# Tower Hamlets Strategic Plan

Year 1 Action Plan 2011/12



## Year 2 Action Plan 2011/12

The Key Initiatives for 2011/12 to support the delivery of the longer term goals of the Community Plan are set out in the following action plan.

#### **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.

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

Strategic Action	Lead Member, Lead Officer and Directorate	Milestones and Deadlines
Deliver the Single Equality Framework	Mayor Lutfur Rahman	New Single Equality Framework agreed (May 2011)
	Michael Keating Chief Executive's	Progress report to Overview and Scrutiny (November 2011)
		Convene Fairness Commission (March 2012)
Look at how we can better support citizens to build stronger and more cohesive communities through the implementation of the Citizen Engagement Strategy	Mayor Lutfur Rahman  Michael Keating Chief Executive's	Development of a model for Citizen Engagement (June 2011)  Partnership Workshops - series of workshops to develop a model of engagement with input from a diverse range of stakeholders and to test model with Citizens.  Pilot and roll out of the model through Community Champions project and work with Pan Disability Panel (October 2012)
		(October 2012)  Mayoral programme of public engagement e.g. assemblies and local scrutiny meetings across 2011/12

Refresh the Council's community leadership role to build on the Council's vibrant local democracy	Mayor Lutfur Rahman  Michael Keating	Finalise proposals for the development of Overview and Scrutiny under a Mayoral Model (May 2011)
	Chief Executive's	Locality Forums Project scoped (July 2011 (CLC)
		Locality Forum Consultation (September 2011 (CLC)
		Locality Forums established (March 2012 (CLC)
Review and implement a new Communications Strategy	Mayor Lutfur Rahman  Takki Sulaiman	Produce cross directorate communications action plan (April 2011)
	Chief Executive's	Review East End Life and implement findings (June/July 2011)
		Contribute to delivering elements of the Citizen Engagement Strategy through soft launch of the Portal in March 2011 and a full launch in June 2011
		Deliver three major and three smaller campaigns by March 2012

## 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

Strategic Action	Lead Member, Lead Officer	Milestones and Deadlines
	and Directorate	
Implement and monitor the activities across the 6 strands of the Transformation Programme	Cllr Alibor Choudhury, Lead Member for Resources Corporate Management Team	A disproportionate reduction in the ratio of 'management and back-office staff' to 'frontline staff' in order to protect front-line services through cost reductions of £16.8 million in 2011/12.
	All Directorates	The development of a corporate approach to fair charging and delivery of the income optimisation programme to realise £3.9M savings in 2011/12.
		A reduction in the price the Council pays for goods and services to realise savings of £4.2M in 2011/12.

Accelerate the disposal programme of surplus property to reduce running costs	Cllr Alibor Choudhury	An agreed development plan in place, which will culminate in surrender of the Anchorage House lease by
and provide capital receipts for investment	Chris Naylor (Smarter	June 2013; this plan will deliver savings of £2.34m from
	Working Programme Sponsor),	2013/14.
	Nick Coldicott (Smarter	Sale of General Fund properties during 2011/12 to
	Working Programme Manager) and Andy Algar	produce £6.3m (gross) (March 2012)
	Development & Renewal	Sale of Housing Revenue Funding properties during 2011/12 to produce £5.0m (gross) (March 2012)

## A Great Place to Live

# 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 the **affordable family sized housing** a priority

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

Strategic Action	Lead Member, Lead Officer	Milestones and Deadlines
	and Directorate	
Deliver over 396 new affordable rented and intermediate homes through the partnership	Cllr Rania Khan	Demolition of Block F and final land transfer (September 2011)
with East Thames Housing Association and	Chris Worby	,
Bellway Homes (Ocean Estate)	Development and Renewal	Commence construction of 396 new affordable rented and intermediate tenure homes (September 2011)
		Provision of new community facility (September 2011)
Ensure the successful delivery of the Robin Hood Gardens regeneration programme	Cllr Rania Khan	Obtain outline planning approval (July 2011)
(Blackwall Reach)	Chris Worby Development and Renewal	Detailed planning approval for site 1A (October 2011)
	'	Start on site phase 1A (January 2012)
		Ongoing decant consultation towards decant of 200+ homes (March 2012)

