

## **APPENDIX 1**

**Tower Hamlets Partnership**

# **The Community Plan 2006-2007**

**The Community Plan to 2010: Year 6 2006-2007**

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## Introduction

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

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

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

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

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

### **Local Area Partnership (LAP) Action Plans**

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

### **Improving today: our progress last year**

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

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

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

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

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

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

Here are some examples of our achievements:

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

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

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

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

## **Shaping tomorrow: the Community Plan themes**

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

Our Community Plan seeks to make Tower Hamlets by 2010:

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

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

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

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

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

## **Neighbourhood Renewal**

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

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

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

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

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

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

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

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

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

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

## **Tower Hamlets Regeneration Strategy**

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

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

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

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

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

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



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

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

## **The Local Development Framework: spatial planning**

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

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

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

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

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

*Information is also available on the Council's website ([www.towerhamlets.gov.uk](http://www.towerhamlets.gov.uk)) or by calling 020 7364 5367.*

## **Sustainable Communities**

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

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

## **Improving Health and Well-being**

One example of this is the Partnership's innovative and far-reaching strategy for improving the health and well-being of the community. Designed to empower people to take more control over their own health and well-being needs, it will mean services providing housing, leisure, education, health and social care for local people – including voluntary sector services – working together with local communities in new ways. It will mean a wider range of services being provided in the same premises making them much more accessible to you.

The priorities to be addressed through the strategy over the next ten years reflect your views. We will:

- reduce inequalities in health and well-being, through a focus on coronary heart disease, cancer, and sexual health, and on smoking, obesity and drug misuse
- improve the experience of people who use our services
- provide integrated and more localised services that are no less than excellent
- promoting independence, choice and control by service users
- use resources effectively and efficiently, sharing costs across organisations, so that tax payers get value for money

## **Local Area Agreement (LAA)**

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

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

### ***Be ambitious***

The high levels of deprivation in the borough will not be used to excuse poor performance. We see the diversity of the borough as a strength and we expect the very best for *all* our communities. We will build on the positive opportunities available to those communities from investment in the 'new City' at Canary Wharf, the Thames Gateway, the Olympics and Paralympics. The latter, and particularly the potential for using the

Olympic branding, offer unique vehicles for engaging and uniting our communities. Our LAA will use the build-up to the Olympics, along with our continuing focus on arts and cultural activities, to help achieve this, particularly through the promotion of healthy living and increased engagement in physical and sporting activities.

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

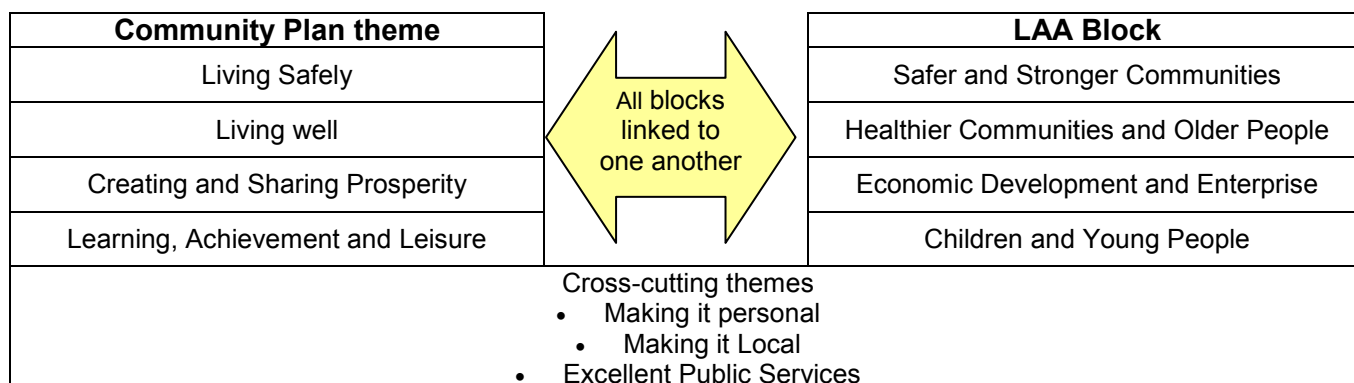
The borough is facing uniquely rapid economic growth and physical change, and it has a rapidly growing, ethnically diverse population with a high proportion of young people. The risk of polarisation and fragmentation in this context is high. Ensuring that our young people are equipped both to access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

***Strengthen community engagement and user participation to effect change: “Making it Local” and “Making it Personal”***

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

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

*Links between Community Plan themes and LAA Blocks*



## LAA Structure

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

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

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

## **Children and Young People's Plan (CYPP)**

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

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

## **Older people**

The Council has also, over the past year, led a Partnership-wide review of the way in which local services are experienced by older people. The aim of the review has been to ensure that the Partnership has a strategic approach to older people as citizens, which goes beyond health and social care and which covers the areas that older people say are most important. The review will be concluded shortly, and will lead to some specific recommendations for actions to improve the quality of life for older people. The emerging findings are nonetheless reflected in this document.

## **And finally**

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

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

**Christine Gilbert**  
Chief Executive  
Tower Hamlets Council

**Mark Simmons**  
Borough Commander

**Alwen Williams**  
Chief Executive  
Tower Hamlets PCT

On behalf of the Tower Hamlets Partnership Management Group

*This revised version of the Community Plan, along with the versions for the three previous years, can be found on the Tower Hamlets website ([www.towerhamlets.gov.uk](http://www.towerhamlets.gov.uk)). It is also available in Braille, tape or large print by calling 020 8430 3040*

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

### **Reducing crime and anti-social behaviour**

#### **By 2010 Tower Hamlets will:**

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

#### **The challenge**

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

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

#### **What you want**

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

#### **Some things you suggest we could do to tackle these issues**

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

**Our priorities for 2005 – 2006 were to:**

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

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



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

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

#### **Our priorities for the next year, to:**

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

<b>What we promise to do in 2006–2007</b>	<b>Our Targets? To:</b>
Reduce overall crime through a focus on burglary, robbery and vehicle crime	<ul style="list-style-type: none"> <li>• Reduce the overall crime rate by 8% – which would mean a fall of almost 20% over the last three years</li> <li>• Reduce personal and commercial robberies by 17%</li> <li>• Begin a 2-year partnership environmental overhaul of 3 hotspot areas to reduce key crime types</li> </ul>

Reduce violent crime, through a focus on youth violent crime and domestic violence	<ul style="list-style-type: none"> <li>• Reduce violent crime (common assault plus Actual Bodily Harm / Grievous Bodily Harm) by 11%</li> <li>• Reduce the length of time domestic violence is experienced before it is reported to a specialist agency by 3% against the 2004/05 baseline</li> <li>• Establish multiagency <i>Chill Out Zones</i> around a minimum of 4 secondary schools, to reduce youth-on-youth violence</li> </ul>
Improve the quality of life by reducing anti-social behaviour	<ul style="list-style-type: none"> <li>• Reduce the percentage of residents who view as "a very big problem" youths hanging around on the streets (from 50% in 2003/4 to 41%) and people using or dealing drugs (from 53% in 2003/4 to 44%)</li> <li>• Reduce the number of criminal damage offences by 7%</li> <li>• Reduce deliberate secondary fires to 5.75 per 1000 – a reduction of 7% since 2004/5</li> </ul>
Reduce the impact of drugs on the community	<ul style="list-style-type: none"> <li>• Increase the number of young people under 18 who access drug treatment by 8% - which would mean an increase of nearly 50% since 2003/04</li> <li>• Close 24 drug addresses – an increase of 33% on last year</li> <li>• Implement a comprehensive Drugs Prevention Strategy</li> <li>• Establish a drugs detoxification programme and a dedicated women's service within the borough</li> <li>• Expand our Drugs Intervention Programme by testing everyone arrested for a trigger offence, and requiring assessment for all those testing positive</li> </ul>

## Improving the environment

### By 2010 Tower Hamlets will:

- have a more pleasant, welcoming and sustainable environment

### The challenge

Traffic congestion, car parking, pollution and poorly designed urban spaces are problems across the capital that put lives at risk and damage people's health. And they contribute to the ecological damage of the planet. Solutions will require co-operation across the whole of the city. We are also throwing away more every year. Litter, fly tipping and other environmental pollution are common problems across London, and are compounded by population growth and property development that increase risks to public health and safety. Working together we can tackle these problems.

