

# Appendix 2

## TOWER HAMLETS STRATEGIC PLAN ANNUAL REPORT

### YEAR 4 2005-2006

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# Introduction

This document brings together in one place a clear statement of the priorities of Tower Hamlets Council, how well we are meeting those priorities and how we plan to improve services in the future. We are required by law to prepare a publication like this one which incorporates our Best Value Performance Plan but in order to produce something of value we have brought together a variety of documents which were published separately: the Best Value Performance Plan, the Annual Report and our Strategic Plan. The present document therefore comprises a report on our achievements against the priorities and objectives for the Year 4 (2005/6) Strategic Plan and our Year 1 (2006/07) implementation plan for the new Strategic Plan, together with a number of Appendices which contain the detailed performance indicators and other information required.

There are two main parts to the document:

**A. The Annual Report 2005 – 2006 (Year 4)** provides a report on the progress made in 2005 – 2006 (Year 4) towards the goals set out in the Council's four year Strategic Plan 2002 – 2006. The Strategic Plan was monitored throughout 2005/06 against key activities, progress milestones and targets .

## **Appendices (1 – 4)**

- **Appendix 1** contains the achievements of the Council against all Best Value Performance Indicators for 2005 – 2006, along with targets for those indicators for the next three years.
- **Appendix 2** explains significant variances (i.e. greater than +/-10%) between targets and outcomes.
- **Appendix 3** provides a table showing our overall performance against a composite of Tower Hamlets Index performance indicators compared with other local authorities.
- **Appendix 4** provides the statutorily required information about workforce matters.

**B. The Strategic Plan Year 1 (2006 – 2007)** sets out our corporate strategy and an action plan for Year 1 of our new Strategic Plan (2006 - 2011). This describes how the Council intends to achieve its vision, key priorities and targets and explains how progress towards them will be monitored and evaluated.

# **PART A**

## **ANNUAL REPORT FOR YEAR 4 (2005 – 2006)**

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# Annual Report For Year 4 (2005 – 2006)

## 1. Our Vision and Objectives

The Council's vision is to improve the quality of life for everyone living and working in Tower Hamlets. This involves helping to create a thriving, achieving community in which people feel at ease with one another, learn and perform well and have positive employment prospects, experience a higher standard of living and good health, and enjoy a safe and an attractive environment together with a wide range of cultural and leisure opportunities.

The strategy for delivering this vision was set out in the Council's Strategic Plan 2002 – 2006, which takes as its framework for development the priorities identified in the borough's Community Plan. This has now been succeeded by the Strategic Plan 2006-2011. The priorities remain which is **to make Tower Hamlets by 2011:**

**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 diversity of our communities.

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

Within each of these areas we have set challenging but realistic targets for change, which focus on the critical areas that will make a lasting difference to people's life chances. The Council identified **12 key priorities** for the period to 2011:

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

## 2. Overall Performance: Comprehensive Performance Assessment

Comprehensive Performance Assessment (CPA) was introduced by the government in 2002 as a way of supporting councils to deliver improvements in services to local people. CPA brought together existing information on service performance in each council with an assessment of its ability to improve. This was used by the Audit Commission to reach an annual overall judgement of whether a council was excellent, good, fair, weak, or poor. In December 2005 a new system of judgement was introduced. Tower Hamlets was rated as a **3-star authority** (the star rating runs from 0-stars being the worst to 4-star being the best) and was given a direction of travel judgement as **improving well**. The annual qualitative assessment of the Audit Commission of our performance for 2005 stated that:

*The Council has had another successful year. Significant progress has been made in improving how services are delivered. This is reflected in recently published inspection scores where both children's services and adult social care provision received the top score. The 2005 Comprehensive Performance Assessment concluded that the Council is improving well and demonstrating a three-star overall performance.*

*Overall, we found that the Council was improving well with its community priorities having successfully reduced crime and health inequalities and improved educational attainment. The Local Strategic Partnership has received the highest rating, green, from the Government and 11 out of 13 Local Public Service Agreement targets have been delivered. The annual survey of residents showed that public satisfaction with the Council was rising, with improved satisfaction ratings for recycling, street cleaning and refuse collection.*

*Improvements in services have also been acknowledged in recent annual assessments from regulators. The Council has also been awarded Beacon status in two areas, Getting Closer to the Community and Promoting Racial Equality.*

*The Council has taken major steps to improve value for money and recognises the need to do more. This will be helped by the Council's strong performance management framework which is also driving forward the delivery of both the Community Plan and the Council's Strategic Plan. Arrangements for securing continuous improvement in corporate governance have also continued to be strengthened to support service delivery.*

Each major service area is scored on a scale of 1 to 4, where 1 is the lowest and 4 the highest. Education and social care are given more weight in reaching the overall service score than other areas because of their importance to local people. Overall, our services were scored 3 out of 4.

### Individual Service scores

Service	Rating 2002	Rating 2003	Rating 2004	Rating 2005
Education	3 out of 4	3 out of 4	3 out of 4	4 out of 4
Social Care – children*	3 out of 4	3 out of 4	3 out of 4	See above
Social Care – adults	2 out of 4	3 out of 4	3 out of 4	4 out of 4
Environment	2 out of 4	1 out of 4	2 out of 4	2 out of 4
Housing	3 out of 4	3 out of 4	3 out of 4	3 out of 4
Libraries and Leisure **	2 out of 4	2 out of 4	2 out of 4	2 out of 4
Benefits	4 out of 4	4 out of 4	4 out of 4	3 out of 4
Use of resources	3 out of 4	3 out of 4	4 out of 4	3 out of 4

*\*For 2005 Education and Social Care –Children were amalgamated into a new service block entitled Children's Services*

*\*\* Now renamed Culture*

### Corporate Assessment

The Corporate Assessment looks at how the Council is performing and its capacity to improve. For Tower Hamlets this was last carried out in 2002. Independent inspectors spent two weeks inside the Council looking at all areas of its management and operation. Their report assessed Tower Hamlets as having a clear sense of direction, good political leadership, strong management and staff with a sense of clarity and purpose, and gave the Council a score of 3 out of 4. The report said:

*"...The Council's objectives are clearly expressed and are widely owned ... new methods of communication are helping to ensure that staff at all levels have a sense of clarity and purpose."*

*"Despite significant challenges, the Council is confident that its determination to work more closely with local people to accelerate improvement will enable it to become one of the best authorities in the country."*

Tower Hamlets is scheduled to receive another corporate assessment in 2007/08.

