



# **Strategic Plan 2015/16**

## **Introduction: the 2015/16 context**

This outline Strategic Plan describes the council's overall aims, objectives and the outcomes we want to deliver. The Strategic Plan action plan details the milestones planned in 2015/16 to achieve those outcomes.

The Strategic Plan is informed by the Mayor's key priorities including:

- Housing delivery and performance
- Regeneration and the creation of Sustainable Communities;
- Creating Jobs and supporting the growth of the Local Economy;
- Young People and Schools;
- Older People and Health;
- Community Safety and Community Cohesion;
- Environment and Public Realm; and
- Arts, Heritage, Leisure and Culture.

The Strategic Plan 2015/16 takes into account the continued impact of the government's reductions in funding to local authorities. A key area of focus in 2015/16 will be the continued work to design and deliver savings that will be required in future years. The council continues to prioritise front-line services.

### **Local Context**

Following the election on 11th June of a new Executive Mayor, John Biggs, the 2015/16 Strategic Plan has undergone a review to align the key activities and initiatives, proposed for this year, with the Mayor's manifesto commitments. A review at this point in the year has also provided an opportunity to reflect the policy changes resulting from the election of a new National Government.

This review sets the main themes for 2015/16. The Mayor has indicated that there may need to be further refresh of the Plan as the new administration settles-in and addresses the Council's current challenges and a changing context.

The high cost of housing in the borough continues to be a key issue. As such, supporting affordable homes will be a key focus. The Council, and its partners, will also work to manage the major development and growth pressures to ensure they improve the quality of life of local people. This includes making sure that there is sufficient supporting infrastructure including parks, transport links and community facilities.

The Council is currently transforming the Education, Social Care and Wellbeing Directorate into two separate directorates: Adults' Services Directorate and Children's Services Directorate. This will enable the Council to focus on the emerging strategic and service challenges including the introduction of the Care Act; and the national drive to improve integration of health and adult social care and the use of the Better Care Fund. This Strategic Plan refresh includes new actions to reflect the activities of the new directorates, as well as providing clear guidance on where existing activities sit.

### **National Context**

The election of a Conservative Government on the 7<sup>th</sup> of May, will result in a number of significant changes to Council services and for residents in the borough. The

following policies, as set out in their manifesto and the Queen's Speech on 27<sup>th</sup> May 2015, are likely to have the largest local impact:

- Further significant reforms to the welfare system, including a reduced benefit cap, roll out of Universal Credit and an increased saving target against the non-pensioner element of welfare spending.
- The new commitment to extend Right to Buy to Housing Associations.
- An increased focus on school standards, including lower OFSTED thresholds for Acadamisation.
- The extension of free childcare for 3-4 year olds, from the existing 15 hours, to 30 hours, a week.

### **Council Finances**

The Chancellor of the Exchequer made his Summer 2015 Budget announcement to the House of Commons on 8 July 2015.

The budget announcements revised overall Resources Departmental Expenditure Limits (DEL) and the reductions to overall government spending will now be lower than previously forecast. The deficit reduction plans have been extended by another year and the government now plans to run a Budget surplus by 2019/20 and not 2018/19 as proposed by the coalition Budget in March 2015.

The chancellor also confirmed that of the £37bn of savings that will need to be found over the next parliament, £12bn will come from reductions in welfare benefits, £5bn from addressing tax-related issues and the remaining £20bn will need to come principally from government departments.

However, there was not much detail in this announcement about how this £20bn will be shared across government departments and what the impact would be for local government – details of this will be set out at the spending review this autumn.

Discretionary Housing Payments will continue to provide support those hit by welfare cuts. However current funding is likely to be insufficient to meet the increasing demand in Tower Hamlets, which will be exacerbated by the additional welfare cuts and tax credit changes announced.

It was also announced that public sector pay is to rise by 1% per year over the next four years.

There will clearly be tough choices to be made in order to balance the Council's finances. The Council will face up to these challenges with an open approach, consulting with residents on the budget options.

## **Population growth and change**

The estimated resident population of Tower Hamlets is 272,000. Over recent years, the borough has seen the highest population growth in the country.

Tower Hamlets remains a relatively young borough, with almost half of the recent population rise concentrated in the 25-34 age range. The profile of the borough is one of increasing diversity, with 43% of the population born outside of the UK. There are sizeable Bangladeshi (32%) and White British communities (31%) and an increasing number of smaller ethnic groups in the resident population, including a growing Somali community (Census country of birth data also provides some insight into the size of the Somali community - which is not captured separately as a category of ethnicity - with 1.2% of borough (2,925 people) born in Somalia and likely to reflect a larger group who may be second generation and born in the UK).