### What you want

- less litter and dog mess and fewer abandoned cars on streets and estates
- better public transport
- less traffic congestion and pollution

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

**Some things you suggest we could do to tackle these issues**

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

**Our priorities for 2005 – 2006 were to:**

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

What we said we would do in 2005 – 2006	Did we achieve it?
Publish a revised environmental statement demonstrating our commitment to a sustainable environment	No. The statement will now be incorporated into a broader <i>Environmental Strategy</i> , which is currently under development
Reduce the proportion of the borough that has unacceptable levels of litter and detritus by 2%, and be among the best London authorities on measures of environmental cleanliness	<p>No. At 23% overall, there was a 1% increase in the measurement for litter and detritus levels in the borough. However, this was against a 3% point increase across London, and the borough remains in the top 6 in the Capital Standards group.</p> <p>During the year the Council rolled out a Cleaner Safer Tower Hamlets campaign, introduced LAP-dedicated environmental teams, and negotiated new street cleansing contracts. This has contributed to better-than-targeted improvements in streets and commercial areas, but overall performance was impacted by poor results on industrial land</p>
Increase the number of fixed penalty notices for littering and dumping to 1100	Yes. 1,332 notices and 96 prosecution summonses were issued, bringing people to account for their antisocial actions
Launch a Fast Food Litter Strategy to reduce the amount of fast food litter on our streets	In part. The focus on fast food litter has been integrated into a broader anti-litter campaign, which will tackle litter problems through improved enforcement, awareness raising and education campaigns, and the provision of on-street recycling bins

Recruit at least 24 volunteers from all LAP areas to be Enviro-Champions for their area	Yes. Over 70 volunteers were recruited during the year
Be in the top category across London for low graffiti and fly-posting levels	In part. Both graffiti and flyposting levels fell by 5%, and we are now amongst the top half of authorities in the Capital Standards group for graffiti. However, we will need to further improve flyposting in the borough's highly urbanised environment.
Ensure 100% coverage of residential households for doorstep recycling services (reaching another 30,000 homes)	Not quite. We now serve 91.5% of properties, and we are working hard to overcome some legal access and permission challenges
Run a marketing programme and hold awareness-raising events to increase participation	Yes. This included the launch of the <i>It's So Easy</i> and <i>Cleaner Safer Tower Hamlets</i> campaigns, and work with faith organisations to help reach our different faith communities
Organise young people's environmental action events involving a minimum of 80 children and young people	Yes – through our <i>Waste Awareness Programme</i>
Introduce a further three 20 mph zones, bringing the borough's total to 28	Almost. Two 20mph zones (Narrow Street and Spindrifft Ave) were completed, and one (Teviot Estate) is still under construction following a period of consultation
Make sure that the number of people killed or seriously injured on our roads is reduced by at least 2 in the coming year	Yes. The number of people killed or seriously injured in the borough fell from 139 to 133

### Our priorities for the next year, to:

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

What we promise to do in 2006–2007	Our Targets? To:
Improve the cleanliness of the borough	<ul style="list-style-type: none"> <li>• To reduce proportion of relevant land and highways assessed as having combined deposits of litter and detritus from 23% to 16%</li> </ul>
Improve recycling	<ul style="list-style-type: none"> <li>• To increase the proportion of household waste sent by the authority for recycling from 8.8% to 18%</li> <li>• Introduce a kerbside collection service for food waste &amp; garden waste in the autumn of 2006</li> </ul>

Improve road safety	<ul style="list-style-type: none"><li>• To reduce the number of adults and children killed or seriously injured on roads from 133 to 121</li><li>• Continue to promote road safety programmes, including providing Junior Citizen Scheme safety training for 1000 year 6 pupils, extending the Junior road safety officer scheme to additional 3 schools, completing one Home Zone and two 20mph Zones.</li></ul>
Improve open spaces	<ul style="list-style-type: none"><li>• To increase the proportion of people who think that parks, playgrounds and open spaces are good, very good or excellent in the Annual Residents' Survey from 46% to 50%</li><li>• Incorporate measures to design out crime in consultation with the LAPs by implementing anti-crime design measures in 5 parks</li></ul>

# **A better place for living well**

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

### **Improving housing, health and social care**

#### **By 2010 Tower Hamlets will:**

- have good quality affordable housing available for more people, with social housing reaching good standards
- support healthier communities, with quicker and more convenient access to local modern primary and community based health services
- ensure that no one waits more than 18 weeks from GP referral to hospital treatment
- reduce inequalities in health outcomes by 10%, as measured by infant mortality and life expectancy at birth
- reduce mortality rates from heart disease by at least 40% and from cancer by at least 20%, for people under 75
- have no primary care premises below acceptable standards
- provide seamless health and social care provision for older people and other adults who need support
- provide health and social care services for young people from all Children's Centres and from 50% of schools.
- reduce mortality rates from suicide and undetermined injury by at least 20%

#### **The challenges**

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

#### **What you want**

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

#### **Some things you suggest we could do to tackle these issues**

- use neighbourhood wardens
- provide leisure facilities within housing estates

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

**Our priorities for 2005 – 2006 were to:**

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

**Improving housing**

What we said we would do in 2005 – 2006	Did we achieve it?
Bring at least 10 empty ‘non decent’ private properties back into use by March 2008	Yes. 20 homes were made fit and returned to use
Complete at least 600 affordable new homes	Yes. A total of 1057 affordable new homes were completed – over 70% more than our target
Agree with our partner authorities how many new homes in the East London area are to be offered to Tower Hamlets residents	Yes – through the <i>East London Sub Regional Nominations Agreement</i>
Invest a minimum of £24 million in council housing stock	Yes. £28 million was spent on improving housing stock last year



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

### Improving health and social care

What we said we would do in 2005 – 2006	Did we achieve it?
Enable at least 100 disabled people to stay in their own homes through the use of the Disabled Facilities Grant	Yes. 129 Disabled Facilities Grants were approved during the year
Complete 100% of Supporting People reviews, to help shape better services for vulnerable people	Yes. A total of 76 reviews were completed
Hold at least 4 health-related play sessions at Mile End Park Play Pavilion	Yes. 4 sessions took place in the Children's Play Pavilion, focusing on Breast Feeding, Baby Massage, Weaning, and Child Psychology
Make the Changing Lifestyles programme available to 40 children with clinical obesity	Yes. 2 courses were held – one for 8-11 year olds and one for 12-16 year olds – with 40 children attending
Develop and promote a stop-smoking drop-in service in each Local Area Partnership to reach our target of helping over 4,670 people to quit smoking by 2006	Not entirely. Only 4 LAP areas chose to develop these services, but clinics took place in each of these. However in the three years up to March 2006 4790 people stopped smoking as a result of using local smoking cessation services, exceeding the target of 4670
Undertake preparatory work to develop a screening programme for bowel cancer	Yes. A bowel cancer screening lead has been identified within the PCT Public Health Department, and is working with the wider Strategic Health Authority-led implementation group

