

Appendix 1



Draft

Tower Hamlets Strategic Plan 2013/14

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Message from the Mayor

I am pleased to present the Strategic Plan for 2013/14. The plan outlines the council's priorities for the coming year, and sets out how we intend to improve the quality of life for everyone living and working in Tower Hamlets.

The plan reflects my budget principles. As such, there is a strong focus on services for young people, support to vulnerable adults, community safety and improving the condition, and supply, of social housing.

This year I welcome public health colleagues from the Primary Care Trust into the council. The transfer of public health functions to the local authority provides us with an exciting opportunity to further improve the health and wellbeing of our residents.

Underpinning the Strategic Plan is the aspiration to build One Tower Hamlets – a borough where everyone feels they have an equal stake and status. Reducing inequalities, fostering cohesion and supporting strong community leadership is central to our work. The Strategic Plan incorporates the Single Equality Framework, which sets out the council's approach for tackling inequality and promoting cohesion.

I recognise the financial difficulties that many households in Tower Hamlets face, which is why we've frozen council tax again, protected council tax support and maintained the Mayor's Education Allowance. Supporting more residents into employment remains a key priority.

Tower Hamlets has a growing and dynamic population which I am proud to serve. Despite the challenges we face, I am sure that the council can continue to support our residents and reduce the inequalities that we see around us. The Strategic Plan sets out how we will achieve our ambitions and track our progress.



Mayor Lutfur Rahman

The Tower Hamlets context

The Strategic Plan describes the council's overall aims and objectives, the outcomes we want to deliver, and the actions to be taken in 2013/14 to achieve those outcomes.

Mayor's Priorities

The Strategic Plan is informed by the Mayor's 37 pledges to be delivered over the course of his term, which includes the key priorities to:

- Increase affordable family-sized housing;
- Improve attainment and invest in out of school activities;
- Reduce crime and ASB;
- Tackle worklessness;
- Improve cleanliness and the public realm.

The Strategic Plan 2013/14 takes into account the continued impact of the government's reductions in grant funding for local authorities and the other significant changes it is introducing that

will impact across the public sector. The council continues to prioritise front-line services.

National Context

The Coalition Government is implementing wide-reaching changes to the services which our local residents rely on. This includes:

- Significant welfare reform, including reduced entitlements to housing benefit and the introduction of Universal Credit;
- A reduction in local authority remit in key areas, such as education with the proliferation of free schools and academies;
- New council responsibilities, including the transfer of public health functions this year;

- Implementation of the Localism Act which includes both new burdens and freedoms for local authorities.

Council Finances

Local authorities are facing a prolonged period of real term reduction in public spending. The 2010 Spending Review and subsequent statements from the Office for Budget Responsibility have seen extensive reductions in central government funding - both revenue and capital. The council has already made good progress in achieving savings, and an estimated further £35million has been identified for delivery over the next two years. The protection of the quality of front line services is a fundamental principle for the Mayor and council.

The council is exploring innovative ways in which it can deliver these savings, for

example through further partnership working, shared services and working more closely with the third sector, as well as investigating revenue raising opportunities.

Population growth and change

The recent Census results have confirmed that Tower Hamlets has experienced the highest population growth in the country.

The resident population in Tower Hamlets is estimated to be 256,000, equating to around a 30% increase over the last ten years. Tower Hamlets is a relatively young borough, with almost half of the recent population rise concentrated in the 25-35 age range. There has been a decline in the proportion of residents aged 65 or over, bucking the national trend.

The profile of the borough is one of increasing diversity, with sizeable Bangladeshi (32%) and White British communities (31%) but also an

increasing number of smaller ethnic groups in the resident population.

Tower Hamlets residents have comparatively high skill levels. For example, the 2011 Census indicated that 41% had a level 4 qualification; this is an increase of almost 7 percentage points since 2001 and above both the London and national averages.

Employment and the economy

Despite the turbulence in the national economy, the borough has strong economic and employment growth prospects.

There are over 200,000 jobs in Tower Hamlets. The local economy has particularly strong financial, communication and retail sectors. Half of all employment in the borough is based in Canary Wharf.

Despite this strong local economy, high unemployment remains a key issue for the borough: the unemployment rate is 6.7% in Tower Hamlets, significantly higher than the London and national averages.

Whilst there are more jobs than working age residents in Tower Hamlets, only 15% of the jobs within the borough are currently being taken by local people.

Tackling worklessness is a key focus of the Strategic Plan, including harnessing the legacy of the Olympic Games for local people.

Housing and our environment

Housing is central to quality of life. Despite Tower Hamlets delivering large numbers of affordable homes in recent years, housing need and demand continue to increase.

A fast growing population, low income levels and high house prices makes the housing challenge particularly significant. The Government's welfare reform changes are likely to exacerbate housing difficulties for many residents.

23,000 households are on the housing waiting list, approximately 8,000 of which are overcrowded.

The council's Local Development Framework sets out the spatial vision for

the borough, and outlines the extensive physical renewal that is planned to meet the needs of the borough's growing population in the medium and longer term. There are pioneering plans in place for further housing development, accompanied by new facilities such as schools, transport links and parks.

Health

Health inequality remains a key characteristic of the borough despite strong improvements on many health indicators in recent years.

Whilst more than eight out of ten residents report that their health is good or very good, the proportion citing poor health is the fourth highest in London.

Health inequalities begin early and Tower Hamlets has one of the highest levels of childhood obesity in the country.

Premature mortality rates in adults are also comparatively high with circulatory and lung diseases as particular issues locally.

In addition, a significant proportion of residents care for others. Around 9,000 local people provide more than 20 hours unpaid care every week.

The transfer of public health functions, from the PCT to the council, from 2013/14, provides a strong opportunity to tackle effectively health issues and their wider determinants.

Inequality and fairness

One Tower Hamlets is a theme which underpins the Strategic Plan - reducing inequality, fostering community cohesion and supporting strong local leadership.

The effects of the economic downturn, coupled with the loss of funding for many public services, means that the council is operating in an environment in which there are risks that inequality will grow rather than reduce in the borough.

Tackling inequality is therefore reflected in the actions and performance measures across the Strategic Plan. In addition, the council has created a Fairness Commission – an independent body which is considering the big issues facing the borough and its residents in light of the country's current social and economic challenges. The report and

recommendations of the Fairness Commission will assist the council to develop its strategic approach to fairness in future years.

Single Equality Framework

The Strategic Plan 2013/14 incorporates the council's Single Equality Framework (SEF) priorities. The SEF sets out the council framework for tackling inequality and promoting cohesion and incorporates an analysis of inequality in the borough.

To ensure that we are able to track performance against our twelve equality objectives for 2013/14 we have identified a set of equality performance measures. These include existing performance measures that relate to equality and measures which will be disaggregated by specific equality strands where we need to narrow the gap in terms of outcomes for specific groups. This approach demonstrates that we are meeting the requirements of the Public Sector Equality Duty to prepare and publish objectives which demonstrate how the

organisation will meet the aims of the
Duty.

From vision to performance

The Mayor and our partners have a clear vision for the borough *to improve the quality of life for everyone living and working in Tower Hamlets*. It is a vision that has been agreed by partners in the Tower Hamlets Partnership.

As part of this vision the Mayor developed a set of pledges which are articulated through the **Five Themes** of the Community Plan:

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

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

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

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

One Tower Hamlets – Tower Hamlets will be a place where everyone feels they have an equal stake and status. We are committed to reducing inequalities, supporting cohesion and providing strong community leadership.