### **3. Key Achievements in 2005/06**

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

In March 2006 the council learnt that the Tower Hamlets Partnership had been successful in its bid to enter into a Local Area Agreement (LAA) with the Government. The agreement reflects a new contract between the Tower Hamlets Partnership, represented through the Council, and central government for improving the delivery of key local priorities through stronger local leadership, enhanced levels of partnership working, and improved mechanisms for service planning and delivery. The LAA will offer freedoms from bureaucracy to allow accelerated achievement across the borough.

The agreement sets out the outcomes for local people that the local community and central government want to see achieved over the period April 2006 to March 2009. These outcomes have been identified and agreed through the Tower Hamlets Partnership, involving all key local partners and stakeholders. Our proposed outcomes strike a balance between local and national priorities, and also reflect the impact of the major regional developments of the Thames Gateway and the Olympics.

Our outcomes have been developed around the four blocks set out in the government guidance:

- Safer, Stronger Communities
- Healthier Communities & Older People
- Economic Development & Enterprise
- Children & Young People

These blocks match well with the priorities set out in the Community Plan and actions that Council will undertake will meet objectives in both the Community Plan and the LAA.

#### **Social Services**

The Social Services Directorate has been awarded the highest star rating for the service by the Commission for Social Care Inspection and is the most successful service in the whole of England. The Inspecting body concluded that the council has 'excellent' prospects for the future in both adult and child categories. The inspection of our Children's service confirmed that we were serving all children well and demonstrated excellent prospects for improvement.

#### **Beacon Council**

Following the award of Beacon status in 2003 for community cohesion, in 2004 for supporting social care workers and the double Beacon award for Getting Closer to Communities and Promoting Racial Equality in 2005, the Council was pleased to announce that the Office of the Deputy Prime Minister had granted the Council Beacon status for 2006 in the category of Early Intervention (Children at Risk)

During the next 15 months the Council will produce a range of case study materials and undertake a number of activities designed to share our good practice with other local authorities. These will include workshops, open days, visits and exhibitions at national conferences.

#### **Annual Residents Survey**

The Council's progress in continuing to improve services has led to increased satisfaction amongst our residents again this year. The results of the Annual Residents' Survey – undertaken during January/February this year – show that customer



satisfaction has increased across the board. Last year 64% of our residents thought the Council was doing a good job – this year this has increased to 67% - an increase of 10% over two years. In addition, 60% think the Council is efficient and well run (up from 55%) and 59% think we listen to the concerns of local residents (up from 48% last year). In all these areas, our results are above the London average.

Residents have noticed improvements in individual services too – 69% are satisfied with the recycling service compared to 58% last year; and 65% are satisfied with street lighting – up from 58% last year. Some areas where we did less well last year have seen improvements – satisfaction with parks and open spaces is up from 39% to 46% and with libraries from 47% to 54%. For parks and libraries, however, satisfaction is still below the London average and we need to continue our work to improve these services for local people.

There is good news about community cohesion – those thinking that the borough is a place where people from different backgrounds get on well has gone up from 68% to 73%, and 82% now think ethnic differences are respected in their area (up from 71%).

### Individual services ordered by satisfaction rating

Brackets equal % change since last year

<i>% rating service good to excellent</i>	<b>Tower Hamlets</b>	<b>London</b>
<b>Refuse collection</b>	73% (-5)	73% (+7)
<b>Recycling facilities</b>	69% (+11)	63% (+10)
<b>Public transport</b>	66% (+13)	66% (+14)
<b>Street lighting</b>	65% (+7)	68% (+9)
<b>Street cleaning</b>	59% (n/s)	52% (+9)
<b>Collection of Council Tax</b>	59% (n/s)	58% (+5)
<b>Local health services</b>	58% (+5)	56% (+9)
<b>Libraries</b>	54% (+7)	61% (+5)
<b>Road and pavement repairs</b>	47% (+9)	36% (+9)
<b>Parks playgrounds and open spaces</b>	46% (+7)	58% (+10)
<b>Policing</b>	42% (+8)	48% (+15)
<b>Primary education</b>	39% (n/s)	39% (+7)
<b>Leisure and sports facilities</b>	39% (n/s)	42% (+5)
<b>Adult education / evening classes</b>	38% (n/s)	41% (+4)
<b>Secondary education</b>	35% (+7)	33% (+9)
<b>Housing Benefit service</b>	35% (+7)	20% (n/s)
<b>Nursery education</b>	33% (n/s)	32% (+7)
<b>Council housing</b>	31% (+8)	19% (+3)
<b>Social services</b>	30% (n/s)	26% (+5)
<b>Services for young people</b>	27% (+5)	not asked

## 4. Performance against the Tower Hamlets Index

Our success in achieving our 12 priorities is measured by a single indicator. This is a composite index – the **Tower Hamlets Index** – derived from a basket of nationally comparable indicators that cover our key priorities. The Index is used to show how our overall performance and rate of improvement compares with other local authorities at three levels:

- Inner London – against the 12 boroughs making up the Inner London area
- Greater London – against all 32 councils making up the Greater London area
- National – against all other metropolitan authorities

**By 2006, Tower Hamlets Council intends to be performing at the following levels against the Tower Hamlets Performance Index**

- Inner London – Top 3 (out of 12)
- Greater London – Top 25% (out of 32)
- National – Top 33% of metropolitan authorities

For 2004/05, the Council has now improved on its target of being in the top three performing authorities in inner London. Unfortunately the Council has dropped back to 16<sup>th</sup> in Greater London and to the 41<sup>st</sup> percentile across all English authorities. The ranking for 2005/06 will be available once the comparative data becomes available.