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

Establish a <i>Breathe Easy</i> support group	Yes. The group has met bi-monthly for over 6 months
Recruit 6 more mental health support workers, 2 more psychologists, 2 new community development workers to work with black and minority ethnic communities, and a specialist GP, making a significant difference to the quality of services for people with mental health needs	Yes. All of these posts were filled by November 2005
Produce a directory of mental health services, to be available at all GP surgeries and One Stop Shops as well as on-line	Yes. A directory of mental health services has been available online since October 2005. It has also been translated into Bengali and Somali and is available on CD
Increase the percentage of young children immunised for measles, mumps and rubella (currently 59%) to the national target of 80%	Figures for the year are not yet available because of technical problems with a new computer system. Provisional GP figures for the second half of the year indicate that 64% of young children received the full course of MMR. Work has taken place with all GP practices to raise awareness about the poor uptake of the MMR vaccination
Increase the proportion of women who start breast feeding by 2% each year	Yes. This has been achieved through a series of initiatives including: <ul style="list-style-type: none"> <li>- provision of a breastfeeding co-ordinator working in Children's Centres</li> <li>- breastfeeding training for health visitors and midwives</li> <li>- data collection improvements in the maternity unit in the Barts and the London Trust</li> <li>- community based initiatives, such as drop in sessions and parenting classes, run through voluntary and community sector partners</li> <li>- making breastfeeding literature more accessible for antenatal and postnatal women</li> </ul>
Recruit 5 trainers, to specialise in sex and relationship education in secondary schools	No. This was not developed – rather, training was provided for 9 secondary school teachers and over 60 volunteers
Provide youth workers with additional training to deal with sexual health issues	Yes. 113 youth workers were trained to deliver Sex and Relationship Education. Two youth workers from each youth service club in each LAP areas were also trained

<p>Progress plans to open 2 new integrated primary care resource centres, providing: (i) a centre for independent living for people with physical and sensory disabilities on the St Clement's site; (ii) borough-wide services for children and young people on the Queen Elizabeth Hospital site</p>	<p>Yes.</p> <ul style="list-style-type: none"> <li>- St Clement's is being progressed, though more slowly than anticipated due to a number of complex planning and heritage issues</li> <li>- The Queen Elizabeth outline business case has been formally approved and development work is expected to begin by autumn 2006 on a new primary care and social care centre. Borough-wide children's services are being progressed through other channels</li> </ul>
<p>Open new healthcare facilities in Devenport Street, Harford Street, the Barkantine Estate and Bartlett Park</p>	<p>Mostly. Harford Street, Barkentine and Devenport Street (renamed Cable Street) all began construction this year. However, Bartlett Park was withdrawn as further work demonstrated it was no longer fit for future population projections</p>
<p>Ensure that all Tower Hamlets residents can obtain an appointment with a GP within 48 hours and a practice nurse within 24 hours</p>	<p>Yes. From October 2005 onwards, all Tower Hamlets residents could be sure of an appointment with a GP within 48 hours or a primary care professional within 24 hours</p>
<p>Reduce the maximum waiting time to 13 weeks for a new outpatient appointment with a consultant, and to 6 months for routine surgery, by December 2005</p>	<p>Yes. Both of these promises were delivered</p>
<p>Enable patients and GPs to book hospital appointments at a time and place convenient to the patient</p>	<p>Yes. For some time now patients have been offered the opportunity to choose an appointment date and time that is convenient to them. There are systems in place that enable patients to choose from a list of 4-5 hospitals when their GP makes a referral. Work is ongoing to roll out an electronic system to book hospital appointments from GP surgeries</p>
<p>Open at least 8 Children's Centres (one in each Local Area Partnership) providing joint health, social care and education services</p>	<p>Yes. 9 Children's Centres were open from 1<sup>st</sup> April 2006</p>
<p>Complete at least 85% of statements of Special Educational Needs with health and social care input within 18 weeks</p>	<p>Yes. Our targets for completing Statements of Special Educational Needs were met</p>

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

**Our priorities for the next year, to:**

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

**Improving housing**

What we promise to do in 2006–2007	Our Targets? To:
Improve the quality of housing provision	<ul style="list-style-type: none"> <li>• Develop a 'Quality Framework' for <i>all</i> social housing stock.</li> <li>• Provide assistance to 25% of vulnerable households to help address fuel poverty</li> <li>• Bring back into use 17 private rented properties</li> </ul>
Provide suitable accommodation for more residents	<ul style="list-style-type: none"> <li>• Re-house 200 overcrowded families</li> <li>• Improve access to appropriate housing for disabled applicants</li> </ul>

## Improving health and social care

What we promise to do in 2006–2007	Our Targets? To:
Improve access to local healthcare services	<ul style="list-style-type: none"> <li>• Continue to design, plan or build 10 new primary health care centres</li> <li>• Open a new primary care centre at Cable Street, and complete a major extension of the St Stephen's Healthcare Centre</li> <li>• Provide increased surgery hours in over half of all GP practices in the borough, and in at least one practice in every LAP area</li> <li>• Provide an additional mobile dental unit to ensure improved access to dental care in every LAP area</li> <li>• Increase uptake of the <i>Pharmacy First</i> scheme for minor ailments by 6%</li> </ul>
Improve the health & well being of older people and the wider community	<ul style="list-style-type: none"> <li>• Create 4 Linkage Plus networks, providing local services and activities for older people</li> <li>• Help 1755 people to quit smoking</li> </ul>
Provide more support for people with long term conditions and their carers	<ul style="list-style-type: none"> <li>• Provide 27 <i>Expert Patient</i> Courses for people with specific health conditions</li> <li>• Ensure that at least 75% of those suffering with <i>Chronic Obstructive Pulmonary Disease</i> have access to diagnosis and monitoring through the spirometry service</li> <li>• Ensure that at least 433 high intensity users are effectively case managed</li> </ul>
Improve services for people with mental health needs	<ul style="list-style-type: none"> <li>• Appoint 2 mental health community development workers to improve access to and uptake of mental health services by the people from black and minority ethnic communities</li> <li>• Provide a team of 20 Support Time Advice and Recovery workers (STARs) across the Local Authority, PCT and Mental Health Trust, to support people with mild to moderate depression, with at least 50% of those involved from BME communities</li> <li>• Provide a consultant psychiatrist within primary care services to improve services for people suffering from depression</li> </ul>
Improve the health of young children	<ul style="list-style-type: none"> <li>• Provide co-ordinated health, early education and social care services for young children and their families through 15 Children's centres</li> <li>• Provide a range of healthy eating and physical activity initiatives to reduce obesity in children</li> </ul>

Reduce teenage pregnancy

- Increase the provision of sex and relationship education in schools and improve the sexual healthcare for our most vulnerable children and young people (such as those in public care and young offenders)