How it fits together

Outlined below is how this all fits together. The aim is to illustrate how we make our vision a reality. The action plan set out below provides greater detail on activities, milestones and performance measures.

What kind of a place do we want Tower Hamlets to be?

Five Themes:
A Great Place to Live; A Prosperous Community;
A Safe and Cohesive Community;
A Healthy and Supportive Community;
One Tower Hamlets

How will we get there?

Priorities and their **actions**,
supported by **milestones**

How will we know if we have got there?

Performance measures

How do we understand diversity, tackle inequality and promote cohesion

Single Equality Framework: integrated equality priorities and measures

Strategic Priorities

A Great Place to Live

- 1.1: Provide good quality affordable housing
- 1.2: Maintain and improve the quality of housing
- 1.3: Improve the local environment and public realm
- 1.4: Provide effective local services and facilities
- 1.5: Improve local transport links and connectivity
- 1.6: Develop stronger communities

A Prosperous Community

- 2.1: Improve educational aspiration and attainment
- 2.2: Support more people into work
- 2.3: Manage the impact of welfare reform on local residents
- 2.4: Foster enterprise and entrepreneurship

A Safe and Cohesive Community

- 3.1: Focus on crime and anti-social behaviour
- 3.2: Reduce fear of crime
- 3.3: Foster greater community cohesion

A Healthy and Supportive Community

- 4.1: Reduce health inequalities and promote healthy lifestyles
- 4.2: Enable people to live independently
- 4.3: Provide excellent primary and community care
- 4.4: Keep vulnerable children, adults and families safer, minimising harm and neglect

One Tower Hamlets

- 5.1: Reduce inequalities
- 5.2: Work efficiently and effectively as One Council

Key Activities and Measures

Having outlined our vision, the following pages detail how we are going to put this into practice. Key activities and areas of focus for 2013/14 are grouped into the five themes below.

A Great Place to Live

A Great Place to Live reflects the Mayor's continuing ambition to make Tower Hamlets a place where people are proud to live, work and socialise. In 2013/14 we intend to maximise the number of new affordable homes available, increase the number of existing homes that meet the Decent Homes Standard and tackle fuel poverty. We will also continue to focus on securing transparent service charges for leaseholders and ensuring that Registered Providers deliver on their service agreements.

The council leads on significant regeneration, including at the Ocean Estate and Blackwall Reach. We will continue to improve our public realm and maintain our rich heritage for future generations. A key priority is to respond effectively to housing reform, including homelessness prevention, as we seek to mitigate the impact on our residents.

The council will further enhance its award winning Library and Lifelong Learning Service, opening a new Idea Store at WatneyMarket and we will bring forward plans to further improve the council's leisure offer to local residents.

Measuring our performance:

- § Number of affordable homes delivered*
- § Number of social rented housing completions for families (gross)
- § Level of homelessness prevention through casework
- § Number of overcrowded families rehoused
- § Percentage of overall housing stock that is decent
- § Satisfaction with parks and open spaces
- § Percentage of household waste sent for reuse, recycling & composting
- § Improved street & environmental cleanliness
- § Satisfaction with local neighbourhood

**denotes SEF performance measure*

Strategic Priority 1.1: Provide good quality affordable housing

Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
Increase availability of affordable family sized housing	Cllr Rabina Khan Owen Whalley and Alison Thomas (D&R)	Operate new Viability Assessment Framework Agreement. (April 2013)
		Support registered providers and developers to ensure that 45% of new rented homes are family sized. (March 2014)
		Ensure East London Housing Partnership allocate the maximum number of affordable homes from the Olympic site. (March 2014)
		Liaise with the GLA to maximise grant to increase affordable housing delivery in Tower Hamlets. (March 2014)
		Progress council new build through bringing forward sites from THH Estate Capacity programme and progress to design and development stage. (December 2013)
Deliver regeneration at Robin Hood Gardens and Ocean Estate	Cllr Rabina Khan and Cllr Rofique Ahmed John Coker (D&R)	Continue the development of Phase 1A of Robin Hood Gardens and progression of design and planning application for Phase 1B. (July 2013)
		Continue the programme of voluntary tenant and home owner decants and land assembly at Robin Hood Gardens. (February 2014)
		Progress confirmation of Compulsory Purchase Order for RHG, subject to Public Inquiry. (February 2014)

Strategic Priority 1.1: Provide good quality affordable housing

Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
		Complete the 4 year Decent Homes programme at Ocean Estate: 780 homes refurbished and the completion of 819 new homes, including 396 for target rent. (March 2014).
Mitigate homelessness and improve housing options	Cllr Rabina Khan Alison Thomas and Colin Cormack (D&R)	Adopt the Homelessness Statement (July2013)
		Adopt the Overcrowding Statement as part of Housing Statement. (June 2013)
		Report progress to Homelessness Partnership Board. (January 2014)

Strategic Priority 1.2: Maintain and improve the quality of housing		
Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
Reduce the number of council homes that fall below a decent standard	Cllr Rabina Khan John Coker (D&R)	Commence Year 3 of Decent Homes programme. (April 2013)
		Ensure delivery of local community benefits targets. (March 2014)
		Make 1774 homes decent. (March 2014)
Improve the quality of housing services	Cllr Rabina Khan John Coker / Alison Thomas (D&R)	Implement Democratic Filter for housing complaints and RP Regulation. (April 2013)
		Adoption of Mayor's Housing Statement. (June 2013)
		Review progress against the Leaseholders Consolidated Action Plan and undertake actions for 13/14. (March 2014)
Implement Tower Hamlets Energy Community Power (Energy Co-operative)	Cllr Rabina Khan and Cllr Alibor Choudhury Abdul Khan (D&R)	Establish Tower Hamlets Energy Community Power as a Community Interest Company (CIC). (June 2013)
		Establish the Energy Co-op management board and working group. (June 2013)
		Continue with resident sign-up and hold first auction to secure cheaper tariffs for residents. (June 2013)
		Continue with the Energy Co-op campaign and hold second auction. (December 2013)
		Provide a service to vulnerable households to assess the energy efficiency of their property and their eligibility for energy efficiency

Strategic Priority 1.2: Maintain and improve the quality of housing		
Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
		grants to help ensure they are able to keep warm and well. (March 2014)
		Undertake an assessment of the borough's housing stock to determine the potential for Green Deal and ECO (Energy Company Obligation) funding to undertake energy efficiency works. (March 2014)

Strategic Priority 1.3: Improve the local environment and public realm		
Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
Initiate Phase 1 of the Carbon Reduction Plan for council buildings	Cllr Alibor Choudhury Abdul Khan (D&R)	Connect voltage optimisation at Mulberry Place, saving 300 tonnes of CO2 and £55,000 a year in fuel costs. (September 2013)
		Deliver first phase of a staff engagement programme to reduce energy use in key council buildings, saving 500 tonnes of CO2 and £75,000 a year in fuel costs. (December 2013)
		Deliver the RE: FIT programme across 15 of the council's top energy using buildings, saving 625 tonnes of CO2 and £100,000 a year in fuel costs. (March 2014)
Protect and improve the local environment through engagement with major utility companies and	Cllr Shahed Ali Jamie Blake and	Continue to liaise with the Crossrail delivery contractors to ensure that the impact on the environment and local residents is minimised (March 2014)