Increase support activities to housing partners to achieve greater delivery of suitable affordable homes for Tower	Cllr Rabina Khan Jackie Odunoye	Complete Phase 1 of the LA new build programme (September 2011)
Hamlets residents, including the provision of family sized homes	Development and Renewal	Submit outline planning permission for Malmesbury and Birchfield (June 2011)
		Completion of Local Homes Initiative project (March 2012)
Sustain the delivery of affordable housing through the planning process in the current	Cllr Rania Khan	Identify procurement options (May 2011)
economic climate	Owen Whalley Development and Renewal	Commence procurement process (August 2011)
		Finalise new process (December 2011)
		Start new arrangements (February 2012)

## 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.** 

Strategic Action	Lead Member, Lead Officer and Directorate	Milestones and Deadlines
Work with Tower Hamlets Homes to implement and explore additional funding	Cllr Rabina Khan	Develop programme plan (May 2011)
for the Decent Home Plus programme which will improve the quality of all Council	Jackie Odunoye Development and Renewal	Complete Contractor Procurement (July 2011)
housing	·	Start works programme (September 2011)
Monitor the proportion of households in fuel poverty and implement a strategy of targeted activities to improve their energy efficiency	Cllr Rabina Khan Jackie Odunoye Development and Renewal	Update the domestic energy efficiency database (UNO) with all completed energy efficiency improvements works (June 2011)  Identify households on benefits and living in a dwelling of SAP less than 35 (in fuel poverty) (September 2011)  Provide support to the households in fuel poverty with targeted measures to maximise their income and improve the dwelling SAP rating to 65 or greater (March

Develop and implement a range of measures including supplying information to	Cllr Rabina Khan	Publicly launch the Climate Change Strategy to highlight the issues of Climate Change in the borough
householders, targeted improvements to private sector stock and the implementation	Jackie Odunoye Development and Renewal	(September 2011)
of a local Climate Change Strategy to help reduce carbon emissions and fuel poverty		Develop a domestic energy and water efficiency guidance and make available to the residents (December 2011)
		Assess all major development planning applications to ensure carbon reduction is maximised and all new housing seeks to achieve Code Level 4 (March 2012)

## 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.

Strategic Action	Lead Member, Lead Officer	Milestones and Deadlines
	and Directorate	
Seek additional funding to increase investment in recycling infrastructure	Mayor Lutfur Rahman	London Waste And Recycling Board Bid – Develop project if successful (May 2011)
, ,	Jamie Blake	
	Communities, Localities &	
	Culture	
Review and refresh the Open Space Strategy to inform the LDF	Mayor Lutfur Rahman	Collect evidence base (June 2011)
	Heather Bonfield Communities, Localities & Culture	Open space Strategy Review Completed (September 2011)
Develop strategy and plans for key parks within the borough with a focus on	Mayor Lutfur Rahman	Completion of the landscape development plan for Bartlett Park (September 2011)
improving accessibility for all	Heather Bonfield	
	Communities, Localities &	Implementation complete for the Victoria Park project
	Culture	(December 2011)

## 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.

Strategic Action	Lead Member, Lead Officer and Directorate	Milestones and Deadlines
Produce a revised version of the Sustainable Transport Strategy for Tower	Cllr Rabina Khan	Draft Sustainable Transport Strategy stakeholder engagement (April 2011)
Hamlets (2011-2031)	Owen Whalley	
	Development and Renewal	Finalisation of the draft Sustainable Transport Strategy (June 2011)
Develop and deliver the Transport for London Borough-wide Cycle Hire Scheme	Cllr Rabina Khan	Technical drawing complete (May 2011)
providing increased support and access to cycling for all.	Owen Whalley & Jamie Blake Development and Renewal and Communities Localities	Planning application process completed (November 2011)
	and Culture	Substantial completion of works on site (February 2012)
		Launch (March 2012)
		Deliver Phase One Legible London scheme (March 2012)
Develop a new Borough walking plan (2011-21)	Cllr Rabina Khan	Draft Walking Plan stakeholder engagement (May 2011)
	Owen Whalley	Finalisation of the draft Walking Plan for Tower Hamlets
	Development and Renewal	(July 2011)
		Deliver Phase One Legible London schemes (March 2012)

## 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.

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.