### Tower Hamlets Ranking:

Against:	2001 – 2002	2002 – 2003	2003 – 2004	2004 - 2005	Target Position (April 2006)
Inner London (the lower the better)	6 <sup>th</sup>	5 <sup>th</sup>	3 <sup>rd</sup>	2 <sup>nd</sup>	3 <sup>rd</sup> or better
Greater London (the lower the better)	18 <sup>th</sup>	14 <sup>th</sup>	14 <sup>th</sup>	16 <sup>th</sup>	8 <sup>th</sup> or better
National (the lower the better)	56 <sup>th</sup> percentile	45 <sup>th</sup> percentile	32 <sup>nd</sup> percentile	41 <sup>st</sup> percentile	33 <sup>rd</sup> or better

## 5. Performance against Best Value Performance Indicators (BVPs)

The full list of BVPs is set out in the Appendix to this report, along with:

- the targets set for each indicator for 2005/06 upto 2008/09
- the outcomes achieved for each year from 2002/03 to 2005/06 (where possible)

We showed an improvement in **63%** of Performance Indicators, which is comparable last year's figure of improvement in **64%** of indicators. There was decline in performance in only **23%** of indicators with **22%** of indicators remaining the same as last year.

The proportion of indicators reaching target levels rose to **57%**; this compares with **56%** last year.

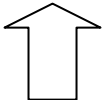
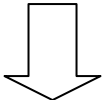
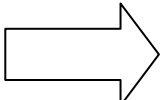
The level of significance for the difference between the target set and the outcome achieved has been set at 10%. A further appendix provides an analysis of the reasons for any variance beyond this level.

## 6. Performance against Community Plan Themes and Key Priorities

Performance in each of the 12 key priorities is closely monitored throughout the year. A selection of indicators are used for each priority to allow us to accurately measure our performance. The Council sets robust and challenging targets each year. The tables below indicate the targets for each indicator for this year, our actual achievement for this year and, for comparison, our achievement in the previous two years (where available).

Our achievement is also compared against the London top quartile level of performance and the top quartile level for all English metropolitan authorities. The Council believes comparisons with these authorities give a fair picture as to whether we are accelerating improvement or merely beneficiaries of a general rise in performance. The top quartile level is important as the government has set guidance that all authorities should aim to achieve at this level wherever possible.

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

Symbol	Meaning
GREEN	A green background indicates that the target for 2005/06 has been achieved
RED	A red background indicates that the target for 2005/06 has <b>not</b> been achieved
	This means performance has improved for the indicator compared to 2004/05
	This means performance has declined for the indicator compared to 2004/05
	This means performance has stayed the same for the indicator compared to 2004/05

N/A in any cell means either the information was not collected at that time or a comparison cannot be made. This often occurs as the method of calculation for an indicator can change between years. Also, quartile information is not available for local indicators.

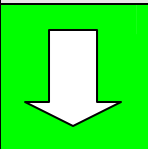
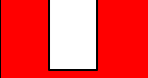
Further information relating to performance against each key priority is contained in the text.

**A Better Place for Living Safely**  
**Building Safer and Stronger Communities**

Our strategic aim is to work with partners to build safe and harmonious communities in which crime is reduced and the fear of crime alleviated.

**How successful were we in increasing community safety?**

Our performance against the key priorities we set was as follows:

Performance Indicators	Outcome 2003/04	Outcome 2004/05	Outcome 2005/06	Target 2005/06		London Top Quartile 2004/05	England (Metropolitan) Top Quartile 2004/05
Number of young people accessing drug treatment interventions (THI 1)	627	739	<b>508</b>	313		N/A	N/A
Number of domestic burglaries per 1,000 households (BV 126/THI 2)	19.52	18.50	<b>23.02</b>	18.50		N/A	N/A
Violent offences per 1,000 population (THI 3)	N/A	N/A	<b>46.65</b>	46.07		N/A	N/A
Number of racial incidents recorded per 100,000 population (BV 174/THI 4)	243.20	237.18	<b>286.55</b>	275.24	There is no preferred direction for this indicator	N/A	N/A
Number of street robberies (THI 6)	11.00	9.40	<b>8.14</b>	6.99		N/A	N/A
Number of vehicle crimes per 1,000 population (BV 128/THI 7)	31.74	25.56	<b>25.24</b>	22.44		N/A	N/A

- ❑ Burglary has increased 24% compared to last year and we have not met our end of year target of no increase in residential burglary. There were specific difficulties during July and August 2005 when the majority of police officers were on counter terrorism operations. Improvements planned to ensure reductions take place include investing a large amount of money to target hardened areas, which are identified as long term crime hotspots. These areas will then be transformed physically to make it more difficult to commit crimes in those areas. The new action plan will also continue to provide vulnerable properties with necessary security to prevent them from being burgled and we will also continue to do intensive patrolling of hotspot areas.
- ❑ Operation Bull and Operation Trent continue to yield excellent results with regards to a reduction in violent offending. Violent crime has declined throughout the year with an average reduction of 3.89 offences per 1,000 population.
- ❑ Anti social behaviour remains a high priority for the Council, Police and public. The Cabinet approved the Anti-Social Behaviour Strategy and an internal improvement exercise has made an impact in the time taken to investigate and resolve reports of

anti-social behaviour. Support is now offered to all victims of anti-social behaviour who have to attend court. The pilot drinking Control Zone was implemented in July and is currently being evaluated. Firework ASB programme developed with the Crime Reduction Unit and the resulting Partnership work has contributed to a 50% reduction in the number of fires around November the 5th. There has also been a 62% reduction in malicious fires.