Strategic Priority 1.3: Improve the local environment and public realm		
Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
Crossrail	Shazia Hussain (CLC)	Deliver year 1 of the new street works permit scheme for utilities operations on highways with an aim to reduce the total number of openings. (March 2014)
		Support the community to lobby water utilities, their agents and contractors to minimise impact of the Thames Tideway Tunnel scheme on King Edward Memorial Park. (March 2014)
Work in partnership to improve our public realm	Cllr Shahed Ali Jamie Blake (CLC)	Launch the Find It, Fix It, Love It (FIFILI) campaign.(September 2013)
		Undertake a borough wide deep clean. (from June 2013)
		Develop further the Community Payback programme with new provider SERCO and deliver at least 50 projects. (March 2014)
		Plant over 50 new street trees. (March 2014)
Increase household waste sent for reuse, recycling & composting	Cllr Shahed Ali Jamie Blake (CLC)	Develop a 'Lifecycle' media campaign to promote awareness of reuse, recycling & composting arrangements and opportunities. (July 2013)
		Encourage resident engagement and publish at least three articles on borough reuse, recycling & composting facilities (waste treatment centres). (January 2014)
Improve our parks and open spaces	Cllr Rania Khan Shazia Hussain (CLC)	Complete improvements to the changing facilities at Victoria Park. (March 2014)
		Deliver carriageway and parking improvements at Victoria Park as part of the Heritage Lottery Fund supported improvement programme. (January 2014)

Strategic Priority 1.3: Improve the local environment and public realm		
Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
		Commence implementation of Phase 1 of Bartlett Park Master Plan. (March 2014)
		Work with residents to develop a park improvement scheme for King Edward Memorial Park to support and safeguard the restitution of the park following completion of the Thames Tideway Tunnel project. (March 2014)

Strategic Priority 1.4: Provide effective local services and facilities

Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
Manage national planning changes effectively to deliver local priorities	Cllr Rabina Khan Owen Whalley (D&R)	Cabinet determine first round of applications for Neighbourhood Forums. (July 2013)
		Cabinet determine second round of applications for Neighbourhood Forums. (January 2014)
Implement the Markets Strategy	Deputy Mayor, Cllr Ohid Ahmed Andy Bamber (CLC)	Develop and agree the Food for Health standards for application at three key markets to encourage fruit, vegetable and fresh food trading. (September 2013)
		Work with the Town Centre Scheme stakeholder groups to improve licensing and pre-allocation arrangements for pitches with an aim to reduce vacant pitches by 25%. (March 2014)
		Implement footway improvements to extend off-road trading areas in Bethnal Green Road. (March 2014)
Introduce the Tower Hamlets local Community Infrastructure Levy (CIL)	Cllr Rabina Khan Owen Whalley (D&R)	Examination in Public (EiP) for LBTH CIL. (October 2013)
		Full Council Adoption of LBTH CIL. (January 2014)
Improve community facilities	Cllr Rania Khan Shazia Hussain (CLC)	Open the Idea Store Watney Market and One Stop Shop. (June 2013)

Strategic Priority 1.4: Provide effective local services and facilities		
Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
Develop a Masterplan for Whitechapel	Cllr Rabina Khan Owen Whalley (D&R)	Approve draft Whitechapel Masterplan Supplementary Planning Document (SPD) for statutory consultation. (July 2013)
		Approve final Whitechapel Masterplan SPD. (November 2013)
Provide support for the improvement of faith buildings in the borough	Cllr Alibor Choudhury Dave Clark (D&R)	Develop process for assessment, evaluation, publicity and allocation of the Round 2 of the Community Faith Buildings programme. (July 2013)
		Launch Round 2 of the grant application process. (September 2013)
		Announce Round 2 successful applicants. (December 2013)
Progress the Multi Faith Burial Ground proposal	Cllr Alibor Choudhury Ann Sutcliffe (D&R)	Select best two options on cost and location. (April 2013)
		Enter negotiations and select preferred single site. (April 2013)
		Negotiate final offer. (May 2013)
		Award contract. (July 2013)
Design and implement the People's History Plaque Scheme	Cllr Rania Khan Shazia Hussain (CLC)	Develop the Tower Hamlets History Plaque scheme to highlight key aspects of the borough's history and its people with scope and design of plaques agreed. (June 2013)
		List of plaques developed, prioritised and agreed, along with the identification and investigation of locations. (August 2013)

Strategic Priority 1.4: Provide effective local services and facilities

Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
		Plaques in position from August 2013 with accompanying communications. (March 2014)

Strategic Priority 1.5: Improve local transport links and connectivity

Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
Accelerate delivery of pothole repairs	Cllr Shahed Ali and Cllr Rofique Ahmed Jamie Blake (CLC)	All Tower Hamlets streets visited and potholes repaired.(June 2013)
Deliver additional cycle improvements	Cllr Shahed Ali and Deputy Mayor, Cllr Ohid Ahmed Jamie Blake (CLC)	Deliver 50 new or improved cycle parking facilities. (March 2014)
		Improve ten locations for cycle permeability. (March 2014)
		Install five cycle pump bollard installations and deliver two cycle safety awareness events. (March 2014)
Support local transport	Cllr Shahed Ali and Deputy Mayor, Cllr Ohid Ahmed Jamie Blake (CLC)	Establish a framework for engagement with TfL on draft proposals for river crossings to ensure that the benefits for residents are maximised and potential impacts are minimised or prevented. (March 2014)
		Award the highway construction and maintenance contracts. (March 2014)
		Deliver phase 2 of the £3m highway infrastructure improvement programme, ensuring that projects meet accessibility standards through relevant specification and contract management. (March 2014)

Strategic Priority 1.6: Developing stronger communities		
Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
Develop a citizen centred local governance structure	Mayor Lutfur Rahman Shazia Hussain (CLC)	Begin the roll out of the Local Community Ward Forum (LCW) structure for all wards (from June 2013) with a programme of meetings established for each ward forum.(March 2014)
		Create a sustainable framework to support residents in the LCWF meetings to prioritise, co-produce and commission activity. (March 2014)
Deliver the Partnership community offer through the Community Champion Programme	Mayor Lutfur Rahman Shazia Hussain (CLC)	Develop an outreach framework to guide local Community Champion Coordinators when engaging with the local community. (September 2013)
		Recruit, train and develop between 5-15 Community Champion coordinators per ward. (September 2013)
		Recruit and develop Community Champions for 3 key service areas. (March 2014)
Deliver the local governance structure for the Partnership	Mayor Lutfur Rahman Shazia Hussain (CLC)	Design and set up the Participatory Budgeting (PB) framework. (July 2013)
		Commission PB activity against £10k per ward (minimum). (March 2014)
		Further roll out of 10 Neighbourhood Agreements across the borough – subject to Community Cohesion Funding. (March 2014)

Strategic Priority 1.6: Developing stronger communities		
Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
Engage residents and community leaders in policy and budget changes	Mayor Lutfur Rahman and Cllr Alibor Choudhury Shazia Hussain (CLC)	Complete an assessment to determine the method of delivering the first Community Budget. (January 2014)
Develop a framework for engagement of borough-wide equality forums in the Partnership	Mayor Lutfur Rahman Louise Russell (CE)	Proposals for framework presented to Partnership Executive. (June 2013)
		Agreed framework in place. (September 2013)
Celebrate the achievements and contribution made by the local third sector	Cllr Alibor Choudhury Dave Clark (D&R)	Scope programme for event. (October 2013)
		Tender for delivery of event if required. (October 2013)
		Appoint event deliverers. (November 2013)
		Implement event. (March 2014)
Deliver locally appropriate services through the 4 locality Hubs	Mayor Lutfur Rahman Shazia Hussain (CLC)	Develop with the relevant communities a clear priority framework for each of the 4 Locality Hubs to improve the targeting of service delivery locally. (September 2013)
		Establish integrated service delivery teams in at least three localised Hubs, including the co-location of police, public health, youth services and CLC frontline services. (October 2013)

A Prosperous Community

We aim to create a Tower Hamlets in which everyone, regardless of their background and circumstances, has the aspiration and opportunity to achieve their full potential. The council will therefore continue to invest in supporting young people, including through youth services and our Mayor's Education Allowance.

