone we predict 25,000 new residents. This growth needs to be delivered sustainably ensuring that new homes are accompanied by access to employment opportunities, open space and schools, shops and other services. Current predictions are that over the next 5 years we will require six new primary school and 8 new secondary school form entries, 13 new GPs, 27 hectares of open space and 678 square metres of library space (half of Bow Idea Store) to meet the needs of these new residents. There is also considerable population movement – current estimates are that 20% of the population changed over 5 years to 2006, but these are likely to under-estimate current levels of churn and those who stay for short periods. Within this context, we will need to take key decisions about how we create sustainable and mixed communities. Our Core Strategy sets a strong framework for the planned growth and a key task for the future is planning how we support and sustain it.

Local need will also continue to increase. There is a continued upward trend of contacts to children's social care – up 25% from last year and now reaching 1000 a month. The number of very old people (those over 90) and therefore most likely to need social care is projected to increase by 31% over the next 5 years; there are also predicted increases in the numbers who will have a physical or learning disability. The impact of the recession will also continue to put pressure on our services to support people out of unemployment and homelessness.

At the same time, the Coalition Government is proposing wide-reaching changes to the services which our local residents rely on. Some of the key developing policies which will impact on the Council and local residents are:

- Reductions to welfare benefits, including reduced entitlements to Employment Support Allowance and Housing Benefit – this could impact very significantly on those who are sick and disabled, younger people, larger families and those in expensive private rented sector accommodation in the borough;
- Reduction in funding to support the development of social housing and consequently less affordable rents for social housing tenants;
- Potential reduction in role of local authorities in education through the acceleration of academies programme and introduction of 'free schools';

- Directly elected police commissioners – although this would not be at borough level, the implications for local policing could be significant; and a
- Massive shake-up of the NHS, including devolving healthcare commissioning to GPs, abolishing Primary Care Trusts and transferring public health responsibilities to local authorities.

## Meeting the challenges ahead

We have made real in-roads in addressing big issues such as education, poverty, worklessness, crime, overcrowding and our urban environment in Tower Hamlets, but these areas need continued and accelerated focus if we are fundamentally to alter people's life chances.

We also now need, against a backdrop of reduced funding, to address a number of tougher issues which require citizens to take more responsibility for their own lives if outcomes are to change, for example around healthy lifestyles and health inequalities; skills and employment; and climate change.

The refresh of the Community Plan is indicating that our broad priorities to achieve a great place to live, a safe and supportive community, a prosperous community and a healthy community remain fundamental to local people. The task of building One Tower Hamlets, and in particular tackling inequality and mitigating the effect of Government spending cuts on vulnerable groups, also remains vital. In this context, a range of consultation with residents and partners has taken place to inform the refreshed Community Plan. This has confirmed that our vision and priorities remain the key ones to make a difference to local people, but that we will need an increasing emphasis on how we as public sector organisations work more efficiently together to deliver these, and how we empower local people to play a greater part themselves.

# Our Vision

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

Turning this vision into reality is based on achieving four main priorities, articulated as the four themes of the Community Plan:

**A Great Place to live** - Tower Hamlets will be a place where people live in quality affordable housing, located in clean and safe neighbourhoods served by well connected and easy to access services and community facilities.

**A Prosperous Community** - Tower Hamlets will be a place where everyone, regardless of their background and circumstances, has the aspiration and opportunity to achieve their full potential.

**A Safe and Cohesive Community** - Tower Hamlets will be a safer place where people feel safer, get on better together and difference is not seen as threat but a core strength of the borough.

**A Healthy and Supportive Community** - Tower Hamlets will be a place where people are supported to live healthier, more independent lives and the risk of harm and neglect to vulnerable children and adults is reduced.

Though presented as four distinct themes, these priorities are not mutually exclusive but interdependent. Collectively they will bring about the **cross-cutting social, economic and environmental change necessary to improve the lives of local people**.