- Commercial crime has been a focus for the Council. A RAID Control Initiative was established in June 2005. 30 potential premises were visited by crime prevention officers. The Brick Lane Steering Group (a partnership action group) has set up a Small Business Crime Initiative which aims to reduce overall crime in Brick Lane by 30% over 18 months.
- 504 council homes have benefited from the installation or upgrade of door entry systems or CCTV. General lighting improvements to improve estate security have also been carried out.

**A Better Place for Living Safely  
Improving the Environment**

Our strategic aim is to ensure that, in partnership with others, we develop a cleaner, more secure, greener and more attractive borough in which to live and work.

**How successful were we in making our streets cleaner and safer?**

Our performance against the key targets we set was as follows:

Performance Indicators	Outcome 2003/04	Outcome 2004/05	Outcome 2005/06	Target 2005/06		London Top Quartile 2003/04	England (Metropolitan) Top Quartile 2003/04
Percentage of street lights not working as planned (THI 5)	N/A	N/A	3.96%	5%		N/A	N/A
Standard of cleanliness of the borough's streets (ENCAMS Index) (THI 8)	34.08	22.00	20.00	20.00		N/A	N/A
Percentage of new reports of abandoned vehicles investigated within 24hrs of notification (THI 9a)	N/A	N/A	91.80	80.00		N/A	N/A
Percentage of abandoned vehicles removed within 24 hours from the point at which the Authority is legally entitled to remove the vehicle (THI 9b)	N/A	N/A	92.60	80.00		N/A	N/A
Percentage of household waste recycled (BV 82A/THI35)	5.09	7.34	8.81	14.00		14.30	8.83

- ❑ October 2005 saw the successful implementation of the final phase of the doorstep recycling service, extending to a further 7,000 high-rise residential properties. Nearly all residents now have doorstep collections or communal collection systems. The range of materials collected was expanded to include plastic bottles and aerosols. An action plan for partnership working with Registered Social Landlords (RSLs) and Parks to co-ordinate waste collection and recycling was implemented from May 2005.
- ❑ The additional publicity from the 'It's so easy' recycling campaign and the Cleaner Safer Tower Hamlets Campaign, (including a faith based outreach scheme and the introduction of an incentive scheme with 25 winners each month) has seen the amount of household waste recycled increase. While the Council has failed to meet its statutory recycling target of 18% for 2005/06, the expanded service, the raised profile through campaigning and proactive programmes planned for the coming year are projected to vastly improve recycling. The month-on-month recycling rate

increased steadily since October and exceeded 10% for January, February and March 2006

- The Environmental Education Plan was agreed by May 2005 and implemented from June 2005. This formed a key part of the Council's Cleaner Safer Tower Hamlets campaign. A waste awareness programme was run for children and young people during the year. The outcome from the Cleaner, Safer Tower Hamlets campaign has been a noticeable reduction in the amount of litter and detritus on the highway as recorded in the ENCAMS survey – an independent assessment that takes place three times a year.
- The Council has agreed an approach to private land consisting of implementation of the new Cleaner Neighbourhoods and Environment Act 2005 and specifically the development of a partnership "eyesore register" of difficult-to-solve cleanliness issues on private land. This is also part of a new anti-litter campaign. Our approach to graffiti and flyposting on private property is covered by the Anti-graffiti and Flyposting Action Plan. Full operations for enforcement teams began in autumn 2005, which meant less enforcement action was undertaken than anticipated. We have had support in removing flyposting since January 2006 from positive action by Offenders supervised under the "Payback" scheme.
- The Abandoned Vehicles Service has consistently outperformed its target of 80% of all abandoned vehicle reports being investigated within 24 hours. 91% of all cars are investigated and 92% of all cars are removed within 24 hours of the expiry of the notice period. All front line street enforcement staff are now equipped with hand held PCs to enable mobile reporting and information access.

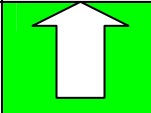


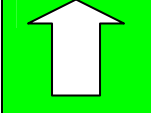
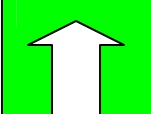


**A Better Place for Living Well**  
**More Homes of a Decent Standard**

Our strategic aim is to ensure that all residents have a safe, decent and affordable home suitable to their needs.

**How successful were we in ensuring more homes of a decent standard?**

Our performance against the key targets we set was as follows:

Performance Indicators	Outcome 2003/04	Outcome 2004/05	Outcome 2005/06	Target 2005/06		London Top Quartile 2004/05	England (Metropolitan) Top Quartile 2004/05
Decent Homes Standard (The proportion of homes non-decent (BV184a/ Local PSA)	74.55	77.50	<b>67.2</b>	74.08		30	43
Number of empty private sector dwellings returned to occupation (BV 64)	811	446	<b>291</b>	320		301.25	140.75
Percentage of specified urgent repairs completed in government time limits (THI 10)	93.90	94.42	<b>94.55</b>	95.00		N/A	N/A
Average re-let time for local authority dwellings (days) (THI 11)	36.37	37.00	<b>27.00</b>	33.00		N/A	N/A
Overcrowding in council stock (Reduction in no. of overcrowded households) (THI 12)	130	226	<b>252</b>	242		N/A	N/A

- ❑ The Housing Choice Programme has developed throughout 2005/06 with further estates voting to transfer to Registered Social Landlords. 1057 affordable new homes were completed in the borough during 2005/06. 291 empty private sector homes have been brought back into use while a further 19 non-decent homes have been made habitable and reused. Over £28 million was invested in housing improvements during 2005/06.
- ❑ 95.9% of urgent repairs have been completed on time. Performance measures and monitoring are now in place to monitor housing contractors. This will examine quality and performance. Re-let times of vacant properties have significantly improved during the year with performance improved by 28% and properties now re-let on average in under one month.
- ❑ Over 25 estate improvement projects have been undertaken including renovation works to Robin Hood Gardens and upgrading Cleveland Estate 'kickabout' area.
- ❑ The council approved 129 Disabled Facilities Grants during 2005/06. The Supporting People service was inspected by the Audit Commission in July 2005 who rated the service as Good with Excellent prospects for improvement.