Tower Hamlets leads the way in school improvement, supported by a strong local education authority and active parents and governors. The Mayor will continue to oppose the development of Academies in Tower Hamlets.

Welfare reform will be a strong area of focus in 2013/14 as the Government continues its plans to introduce its Universal Credit system. The council is supporting residents through the changes including with its council tax support and local social fund schemes, as well as a programme of information and awareness raising.

Fostering enterprise and employment is key priority for the Mayor, as well as maintaining our commitment to the London Living Wage. We will also continue to improve the quality of life-long learning services that play such a vital role in supporting adult education and employability.

Measuring our performance:

- Achievement across the Early Years Foundation Stage*
- Achievement at Level 4 or above in both English and Maths at Key Stage 2*
- Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths*
- A Level Average Points Score per student in Tower Hamlets*
- Number of young people not in education, employment or training (NEET)*
- Employment rate (gap v London)*
- Jobseekers Allowance Claimant Count (gap v London)*
- Child Poverty rate*

**denotes SEF performance measure*

Strategic Priority 2.1: Improve educational aspiration and attainment

Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
Ensure sufficient places are provided to meet the need for statutory school places	Cllr Oliur Rahman and Kate Bingham (ESW)	Review land and asset options to plan for growth of primary and secondary provision and report to Cabinet on progress and further plans for implementation. (September 2013)
		Review annual projections and adjust short, medium and long term planning accordingly. (September 2013)
		Complete implementation of expansion schemes and any temporary schemes to provide sufficient primary places. (March 2014)
		Plan for implementation of expansion schemes, working with D&R on land and funding matters where required, including implications for CIL and s. 106, and planning for use of capital resources to implement schemes. (March 2014)
		Develop proposals for new school sites, including working with developers/owners and seeking school proposers as required. (March 2014)
		Develop medium and long term strategy to meet projected pupil growth to 2020. (March 2014)
Expand free early education places of high quality for disadvantaged two-year-olds	Cllr Oliur Rahman Anne Canning (ESW)	Use capital and trajectory building allocation from Dedicated Schools Grant to develop new and expand existing provision for eligible 2 year olds. (March 2014)
		Implement early years funding and admissions proposals to support the expansion of early learning places for eligible 2 year olds. (September 2013)

Strategic Priority 2.1: Improve educational aspiration and attainment		
Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
		Work with identified settings to ensure that they are of high enough quality to provide places for eligible 2 year olds. (March 2014)
Raise attainment and narrow the gap between the lowest 20% and the median of all children at the end of the Early Years Foundation Stage (EYFS)	Cllr Oliur Rahman Anne Canning (ESW)	Support the implementation of the revised EYFS with a particular emphasis on reviewing and revising the assessment and reporting process for the EYFS profile. (July 2013)
		Identify children at the lowest 20% of attainment at the EYFS, using universal services as a gateway to targeted support. (July 2013)
		Achieve improvements in EYFS results through continued, intensive support to improve the quality of provision in targeted schools and settings, learning from the lessons of 2012/13. (March 2014)
Increase the number of children achieving 5 A* to C grades including English and maths grades at GCSE	Cllr Oliur Rahman Anne Canning (ESW)	Monitor and share best practice in tracking progress and provide good and better teaching and learning. (March 2014)
		Support schools to determine an appropriate curriculum offer. (March 2014)
		Support the development of strong literacy improvement strategies. (March 2014)
Bring A Level results above the national average	Cllr Oliur Rahman Anne Canning (ESW)	Provide further training for schools in analysing results, and develop strategies to raise achievement. (March 2014)
		Develop robust understanding of post 16 offer and progression routes. (March 2014)
		Monitor A level average point scores by ethnicity and gender. (January 2014)
Continue to deliver the Mayor's	Cllr Oliur Rahman	Place advertisement for the MFA Scheme and undertake publicity

Strategic Priority 2.1: Improve educational aspiration and attainment		
Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
Educational Allowance	&Cllr Alibor Choudhury Claire Symonds (Resources) & Anne Canning (ESW)	(September 2013)
		Apply the MEA Policy to determine applications. (December 2013)
		Make payments. (January 2014)
Maintain investment in Youth Services	Cllr Oliur Rahman Andy Bamber (CLC)	Complete the development of a service improvement programme for the Youth Service. (December 2013)
		Include measures to ensure that the services are accessible and inclusive for groups that may not traditionally access them, including girls, LGBT young people and young people with disabilities. (December 2013)
		Provide services in at least four locations per LAP area and each provision to deliver a minimum of four sessions per week. (March 2014)
		Provide services at new premises: St Andrew's Community Site (LAP 6), Skyline (LAP 8) and Youth Village (LAP 4), and maintain provision at the Haileybury Youth Club over the period of development for the new centre. (March 2014)
Provide effective support for parents and governors	Cllr Oliur Rahman Anne Canning (ESW)	Expand holiday childcare provision for working parents to include children up to the age of 13 years. (July 2013)

Strategic Priority 2.1: Improve educational aspiration and attainment		
Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
		Develop a parent workshop to inform and empower parents and carers to become actively involved in the post 16 decision making process. (July 2013)
		Increase access to information, advice and signposting to family services through drop-in and outreach provision for parents, carers and families. (September 2013)
		Recruit and train Healthy Families Parent Ambassadors in 4 school clusters. (March 2014)
		Promote, support and celebrate parental engagement in children's learning and attainment through the Annual Parent Conference, Fathers Event, Family Learning / Parent Week and school based events (600 parents participating).(March 2014)
		Provide training for governors to support the development of their role in involving parents and carers in school life and children's learning. (December 2013)
		Provide training in the autumn term for governors conducting Headteacher appraisals. (December 2013)
		Ensure new governors undertake induction training and monitor take-up: 50% of governors newly appointed in 2012/13 to attend the course within one year of being appointed. (March 2014)
		Monitor the equality profile of governors and encourage the recruitment of under-represented groups. (March 2014)

Strategic Priority 2.1: Improve educational aspiration and attainment		
Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
Deliver the Mayor's University Grant	Cllr Oliur Rahman Anne Canning	Incorporate Mayor's University Grant into Council Discretionary Awards Policy. (May 2013)
		Publicise awards to Tower Hamlets students. (December 2013)
		Distribute awards according to eligibility criteria. (December 2013)