Within these broad themes, there are five strong priorities for the Council in the next 2-3 years which the new Mayor has made the centre-piece of his aspirations for the borough – these are:

- **Increasing the availability of affordable family sized housing and reducing overcrowding;**
- **Improving attainment at age 16 and above and increasing activities out of school for young people;**
- **Further reducing crime and anti-social behaviour;**
- **Tackling worklessness; and**
- **Further improving cleanliness and the public realm.**

Whilst the vision and priority themes remain consistent, it is the way in which we approach delivering them in the most cost-effective way, and the approach we take to de-prioritising those activities which do not make a clear contribution to these priorities, which will influence the development of the activities and initiatives which form part of the plan for 2011/12 and beyond. With this in mind, the Community Plan priorities are underpinned by four cross-cutting principles that will guide the approach we will take to working together with partners to achieve our shared vision. These are.

**One Tower Hamlets: tackling inequalities and promoting inclusion**  
**Efficiency: delivering value for money services**  
**Citizen engagement: Supporting a powerful public**

## **Localisation: delivering in partnership in local areas**

These cross cutting principles are reflected throughout the Strategic Plan 2011/2012.



# Our Transformation Agenda

In reflection of these ambitious priorities, we need to ensure that the Council is fit for purpose to continue to improve outcomes for local people at a time when the financial context is becoming much tougher and growth is accelerating. Addressing these massive challenges with significantly less money cannot just mean doing more of the same – it will require radical change and the Council has begun to develop a programme of transformational activity to ensure that we are fit for purpose to meet these challenges, and which is consistent with our current values.

This approach to transformation has been based around **3 key goals** – becoming more **lean, flexible and citizen centred**, in order to enable us to address these challenges.

These three high level goals can be articulated as follows:

**Lean** – the Council will make best use of resources and work more efficiently in everything it does. This will include:

- targeting and prioritising our activity based on evidence of local need and experience of what works in achieving outcomes;
- focusing our activity on functions which directly improve outcomes for local people within the context of our local strategic priorities and reducing non-core, back office and support services;
- using technology to work smarter; and
- streamlining and improving processes to eradicate duplication and waste.

**Flexible** – the Council will make best use of local public sector resources by:

- moving to more generic working based around core competencies;
- integrating the delivery of services across service, Directorate and organisational boundaries to seek improvements, economies of scale and remove duplication; and
- build on our strong working relationships with partners and neighbouring boroughs to identify options for 'Total Place' solutions and shared services.

**Citizen Centred** – the Council will shape services around the needs and aspirations of citizens and seek to build a new relationship with citizens by:

- embedding the principles of One Tower Hamlets, reducing inequality and promoting community cohesion through our transformation activity;
- changing the relationship between the public sector and the state – creating a more 'powerful public' who work with us to make the significant changes we envisage;
- actively engaging with our citizens to promote the development of social capital and mutual support; and
- using citizen insight and influence to shape universal services around the citizen and promote behaviour change which frees up capacity to focus on those with the most complex and multiple needs.

# The Transformation Programme

To deliver this new organisation, the Council has established a Transformation Programme which will ensure that we can deliver within reduced resources, and become more Lean, Flexible and Citizen Centred. The absolute imperative behind this programme is to protect the quality of front-line services to local residents as far as possible in the context of severe Government funding reductions.

The transformation programme has 5 key themes:

**Strategic Partnerships and Better Procurement**  
**Becoming a Lean Organisation**  
**Smarter Working**  
**Income Optimisation; and**  
**Better Asset Management**

Each of these themes encompasses a set of projects and the Council has established a robust set of arrangements for ensuring that these projects are delivered and their aims achieved. Delivering this programme will run through the work of the Council during 2010/11.