## **A better place for creating and sharing prosperity**

### **Improving investment and access to jobs and reducing poverty**

#### **By 2010 Tower Hamlets will:**

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

#### **The challenge**

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

#### **What you want**

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

#### **Some things you suggest we could do to tackle these issues**

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



**Our priorities for 2005 – 2006 were to:**

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

What we said we would do in 2005 – 2006	Did we achieve it?
Implement the borough's Regeneration Strategy	Yes. The year 1-3 programme has commenced and progress reports will be available by July 2006
Establish a borough-wide multi-agency delivery team that supports young job seekers in securing and maintaining employment	Yes. A joint team has been in operation since May 2005
Reduce by 10% the number of unemployed people aged 18-25	Just about. Over the last 6 months the number 18-25 claimants fell by 9.6%
Advertise and promote 300 entry-level jobs associated with Barts and the London Hospital Trust to local people, and place 275 local people into these jobs	No. 190 local residents secured jobs with Barts and the London Hospital Trust – this is below target due to changes at the Trust and a delay in beginning the new programme
Increase the take-up of welfare benefits through an advertising campaign targeting working tax credit and other benefits	Yes. The campaign included regular features in East End Life, information packs provided at key locations across the borough, and outreach advice in 10 GP surgeries and other venues across the borough
Produce an information leaflet on accessing finance and debt advice services in the borough	Yes. Debt advice leaflets and a self-help pack were produced, including a <i>Where to Go for Advice</i> leaflet
Develop 6 hubs of community provision, based in the voluntary sector, offering a range of services and progression routes into job-training and employment. 500 clients to complete personal action plans – over 50% of which result in employment, further	<p>Yes. 6 hubs have been developed at:</p> <ul style="list-style-type: none"> <li>- East London Advanced Technology Training</li> <li>- Limehouse</li> <li>- City Gateway</li> <li>- Bromley by Bow Centre</li> <li>- LACoST</li> <li>- HARCA</li> </ul> <p>These hubs offer a programme of activities for local people, and over 1,103 people had completed personal</p>

or higher education, or engagement in voluntary activity	action plans by March 2006. Of these, over 50% are now in employment (96), further or higher education (419) or engaged in voluntary activity (70)
Produce a revised business development guide with key partners	Yes. 'A Guide to Business Support Agencies in Tower Hamlets' was revised, with details of organisations that can provide free or subsidised expert advice in the areas of business start up, business planning, marketing and finance, and possible access to finance in the form of loans or grants  - Additionally <i>Open4Funding</i> , an online resource with information about funding opportunities, has been available through the Council's website since September
Produce draft Area Action Plans and undertake a 12 week period of consultation with local people in Autumn 2005	Yes. A series of workshops and events for local people in the final 3 months of 2005 produced over 5000 comments which are now being used to shape a revised <i>Local Development Framework</i>
Review the borough's Third Sector Strategy	No. Participation in the Treasury's Local Area Pathfinder project, due to be completed in July 2006, has delayed completion of the final strategy and action plan

#### **Our priorities for the next year, to:**

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

<b>What we promise to do in 2006–2007</b>	<b>Our Targets? To:</b>
Increase employment rates of local residents by providing co-ordinated targeted support, in particular to young people.	<ul style="list-style-type: none"> <li>• Support 375 local young people into jobs through the Employment Consortium job brokerage programme</li> <li>• Provide a <i>Welcome Host</i> and <i>Welcome to East London</i> training package of customer care for at least 75 job seekers and young people still at school, to increase information and raise aspirations</li> <li>• Run 6 employer events for young people to raise the profile and understanding of growth sectors of employment and how to access them</li> <li>• Provide internships and specialised tailored training</li> </ul>

	<p>programmes with a range of employers in the local growth areas of hospitality, leisure, travel and tourism, health and finance</p> <ul style="list-style-type: none"> <li>• Increase the number of jobs accessed by residents in different LAP areas through <i>Community Hubs</i></li> </ul>
Implement an Employment and Training Framework to ensure that local residents/businesses are able to access opportunities arising from the Olympic and Paralympic games.	<ul style="list-style-type: none"> <li>• Introduce a job brokerage and business support team – across the 5 Olympic host boroughs – to help local residents access employment arising from the Olympics, and local businesses to secure contracts arising from the development of the Games</li> </ul>
Promote the borough as the premier hospitality and leisure venue for the Olympic Games, helping the hospitality, leisure, travel and tourism sectors to expand and support the growth of smaller niche retail, restaurant and hospitality businesses	<ul style="list-style-type: none"> <li>• Expand the coverage of the borough's <i>Venue Guide</i>, increase internet-based promotion and advertising, and run 'familiarisation' trips for global agents</li> </ul>
Provide targeted support to young people aged 18-24 to reduce youth unemployment	<ul style="list-style-type: none"> <li>• Introduce a <i>Skills Ladder</i> employment programme, helping 60 people into jobs</li> <li>• Secure 25 more internship programmes with employers to help young people access employment and continue job brokerage activities with young people to achieve our target of getting at least 550 young people into sustainable employment by 2008</li> </ul>
Increase the supply of employment opportunities in key sectors promoted directly through the Employment Consortium	<ul style="list-style-type: none"> <li>• Recruit local people to 75% of all entry level vacancies at Barts and the London NHS Trust</li> <li>• Secure more entry level jobs in growth sectors such as finance, hospitality and tourism</li> </ul>
Encourage more growth and sustainability of local businesses	<ul style="list-style-type: none"> <li>• Open a <i>Business Excellence Centre</i> in the west of the borough to encourage and support local business</li> </ul>
As part of the Local Development Framework, revise Area Action Plans for Leaside, City Fringe and Isle of Dogs and consult on a Central Area Action Plan	<ul style="list-style-type: none"> <li>• Submit Area Action Plans for further consultation and to the Secretary of State for independent examination</li> </ul>
Improve access to affordable banking and credit facilities	<ul style="list-style-type: none"> <li>• Develop information leaflets on budgeting, borrowing and access to affordable credit</li> </ul>

Support Financial Awareness / Literacy programmes	<ul style="list-style-type: none"> <li>• Deliver 8 money-wise information and training sessions in local community venues</li> </ul>
Improve access to debt/money advice services for low income families	<ul style="list-style-type: none"> <li>• Promote debt self-help packs and introduce a new debt advice outreach service</li> </ul>
Improve links and referrals between those services offering debt advice and those helping people to improve their employability	<ul style="list-style-type: none"> <li>• Train 120 front line staff in problem debt identification</li> </ul>

## **A better place for learning, achievement and leisure**

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

### **Improving learning and achievement**

#### **By 2010 Tower Hamlets will:**

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

#### **The challenge**

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

#### **What you want**

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

#### **Some things you suggest we could do to tackle these issues**

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

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

**Our priorities for 2005 – 2006 were to:**

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

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

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

groups	on the Partnership Manager Group
Maintain participation rates at the very high level achieved last year, and improve the retention rate of adult learners by 20%	No – this target proved too ambitious. However, an increase of 10% was achieved, and there was also a 4% increase in lifelong learning enrolments