Strategic Priority 2.2: Support more people into work		
Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
Work with mainstream providers to maximise employment	Cllr ShafiqulHaque Andy Scott (D&R)	Establish a Tower Hamlets Economic Development Taskforce, bringing together key providers and stakeholders. (June 2013)
		Hold at least four meetings of the Tower Hamlets Economic Development Taskforce in the year. (March 2014)
		Begin implementation of Raising Aspirations – a geographically targeted programme. (September 2013)
Support residents into jobs through employment and skills programmes	Cllr ShafiqulHaque Andy Scott (D&R)	Support 150 Tower Hamlets residents into jobs. (June 2013)
		Support 340 Tower Hamlets residents into jobs. (September 2013)
		Support 530 Tower Hamlets residents into jobs. (December 2013)

Strategic Priority 2.2: Support more people into work		
Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
		Support 750 Tower Hamlets residents into jobs. (March 2014)
		Monitor equality profile of those supported into employment. (March 2014)
Maximise the benefits of the Olympic Legacy	Cllr ShafiqulHaque Andy Scott (D&R)	Implement a working model for access to vacancies in partnership with London Legacy Development Corporation (LLDC). (June 2013)
		Provide training provision to 150 Tower Hamlets residents to support them in accessing Olympic Legacy vacancies. (March 2014)
		Review progress of local residents in accessing Olympic Legacy jobs. (March 2014)
Increase the number of apprenticeships available to local residents and support them to take up these opportunities	Cllr ShafiqulHaque Andy Scott (D&R)	Launch the Tower Hamlets Homes Decent Homes apprenticeship programme. (April 2013)
		Establish the Apprenticeship Task Group. (June 2013)
		Support 10 apprenticeships in local creative industries. (March 2014)
		Support 200 Tower Hamlets residents into apprenticeships. (March 2014)
Introduce 'TH Personnel' as a mechanism for recruiting local residents into temporary	Cllr ShafiqulHaque Andy Scott (D&R)	Monitor equality profile of local people supported to take up apprenticeships. (March 2014)
		Establish an operational TH Personnel Temp Desk. (April 2013)
		Develop referral routes into external temporary agencies across East London businesses and agencies. (June 2013)

Strategic Priority 2.2: Support more people into work		
Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
opportunities		Create talent pool of at least 50 local residents with at least 15 placed into temporary opportunities. (September 2013)
		Progress report on 50 temporary placements and monitor equality profile of those supported and placed. (March 2014)
Support English for Speakers of Other Languages (ESOL)	Cllr Oliur Rahman and Shafiqul Haque Shazia Hussain (CLC)	Support employability through the 2013/14 academic year curriculum with a focus on courses, training and formal entry level qualifications. (September 2013)
		Map and create progression routes (including employability) for ESOL learners at all levels in both the 3 rd and public sectors via the External Partners Advisory Group. (March 2014)
		Deliver a consistent offer for ESOL, with quality assessments and standards, through use of a consistent Advice & Information toolkit by all ESOL providers. (March 2014)
		Measure uptake and performance of ESOL for different groups (including analysis by ethnicity, age and gender) to support progression through ESOL qualifications. (March 2014)

Strategic Priority 2.3: Manage the impact of welfare reform on local residents

Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
Implement the new council tax support and local social fund scheme	Cllr Alibor Choudhury Claire Symonds (Resources)	New council tax support scheme operational. (April 2013)
		New support & crisis grant scheme (Local Social Fund) operational. (April 2013)
		Ensure 100% of the support & crisis grant is utilised to support residents. (March 2014)
Implement Welfare Reform Temporary Accommodation Support Fund	Colin Cormack (D&R) Cllr Rabina Khan	Formalise criteria for administering fund, aligning this with other emergency funding. (June 2013)
		Identify most vulnerable residents who will receive fund. (July 2013)
		Monitor residents who require the fund and feed back to Welfare Reform Task Group. (March 2014)
Develop a Partnership wide programme of information and awareness raising around welfare reform	Cllr Rabina Khan and Cllr Alibor Choudhury Louise Russell (CE)	Provide targeted communications to those affected by the benefit cap including additional local community events to coincide with local implementation. (September 2013)
		Deliver on-going briefings and training for frontline staff as changes are introduced. (December 2013)
		Engage with housing providers through the Welfare Reform Task Group and Tower Hamlets Housing Forum to ensure a co-ordinated approach to welfare changes. (December 2013)

Strategic Priority 2.3: Manage the impact of welfare reform on local residents		
Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
		Work with the Task Group to monitor the impact of welfare reform and review the impact on services and policies as required. (March 2014)
Optimise use of existing funding and maximise prospects for future funding	Cllr ShafiqulHaque Andy Scott (D&R)	Define a robust programme and funding case for fully integrated community engagement and employment development activity to enhance the employability of workless adults, including BME women and disabled residents. (April 2013).
		Monitor the effectiveness of organisations to collect and present equalities data on beneficiaries of grant funded community, economic and social welfare advice. (March 2014)
		Develop a comprehensive information base on which to strategically determine from where and how Third Sector funds should be attracted and deployed. (September 2013)
		Develop a Partnership framework for welfare advice and initiatives with JCP, housing providers and voluntary sector groups on supporting residents through welfare reform.(December 2013)
		Refine and develop grant management systems to improve productivity, management information and effectiveness of contract compliance monitoring. (December 2013)
		Secure ESF/Community Grant packages and other opportunities to increase funding available to help alleviate the adverse impacts of welfare reform. (March 2014)

Strategic Priority 2.4: Foster enterprise and entrepreneurship

Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
Implement a programme of information to third sector and social enterprises to support commercial independence	Cllr ShafiqulHaque Andy Scott (D&R)	Develop and commission programme of information to third sector and social enterprises. (June 2013)
		Begin implementation of programme. (September 2013)
		Produce an interim review of programme effectiveness. (March 2014)
Support growth sectors in the context of Tower Hamlets as a central London economy	Cllr ShafiqulHaque Andy Scott (D&R)	Identify relevant growth sectors. (June 2013)
		Engage with key stakeholders. (June 2013)
		Develop training route-ways for identified sectors. (December 2013)
		Review of progress in support for growth sectors. (March 2014)
Support enterprise activity in the borough's town centres and commercial districts	Cllr ShafiqulHaque and Cllr Alibor Choudhury Andy Scott (D&R)	Appoint an officer with responsibility for operational enhancements in Roman Road town centre. (September 2013)

Strategic Priority 2.4: Foster enterprise and entrepreneurship

Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
		Local business promotional campaigns underway in Bethnal Green and Brick Lane. (December 2014)
		Establish effective partnership mechanisms for engagement with Roman Road businesses. (March 2014)
		Undertake competitiveness analysis for Roman Road. (March 2014)
		Carry out town centre audit for Brick Lane. (March 2014)
		Local business promotional campaign underway in Burdett Road,linked to launch of new market. (March 2014)

A Safe and Cohesive Community

Ensuring that all residents and visitors, young and old, feel safe and confident in their homes and on the streets of Tower Hamlets remains a key Mayoral priority. To this end, focusing on crime and anti-social behaviour, through more and visible enforcement is the key. This plan includes continuing investment in thirty-three additional Police Officers and further expansion of uniformed THEOs with ten additional officers joining the enforcement service this year. The council also recognises the need to go beyond simply tackling crime and ASB to also address people's fear of crime and perceptions of personal safety through better information, community engagement and an improved local environment.

Tower Hamlets is rightly proud of its diversity. The Mayor remains committed to bringing all of its communities together to foster understanding, support cohesion and build 'One Tower Hamlets'. Supporting events which celebrate the diversity of the borough and its people plays an important role in this respect.