The Corporate Management Team meets regularly as the Transformation Board to oversee the delivery of this programme of activity. A change management structure, with cross-Council Boards for each of the programme streams, supported by a Transformation Programme Office who conduct robust monitoring and benefits realisation activity to ensure the required savings are achieved. Costed proposals related to each of the streams of work have been considered through the budget process, with all proposals being scrutinised through the Mayor and Cabinet members ahead of being incorporated within budget proposals for Cabinet

Alongside these programmes, there is a Vision and Values workstream focusing on internal communications and organisational development work to ensure that our culture and behaviours support the transformation programme to ensure that we become more Lean, Flexible and Citizen Centred.

# Delivering our priorities

This outline plan will be delivered through a range of activities and through an accompanying Action Plan. The delivery of the Plan will be supported by a number of key corporate strategies which are currently in existence or due for development. A programme for the development and review of these strategies will be presented together with the Strategic Plan. At present, the proposed suite of strategies to under-pin the Strategic Plan is as follows:

## **One Tower Hamlets**

- Asset Management Strategy
- Citizen Engagement Strategy
- Single Equality Framework
- Transformation Programme

## **A Great Place to Live**

- Climate Change Strategy
- Housing Strategy
- Homelessness Strategy
- Idea Store Strategy
- Leisure Facilities Strategy
- Local Development Framework and Core Strategy
- Local Implementation Plan
- Municipal Waste Strategy
- Open Space Strategy
- Public Realm Management Strategy

## **A Prosperous Community**

- Child Poverty Strategy
- Children and Young People Plan Financial Inclusion Strategy
- Tower Hamlets Employment and Enterprise strategies

## **A Safe and Cohesive Community**

- Crime Reduction Strategy and Action Plan
- Prevent Delivery Plan

## **A Healthy and Supportive Community**

- Carers Strategy
- Improving Health and Wellbeing Strategy
- Supporting People Strategy
- Transformation of Adult Social Care programme

# Key Activities and Initiatives

The remainder of this Outline Plan sets out the key activities and initiatives we propose to carry out in 2010/11 to enable us to make progress in our priority areas.

## A Great Place to Live

A Great Place to Live reflects our continuing ambition to make Tower Hamlets a **place where people are proud to live, work and study**.

Our vision is to achieve together a borough where people live in quality affordable housing, located in clean and safe neighbourhoods served by well connected and easy to access services and community facilities. Underpinning this aspiration is a focus on sustainability.

### *Providing quality affordable housing*

Despite the difficult climate for providing social housing, the Council will use its position to influence the level of social affordable housing in the borough and where possible, will aspire to 50% of new housing being affordable homes, with socially rented homes as well as **affordable family sized housing** a priority.

In addition an equalities focus will be given to reducing and mitigating the effects of **overcrowding**.

#### **In 2011/12 we will...**

- Deliver over 396 new affordable rented and intermediate homes through the partnership with East Thames Housing Association and Bellway Homes (Ocean Estate)
- Ensure the successful delivery of the Robin Hood Gardens regeneration programme (Blackwall Reach)
- Increase support activities to housing partners to achieve greater delivery of suitable affordable homes for Tower Hamlets Residents, including the provision of family sized homes.
- Sustain the delivery of affordable housing through the planning process, despite the current economic climate

### *Improving and maintaining the quality of housing, including maximising energy efficiency*

We will continue to work toward ensuring that more people in the borough live in decent homes, and that all homes within the borough meet **minimum decency standards**.

The Council will also work in partnership to play a key role in leading the local response to **reducing domestic carbon emissions and tackling fuel poverty**.

#### **In 2011/12 we will...**

- Work with Tower Hamlets Homes to implement and explore additional funding for the Decent Home Plus programme which will improve the quality of all Council housing
- Monitor the proportion of households in fuel poverty and implement a strategy of targeted measures to improve their energy efficiency
- Develop and implement a range of measures including supplying information to householders, targeted improvements to private sector stock and the implementation of a local Climate Change Strategy to help reduce carbon emissions and fuel poverty

### *Improving the public realm*

We know that the **cleanliness and management of the public realm** across the whole borough, regardless of ownership, is a priority for our residents and this is reflected in our council priorities.