### Our priorities for the next year, to:

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

What we promise to do in 2006 –2007	Our Targets? To:
Help young people develop the skills necessary for them to move into employment	<ul style="list-style-type: none"> <li>• Ensure that 84% of primary school pupils achieve level 4 in mathematics and English tests at age 11 in summer 2006, rising to 85% in summer 2007</li> <li>• Increase the percentage of secondary pupils achieving Level 5 in both English and mathematics at age 14 to 57% in summer 2006, rising to 61% in summer 2007</li> <li>• Increase the percentage of secondary pupils earning 5 or more GCSEs at grades A* to C, including English and mathematics, to 34% in summer 2006, rising to 39% in summer 2007</li> <li>• Increase the A level average points score to 229 in summer 2006, rising to 247 in summer 2007</li> <li>• Reduce the number of young people age 16 to 18 not in education, employment or training to 11.5% in November 2006, falling to 8.2% in November 2007</li> <li>• Increase the take up of play, culture and leisure activities by young people and their families</li> </ul>
Improve the achievement of adult learners	<ul style="list-style-type: none"> <li>• Achieve a minimum level of 75% adult learner retention by June 2007</li> </ul>
Improve the quality of parental involvement:	<ul style="list-style-type: none"> <li>• Increase the attendance rate in primary schools to 94.8% and secondary schools to 92.9% in summer 2006, rising to 95% and 93% in summer 2007</li> <li>• Reduce unauthorised absence rates in primary schools to 1.1% and secondary schools to 2.2% in summer 2006, falling to 0.95% and 1.9% in summer 2007</li> <li>• Increase the number of parents participating in family learning programmes to 1600</li> </ul>
Improve the health and levels of physical activity of	<ul style="list-style-type: none"> <li>• Increase the percentage of primary school age pupils having 2 or more hours of exercise each week to</li> </ul>



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

## Improving access to leisure activities and the arts

### By 2010 Tower Hamlets will:

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

### The challenge

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

### What you want

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

### Some things you suggest we could do to tackle these issues

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

### Our priorities for 2005–2006 were to:

- run a programme of arts and leisure activities targeting children’s social skills and educational development
- encourage participation in cultural and leisure activities and support community cohesion
- improve the quality of local libraries and extend our Idea Stores Programme

What we said we would do in 2005 – 2006	Did we achieve it?
Introduce new youth provision in Mile End Park that targets 11-17 year olds and includes an outreach centre, adventure space and supervised activities, all located within the Connexions Centre in the Park	Yes. Youth outreach began operating in the park from September 2006. Provision includes cycling, orienteering and canoeing on the canal. A purpose-built base for the provision is under construction and will be ready in August 2006
Roll out a football development programme for 7-11 year olds, with 10 schools participating	Yes. Achieved and surpassed: almost 20 schools and over 2,500 students have participated
Increase the number of under-16s registered with libraries from 29.4% to at least 30%	Yes.
Hold a minimum of 800 arts-based workshops for young people across the borough by March 2006	Yes. A total of 1,005 arts-based workshops for young people were held, that focused on raising attainment and were delivered through the Out of School Hours Arts programme
Launch a ‘Bookstart’ initiative, providing all babies and toddlers from new-born to 48 months with 2 free books; they will also be invited, through their families, to join the library and take part in a programme of family	Yes. Over 6,600 <i>Bookstart</i> packs were distributed during the year

learning events	
Agree and implement a cultural strategy action plan by October 2005	No. The completion date is now December 2006
Introduce a new football league, centred on the new football pitches and changing facilities at Meath Gardens	Yes
Engage a minimum of 40 children and their families within the Healthy Lifestyles programme	Yes. Two courses were held, one for 8-11 year olds and one for 12-16 year olds, with 40 children attending
Support a minimum of 56 festivals and events across the borough	Yes. A record 78 festivals and events were held across the borough
Run a health programme, involving at least 50 women, tackling heart-related illnesses at Whitechapel Sports Centre	Yes. A health programme for women was successfully run, and involved 55 participants
Open the following new facilities: <ul style="list-style-type: none"> <li>- new fitness facilities at York Hall in June 2005;</li> <li>- Mile End Stadium in January 2006;</li> <li>- sports facilities at Langdon Park in January 2006</li> </ul>	In part. <ul style="list-style-type: none"> <li>• New fitness facilities at York Hall were opened and the Mile End Stadium was launched in February 2006</li> <li>• There have been some delays in developing the sports facilities at Langdon Park, but this should now be complete by May 2006</li> </ul>
Open the Whitechapel Idea Store in September 2005	Yes. Achieved and exceeded. Whitechapel Idea Store opened on 22 September, and average visitor numbers have been around 53,500 per month
Open 7 library services for more than 45 hours per week by the end of the year, 2 of them for 71 hours (7 days) per week: 5 of them for 7 days per week by 2007	Yes. There are now 4 Idea Stores (Bow, Chrisp Street, Whitechapel and Canary Wharf), each open 71 hours a week. In addition, Bethnal Green, Cubitt Town and Watney Market Libraries are open for more than 45 hours per week
Increase the number of visitors to local libraries and lifelong learning facilities from 1.3 million last year to 1.6 million	Yes. Libraries and Idea Stores visits reached a high of 1.61 million visitors
Prepare an Open Space Strategy for the borough, consistent with the Local	Yes. This is now ready for implementation

Development Framework, to address the social and environmental issues that are of concern to local people

**Our priorities for the next year, to:**

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

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

# A better place for excellent public services

## Improving public services

### By 2010 Tower Hamlets will:

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

### The challenge

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

### What you want

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

### Some things you suggest we could do to tackle the issues

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

**Our priorities for 2005 – 2006 were to:**

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

<b>What we said we would do in 2005 – 2006</b>	<b>Did we achieve it?</b>
<p>At least maintain the Council's position as the third best performing area in inner London on a basket of performance indicators (the Tower Hamlets Index) and improve our position compared with other London and metropolitan boroughs</p>	<p>Yes. In 2004/05 the Council's performance against a basket of indicators improved to 13<sup>th</sup> in Greater London (from 14<sup>th</sup> in 2003/04). Figures for 2005/06 will be available later in the year.</p> <p>We have also been one of the few local authorities able to keep Council Tax at last year's level – evidence of the strength of our financial management and commitment to providing high quality value for money services to local people</p>
<p>Ensure that Tower Hamlets Council maintains its rating as a good and improving local authority in government inspections, and achieves an excellent rating as soon as the framework allows</p>	<p>Yes. The Council maintained its good rating in the 2005 Comprehensive Performance Assessment and continues to improve: 3 stars (out of 4) were awarded for performance and 3 stars for improving well.</p> <p>In addition, the council was one of only three in the country to achieve the highest rating (grade 4) for children and young people's services, while our social services was rated one of the top two in the country for looking after vulnerable adults and older people who need care.</p> <p>The PCT also performed strongly, improving – from 0 stars in 2004 – to a 2 star rating (mostly high levels of performance) on Healthcare Commission ratings, while Barts and the London retained its 2 star rating for hospitals</p>
<p>Increase year on year the proportion of local people who agree that the council, police and health service are doing a good job</p>	<p>Yes. The proportion of local people who think local public services are doing a good job has continued to rise overall. In February 2006, 67% of residents felt that the Council was doing a good job (up 3% last year and 10% in 2 years), and 3% higher than the London average)</p> <p>The proportion agreeing that local policing is good, very good or excellent rose 8% to 42% (although this remains 6% below the London average); the equivalent figure for local health services rose by 5% to 58% (2% above London)</p>