Strategic Action	Lead Member, Lead Officer and Directorate	Milestones and Deadlines
Develop and deliver more integrated service delivery	Mayor Lutfur Rahman	Completion of the first Local Service Integration Team at the Toby Club with Police relocation to the Hub (May
	Shazia Hussein Communities, Localities &	2011)
	Culture	Draft prototype Locality Action Plan for LAPs 1 & 2 by (September 2011 – subject to agreed business case)
		Full evaluation of business efficiencies and increased deployment savings completed by August 2011
Better use our front line data, and our partners' data to respond more quickly and	Mayor Lutfur Rahman	Corporate Data Warehouse option review completed (April 2011)
more appropriately to local issues	Robin Beattie Communities, Localities & Culture	Procurement and implementation timetable agreed (April 2011)
		Data Hub solution for ASB/Environment completed (July 2011)
Develop better ways to work with our partners and residents	Mayor Lutfur Rahman	Develop a tool kit based on the pilot learning from the Neighbourhood Agreement on the boundary Estate for

	Shazia Hussein Communities, Localities & Culture	joining up communities with front line services (July 2011)
	Guitare	Establish criteria and role out for future NA area by Localisation board May 2011
		Complete a review of Joint Tasking operations (July 2011)
		Agree locality project team for NA on Boundary Estate through the Localisation Board summer 2011
		Lifelong learning Service Learner Forums to develop work with residents and work with the College, Third Sector and Community organisations to learning
		opportunities for adults 2011-12 academic year (one round of meetings per term. TBC)
Improve access to leisure facilities	Mayor Lutfur Rahman	Review and strengthen the existing contract performance framework to include the provision of
	Heather Bonfield	access data for under represented groups (March 2012)
	Communities, Localities &	
	Culture	Inform leisure requirement of Poplar Bath redevelopment (May 2011)
Deliver Phase 2 of improvements to the Tower Hamlets Local History Library and	Mayor Lutfur Rahman	Tender and procurement of Phase 2 building works (April 2011)
Archive (Bancroft Road)	Heather Bonfield	( = 0 )
	Communities, Localities &	Submit Heritage Lottery Fund stage one application
	Culture	(April 2011)
		Complete Phase 2 building works (December 2011)
		Submit Heritage Lottery Fund stage two application (July

		2012)
Deliver the Local History and Archives (Heritage) Strategy	Mayor Lutfur Rahman	Complete construction of building (April 2011)
	Heather Bonfield Communities, Localities &	Building open to public (May 2011)
	Culture	Complete consultation with wide audience of
		stakeholders and non-users (December 2011)
		Present findings of consultation (March 2012)
		Present Strategy to Cabinet for adoption (April 2012)
Deliver the Idea Store Watney Market and One Stop Shop	Mayor Lutfur Rahman	Complete pre-construction works on site (May 2011)
	Heather Bonfield	Complete construction of building (April 2012)
	Communities, Localities &	Duilding apon to public (May 2012)
Manager Organization of additional advanta	Culture	Building open to public (May 2012)
Manage the provision of additional schools	Cllr Oliur Rahman	Identify options for delivering up to 2 new sites for
buildings to meet the projected pupil		educational use (April 2011)
increase.	Ann Sutcliffe	
	Development and Renewal	Achieve contract closure on 1 new school (December 2011)

Deliver the Council's approved	Cllr Rabina Khan	Complete and maintain a Heritage at Risk register and
Conservation Strategy to effectively manage		work with register to remove heritage buildings from risk
the Borough's heritage through the	Owen Whalley	(June 2011)
Conservation Strategy Delivery Plan.	Development and Renewal	
		Develop and maintain an integrated accessible
		electronic database of heritage information for the
		Borough (March 2012)
		Develop and implement an updated database of locally
		important buildings
		(September 2011)
Develop three development planning	Cllr Rabina Khan	Initial Consultation on Options for the DPDs/AAP (June
documents (DPD) to formal consultation		2011)
stage, to help manage and promote the	Owen Whalley	
provision of affordable housing	Development and Renewal	Formal consultation on draft DPDs/AAP (January 2012)
		Submission of DPDs/AAP to Secretary of State ahead of
		independent Examination
		(March 2012)
Ensure safe and secure Olympic and	Mayor Lutfur Rahman	Development of the Olympic Strategic Plan (March
Paralympic Games for all communities and		2011)
improve local employment rates	Robin Beattie	
	Communities, Localities &	
	Culture	

# 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** 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. This work needs to be underpinned by improving the curriculum offer in schools to develop better pathways for post 16 and beyond. 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.