We will continue to work with partners to ensure well managed estates. Increasingly this will mean developing more **localised approaches** to how we deliver a range of services, including public realm and enforcement activities to address the links between housing and ASB. Residents have been actively involved in developing both service standards and responsibilities for residents and the Council.

#### **In 2011/12 we will...**

- Continue to improve service delivery based on local knowledge, for example we will increase the provision of litter bins across the borough, map litter hot-spots and alter sweeping schedules accordingly, and review recycling provision on all new estates to ensure it is fit for purpose
- Seek additional funding to increase investment in recycling infrastructure

### *Improving local transport links and connectivity*

This priority includes a range of elements. We will connect communities by improving public transport networks and enabling more residents to walk and cycle safely. We are committed to **making getting around the borough easier** and **reducing congestion**.

We are also committed to working on a cross London level to ensuring the best deal for Tower Hamlets in all regional transport decisions.

Developing vibrant town centres involves **providing first-class and well managed centres where people come together for business, shopping, leisure and recreation**. We also remain focused on **improving the quality of streets and neighbourhoods**. A key element of this is **making sure that neighbourhoods have the right range of facilities, like schools and healthcare**.

#### **In 2011/12 we will...**

- Produce a revised version of the Sustainable Transport Strategy for Tower Hamlets (2011-2031)

- Develop and deliver the Transport for London Borough-wide Cycle Hire Scheme
- Develop a new Borough walking plan (2011-21)

### *Providing effective local services and facilities*

The Council is committed to providing easy to access, well run, efficient and integrated services and facilities. Increasingly, that will mean **working with partners** to provide the most efficient and well connected local services.

#### **In 2011/12 we will...**

- Develop and deliver more integrated service delivery.
- Better use our data, and our partners' data to respond more quickly and more appropriately to local issues.
- Develop better ways to work with our partners and residents
- Deliver Phase 2 of improvements to the Tower Hamlets Local History Library and Archive (Bancroft Road)
- Deliver the Local History and Archives (Heritage) Strategy
- Deliver the Idea Store Watney Market and One Stop Shop
- Manage the provision of additional school buildings to meet the projected pupil increase
- Deliver the Council's approved Conservation Strategy to effectively manage the Borough's heritage through the Conservation Strategy Delivery Plan.
- Develop three development planning documents (DPD) to formal consultation stage, to help manage and promote the provision of affordable housing

# A Prosperous Community

We aim to create a Tower Hamlets in which everyone, regardless of their background and circumstances, has the **aspiration** and **opportunity** to achieve their full potential. At the heart of this theme is a focus on **combating social exclusion**, reducing poverty and **improving the life chances** of all of the borough's residents.

This theme is focused on tackling worklessness and **increasing the aspirations and skills of all people living in the borough**. Though the overall focus has not changed, more focused objectives have been developed to reflect the national and regional economic context and the opportunities and challenges they raise for local partners. An agreed focus on achieving **convergence with the London employment rate** not only ensures a shared priority with our 5 borough partners, but also provides a framework for better co-ordination of funding and increased accountability for all mainstream service providers. In turn this framework will help to support our community to limit harm and maximise opportunities arising from the Government's welfare reform.

**Raising the aspirations and skills of local people** has been recognised as a key feature and consequently increasing educational attainment remains a key priority, with a **particular focus on accelerating improvement in GCSE results** and an increased focus on better managing the **transition from education to employment**. The Local Economic Assessment shows that Tower Hamlets is an entrepreneurial borough; fostering and supporting enterprise in the borough and entrepreneurship among local residents and increasing the number of new businesses and stability is a key objective.

## *Supporting more people into work*

**Helping families escape poverty and tackling worklessness** is a long-standing priority for the Council. Together with our partners we will work to ensure residents are able to take advantage of all jobs within the borough and that there is convergence of the borough's employment rate with the London average. Our work to reduce child poverty has been recognised as amongst the best in country.