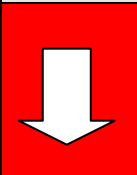
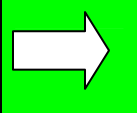


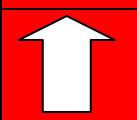
- There was a reduction of 31% in homelessness acceptances during 2005/06. 212 households received a rent deposit and were successfully housed in the private sector. 86% of all homeless applications were processed within the target time of 33 days. The number of homeless applications fell from 1709 in 2004/05 to 1456 in 2005/06: the number of homeless acceptances fell from 1140 to 785: a reduction of 355.

**A Better Place for Living Well**  
**Improved Outcomes for Vulnerable Children and Adults**

Our strategic aim is to promote independence through providing effective support in the community, and to protect children and promote their welfare, working in partnership with families and respecting the diversity of our community.

**How successful were we in improving outcomes for vulnerable children and adults?**

Our performance against the key targets we set was as follows:

Performance Indicators	Outcome 2003/04	Outcome 2004/05	Outcome 2005/06	Target 2005/06		London Top Quartile 2004/05	England (Metropolitan) Top Quartile 2004/05
Stability of children looked after (% of looked after children with 3 or more placements) (BV 49/THI 13)	10.71	10.18	<b>12.2</b>	8.50		N/A	N/A
Reviews of child protection cases (%) (BV 162 / THI 14)	100	100	<b>100</b>	100		100	100
Adoptions of children looked after (percentage of total) (BV 163 / THI 15)	8.10	5.48	<b>8.72</b>	8.00		6.7	9.4
Number of admissions of supported residents aged 65 + to residential care (THI 16 PAF C26)	117.00	117.20	<b>105.3</b>	100.00		N/A	N/A
Percentage of clients receiving a review (THI 17)	77.48	65.20	<b>67.97</b>	75.00		N/A	N/A

- Social Services has been awarded the highest star rating for the service by the Commission for Social Care Inspection and is the most successful service in the whole of England. The Inspecting body concluded that the council has 'excellent' prospects for the future in both adult and child categories. The inspection of our Children's service confirmed that we were serving all children well and demonstrated excellent prospects for improvement.

**Vulnerable Adults**

- Social Care – Adults was graded at the highest level – Level 4 – in the Comprehensive Performance Assessment.
- The Council is supporting more older people intensively at home but our resources face extra pressures from increasing levels of frailty and dependency within the ageing population. Performance is in band 4 out of 5 in the Social Services Performance Assessment Framework (PAF) and the target is to improve performance to the top band next year. The Best Value Review of Older People's Services has been ongoing throughout the year and will result in many key improvements being identified and addressed.

- ❑ A full integration of health and social care planning for people with learning disabilities has been completed. 215 people with complex conditions have received intensive case management
- ❑ Performance in occupational therapy has improved with most referrals responded to within timescales and 95% of equipment items delivered within seven days.
- ❑ Training and standards for homecare staff have been undertaken with 33% of home care staff and 50% of daycare staff qualified to NVQ Level 2 by April 2006.

### **Vulnerable Children**


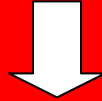
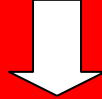
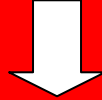

- ❑ Children's Services were scored at the highest level – Level 4 – in all aspects of the Annual Performance Assessment of Children's Services, including in the Staying Safe and Being Healthy outcomes.
- ❑ The Council appointed a Director of Children's Services who began work in September 2005. A Children and Young People's Plan was published in draft and a major consultation took place. Planning for ensuring the children's pathfinder is integrated into planning for Children's Services has been completed and the ISA protocol has been implemented.
- ❑ The implementation of the Common Assessment Framework is taking place. Pilot schemes have been successful and further integration is now underway. A training strategy is also being developed to underpin the strategy. A cross agency Safeguarding Board has been established in March 2006 to further co-ordinate the new requirements on child protection work.
- ❑ The Disabled Children's workstream has expanded residential respite care beds from 3 to 7. New staff have been recruited to work with hearing impaired children.

## A Better Place for Creating and Sharing Prosperity

Our strategic aim is to ensure that all Tower Hamlets residents and businesses are in a position to benefit from, and contribute to, the economic prosperity that surrounds them.