Strategic Action	Lead Member, Lead Officer	Milestones and Deadlines
	and Directorate	
Deliver a co-ordinated approach to	Cllr Rabina Khan	Launch new Employment & Enterprise Strategies which
maximise mainstream provision		includes Work Programme contractor partnership
·	Nick Smales	agreement (June 2011)
	Development and Renewal	
	·	Agree Annual action plans for employment task delivery (June 2011)
		Design and implement a 'strategy sign up' process for all proposed delivery organisations or potential organisations
		(June 2011)
Develop a commissioning plan to support our strategy for reducing Child Poverty	Cllr Oliur Rahman	Commissioning plans in place for five strands (June 2011)
	Layla Richards	
	Children, Schools and	Keep welfare reform and other national and local
	Families	changes under review to inform our child poverty work
		(September 2011)

		Review progress against strategy (March 2012)
Raise post-16 attainment through high- quality post-16 provision	Cllr Oliur Rahman  Anne Canning Children, Schools and	Embed quality assurance process across post-16 provision through review of standards and agreed action plans (October 2011)
	Families	Ensure that the East Collaborative planning is robust and will deliver high quality provision through regular meetings with headteachers (December 2011)
		Develop and monitor apprenticeship opportunities (particularly through work with LOCOG) and plan for clear progression routes from education (March 2012)
Commission targeted transition support for young people at risk of not being in	Cllr Oliur Rahman	Support schools working together to provide appropriate curriculum provision at KS4 (1:1 tuition, work-based
education, employment or training after Year 11	Mary Durkin Children, Schools and	learning, vocational learning) (August 2011)
	Families	Support new roles of Transition Workers to ensure that they have necessary skills/knowledge to engage young people with learning (March 2012)
		Updated CEIAG contract to provide targeted support (March 2012)
Support 600 resident starts on the LDA funded Employment and Skills Programme	Cllr Rabina Khan	Implement Skillsmatch delivery service to achieve quarterly profile (June 2011)
in 2011/12	Nick Smales	
	Development and Renewal	Identify impacts of Work Programme on client referral rates and report to Employment Strategy steering group (December 2011)

## 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.

Strategic Action	Lead Member, Lead Officer	Milestones and Deadlines
Promote the value of work with the Employment Task Group and Work Programme contractor	and Directorate  Cllr Rabina Khan  Nick Smales	Agree communications plan for employment strategy with the Employment Strategy steering group (June 2011)
	Development and Renewal	Implement elements of marketing and communications plan alongside Work Programme provider marketing (September 2011)
Commission research on women and worklessness to enable us to develop solutions to the barriers that different women face in entering work	Cllr Rabina Khan  Nick Smales and Hafsha Ali Development and Renewal Chief Executive's	Utilise key channels such as the Prosperous CPDG and Employment Task Group to disseminate and begin to build on the findings of the research on economic inactivity amongst Bangladeshi and Somali women across the organisation, key partners and stakeholders (June 2011)
		Design appropriate interventions for economically inactive Bangladeshi and Somali women based on the understanding of behaviour and motivation in regards to economic inactivity (January 2012)
		Prepare a programme of interventions for implementation (September 2011)

Develop and implement a joint programme of activity to deliver 100 jobs through	Cllr Rabina Khan	Design vacancy handling programme with Employment Strategy partners, businesses and business networks
, , ,	l	
LBTH/employer relationships	Nick Smales	(June 2011)
	Development and Renewal	
		Commission a vacancy referral agreement with the business sector for a minimum of 100 jobs (September
		2011)

## 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.

Strategic Action	Lead Member, Lead Officer and Directorate	Milestones and Deadlines
Build and maintain effective relationships	Cllr Oliur Rahman	Establish network groups (eg PLT, PLLA, HO6),
with all education providers in the borough		between schools to share best practice (September
to ensure high standards for all children and	Anne Canning	2011)
young people	Children, Schools and	
	Families	Establish partnership protocols and procedures between
		LA, schools and other providers (January 2012)
		Continue to monitor progress of vulnerable groups and satisfactory schools/settings (January 2012)
Commission support and challenge where	Cllr Oliur Rahman	Identify need for support and agree priority areas and
there is identified need through school self-		work with schools to broker/commission support (April
evaluation or Ofsted findings	Anne Canning	2011 on-going process)
	Children, Schools and	
	Families	Establish who are key providers and support networks (December 2011)
Consolidate the offer of positive activities	Cllr Oliur Rahman	Positive activities to be finalised for annual programme
available outside schools hours, retaining		(May 2011)
those with most impact and increasing	Mary Durkin	
coordination between providers.	Children, Schools and	Use integrated data system to increase co-ordination
	Families	between providers. (March 2012)