Measuring our performance:

- Personal robbery rate*
- Residential burglary rate
- Motor vehicle crime rate
- Violence with injury rate
- CAD calls for ASB
- Local concern about ASB and Crime*
- Satisfaction with the Police and Community Safety Partnership*
- Proportion of residents who believe people from different backgrounds get on well together in their local area

**denotes SEF performance measure*

Strategic Priority 3.1: Focus on crime and anti-social behaviour

Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
Further develop the Tower Hamlets Enforcement Officer (THEO) service	Deputy Mayor, Cllr Ohid Ahmed Andy Bamber (CLC)	Increase the number of THEOs with ten additional uniformed officers operating across the borough. (August 2013)
		THEOs operating in 4 localities, supporting the new local ward forums and their priorities for reducing ASB. (March 2014)
Develop a partnership 'Violence Against Women & Girls' (VAWG) approach	Deputy Mayor, Cllr Ohid Ahmed Andy Bamber (CLC)	Develop an anti-Violence Against Women and Girls Forum. (April 2013)
		Facilitate a VAWG Day to forge links with specialist organisations, develop joint working and review and develop the VAWG action plan. (April 2013)
		Develop and provide a programme of VAWG training to key statutory and voluntary organisations. (March 2014)
Manage the night time economy	Deputy Mayor, Cllr Ohid Ahmed Andy Bamber (CLC)	Adopt a Cumulative Impact Policy (Saturation Policy) to provide stronger controls around the licensing of additional premises in the Brick Lane area (subject to the outcome of consultation findings and approval by Full Council). (March 2014)
		Adopt additional legislative powers to better control the impact of Sex Entertainment Venues. (December 2013).
		Complete a review of the Council's Licencing Policies. (December 2013).

With our partners, deliver the Partnership Community Safety Plan	Deputy Mayor, Cllr Ohid Ahmed Andy Bamber (CLC)	Continue the commitment to provide additional uniformed Police presence through the Partnership Task Force (PTF) initiatives PTF 1 (to July 2013) and PTF2 (to September 2015).
		Further develop the Tower Hamlets Enforcement Officers via generic working to improve the effectiveness of Police deployment. (August 2013)
		Complete a review of joint Police / officer teams and their quarterly and end of year reports. (August 2013)
		Complete the strategic review of Crime and ASB. (December 2013)
		Review and update the Community Safety Plan for 2014/15. (March 2014)

Strategic Priority 3.2: Reduce fear of crime		
Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
Improve the responsiveness of our ASB services	Deputy Mayor, Cllr Ohid Ahmed Andy Bamber (CLC)	Implement the THH ASB response service following the success of the pilot project. (July 2013)
		Develop and implement the revised ASB Policy.(January 2014)
		Complete the redesign of the ASB call handling process for greater efficiency including a revised out of hours service and embedded triage arrangements (subject to funding). (March 2014)

Strategic Priority 3.3: Foster greater community cohesion

Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
Support the delivery of a wide range of community events	Cllr Rania Khan Shazia Hussain (CLC)	Support the successful delivery of the 2013 Film Festival. (July 2013)
		Tender the events contract for commercial events in Victoria Park. (December 2013)
		Support the delivery of a programme of events which celebrate the contribution of diverse communities to building 'One Tower Hamlets' including disabled people, LGBT communities and older people. (March 2014)
Embed the learning from the 2012-13 Mayor's One Tower Hamlets fund into the 2013-14 scheme	Mayor Rahman	Evaluation report submitted to Tower Hamlets Equalities Steering Group and Partnership Executive. (May 2013)
	Louise Russell (Chief Executive's)	Launch 2013/14 Mayor's One Tower Hamlets Fund. (June 2013)
		Review of project delivery submitted to Tower Hamlets Equalities Steering Group (March 2014)

A Healthy and Supportive Community

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

Within this theme, a key emphasis is on promoting healthy lifestyles and ensuring fewer residents require long-term care for avoidable health needs. The Mayor is committed to protecting the interests of residents in the context of significant health reforms.

The council is working with partners to support the effective transfer of public health responsibilities to the council and maximise the opportunity it presents.

The Mayor is committed to ensuring that Tower Hamlets is one of the top performing councils in the country with responsibility for social services. The council will continue to support our most vulnerable residents including, for example, through the provision of free telecare alarms. In addition, Tower Hamlets is the only borough in England that still provides free homecare.

Measuring our performance:

- All age, all-cause mortality rate*
- Number of people who have stopped smoking*
- Proportion of children in reception who are obese*
- Under 18 conception rate*
- Percentage of CAF reviews with an improved score
- Proportion of social care clients and carers in receipt of Self Directed Support*
- Self-reported experience of social care users
- Average time between a child entering care and moving in with its adoptive family
- Percentage of ethnic minority background children adopted*

**denotes SEF performance measure*

Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
Deliver free school meals for all reception and year 1 pupils	Cllr Oliur Rahman Kate Bingham (ESW)	Assess catering staffing needs on school by school basis. (April 2013)
		Recruit additional staff through Skillsmatch. (July 2013)
		Publicise scheme to parents of Reception and Year 1 parents. (July 2013)
Support young people to live healthy lives	Cllr Oliur Rahman Anne Canning (ESW)	Provide healthy eating and physical activity support to 25 schools. (July 2013)
		Run healthy lives champions project in 12 primary schools to carry out targeted work with pupils identified as overweight or obese. (July 2013)
		Support 10 schools to achieve Advanced Healthy School Status. (July 2013)
		Develop a year 6 lesson plan; deliver to 150 pupils and model effective drug education for teachers. (October 2013)
		Develop a key stage 3 alcohol lesson plan and deliver to 150 pupils and model effective alcohol education to secondary school teachers. (October 13)
Ensure that integrated governance arrangements are in place to maximise health outcomes	Mayor Rahman and Cllr Asad	Agree the Health and Wellbeing joint implementation plan. (September 2013)
	Louise Russell (CE), Deborah Cohen (ESW), Somen Banerjee (Public Health)	Provide support to embed the newly commissioned Healthwatch. (September 2013)
		Identify via the Health and Well-being Board, 3 locally appropriate interventions to co-produce with residents in a locality. (June 2013)

Strategic Priority 4.1: Reduce health inequalities and promote healthy lifestyles		
Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
Embed the Public Health function into the council	Mayor Lutfur Rahman and Cllr Asad	Align emerging Public Health Outcomes Framework indicators with JSNA and Health and Wellbeing Strategy. (March 2014)
	Louise Russell (CE) Somen Banerjee (Public Health)	Deliver the Public Health commissioning milestones as set out in the January 2013 Cabinet paper.(March 2014)
Invest in the borough's leisure centres and playing pitches	Cllr Rania Khan Shazia Hussain	Complete improvement works to multi-use facilities at St. George's Pool. (March 2014)
		Complete improvement works to cricket and football pitches at Victoria Park and Millwall Park. (March 2014)
		Install a replacement 3G sports surface at Stepney Green along with improved changing accommodation. (March 2014)
	Mayor Lutfur Rahman Aman Dalvi (D&R) Stephen Halsey (CLC)	Complete the procurement and associated legal and licence agreements to re-open Poplar Baths as a local leisure centre. (August 2012).
		Poplar Baths – Planning application approved. (September 2013)
		Poplar Baths – Preferred partner financial close. (October 2013)
		Start construction of the new Poplar Baths development, including to deliver 100 socially rented housing units. (December 2013).