### How successful were we in developing the local economy?

Our performance against the key targets we set was as follows:

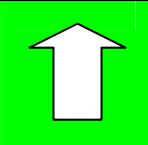
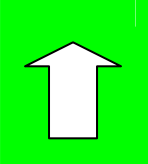
Performance Indicators	Outcome 2003/04	Outcome 2004/05	Outcome 2005/06	Target 2005/06		London Top Quartile 2004/05	England (Metropolitan) Top Quartile 2004/05
% of people claiming employment-related benefits (THI 18)	9.10	8.40	<b>8.40</b>	8.50		N/A	N/A
People under 25 coming off benefits and gaining sustainable employment (THI 19)	N/A	17.80	<b>20.60</b>	17.29		N/A	N/A
% of major planning applications determined within 13 weeks (BV109a/THI 20a)	60.00	63.41	<b>35.00</b>	60.00		67.00	67.00
% of minor planning applications determined within 8 weeks (BV109b/THI 20b)	70.31	79.57	<b>78.56</b>	80.00		78.95	75.12
% of other planning applications determined within 8 weeks (BV109c/THI 20c)	72.61	83.95	<b>85.35</b>	84.00		88.23	87.20

- Unemployment levels among young people remains higher than the London average. However the figures are complicated by the continued increase in the Borough's working-age population which has resulted in an increase in potential claimants. The Council's Skillsmatch programme assisted 569 local residents into employment 05/06. The Skillsladder transitional employment programme commenced in 2005 and three programmes have been completed helping 60 under-25's into employment. 120 under-25s on Jobseekers Allowance have been helped into work during 2005/06.
- The council is undertaking the formal transition from its Unitary Development Plan (UDP) to a Local Development Framework (LDF) as part of the revised planning legislation. Draft Area Action Plans for the Lower Lea, Isle of Dogs and City Fringe form part of the first phase of introducing formal "Local Development Documents". Formal consultation was undertaken for 12 weeks. As a result over 5,000 comments were received which are now being used to shape the revised LDF
- In October 2005 the Council launched its Regeneration Strategy. This was followed by the launch of Canary Wharf Recruitment and Training Centre in February 2006. The Economic Development and Enterprise block of the new Local Area Agreement builds on the principles of increasing employment opportunities for young people outlined in the Regeneration Strategy. All new regeneration projects are subject to a rigorous appraisal using the Treasury's "green book" methodology.

- ❑ Tower Hamlets was successful in securing £3million of funding through the European Objective 2 Priority 1CED programme. The required levels of co-financing have been secured and a strategic approach put in place to deliver initiatives over the next two years.
- ❑ Crossrail has been a major concern to residents and businesses in the borough. The submission of the Council's parliamentary petition was delivered on time. Negotiations on the petition have resulted in positive changes to the Crossrail proposals, including the tunneling arrangements.
- ❑ London was successful in its bid to secure the Olympic Games in 2012. This represents a tremendous opportunity for the borough. The Council is awaiting the main development strategy from the Olympic Delivery Authority and will seek to ensure the realisation of benefits for local people.
- ❑ The Council successfully negotiated over concerns relating to the 3-car upgrade to the Docklands Light Railway. Enabling works commenced in February 2006 at Poplar with the main works commencing in April 2007 and programmed for completion by the end of 2009. Preparatory work has commenced on the East London Line Extension with the main works to commence in summer 2006.
- ❑ There has been continued improvement in our performance for determination of 'other' planning applications, and we exceeded our target of 84% (Government target 80%). 79% of minor applications were determined within 8 weeks, just short of the target of 80% (Government target 65%). However, our performance in the determination of major applications (35% within 13 weeks) was significantly below our target for the year (60%.) This was due to a very high proportion of determinations related to old cases, some of which have required detailed legal agreements, which have taken a long time to conclude. The Council also deals with an increasing number of very large applications. Tower Hamlets makes up almost 40% of London's strategic applications according to figures provided by the Greater London Authority. It is extremely difficult to determine these large applications within the target of 13 weeks due to the nature of consultation, referral and environmental impact assessment requirements. The improvement of performance in processing major applications is a key aspect of our improvement programme for 2006/7.

## How successful were we at reducing poverty?

Our performance against the key targets we set was as follows:

Performance Indicators	Outcome 2003/04	Outcome 2004/05	Outcome 2005/06	Target 2005/06		London Top Quartile 2004/05	England (Metropolitan) Top Quartile 2004/05
Average time to process benefits claims (days) (BV78a/ THI 21)	41.72	52.30	<b>33.79</b>	35.00		38.50	30.09
Amount of additional benefit and tax credit take-up (THI 22)	£2.928 million	£4.604 million	<b>£5.688 million</b>	£5.500 million		N/A	N/A


- ❑ The value of benefit and tax credit take up increased by £5, 689, 000 by March 2006. 2 welfare benefits awareness courses were delivered and welfare benefits advice is now provided in 8 GP surgeries across the borough.
- ❑ The Credit Union office has been established in Chrisp Street and 500 accounts have been opened. A Debt Advice Forum established and a debt self-help pack and flyer was produced; 28 debt advisers were trained during the year.
- ❑ The Council is making increased efforts to tackle benefit fraud through introducing the Verification Framework in 2005/06 and increasing the number of anti-fraud investigators. Prosecutions have risen some 300% since 2004/05.

**A Better Place for Learning, Achievement and Leisure**  
**Improved Educational Attainment**

Our strategic aim is to raise aspirations, expectations and achievement so that Tower Hamlets is a thriving learning community with rapidly improving schools and with education at the centre of community regeneration and social inclusion, and lifelong learning a reality to those living and working locally.