Establish a clear framework for the borough's approach to local management in the light of the government's 5-year plan for sustainable communities	Yes. The Partnership has negotiated an ambitious Local Area Agreement (LAA) with government, setting out our agreed priorities for the next 3 years. The agreement promises further development of our approach to the empowerment of local communities, building on the success of the Safer Neighbourhood Teams
Deliver and develop Local Area Action Plans, showing year on year improvements in the quality of life in different LAP areas	Yes. LAP Action Plans for 2006/07 are already in place ready for implementation: one of the actions already having a marked impact on the quality of life for local people is the introduction of the Safer Neighbourhood Teams in every ward
Increase the satisfaction with local services of people in all LAP areas, with year on year improvements	<p>Yes. The most recent Annual Residents Survey showed an increase in residents' satisfaction with almost all local services except refuse collection – although this is equal to the London average</p> <p>Satisfaction with services in individual LAPs also increased, particularly on recycling, local health services and libraries</p> <p>There were particular improvements in individual LAPs for services that were less well regarded last year, such as repair of roads and pavements in LAP 6 (up 36%), services for young people in LAP 7 (up 28%) and parks, playgrounds and open spaces in LAP 8 (up 21%)</p>
Review commissioning of services through the third sector	<p>Underway, as part of a broader review of the borough's Third Sector strategy; and the Partnership is working with HM Treasury as a Pathfinder on a national research project on commissioning</p> <p>External challenge of the Council Third Sector Commissioning Code of Practice has also been undertaken and a revised code produced</p>
Implement fully all initiatives funded by LPSA reward grant	Yes. £2 million of the reward grant received from the government for successful LPSA performance was spent on real improvements in each of the 8 LAP areas
Ensure that we are on course to achieve our ambitious Round 2 LPSA targets	Yes. Services across the Partnership are focused on delivering our priority targets
Complete negotiations of a Local Area Agreement with government by March 2006	Yes. Negotiation of the borough's Local Area Agreement with government is complete: this will help drive new and innovative ways of working to accelerate improvement
Establish the leadership	Yes. The Partnership has, through the Excellent Public

role of the Tower Hamlets Partnership in developing Children's Services	Services CPAG, taken a leadership role for Children's Services by acting as the Children's Trust for the borough: the excellent work of local partners in this area is recognised in the award to the Council of prestigious Beacon status for Early Intervention for Children at Risk
Agree and implement a first Children and Young People's Plan by April 2006	Yes. An ambitious Children and Young People's Plan, agreed after extensive consultation, is now in place, which the Partnership is confident will lead to improved outcomes for our children and young people
Increase the proportion of the public service workforces that are from black and minority ethnic communities	<p>Yes. Provisional figures show that the proportion of the Council's workforce from minority ethnic communities increased to 41.17% at the end of 2005/06, up from 37.21% in 2004/05</p> <p>In addition, almost half (49.5%) of the workforce of the Tower Hamlets PCT are from BME communities</p> <p>As at April 2006, 10% of local police officers and 33% of police staff were from BME communities. This compares very favourably with London-wide averages of 7% for police officers and 22% for staff</p>
Provide evidence, year on year, that more people from black and minority ethnic communities are employed at management level in local services	<p>No, provisional figures show that the proportion of senior managers in the Council from minority ethnic communities decreased to 14.29% at the end of 2005/06, compared with 16.43% the previous year</p> <p>Although we did not achieve an increase, the Council is still performing significantly above the London average of 12.37%</p> <p>At Tower Hamlets PCT, the 'THRIVE' network (Tower Hamlets: Respecting Individuals, Valuing Equality) has supported a BME Advanced Leadership Course, designed to help staff from a diversity of backgrounds to reach their potential by supporting their professional development</p>
Increase the range of ways in which members of black and minority ethnic communities can have their say	<p>Yes. A number of initiatives are helping to ensure black and minority ethnic communities can better influence local services:</p> <ul style="list-style-type: none"> <li>• the Women into Public Life project focused especially on women from different BME networks</li> <li>• targeted focus groups, comprised predominantly of members of the Bangladeshi community, have been drawn from the residents panel</li> <li>• a training course on 'accessing hidden communities' has been provided to services to enable them to access BME communities more easily</li> </ul>
Increase the response rates of targeted communities to	We have targeted improved response rates from BME groups and from women through focus group activities and through a successful Women into Public Life project



consultation	We have also purchased a survey software tool, which will help standardise equalities monitoring and enable us to analyse responses and strengthen our baseline data
Launch the Disable Go website, with information about access to the borough's public buildings	Yes. The Disabled Go website, which provides information about access to the borough's public buildings, was brought on line at the end of October. A public launch and publicity campaign is scheduled for next year to increase its use
Increase the percentage of local authority buildings which are accessible to disabled people to 45% from 40% last year	Yes – and this will be increased further in the coming year
Implement the Council's Disability Employment Strategy and agree with other major service providers a common set of principles to encourage increased employment of disabled people	<p>Yes. The Council achieved a score of 84% in the Employers' Forum on Disability's Standard compared to a public sector average of 59%</p> <p>The Council also hosted a seminar for the Employers' Forum to raise awareness of the new duty to promote disability equality</p>
Provide clear evidence of increased take-up of employment by disabled people	<p>Yes. Provisional figures show that the proportion of the Council's workforce who are disabled increased to 4.66% from 3.91% at the end of 2004/5</p> <p>'Two Ticks' Positive About Disabled People accreditation was also retained following inspection by Job Centre Plus</p> <p>The Partnership also continued to fund the Tower Project, a local initiative designed to increase take-up of employment by disabled people. In 2005/06, the Tower Project successfully helped a total of 40 disabled job-seekers into sustainable employment</p>
Extend the language service to other statutory and third sector partners by November 2005	Yes. Schools and Third Sector organisations now have access to the Council's language service, and discussions are continuing with other statutory providers such as the PCT
Agree a strategy and action plan for older people	Yes. A major review of older people's needs and services has been carried out, with extensive involvement from older people themselves. This is almost complete, and will inform a revised strategy that ensures older people are recognised and engaged as citizens
Agree a framework for the borough's response	Yes. The borough's Local Area Agreement (LAA), negotiated with government over the past year, provides an action

to the Sustainable Communities Plan, ensuring the participation of local people and the delivery of improved outcomes	framework through which local people can participate in the delivery of our Community Plan goals and ensures that there is a sustainable sense of community
Develop the Community Empowerment Network's role in enabling excluded communities to participate	<p>Yes. The Community Empowerment Network has worked through the Partnership to develop an action plan to increase the engagement of hard-to-reach groups</p> <p>The Community Empowerment Network's role is also embedded in Local Area Agreement targets and delivery strategy for community engagement</p>
Agree and implement a framework for promoting active citizenship through increased voluntary activity	Yes. A framework for increasing voluntary activity has been agreed and incorporated into the delivery strategy for Safer, Stronger, Communities within the LAA
Increase attendance at LAPs to over 4250, with 40% from black and minority ethnic communities, 1000 under 25, and 90% rating the events as 'good' or 'very good'	Yes. 4489 people attended LAPS in 2005-06, with 54% from black and minority ethnic communities and 1,772 under 25. 92% of attendees rated the events good or very good
Increase the number of people who have heard of the Tower Hamlets Partnership to 40%	Yes. Awareness of the Tower Hamlets Partnership in the 2005/06 Annual Residents Survey was 42%
Demonstrate clear evidence of improved consultation and involvement	<p>Yes. A Consultation Toolkit for services is in place, to help them improve consultation with local people and communities. A staff training programme in consultation is also now in place</p> <p>The proportion of local people saying they felt more able to influence decisions rose by 9% this year</p>
Ensure that all consultations are planned and published in our consultation calendar	Yes. A Consultation Calendar is now available on the Council's website ( <a href="http://www.towerhamlets.gov.uk/consultation">www.towerhamlets.gov.uk/consultation</a> ) for the public to view, showing the main consultation activities to be carried out during the year. Over 100 consultations are listed on the calendar
Improve the quality of questionnaire surveys	Yes. Over 40 staff completed training that was provided to improve the quality of questionnaire surveys. All staff also have access to software which will improve the quality of questionnaires
Provide feedback on all	Yes. All major consultations use a variety of communication