Increase targeted provision from early years settings and respond to the Frank Field and Graham Allen Reviews.	Cllr Oliur Rahman  Anne Canning Children, Schools and Families	Embed learning from Safe Place to Be programme ensuring school and community based after school provision is well co-ordinated and accessible to vulnerable young people. (March 2012)  Sustain the number of play opportunities delivered outside of school hours, in schools and community play spaces. (March 2012)  Develop a clearer protocol for identifying and working with borderline cases, using the model of assertive family outreach engaging both the child and the wider family (December 2011)  Use local data to get a better understanding of the most vulnerable families' needs and develop appropriate
Increase targeted provision from early years	Cllr Oliur Rahman	spaces. (March 2012)
settings and respond to the Frank Field and	Anne Canning Children, Schools and	with borderline cases, using the model of assertive family outreach engaging both the child and the wider
		Provide training and guidance for children's workforce in Early Years to ensure a focus on early intervention with a specific focus on children's social and emotional development and early communication (March 2012)
		Track impact of developments by creating a project steering team from the children's workforce, across all agencies (January 2012)

## 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.

Strategic Action	Lead Member, Lead Officer and Directorate	Milestones and Deadlines
Improve coordination of advice services from the Enterprise Task group members and external agencies to support successful entrepreneurial activity	Cllr Rabina Khan  Nick Smales  Development and Renewal	Complete and maintain a source document of relevant enterprise support agencies and current initiatives (June 2011)  Report to Tower Hamlets Partnership on improvement of
		cooperation (December 2011)
		Draft protocols for improved coordination for consideration by enterprise support agencies (March 2012)
Support growth sectors in the context of Tower Hamlets as a central London	Cllr Rabina Khan	Identify growth sectors which are to be the subject of support initiatives under the Enterprise Strategy, and
economy	Nick Smales Development and Renewal	report to Enterprise Task Group (September 2011)
		Create development plan for one of the identified growth sectors (December 2011)
		Hold at least one event for local businesses in the growth sector that is the subject of the development plan (March 2012)

Define boundaries for all of the Borough's town centres to support town	Cllr Rabina Khan	Define scope of the study area in accordance with recommendations of the Core Strategy/ Local
centre investment activities	Owen Whalley Development and Renewal	Development Framework (July 2011)
	Bovolopinioni and Nonowal	Commence Boundary assessment work (August 2011)
		Complete and confirm boundaries of the Borough's town centres (February 2012)
Embed procurement policies and procedures which support local businesses,	Cllr Alibor Choudhury	Local business opportunities mapped (June 2011)
with a focus on SMEs and BMEs.	Richard Parsons Resources Directorate	Annual report on progress (March 2012)

# 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.

Strategic Action	Lead Member, Lead Officer and Directorate	Milestones and Deadlines
Develop cross-cutting Violence against Women and Girls Strategy	Mayor Lutfur Rahman	Complete consultation and mapping report (April 2011)
	Andy Bamber Communities, Localities and	Complete draft strategy (April 2011)
	Culture	Draft strategy taken through internal and partnership forums for consultation and sign off/approval (September 2011)
Produce borough drug strategy	Mayor Lutfur Rahman	Publish strategy (July 2011)
	Andy Bamber Communities, Localities and	Create partnership drug tasking service (May 2011)
	Culture	Purchase police officers with Sec 92 agreement (MPA) (April 2011)

# 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.

Strategic Action	Lead Member, Lead Officer	Milestones and Deadlines
	and Directorate	
Develop and implement an Integrated	Mayor Lutfur Rahman	Set up Board (April 2011)
Offender Management process and		
procedure, including dedicated Governance	Andy Bamber	Implementation Plan in plan (June 2011)
and resources	Communities, Localities and	
	Culture	Work Programme agreed (September 2011)
Implement the Youth Justice Plan and	Cllr Oliur Rahman	Re-draft custodial education information transfer (May
Supporting People Strategy around		2011)
supporting people coming out of custody	Mary Durkin	
	Children's, Schools and	Conduct a post-custody accommodation audit (July
	Families	2011)
Mainstream triage work with young first	Cllr Oliur Rahman	Re-prioritise within the base budget to secure this work
time offenders to maintain the current low		(April 2011)
levels of entrants into youth justice system	Mary Durkin	
	Children, Schools and	Work with the police and community safety to find
	Families	alternative funding for the After School Patrols (April
		2011)