Against a volatile economic context and alongside changes to both public sector funding and welfare reform, reducing the skills gap remains a key priority for residents, the Council and partners. Raising the aspirations and skills of local people has been recognised as a key feature **in creating a prosperous community, tackling poverty and deprivation**.

There will be a targeted focus on improving the economic activity rates of women and disabled residents and on unemployed males who experience recurring and long term unemployment.

## **In 2011/12 we will...**

- Deliver a co-ordinated approach to maximise mainstream provision
- Develop a commissioning plan to support our strategy for reducing Child Poverty

- Raise post-16 attainment through high-quality post-16 provision
- Support 600 resident starts on the LDA funded Employment and Skills Programme in 2011/12
- Commission targeted transition support for young people at risk of not being in education, employment or training after Year 11

### *Supporting residents through national welfare reform*

The Council and partners are committed to ensuring residents are supported through the **still volatile economic climate**, despite reductions in public sector funding, and that we do all we can to mitigate the risks of welfare reform to local people. However, changes to benefit payments and welfare reform will be looked at as an opportunity to support more people into work.

#### **In 2011/12 we will...**

- Promote the value of work with the Employment Task Group and Work Programme contractor
- Commission research on women and worklessness to enable us to develop solutions to the barriers that different women face in entering work
- Develop and implement a joint programme of activity to deliver 100 jobs through LBTH/employer relationships

### *Improving educational aspiration and attainment*

We will work with schools and families to improve the **educational aspiration and attainment** of children and young people and to better manage the transition from education to employment.

Ensuring all children in the borough achieve their potential is a key goal for the Council. We will continue to focus targeted activity to **reduce the gap between the highest and lowest achieving pupils**, for example the difference in attainment between boys and girls.

#### **In 2011/12 we will...**

- Build and maintain effective relationships with all education providers in the borough to ensure high standards for all children and young people
- Commission support and challenge where there is identified need through school self-evaluation of Ofsted findings
- Consolidate the offer of positive activities available outside schools hours, retaining those with most impact and increasing coordination between providers
- Increase targeted provision from early year's settings and respond to the Frank Field and Graham Allen Reviews.



## *Fostering enterprise and entrepreneurship*

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

### **In 2011/12 we will...**

- Improve coordination of advice services from the Enterprise Task group members and external agencies to support successful entrepreneurial activity
- Support growth sectors in the context of Tower Hamlets as a central London economy
- Define boundaries for all of the Borough's town centres to support town centre investment activities
- Embed procurement policies and procedures which support local businesses, with a focus on SMEs and BMEs.

# A Safe and Cohesive Community

Our aim is to have a safer Tower Hamlets: a place where **everyone feels safe**, gets **on better together** and difference is not seen as threat but a core strength of the borough.

Ensuring that all residents and visitors, young and old, feel safe and confident in their homes and on the streets of Tower Hamlets remains a key priority. To this end focusing on the **visible signs of crime** and **anti-social behaviour**, through both **increased and more visible enforcement** and **better community engagement** becomes a key focus. The Plan also recognises a need to go beyond simply tackling crime and ASB to **focusing on improving people's sense of feeling safe and improving confidence in local policing**, and ultimately help tackle the **discrepancies between actual and perceived crime**, as well as **cultivating civic responsibility and improving community cohesion**.

## *Focusing on crime and anti-social behaviour*

This objective will be achieved through an increased focus on **visible signs** of ASB such as **street prostitution, alcohol and drugs**, and an improved response to **hate crime for victims and perpetrators**.

Crime and ASB reduction will be underpinned by a **stronger focus on enforcement**. The Council and Police will use existing enforcement powers, particularly on licensing, to target anti-social behaviour centred on particular premises and establishments.

### **In 2011/12 we will...**

- Continue to develop the role of and focus of Tower Hamlets Enforcement Officers (THEOs) – increasing their focus on visible signs of ASB including litter

## *Reducing re-offending*

The Council and partners will continue to work together to improve **integrated offender management** across agencies, **preventing re-offending** and reducing the number of people re-offending.