major consultations	<p>tools, including East End Life, the Council website and individual letters and summaries to let people know how consultation has impacted on decisions</p> <p>The findings of major consultations (Budget, Local Development Framework, Older People as Citizens etc) are all fed back through East End Life and posted on the Consultation Calendar</p>
Publish an Involvement Strategy by July 2005, with full implementation by April 2006, to help encourage young people to get involved in democracy	<p>Mostly. Although a formal Involvement Strategy was not published, a number of initiatives have successfully helped engage young people in the democratic process. 36 young people were involved in the Build Your Own Politician (BYOP) project, and over 350 young people took part in Local Democracy Week activities</p> <p>Feedback from young people also led to the 'Cotchin with the Councillors' initiative, which helped increase contact between young people and Councillors through a series of borough-wide Youth Partnership meetings</p>
Raise awareness of democracy among young people through a programme of events in secondary schools	<p>Yes. A programme to raise awareness of democracy among young people in schools has been developed, and is expected to run in secondary schools from May 2006</p>
Increase the participation of young people in training programmes designed to meet their needs	<p>Yes. 130 young people have participated in Partnership training programmes designed to meet their needs and support the local community. This has involved peer worker, team leader, community mentor and art activist courses</p> <p>300 young people have also completed accredited Peer Work programmes, tailored to their needs, to equip them with specific life-skills</p>
Show increased satisfaction from young people with the way they are involved in planning services	<p>No. The percentage of young people saying that they felt involved in decision-making remained at the same level</p> <p>However, a survey of the Youth Community Service did show increased satisfaction from young people over last year</p>
Run and evaluate a series of Public Life events	<p>No. The People in Public Life events were delayed to follow the local elections, and are now scheduled for the 2nd week of July</p>
Increase the number of women involved as councillors, governors and in other areas of public life	<p>Yes. A range of actions helped to increase the number of women involved in public life, including consultation events held at 9 key locations in the borough and the publication of a brochure on how to participate in public life</p> <p>The outreach work was targeted to reach 250 women, including 134 from BME backgrounds (54 Bangladeshi). 246 Women registered their interest in knowing more about getting</p>

	involved, and approximately 25 have taken up posts in public life roles to date
Run at least two events to celebrate the borough's Beacon awards for Promoting Racial Equality and Getting Closer to Communities and to share our good practice with other local authority areas	Yes. An Open Day to demonstrate the borough's good practice in Getting Closer to Communities was held in September, attracting 28 attendees from 20 local authorities; 93% of evaluations of the day rated it as 'excellent' or 'good'  A similar event in November, to showcase the borough's good practice in Promoting Racial Equality, attracted 58 people from 37 local authorities
Establish a learning and development programme to encourage leadership amongst the different strands of the Partnership	Yes. A programme of learning and development for the Partnership has included at least 12 events encompassing all strands of the Tower Hamlets Partnership

**Our priorities for the next year, to:**

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

<b>What we promise to do in 2006–2007</b>	<b>Our Targets? To:</b>
<p>Make further improvements to the efficiency and effectiveness of local public services by:</p> <ul style="list-style-type: none"> <li>• working through the borough's Local Area Agreement to achieve ambitious targets in the areas of: <ul style="list-style-type: none"> <li>- safer, stronger communities</li> <li>- children and young people</li> <li>- healthier communities and older people</li> <li>- economic development and enterprise</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Achieve all targets in our Local Area Agreement</li> <li>• Be confirmed by external inspection as amongst the best performing areas for local public services</li> <li>• Ensure that the borough's Council Tax remains amongst the lowest five in London</li> <li>• Increase the number of people who agree that local public services are efficient and well-run (above the London average)</li> </ul>
<p>Provide services that are responsive to local needs and views by:</p>	

- using local management to further improve the responsiveness of services to different areas of the borough
- continuing to work with local people to deliver action plans – supported by the investment of £4 million – that are responsive to their needs and views
- developing a Local Information System to help provide clear and transparent information on activities and performance at local level
- developing a strategy for One Stop Shops, enabling local people to access a range of services more easily
- involving local people in the continued development of the Safer Neighbourhood Teams

- Improve satisfaction with services in the different parts of the borough, with satisfaction in no single LAP area being more than 10% below the borough average
- Show a clear impact from these action plans on the quality of life in each LAP area
- have a Local Information System, accessed through the Council's website, which is well-used
- Agree an accommodation strategy that will lead to an improvement in One Stop Shop Services over the next two years
- Pilot the introduction of Super Safer Neighbourhood Teams to further improve the responsiveness of services to local needs

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

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

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

Ensure that Tower Hamlets is a

thriving, cohesive and engaged community by:

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

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

Achieve high standards of equality and access by:

- recruiting more local people into jobs in the major public services, so that the workforce providing those services reflects the community as a whole
- developing initiatives to support the progression of BME staff into management roles
- improving access to services for those with physical and sensory disabilities
- improving employment opportunities for disabled people

- Increase the proportion of the public service workforces who are from black and minority ethnic (BME) communities
- Have more people from BME communities employed at management level in local services
- Ensure that the percentage in any single ethnic community who feel the Council, police, or health service are doing a good job is no more than 10% below the borough average
- re-launch Disabled Go, an on-line guide to access information on 1,000 buildings in Tower Hamlets
- Increase the percentage of local authority buildings which are accessible to disabled people to 55% from 45% last year
- Have a minimum of 5 disabled parking bays in the vicinity of each retained local authority office building

- Increase the take-up of employment by disabled people

## **Involving local people** and making our partnership work

### **Development of the Tower Hamlets Partnership**

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

There are three strands to the Partnership:

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

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

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

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

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



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

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

### **Engaging local people**

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

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

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

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

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

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

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

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

## **LOCAL AREA PARTNERSHIP ACTION PLANS**

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

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

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

<b>LAP Area</b>	<b>Priorities 2005/06, to:</b>	<b>Priorities 2006/07:</b>	<b>Community Plan theme</b>
<b>LAP 4</b> St. Katharine's/ Wapping; Shadwell	1. Improve access to primary care services and promote healthier living, particularly in the south of the area and especially for women and girls  2. Improve youth provision and community facilities in the area  3. Improve the quality of local services and the street environment	1. Health, especially healthier living especially for women  2. Community facilities with an emphasis on young people and pathways to training and employment  3. Quality of local environment – cleaner, safer	Living Well Learning, Achievement and Leisure Creating and Sharing Prosperity Living Safely
<b>LAP 5</b> Bow East; Bow West	1. Make the Roman Road area a safer and more inviting place, especially at night  2. Improve access to healthcare provision in the area  3. Improve the range and quality of provision for young people in the area, especially in Victoria Park	1. Better provision of services for young people  2. Better provision of services for older people  3. Reducing crime through an improved environment	Learning, Achievement and Leisure Excellent Public Services Living Safely
<b>LAP 6</b> Bromley by Bow; Mile End East	1. Improve community safety  2. Improve access to healthcare services  3. Improve the range and quality of provision for young people	1. Young people into economic activity  2. Improving access to health care services (with particular emphasis to primary care)  3. Reducing crime through an improved environment	Creating and Sharing Prosperity Living Well Living Safely Learning, Achievement and Leisure

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

### **Some achievements in 2005-06**

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

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

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

### **Priorities for 2006-2008**

LAPs have identified particular needs to be addressed and outcomes to be achieved for their areas which form their priorities over the next two years. More details of these – and what we will be doing about them – can be found in the Action Plans for individual LAPs on the Partnership website at [www.towerhamlets.gov.uk/partnership](http://www.towerhamlets.gov.uk/partnership). All these activities are intended to contribute to the achievement of Community Plan, Local Area Agreement and floor targets.