## 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.

Strategic Action	Lead Member, Lead Officer	Milestones and Deadlines
	and Directorate	
Implement the year 1 Community Safety Plan	Mayor Lutfur Rahman	Set up working group (April 2011)
	Andy Bamber	Deliver work plan (June 2011)
	Communities, Localities and	, , ,
	Culture	
Develop a new 3 year Crime Reduction Strategy and Action Plan and 1 year Plan to	Mayor Lutfur Rahman	Leadership development and pre-draft consultation activities completed September 2011
operate from April 2012	Andy Bamber	
	Communities, Localities and Culture	Strategic Review completed November 2011
		Draft CRS completed December 2011
		CRS and Annual Plan approved by April 2012

#### 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.

Strategic Action	Lead Member, Lead Officer and Directorate	Milestones and Deadlines
Implement the Community Cohesion Framework, which will provide a clearer	Mayor Lutfur Rahman	Launch the Community Cohesion Framework (May 2011)
strategy for our high level commitment to	Michael Keating	
turn cohesion into policy and practice.	Chief Executive's	Report on implementation to Partnership Executive (March 2012)
Refresh the Council's community leadership role to build on the Council's vibrant local	Mayor Lutfur Rahman	Neighbourhood Agreement agreed between residents and service providers (April 2011) and rolled out with a 1
democracy	Shazia Hussein Communities, Localities and	year performance framework established
	Culture	Outline for Community Champions programme for CLC services scoped by July 2011
Achieve a sustainable future for the Mela	Mayor Lutfur Rahman	Determine Mela delivery options for 2012 onwards (September 2011)
	Heather Bonfield	
	Communities, Localities and Culture	Development of the cultural programme, as part of the live site offer, taking account of equalities strands
		(December 2011)

## 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.

Strategic Action	Lead Member, Lead Officer and Directorate	Milestones and Deadlines
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	Mayor Lutfur Rahman  Michael Keating Chief Executive's	Report on outcome of PVE peer evaluation to Safe and Cohesive Community Plan Delivery Group (May 2011)
Consider the changing national policy and reflect on how to position our own local approach in this context	Mayor Lutfur Rahman  Michael Keating Chief Executive's	Hold a series of community events to explore our local approach to PVE (June 2011)
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	Mayor Lutfur Rahman  Michael Keating Chief Executive's	Refreshed PVE action plan to be agreed by Cabinet (May 2011)

# 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.

Strategic Action	Lead Member, Lead Officer and Directorate	Milestones and Deadlines
Prepare for the transition of public health responsibilities to the Local Authority	Mayor Lutfur Rahman	Produce an initial transition plan (June 2011)
Toopen and to the second second	Helen Taylor Adults, Health and Wellbeing	Agree Terms of Reference and membership for the Tower Hamlets Health and Wellbeing Board (December 2011)
		Shadow Health and Wellbeing Board in place (March 2012)
		Develop approach to, and priorities for Public Health Commissioning for 2012/13 (March 2012)
Develop strong partnership working with the new GP consortia	Mayor Lutfur Rahman Helen Taylor	Evaluate initial options for joint working with GPs on commissioning support arrangements (September 2011)
	Adults, Health and Wellbeing	Define shared priorities for Joint Strategic Needs Assessment with public health and GPs (December 2011)
		Agree with GP Consortium the priorities for integrated commissioning (March 2012)

## 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.

Strategic Action	Lead Member, Lead Officer and Directorate	Milestones and Deadlines
Work with health providers to develop and consolidate our health offer to schools	Cllr Oliur Rahman	Embed the secondary drop-in programme (September 2011)
	Mary Durkin	
	Children, Schools and Families	Continue with the Healthy Schools Programme. Training, support and guidance to schools around PSHE, Healthy Eating, Sex Education, Drug Education and Emotional Health and Well Being to continue through the Healthy Lives team.
		Centralised Training will be delivered in all of the above areas. Sixty nine teachers within the Borough to be trained in delivery of sex and relationships education (July 2011)