Strategic Priority 4.1: Reduce health inequalities and promote healthy lifestyles		
Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
Implement our Substance Misuse Strategy	Deputy Mayor, Cllr Ohid Ahmed Andy Bamber (CLC)	Facilitate the effective transfer of, and review on-going arrangements for, comprehensive contractual management of all substance misuse services as part of the Public Health transition process. (March 2014)
		Implement action plan for improving drug and alcohol treatment recovery rates across the borough, including for younger adults, Bangladeshi women, people with disabilities and LGBT residents. (March 2014)
		Deliver the dealer a day programme. (March 2014)
		Complete a programme of activities to encourage people to give up smoking.(March 2014)

Strategic Priority 4.2: Enable people to live independently		
Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
Improve support to Carers	Cllr Abdul Asad John Rutherford / Katharine Marks / Deborah Cohen (ESW)	Introduce a new health check for carers project linked to the development of the carers three year plan (subject to evaluation).(November 2013)
		Introduce and expand carers' budgets to give carers control over the services they choose to receive.(November 2013)

Strategic Priority 4.2: Enable people to live independently		
Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
		Implement the commissioning actions within the Carers Three Year Plan.(March 2014)
Improve the customer journey by embedding the principles of choice and control	Cllr Abdul Asad John Rutherford / Katharine Marks / Deborah Cohen (ESW)	Launch the e-marketplace to enable people to purchase health and social care services over the internet.(June 2013)
		Implement the new 'Customer Journey' for the community learning disability service.(October 2013)
		Develop a Quality Standards Framework for non-regulated services. (December 2013)
		Refresh market position statement and approach to social care market locally in line with requirements in the Care and Support Bill with support from the Department of Health.(December 2013)
		Redesign and re-commission community services for older people and other adults to improve the ability of services to support people to live independently. (March 2014)
		Re-commission statutory mental health services to improve their ability to enable people to live safe, independent and fulfilled lives in the community.(March 2014)
		Support more people aged 18-69 with learning disabilities and mental health needs into employment.(March 2014)
Improve Accommodation and Equipment	Cllr Abdul Asad John Rutherford / Katharine Marks and	Present the Hostels Strategy to Cabinet.(June 2013)
		Create an equipment demonstration centre to support independence and wellbeing.(September 2013)

Strategic Priority 4.2: Enable people to live independently		
Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
	Deborah Cohen (ESW)	Develop a new range of accommodation for people with learning disabilities, and establish a pathway in the new customer journey for learning disability services.(March 2014)
		Develop new supported accommodation for people with mental health needs, requiring high end support in the borough.(March 2014)

Strategic Priority 4.3: Provide excellent primary and community care		
Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
Ensure effective partnership working across health and social care	Cllr Abdul Asad Deborah Cohen and John Rutherford / Katharine Marks (ESW)	Work with health partners to establish the governance for the integrated care programme and agree the role of the local authority. (June 2013)
		Agree council policy on integrated care pathways.(September 2013)
		Develop and publish the Mental Health Strategy for Tower Hamlets with an implementation plan.(September 2013)
		Identify and implement further opportunities beyond the virtual ward for health and social care joint delivery. (March 2014)

Strategic Priority 4.4: Keep vulnerable children, adults and families safer, minimising harm and neglect		
Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
Deliver the Adults Safeguarding work programme	Cllr Asad John Rutherford / Katharine Marks (ESW)	Introduce an inter-agency approach to managing risk in relation to hard to reach groups.(September 2013)
		Ensure service user and community views are represented in the work of the Safeguarding Adults Board.(September 2013)
		Develop a public communications strategy to raise awareness of safeguarding and how to make a safeguarding referral. (December 2013)
Provide proportionate support to vulnerable children and families	Cllr Oliur Rahman Steve Liddicott (ESW)	Develop a Tower Hamlets Multi-Agency Safeguarding Hub (MASH), in partnership with the police and NHS. (June 2013)
		Extend and develop the Family Wellbeing Model to ensure that children receive support commensurate to their level of need (early help, team around the child, social care intervention) and assess the impact of those services. (August 2013).
Introduce improvements to the adoption system	Cllr Oliur Rahman Steve Liddicott (ESW)	Commission an independent, diagnostic review of the adoption process and implement any changes recommended.(June 2013)
		Improve the processes for the identification, introduction, assessment and approval of prospective adoptive families with a target of no more than 6 months from application to approval.(September 2013)
		Increase the proportion of looked after children from BME backgrounds that are placed for adoption to the same level as that for other children, through broadening engagement with community groups and targeted recruitment campaigns. (March 2014)

One Tower Hamlets

Underpinning the Community Plan vision is the aspiration to build One Tower Hamlets – a borough where everyone feels they have an equal stake and status. We are committed to reducing inequalities, fostering cohesion and supporting strong community leadership.

The over-arching aim of One Tower Hamlets takes on added importance given the backdrop of considerable budget reductions. This theme also reflects the key projects we are delivering to make our council more lean, flexible and citizen-centred. As part of this we intend to better use our assets, buy better and work smarter. The council is developing its partnership arrangements, including a new localised Partnership structure. In addition, the Mayor is keen to forge new progressive partnerships such as promoting fair-trade through our supply chains.

Measuring our progress:

- Proportion of staff that are LP07 or above who have a disability*
- Proportion of staff that are LP07 or above who are from an ethnic minority*
- Proportion of staff that are LP07 or above that are women*
- Working days lost due to sickness absence
- Customer access satisfaction
- Proportion of residents that agree the council involves residents when making decisions
- Proportion of residents that agree the council is doing a good job.

**denotes SEF performance measure*

Strategic Priority 5.1: Reduce inequalities

Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
Employ a workforce that fully reflects the community it serves	Cllr Alibor Choudhury Simon Kilbey (Resources)	Develop profiles of Navigate members to enable identification of learning and development needs and career pathways. (June 2013)
		Carry out a training needs analysis following the annual PDR process. (July 2013)
		People Board identify development opportunities for Navigate members as job opportunities arise. (October 2013)
		Quarterly reporting to People Board and DMTs on progression of Navigate members. (October 2013)
		25% progression or development of Navigate members. (March 2014)
		Business partners develop workforce plans with service managers, including approach to succession planning and establishment of local targets to improve BME representation in more senior roles. (March 2014)
		Support 50 Apprentices in vocational training by identifying apprenticeship placements across directorates. (March 2014)
Increase the number of temporary workers resourced from the local community	Cllr Alibor Choudhury Simon Kilbey (Resources)	Implement the Tower Hamlets in-house temporary resourcing service by setting up a database of available staff. (April 2013)
		Work with local SMEs to increase the external supply of agency staff sourced from the community. (October 2013)
		Produce monitoring information on all temporary staff including by equality strands, residency and proportion of business procured through local SMEs. (March 2014)

Strategic Priority 5.1: Reduce inequalities

Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
Coordinate and support the delivery of the Tower Hamlets Fairness Commission report and recommendations	Mayor Lutfur Rahman	Commission evidence gathering completed. (June 2013)
	Louise Russell (Chief Executive's)	Final report and recommendations produced. (December 2013)
		Response to report presented to Cabinet. (March 2014)
Launch a mechanism for engaging local disabled people in design, delivery and scrutiny of local services	Cllr Ohid Ahmed Louise Russell (Chief Executive's)	Review current arrangements for engaging disabled people in service design and delivery. (July 2013)