**How successful were we in improving educational attainment?**

Our performance against the key targets we set was as follows:

Performance Indicators	Outcome 2003/04	Outcome 2004/05	Outcome 2005/06	Target 2005/06		London Top Quartile 2004/05	England (Metropolitan) Top Quartile 2004/05
School absence level – Primary Schools (BV46)	6.62	5.94	<b>6.08</b>	5.30		N/A	N/A
School absence level – Secondary Schools (BV45)	8.24	7.62	<b>7.42</b>	7.30		N/A	N/A
Number of schools causing concern (THI 24)	4	3	<b>3</b>	3		N/A	N/A
Percentage of pupils achieving 5 or more GCSEs at grade A-C (BV 38)	42.67	47.95	<b>50.8</b>	49.0		56.2	51.5
Percentage of children in public care leaving Year 11 with 1 or more GCSE at grade A-G (BV50)	54.00	60.00	<b>54.76</b>	68.00		56.0	56.0
Percentage of pupils achieving Level 4 or better at Key Stage 2 in English (BV 41)	73.99	77.07	<b>77.4</b>	83.0		80.0	78.3
Percentage of pupils achieving Level 4 or better at Key Stage 2 in Maths (BV 40)	71.38	74.81	<b>75.9</b>	83.0		77.0	76.8

- ❑ Children’s Services were scored at the highest level – Level 4 – in all aspects of the Annual Performance Assessment of Children’s Services, including in the Enjoying and Achieving Outcome.
- ❑ A target of 68% of all pupils at Key Stage 3 achieving a Level 5 or above was not met. English attainment was the most with an increase of 10% points to 67%. The Key Stage 3 strategy is now being expanded to give a clearer focus on improving teaching and learning across the 11-16 age-range. Key Stage 4 attainment measured in % achieving 5+ A\*-C GCSEs in 2004 has shown sustained strong improvement over the past five years with 51% now achieving this standard – a 3% increase on 2004.



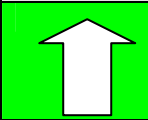
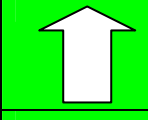


- ❑ Children's attainment in English and Maths at Key Stage 2 continued to improve although we did not meet our challenging targets. Improvement was particularly strong in Maths where Tower Hamlets results exceeded the national average
- ❑ Two schools are currently placed in special measures. One school has recovered from serious weaknesses reducing the number to one.
- ❑ The annual primary attendance rate for 2005 was 93.9%, a slight decrease of 0.1% on the previous year. This followed 5 years of improving attendance and closing the gap on the national average. In 2005 primary attendance was 0.6% less than the national average. Secondary attendance improved 0.2% in 2005 to reach 92.58%, which was 0.39% better than the national average. Attendance in the autumn term 2005 indicated overall decreased attendance; register inspections and action plans in place for targeted schools.
- ❑ The borough-wide Tower Hamlets Youth Partnership and four Local Youth Partnerships all now meet monthly. Over 100 young people are involved in decision-making activities. Over 180 people completed courses in 2005/6 related to working with young people, ranging from the introduction to youth work through to VRQ level 3. A new mobile vehicle was launched in March 2006 and has begun delivering 6-week personal and social development programmes using music. A new facility opened in Whitechapel in November 2005. The building is being well used by local young people and their programme includes a successful young women's group.

**A Better Place for Learning, Achievement and Leisure**  
***Increased participation in Leisure and Cultural Activities***

To ensure, with other partners, that the widest range of arts and leisure opportunities and facilities are provided for the residents, workers and visitors of the borough, and that these are affordable and accessible.

**How successful were we in increasing participation in leisure and cultural activities?**

Our performance against the key targets we set was as follows:

Performance Indicators	Outcome 2003/04	Outcome 2004/05	Outcome 2005/06	Target 2005/06		London Top Quartile 2004/05	England (Metropolitan) Top Quartile 2004/05
Number of visits to leisure centres (THI 25)	945,966	983,833	<b>1,175,000</b>	992,500		N/A	N/A
Number of visits to council arts facilities (THI 26a)	36,309	30,522	<b>43,817</b>	35,000		N/A	N/A
Number of festivals and events attracting a diverse audience (THI 26b)	47	56	<b>78</b>	57		N/A	N/A
Number of visits to Public Libraries per 1,000 population (BV 117/THI 27)	5,310.42	6,504.44	<b>7,709.22</b>	7,440.13		8360	5875

- ❑ The Whitechapel Idea Store opened on 22 September. This has resulted in an approximately 400% increase in attendance compared to the previous levels at the Stepney and Whitechapel Libraries. 1,604 course enrolments were recorded at Idea Store Whitechapel for the council's learning service. This success was followed by the opening of the Idea Store Canary Wharf on 16th March 2006. Initial data indicates another significant improvement in attendance and items borrowed compared to the libraries which were replaced.
- ❑ The new Mile End Stadium and Leisure Centre was opened in January 2006. Leisure centre usage has increased to 1.2million visits for 2005/06 – an increase of some 20%. The Subsidy per user reduced from £1.68 to £1.39 - a unit cost reduction of 17%. This was primarily achieved by increasing usage beyond target levels. Online bookings for leisure centres went live in January 2006.
- ❑ Mile End Park has been awarded Green Flag status. The Adventure Park phase 1 opened in May 2005, with phase 2 by June 2005. 20% more mini family events were undertaken by March 2006. Football in Mile End has proved successful with some 22,000 participants during the course of the scheme.
- ❑ The number of trees planted exceeded targets for 2005/06. 567 trees were planted. Schemes have included Victoria Park, Mile End Park, Archibald Place, Poplar Tree Project and Street Tree planting and replacement.
- ❑ The number of people attending arts events across the borough has increased by 30% in 2005/06. The Council developed the Urban Cultural Programme and arts related activities in conjunction with other neighbouring local authorities. The

Raindance Festival in April expanded to include Newham and a new youth strand across three boroughs. The Black History Month programme of events covered three boroughs and included three Tower Hamlets-commissioned projects.

## A Better Place for Excellent Public Services

To ensure, with other partners, that the widest range of arts and leisure opportunities and facilities are provided for the residents, workers and visitors of the borough, and that these are affordable and accessible.

### How successful were we in developing more effective staff and council services, improving equality of opportunity and increasing democratic participation and engagement?