### **In 2011/12 we will...**

- Develop and implement an Integrated Offender Management process and procedure, including dedicated Governance and resources
- Implement the Youth Justice Plan and Supporting People Strategy around supporting people coming out of custody
- Mainstream triage work with young first time offenders to maintain the current low levels of entrants into youth justice system

## *Reducing fear of crime*

The Council will work with partners to **help citizens to feel safe and increase their confidence** in the ability of the Police, Council, local partners and the community to **resolve crime and ASB issues**.

This objective also incorporates the desire to **empower the community** to play a greater role in **community safety and support**.

### **In 2011/12 we will...**

- Support and relaunch Neighbourhood Watch groups
- Develop and promote a co-ordinated approach to the use of community champions and volunteers to support improved services

## *Fostering greater community cohesion*

Strong partnerships have been established between the Police and other statutory and community organisation to promote community cohesion and tackle hate. A long standing commitment to **fighting discrimination** is shared by a wide range of partners, which is framed by our borough wide No Place for Hate Campaign. A wide programme of work continues to **bring communities together** including projects delivered through the One Tower Hamlets Fund.

Our approach to fostering community cohesion is also based on **providing inclusive services**. The way we deliver services and take decisions has a significant impact on way that people feel about their local area and their lives, as well as those of their families and the people around them.

### **In 2011/12 we will...**

- Implement the Community Cohesion Framework, which will provide a clearer strategy for our high level commitment to turn cohesion into policy and practice.

## *Tackling violent extremism*

The Council and partners are committed to ensuring strong and resilient communities. In April 2011 the current round of Preventing Violent Extremism (PVE) funding will come to an end as will our local PVE Action Plan. At a national level, the Coalition government has initiated a comprehensive review of the PVE strategy. The outcome of the review is not yet known but it is likely to result in a reorientation of approach.

### **In 2011/12 we will...**

- Build on what have we learnt about the risk of violent extremism in Tower Hamlets and what works in reducing vulnerability of individuals and increasing community resilience
- Consider the changing national policy and reflect on how to position our own local approach in this context
- Consider how work to prevent violent extremism can best be delivered in the context of the drive towards greater efficiency and leaner more flexible service delivery

# A Healthy and Supportive Community

Our aim is to support residents to live healthier, more independent lives and reduce the risk of harm and neglect to vulnerable children and adults.

Within this theme, the key emphasis will be on **promoting healthy lifestyles** and ensuring fewer residents **require acute long-term care for avoidable health and social care needs**. In addition, there will be a focus on working with partners in a changing health landscape to continue to improve access to services, deliver choice, control and independent living through self-directed support, and **protect vulnerable people from harm, neglect or abuse**.

This year will be a transitional year on the journey to implementing the national changes to health and social care. Building relationships with the GP Commissioning Consortium, setting up the Health and Wellbeing Board and continuing the joint work on the Joint Strategic Needs Assessment will all be priorities

## *Preventing people from dying prematurely*

Narrowing the gap between the mortality rates for the borough and those for London continues to be a priority for all partners. We will take a joined up and targeted approach to tackle the biggest killers with a particular focus on the biggest killers, cardiovascular disease, cancer and respiratory disease, and long term conditions such as diabetes and dementia. We will work toward longer, healthier lives for all our residents.

### **In 2011/12 we will...**

- Prepare for the transition of public health responsibilities to the Local Authority
- Develop strong partnership working with the new GP consortia

## *Helping people to live healthier lives*

**The promotion of healthy lifestyles**, lifestyles including helping people to stop smoking, be more physically active, eat healthier diets, reduce alcohol and other substance misuse and promote mental health, will help to **narrow the gap between the borough and London mortality rates**.

All sections of the community should be **healthier** with an **improved sense of wellbeing**.