Mainstream the Healthy Borough Programme into the Council's core activities	Mayor Lutfur Rahman	Produce a final overview report on the achievements, impacts and key learning points from the Healthy
	Keith Williams	Borough Programme with recommendations for future
	Adults Health and Well Being	actions (June 2011)
	Mary Durkin	Maintain the work of the Healthy Schools Programme.
	Children, Schools and	The Healthy Lives Team to deliver a range of healthy
	Families	lifestyle programmes that lead to greater understanding and change the eating and physical activity habits of
	Michael Bell	pupils, staff and parents, workshops/sessions on:
	Development and Renewal	healthy packed lunches, healthy eating and physical activity, breakfast clubs, developing the school lunch
	Heather Bonfield	time experience.
	Communities, Localities and	
	Culture	Providing schools with support to develop healthy eating
		and physical activity policies:
	Jamie Blake	Centralised training to be delivered
	Communities, Localities and	Summer term 2011 – healthy packed lunch workshop
	Culture	Autumn term 2011 – healthy eating and physical activity session
		Spring term 2012 - breakfast club workshop, whole
		school food policy development session and physical
		activity policy development session
		Completion of 'Tower Hamlets Healthy Spatial Planning Project' (May 2011)
		Inclusion of policies within the draft LDF Development
		Management Development Plan Document (DPD) to
		address over concentration of un-healthy uses and to
		promote the development of the Tower Hamlets Green Grid (November 2011)

	Opening of the Barclays bike hire scheme in Tower Hamlets (March 2012)
	Lifelong learning service to work with a range of schools to deliver a family learning programme including fitness and healthy eating – 3 programmes (March 2012)
	Transportation & Highways Restructure implemented (1st April 2011) (mainstreams Active Travel Officer)

# 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**.

Strategic Action	Lead Member, Lead Officer and Directorate	Milestones and Deadlines
Drive forward the transformation of Adult Social Care with a particular focus on:	Mayor Lutfur Rahman	Publish market position statement (July 2011)
·	Helen Taylor	First Community Hub at Bell Lane Opened (October
>Shifting resources into preventative services, including reablement;	Adults, Health and Wellbeing	2011)
>Developing the external Market of support options; >Continuing the roll-out of personal budgets		Joint plan developed with NHS for the spend of carers grant (October 2011)
for those with longer-term needs		New LD day opportunity services procured under a framework agreement ready for call offs from 1st April 2012 (February 2012)
		New framework agreement in place for commissioning Supporting People services (February 2012)
		New contracts in place for Information, Advice and Advocacy services (March 2012)

# 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.

Strategic Action	Lead Member, Lead Officer	Milestones and Deadlines
	and Directorate	
Develop an agreed integrated pathway for	Mayor Lutfur Rahman	Jointly complete and evaluate the ward in the
hospital discharge and hospital admission		community model with health colleagues (December
prevention	Helen Taylor	2011)
	Adults, Health and Wellbeing	
		Integrated reablement and rehabilitation pathway in
		place (March 2012)

# 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.

Strategic Action	Lead Member, Lead Officer and Directorate	Milestones and Deadlines
Implement the Family Wellbeing Model,	Cllr Oliur Rahman	Execute the FWB Model project plan to ensure full
creating a clear offer of services to families		implementation of the model (March 2012)
and developing targeted services.	Helen Lincoln	
	Children, Schools and Families	Develop a new Parenting and Family Support Strategy (September 2011)
Develop a new Parenting Strategy to consolidate our services and ensure access	Cllr Oliur Rahman,	Develop Family and Parenting strategy (April 2011 onwards)
to support for parents	Mary Durkin	,
	Children, Schools and Families	Strategy in place (September 2011)
		Lifelong learning to work with in a range of schools to
		deliver a family learning programme – 3 Programmes (March 2012 CLC)
Review and update quality assurance	Mayor Lutfur Rahman	Agreement on performance and outcome measures
framework for adult safeguarding with		agreed by Safeguarding Adults Board (September 2011)
partner agencies	Katharine Marks	
	Adults, Health and Wellbeing	Quality assurance framework updated (October 2011)
		Updated QAF implemented (December 2011)