Our performance against the key targets we set was as follows:

Performance Indicators	Outcome 2003/04	Outcome 2004/05	Outcome 2005/06	Target 2005/06		London Top Quartile 2004/05	England (Metropolitan) Top Quartile 2004/05
Proportion of working days /shifts lost due to sickness absence (BV 12/THI 28)	11.74	10.80	<b>9.79</b>	9.00	↑	7.92	8.78
Percentage of top 5% earners that are from minority ethnic communities (BV 11b/THI 29)	14.62	16.43	<b>14.29</b>	17	↓	16.30	3.84
Percentage of top 5% earners that are women (BV11a/THI 30)	41.42	44.41	<b>48.66</b>	45	↑	46.75	47.10
Percentage of local authority employees from minority ethnic communities compared with the percentage of the economically active minority ethnic community population (BV 17a)	36.60	37.21	<b>41.17</b>	38	↑	35.3	5.7
Speed of processing changes in circumstances (days) (BV 78b/THI 31)	8.04	10.80	<b>15.98</b>	8.00	↓	11.10	9.7
Budget Performance (variance from planned) (THI 32)	£35,000	£1.18 million	<b>£360,000</b> (Under spend)	0	↑	N/A	N/A
Percentage of undisputed invoices paid within 30 days (BV 8/THI 33)	71.13	74.45	<b>94.16</b>	83	↑	90.20	93.30
Increased attendance at Local Area Partnership events (THI 34)	3,500	4,088	<b>4,489</b>	4,250	↑	N/A	N/A

### **More effective staff**

- ❑ The Human Resources Strategy action plan has been implemented and a revised strategy agreed in January. The Council has also been taking steps to implement the Workforce Strategy and Development Plan. A particular focus has been the full implementation of the Homeworking Procedure. Hot-desking has been piloted from October 2005 and fully implemented in those services which have moved to Anchorage House in March 2006.
- ❑ Work has progressed on the Corporate Induction Evaluation. All new starters are asked to complete an induction review form which is considered on a six-monthly basis to identify improvements required to the Council's Induction Procedure. The Council is shortly to undertake work on improving the effectiveness of its recruitment and induction processes.
- ❑ Progress against our targets for a Workforce to Reflect the Community continue to exceed expectation. 41% of all staff employed by the Council are from an ethnic minority; an increase of 4% since last year. There has also been a narrowing of the gender pay gap from 6.46% to 5.24%. The Council is in the final stages of implementing a Single Status Agreement.

### **More effective council services**

- ❑ The Customer Promise was launched in September 2005. A linked initiative of dedicated Council Hotlines was introduced which supports a callcentre approach for the Council's high volume services. In addition a General Enquiry service was introduced to simplify and improve call handling. The Siebel Customer Relationship Management system is now used to record all service requests. Siebel has also been integrated to cover Members enquiries and corporate complaints. All Contact Centre staff have been trained and have passed Institute of Customer Service exams. The Council's website has been assessed as complying with accessibility standards at Level A. Out of the other London council sites, only two others achieved A standard.
- ❑ Efficiencies of £23.6m have been identified which exceeds the Government's target for the Council. An Efficiency Board meets quarterly and has a programme of work to accelerate our progress in maximising value for money. A Continuous Improvement Programme and Service Improvement work is underway as a result of a Council-wide self-assessment undertaken in Autumn 2005.
- ❑ Electronic invoicing was introduced in February 06. Progress is being made in signing up additional suppliers to use the facility. The percentage of payments paid by BACS increased to 75% in Mar 06 compared to less than 30% at the start of the year. Approximately 90% of all invoices are now paid within the 30 day limit which represents a significant increase on previous performance.
- ❑ The council has now achieved an effective maximum performance level for collection of business rates of 99.41%. Council tax collection levels have continued to improve and during the past year rose to 94.5%. Performance has improved from bottom quartile to median level for this indicator.
- ❑ Improvements to our IT infrastructure have been made to support effective working and over 2,500 desktop computers have been upgraded. Home-working is being extended following a successful pilot. The first wave of moves to Anchorage House

has been successfully accomplished and hot-desking arrangements established and supported.

- The Annual Accounts were approved by the auditors without qualification. In the CPA Use of Resources assessment, the Council was judged as performing well with scores of 3 out of 4 for financial management, financial standing and internal control and performing adequately with scores of 2 out of 4 for value for money and financial reporting.

### **Improving equality of opportunity**

- The Council has achieved National Equality Standard Level 5. The Council is only one of two authorities to reach this standard. Further work on validating this through external review will take place in 2006. The Tower Hamlets Access Group was relaunched on in November 2005 and a three-year work programme has been developed. The Council plans to produce a wide range of information both internally and externally relating to equalities including items on Disabled Go, International Day of the Disabled, the Disability Discrimination Act and Civil Partnership.

### **Improving democratic participation and engagement**

- The Tower Hamlets Partnership has retained its highest-level 'Green' rating from the Government Office for London. Challenging targets were set for attendance at Tower Hamlets Local Area Partnership events. The overall attendance rate and attendance by ethnic minorities residents and under 25s exceeded targets. 92% of attendees expressed satisfaction with events. Awareness of the partnership amongst residents increased from 38% in March 2005 to 40% by March 2006
- The action plan from the Consultation & involvement Best Value Review has produced significant improvements in the way the Council contacts and engages its residents. A web-accessible consultation calendar is now in place and its format and content are being enhanced across the Council and its partners.
- The Council has developed its scrutiny role throughout the year. The Health Scrutiny Panel held two sessions with Hackney and Newham to consider the Annual Healthcheck declarations of East London and the City Mental Health Trust. The Health Scrutiny Panel was awarded £17,000 from the Centre for Public Scrutiny (one of nine authorities nationally) to develop work on the Choosing Health agenda. Scrutiny topics have also been driven by members. An analysis of Members' enquiries has been undertaken and a questionnaire sent to all councillors to inform the work programme, e.g. domestic violence was the subject of a Scrutiny review on the basis of member concern.