### **In 2011/12 we will...**

- Deliver the Healthy Weight, Healthy Lives Strategy
- Work with health providers to develop and consolidate our health offer to schools
- Mainstream the Healthy Borough Programme into the Council's core activities

## *Enabling people to live independently*

The Council will work with partners to ensure that people who need support from social care **are in control** and can purchase this support to meet their **individual needs**. This should ensure **reduced dependence on residential or institutional care**.

**In 2011/12 we will...**

- Drive forward the transformation of Adult Social Care with a particular focus on:
  - Shifting resources into preventative services, including reablement
  - Developing the external Market of support options
  - continuing the roll-out of personal budgets for those with longer-term needs

*Providing excellent primary and community care*

During this time of changing public sector service delivery, the Council will work with partners to ensure that people experience a **seamless service** from health and social care services.

**In 2011/12 we will...**

- Develop an agreed integrated pathway for hospital discharge and hospital admission prevention

*Keeping vulnerable children, adults and families safer, minimising harm and neglect*

Central to this objective is **the protection of vulnerable and high risk children and adults from harm and neglect**.

**In 2011/12 we will...**

- Implement the Family Wellbeing Model, creating a clear offer of services to families and developing targeted services.
- Develop a new Parenting Strategy to consolidate our services and ensure access to support for parents
- Review and update quality assurance framework for adult safeguarding with partner agencies

# One Tower Hamlets

Underpinning the Community Plan vision is the aspiration to build One Tower Hamlets – a borough where everyone feels they have an equal stake and status. We are committed to **reducing inequalities, providing inclusive services and strong community leadership** - objectives which are supported across Strategic Plan themes - through recognition of **where targeted service provision** can help to contribute to One Tower Hamlets. The refreshed Single Equality Framework will be used as the Council's mechanism to support delivery.

With the Partnership, we are developing our understanding of community engagement to centre on enabling local people to decide the solutions to issues affecting them and their communities. Through the Tower Hamlets Citizen Engagement Strategy we are setting out our approach to better support a **'powerful public' – active and resilient local communities, empowered to hold public services to account.**

We need to ensure that we continue to drive One Tower Hamlets by working **efficiently and effectively as One Council**. This priority takes on added importance against the backdrop of considerable budget reductions. This theme will increasingly reflect the Council's **Transformation Programme** and the key projects we are delivering to make our Council more **lean, flexible and citizen-centred**.

## *Reduce inequalities*

We are committed to reducing inequalities and providing inclusive services. These objectives are reflected in all of the themes of the Strategic Plan

### **In 2011/12 we will...**

- Deliver the Single Equality Framework
- Look at how we can better support citizens to build stronger and more cohesive communities through the implementation of the Citizen Engagement Strategy
- Refresh the Council's community leadership role to build on the Council's vibrant local democracy
- Review and implement a new Communications Strategy

## *Work efficiently and effectively as One Council*

The implementation and realisation of our efficiency and improvement objectives will support the provision of effective and joined up corporate services which provide value for money and ensure customer satisfaction.

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

**In 2011/12 we will...**

- Implement and monitor the activities across the 6 strands of the Transformation Programme
- Accelerate the disposal programme of surplus property to reduce running costs and provide capital receipts for investment



# Measuring our Progress

The national performance framework in which we operate is changing and we have a welcome opportunity to take stock of how we measure our progress towards achieving our objectives to ensure that we focus on those measures which are meaningful to local people and reflect our local priorities. These will also be the measures we report to local people to enable them to judge whether our activities and services are having the effect they want.

Following consultation with local people, partners and Council Directorates, we have developed a draft set of objectives and key performance measures to underpin our Community Plan. The performance measures are drawn from existing Local Area Agreement and National Indicators where appropriate to minimise new reporting burdens and ensure consistency of measurement.

In addition, the measures provide a mix of outcome measures and those measuring perceptions and satisfaction among local residents. Those measuring perception are where possible taken from our Annual Residents Survey where we have a consistent set of measurable and comparable data.