Strategic Priority 5.2: Work efficiently and effectively as One Council

Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
Work with managers to improve and reduce staff sickness absence	Cllr Alibor Choudhury Simon Kilbey (Resources)	Reduce staff sickness by ensuring that Directorate Absence Management Panels (DAMPs) meet monthly to effectively review absence data. (March 2014)
		Ensure managers review staff sickness absence statistics in conjunction with HR business partners and begin taking formal action under the policy. (March 2014)
		CAMP to identify actions to support managers in areas of high sickness absence to ensure best practice is shared. (March 2014)
Develop the strategic ICT partnership	Cllr Alibor Choudhury Claire Symonds (Resources)	Initiate scoping work in the areas of procurement and transformation to support greater efficiency. (April 2013)
		Develop a pipeline of ICT improvement projects that reduce costs. (March 2014)
		Recruit 36 new apprentices and complete 36 new job starts within the year, with training provided at the Agilisys Institute within the borough. (March 2014)
Improve revenue collection	Cllr Alibor Choudhury Claire Symonds (Resources)	Assess the technical changes to council tax, as well as their impact on taxpayers affected and collection rates. (June and December 2013)
		Report the effect of the implementation of council tax support scheme on claims and collection rates. (June 2013 and December 2013)
		Assess the impact of Business Rates retention schemes compared to predictions on growth, appeals and income. (June 2013 and December 2013)

Strategic Priority 5.2: Work efficiently and effectively as One Council

Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
Improve customer satisfaction and value for money	Cllr Alibor Choudhury Claire Symonds (Resources)	Appraise telephony self-service options with strategic partner. (April 2013)
		Implement the telephony self-service system.(June 2013)
		Relocate Cheviot House One Stop Shop to Watney Market. (March 2014)
Develop Progressive Partnerships to further the Mayor's social objectives	Cllr Alibor Choudhury Claire Symonds (Resources)	Promote ethical sourcing and sustainability including fair-trade products. (September 2013)
		Implement community benefit clauses in council contracts. (December 2013)
		Build a dynamic local supply chain to stimulate the local economy. (March 2014)
		Introduce smarter sourcing practices to deliver savings and increase compliance. (March 2014)
		Carry out self-assessment of all procurement categories and identify areas where partnerships with third parties could be strengthened to deliver improved equality outcomes for local people. (September 2013)
Tackle misuse of public assets	Cllr Alibor Choudhury Alan Finch (Resources)	Complete restructure of the anti-fraud service. (August 2013)
		Recover £50k from anti-fraud work. (March 2014)
		Recover 35 sub-let properties. (March 2014)
		Secure 50 benefit prosecutions. (March 2014)
Make better use of our buildings	Cllr Alibor Choudhury	Update the Asset Strategy to align with Mayoral Priorities.

Strategic Priority 5.2: Work efficiently and effectively as One Council

Strategic Action	Lead Member Lead Officer Directorate	Milestones and Deadlines
	Ann Sutcliffe (D&R)	<p>(October 2013)</p> <p>Develop a programme of disposals to achieve capital receipts. (December 2013)</p> <p>Implement the Corporate Landlord Model. (December 2013)</p> <p>Start on site at Watts Grove to deliver 149 socially rented housing units. (February 2014)</p>

Single Equality Framework: equality priorities

The Single Equality Framework is the council's corporate strategy for understanding diversity, tackling inequality and promoting cohesion. In 2013/14 we have integrated the equality objectives of the Framework into the Strategic Plan, ensuring that a focus on tackling inequality informs the strategic direction of the council and enabling us to better meet the financial, policy and social challenges that we face today. It also enables us to demonstrate how we are meeting the requirements of the Public Sector Equality Duty to prepare and publish objectives which demonstrate how the organisation will meet the aims of the Duty: to eliminate discrimination, advance equality of opportunity, and foster good relations between different people.

In many ways our cross-cutting principle of One Tower Hamlets prefigured the aspiration of the Duty. Since residents first articulated their desire for the principle in 2008 the council and partners have worked to create a cycle of action underpinning all that we do by tackling inequality, strengthening cohesion and building community leadership and personal responsibility. It is therefore both the principle and how it is brought to life in the Strategic Plan which demonstrates how we embrace and meet the Duty.

Set out below are our equality priorities for 2013/14.

A Great Place to Live

- Provide good quality affordable housing
- Maintain and improve the quality of housing
- Provide effective local services and facilities
- Develop strong communities

This includes the following strategic actions:

- Increase availability of affordable family sized housing
- Mitigate homelessness and improve housing options
- Reduce the number of council homes that fall below a decent standard
- Implement Tower Hamlets Energy Community Power (Energy Cooperative)
- Provide support for the improvement of faith buildings in the borough
- Progress the Multi Faith Burial Ground proposals
- Design and implement the People's History Plaque Scheme

- Develop a citizen centred local governance structure
- Develop a framework for engagement of borough-wide equality forums in the Partnership

A Prosperous Community

- Improve educational aspiration and attainment
- Support more people into work
- Manage the impact of welfare reform on local residents

This includes the following strategic actions:

- Expand free early education places of high quality for disadvantaged two year olds
- Raise attainment and narrow the gap between the lowest 20% and the median of all children at the end of the Early Years Foundation Stage (EYFS)
- Bring A Level results above the national average
- Continue to deliver the Mayor's Educational Allowance
- Deliver the Mayor's University Grant
- Maintain investment in Youth Services
- Provide effective support for parents and governors
- Work with mainstream providers to maximise employment
- Support residents into jobs through employment and skills programmes
- Increase the number of apprenticeships available to local residents
- Support English for Speakers of Other Languages (ESOL)
- Implement the Welfare Reform Temporary Accommodation Support Fund
- Develop a Partnership wide programme of information and awareness raising around welfare reform
- Optimise use of existing funding and maximise prospects for future funding

A Safe and Cohesive Community

- Focus on crime and anti-social behaviour
- Reduce fear of crime
- Foster greater community cohesion

This includes the following strategic actions:

- Develop a partnership 'Violence Against Women & Girls' (VAWG) approach
- Support the delivery of a wide range of community events
- Embed the learning from the 2012-13 Mayor's One Tower Hamlets fund into the 2013-14 scheme

A Healthy and Supportive Community

- Reduce health inequalities and promote healthy lifestyles
- Enable people to live independently
- Keep vulnerable children, adults and families safer, minimising harm and neglect

This includes the following strategic actions:

- Deliver free school meals for all reception and year 1 pupils
- Support young people to live healthy lives
- Implement our Substance Misuse Strategy
- Improve support to Carers
- Improve the customer journey by embedding the principles of choice and control
- Provide proportionate support to vulnerable children and families
- Introduce improvements to the adoption system

One Tower Hamlets

- Reduce inequalities

This includes the following strategic actions:

- Employ a workforce that fully reflects the community it serves
- Increase the number of temporary workers resourced from the local community
- Coordinate and support the delivery of the Tower Hamlets Fairness Commission report and recommendations
- Launch a mechanism for engaging local disabled people in design, delivery and scrutiny of local services

To ensure that we are able to track performance against our equality objectives for 2013/14 we have identified a set of equality performance measures. These include existing performance measures that relate to equality (e.g.: representation of women in the senior workforce) as well as outcome measures which will be disaggregated by specific equality strands where we would like to narrow the gap in terms of outcomes for specific groups. These are denoted in the plan with an *.