### **Common priorities for action in 2006-07 and 2007-08**

Some of the specific priorities, common to all LAPs, which local people have said they wish to see addressed are:

- health and healthier living
- young people, in particular, improving their employment prospects
- the quality of the environment.

In response to this, by March 2007, all LAP areas will have:

- extended GP opening hours at one or more local surgeries
- a *New Start Plus* programme, helping more young people enter education, employment or training
- at least one green space improved in their area.

All of these actions are intended to improve the quality of life in *your* area, and to ensure that Tower Hamlets as a whole is a thriving and cohesive community of communities in which people enjoy living and working.

## LAP Area Contacts List

LAP Area	Councillors	Partnership Support Officer
<b>LAP 1</b> Bethnal Green North; Mile End / Globe Town; Weavers	Mohammed Abdus Salique (Bethnal Green North) Azizur Rahman Khan (Bethnal Green North) Stephanie Eaton (Bethnal Green North) Rofique Uddin Ahmed (Mile End / Globe Town) Clair Hawkins (Mile End / Globe Town) Bill Turner (Mile End / Globe Town) Louise Alexander (Weavers) Abdul Matin (Weavers) Tim O'Flaherty (Weavers)	Masoom Chowdhury 020 7364 4515 masoom.chowdury@towerhamlets.gov.uk
<b>LAP 2</b> Bethnal Green South; Spitalfields / Banglatown	Carli Harper-Penman (Bethnal Green South) Sirajul Islam (Bethnal Green South) Salim Ullah (Bethnal Green South) Helal Uddin Abbas (Spitalfields / Banglatown) Lutfur Rahman (Spitalfields / Banglatown) Fozol Miah (Spitalfields / Banglatown)	Masoom Chowdhury 020 7364 4515 masoom.chowdury@towerhamlets.gov.uk
<b>LAP 3</b> St Dunstan's / Stepney Green ; Whitechapel	Oliur Rahman (St Dunstan's / Stepney Green) Alibor Choudhury (St Dunstan's / Stepney Green) Abdal Ullah (St Dunstan's / Stepney Green) Shahed Ali (Whitechapel) Waiseul Islam (Whitechapel) Abdul Asad (Whitechapel )	Abdirahman Adan 020 7364 4133 abdirahman.adan@towerhamlets.gov.uk
<b>LAP 4</b> St. Katharines /Wapping; Shadwell	Shafiqul Haque (St. Katharine's /Wapping) Denise Jones (St. Katharine's /Wapping) Emma Louise Jones (St. Katharine's /Wapping) Shamim Ahmed Chowdhury (Shadwell) Abjol Miah (Shadwell) Mohammed Mamun Rashid (Shadwell)	Abdirahman Adan 020 7364 4133 abdirahman.adan@towerhamlets.gov.uk
<b>LAP 5</b> Bow East; Bow West	Marc Francis (Bow East) Alexander Heslop (Bow East) Ahmed Adam Omer (Bow East) Anwara Ali (Bow West) Ann Jackson (Bow West) Joshua Peck (Bow West)	Rachel Salmon 020 7364 4585 rachel.salmon@towerhamlets.gov.uk
<b>LAP 6</b> Bromley by Bow ; Mile End East	Abdul Aziz Sardar (Bromley by Bow) Rania Khan (Bromley by Bow) Mohammed Abdul Munim (Bromley by Bow) Rupert Bawden (Mile End East) Ahmed Hussain (Mile End East) Motin Uz-Zaman (Mile End East)	Rachel Salmon 020 7364 4585 rachel.salmon@towerhamlets.gov.uk
<b>LAP 7</b> East India and Lansbury ; Limehouse	Ohid Ahmed (East India / Lansbury) Shiria Khatun (East India / Lansbury) Rajib Ahmed (East India / Lansbury) Mohammed Shahid Ali (Limehouse) Lutfu Begum (Limehouse) Dulal Uddin (Limehouse)	Maryam Parveen 020 7364 5252 maryam.parveen@towerhamlets.gov.uk



<b>LAP 8</b> Blackwall / Cubitt Town ; Millwall	Timothy Archer (Blackwall / Cubitt Town) Philip Briscoe (Blackwall / Cubitt Town) Peter Golds (Blackwall / Cubitt Town) Rupert Eckhardt (Millwall) Shirley Houghton (Millwall) Simon Rouse (Millwall)	Maryam Parveen 020 7364 5252 maryam.parveen@to werhamlets.gov.uk
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### Local Management Team Contacts List

LAP Area	Area Director	Neighbourhood Manager	Development Support Officer
1	Saheed Ullah 020 7364 3170	Louise Vallace – BG West Vacancy – BG East	N/A
2	Saheed Ullah	Guy Stevenson	N/A
3	Keith Williams 020 7364 4329	N/A	Joyce Archbold Abdul Habib Hoque
4	Keith Williams	N/A	Abdul Habib Hoque Joyce Archbold
5	Shazia Hussain 020 7364 4212	N/A	N/A
6	Shazia Hussain	Suzanne Wolfe Babu Bhattacharjee	N/A
7	William Roberts 020 7364 4375	Tracey Fletcher Keren Miller	N/A
8	William Roberts	N/A	N/A

### Tower Hamlets Partnership Management Group – list of members 2006

Constituent Organisation / Group	Name	Position
Resident	Abdal Ullah	Resident
Resident	Andrew Mahoney	Resident
Resident	Crissy Townsend	Resident

Resident	Arif Miah	Resident
Council Member	Councillor Ohid Ahmed	Lead Member, Regeneration & Community Partnerships, Tower Hamlets Council
Council Member	Councillor Denise Jones	Leader, Tower Hamlets Council
Minority Political Group	John Griffiths	Member of Minority Political Group
Voluntary & Community Groups	Tony Uwadiae	Member of Tower Hamlets Community Empowerment Network
Voluntary & Community Groups	Sheikh Aliur Rahman	Member of Tower Hamlets Community Empowerment Network
Business (large)	Chris Gallop	Regional Commercial Officer, EMEA Global Sourcing / Corporate Real Estate & Services
Business (small and medium)	Aziz Choudhury	Chair, Spitalfields Small Business Association
Faith Communities	Hira Islam	Secretary General, Council of Mosques
Faith Communities	Martin Webb	Borough Dean's Network
Young People	Hannah Ibrahim	Youth Participation Development Group
Young People	Mourash Ali	Youth Participation Development Group
Housing Forum	Adrian Greenwood	Chair, Tower Hamlets Housing Forum
Council Officer	Christine Gilbert	Chief Executive, Tower Hamlets Council
Police	Mark Simmons	Borough Commander, Metropolitan Police
Primary Care Trust	Alwen Williams	Chief Executive, Tower Hamlets Primary Care Trust
Chair - CPAG Living Safely	Mark Simmons/ Christine Gilbert	Borough Commander/ Chief Executive
Chair- CPAG Creating & Sharing Prosperity	Liam Kane	Chief Executive East London Business Alliance

Chair - CPAG Learning Achievement & Leisure	Mike Tyler	Director, Tower Hamlets Education Business Partnership
Chair - CPAG Living Well	Stephen O'Brien	Chair, Tower Hamlets Primary Care Trust
GOL (observer)	Ana Cavilla	Government Office for London