The proposed measures are set out in the following table.

Priority	MEASURES
<b>One Tower Hamlets</b>	
<b>Work efficiently and effectively as One Council</b>	1. The percentage of calls to our Hot Lines that are resolved at first contact
	2. Customer Access Overall Satisfaction
	3. Percentage of residents agreeing that the council is doing a good job (ARS Measure)
	4. Percentage of residents agreeing that the Council "provides value for money for the council tax/pay" (ARS Measure)
<b>Reducing inequalities, providing inclusive services and strong community leadership</b>	5. Percentage of residents agreeing that the Council Involves residents when making decisions (ARS Measure)
	6. The percentage of staff that are LP07 or above that are women
	7. The percentage of staff that are LP07 or above who have a disability
	8. The percentage of staff that are LP07 or above who are from an ethnic minority
	9. The number of working days/shifts lost to sickness absence per employee
<b>A Great Place to Live</b>	
<b>Providing quality affordable housing</b>	10. The number of additional homes provided
	11. The number of affordable homes provided
	12. The number of socially-rented family sized homes provided
	13. The number of people prevented from being homelessness
<b>Improving and maintaining the quality of housing, including maximising energy efficiency</b>	14. Percentage of overall housing stock that is non-decent (Council and RSL)
<b>Improving the public realm</b>	15. Levels of street and environmental cleanliness
	16. Overall/general satisfaction with parks and open spaces
<b>Providing effective local services and facilities</b>	17. Overall/general satisfaction with local area
	18. Visits to Ideas Stores and issues from Libraries
<b>A Prosperous Community</b>	
<b>Supporting more people into work</b>	19. Overall Employment rate
	20. Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher
	21. Proportion of children in child poverty
<b>Supporting residents through national welfare reform</b>	22. Number of young people not in education, employment or training

<b>Improving educational aspiration and attainment</b>	23. Achievement of at least 78 points across the Early Years Foundation Stage
	24. Achievement at level 4 or above at Key Stage 2 attainment
	25. Achievement of 5 A*-C GCSEs including English and Maths
	26. Key stage 4 attainment of under achieving groups (Somali pupils and White boys)
	27. Achievement of a level 2 qualification by age 19
	28. Achievement of a level 3 qualification by age 19
	29. Young people from low income backgrounds progressing to higher education
<b>A Safe and Cohesive Community</b>	
<b>Focusing on crime and anti-social behaviour</b>	30. Serious violent crime rate
	31. Serious acquisitive crime rate
	32. Perceptions of drug use or drug dealing as a problem
	33. Domestic Violence Repeat Victimization
<b>Reducing re- offending</b>	34. Rate of proven re-offending by adults under Probation supervision
	35. Rate of proven re-offending by young offenders aged 10-17
	36. Number of Drug Intervention Programme referrals that re-offend
	37. Number of drug users recorded as being in effective treatment
<b>Reducing fear of crime</b>	38. Local concern about ASB and crime (Annual Resident Survey measure)
	39. Measure on ASB - satisfaction with the Police/Community Safety Partnership
<b>Fostering greater community cohesion</b>	40. % of people who feel that people from different backgrounds get on well together (Annual Resident survey measure)
<b>Tackling violent extremism</b>	41. Building resilience to violent extremism

<b>A Healthy and Supportive Community</b>	
<b>Preventing people from dying prematurely</b>	42. All-age-all cause mortality rates
	43. Healthy life expectancy at age 65
<b>Helping people to live healthier lives</b>	44. Healthy weight of children at 4-5 years and 10-11 years
	45. Self reported measure of people's overall health and wellbeing.
<b>Enabling people to live independently</b>	46. % of eligible social care clients who have self directed support
	47. % of people who 'agreed strongly that their support is based on their needs and wishes enabling them to exercise choice and control over their daily life
<b>Keeping vulnerable, children, adults and families safer, minimising harm and neglect</b>	48. Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time