## **Housing and Environment**

A fast growing population, low income levels for many households and high house prices makes housing a key local challenge. There is a crisis of affordability in boroughs such as Tower Hamlets. Homes that meet the Government's definition of 'affordable' are out of reach to many local people, including those on low and middle incomes. The Strategic Plan sets out a focus on building Council homes and holding Registered Providers to account. The Council will also be working in partnership to support a Housing Zone in Poplar which will create new homes, a park, two primary schools and footbridges across the River Lea.

How we manage population and housing growth, and ensure that adequate infrastructure, including school places, parks, leisure facilities and transport, are in place to create sustainable communities is a key priority. The Tower Hamlets Local Plan, which will be refreshed this year, will provide the policy framework to enable this. From 2015, the Community Infrastructure Levy (CIL) will detail how the supporting infrastructure required will be paid for including funding from development

In addition, the Government's welfare reform changes are really taking effect. Many households have had their income reduced and there has been a rise in residents seeking advice: both to understand how the changes will affect them, and to get support in mitigating the impact of the reforms.

## **Employment and the Economy**

Tower Hamlets is one of the highest economic and employment growth areas in the country. There are already over 253,000 jobs in the borough: equating to 1.3 jobs for every working age resident. The economy has important financial, communication and retail sectors with 81% of all employment in the borough based in Canary Wharf and the City Fringe.

Supporting residents to benefit from the borough's strong economy is still a key challenge: getting local people into jobs is a major priority. Although the borough's employment rate was recently recorded at its highest ever level, it remains below the London average. Effective employment services, to support more local residents to gain the necessary skills and access London-wide opportunities, will be central to maintaining the upward trend. This will include a focus on both young people and those over 25 to make sure they receive the help and support that they require.

Work with local business, including small and medium enterprises (SMEs), to create growth remains an important priority. This will be supported by a range of measures including developing an Economic Growth Strategy which will encompass promoting employment and enterprise, business engagement events, town centre development, marketing campaigns and local procurement initiatives.

## **Education**

Outcomes for local children and young people are good; local Key Stage 2 and GCSE results are now consistently above national averages. The Children and Families Act 2014 is now in force, which includes a focus on support to children with special educational needs.

Whilst the borough has seen vast improvements in educational improvements, this has not yet translated into improved job outcomes for young people. Helping young people to overcome the barriers they face in gaining aspirational employment will be a major priority.

Following the Government's commitment to providing 15 hours of free childcare to disadvantaged two year olds, the council has focused on delivering more childcare places across the borough. Creating capacity to provide for a doubling in the free provision for three and four year olds will be a challenge which will be addressed over the coming years. In addition the Mayor has committed to the Early Year's Pledge, which will ensure priority is given to protecting and promoting early year's services, in recognition of their importance in providing better health and education outcomes.

## **Health and Care**

Despite strong progress in recent years, improving healthy life outcomes for residents remains a key priority in the Strategic Plan. Eight out of ten residents report that their health is good or very good; however, the proportion citing poor health is the fourth highest in London. Tower Hamlets also has higher than average levels of mental health problems, with the second highest proportion of adult service users in touch with secondary care mental health services in London. This both contributes towards, and is a result of, the high levels of deprivation within the borough. A focus therefore on prevention, early intervention and support for residents with mental health conditions is embedded in the actions of the Mental Health Strategy.

There has been historic under-funding of health services within east London; the Council will both campaign and support our partner's efforts to secure more funding for these vital services.

Health inequalities begin early and Tower Hamlets has one of the highest rates of childhood obesity in the country. The integration of public health functions into the council has provided a strong platform for further health improvements across all ages.

Social care is a strong local and national priority. In recent years, Tower Hamlets has focused on safeguarding and transforming social care services by giving users more choice and control. Nationally, the Care Act sets out a number of significant changes the council will need to focus upon including reform of how support is accessed and

funded. Work to support the further integration of health and care locally will be taken forward by the Health and Wellbeing Board.

### **Community Safety and Cohesion**

Working in partnership with the police, has resulted in a reduction in notifiable offences. Personal robbery and residential burglary in particular have reduced, and crime rates in Tower Hamlets are better than in some of our neighbouring boroughs.

Reducing Anti-Social Behaviour remains a strong priority for the borough and residents and a review will be undertaken this year, to establish new and improved methods to tackle this issue.

Residents in the borough have a strong sense of community cohesion, with our Annual Resident Survey indicating that the vast majority of residents (78%) think that people from different backgrounds get on well together, up from 69% in 2009.

Our well-developed and responsive approach to cohesion and tension is recognised by external bodies, and we have effectively resisted organised attempts to divide our communities. This is complemented by a well-regarded Prevent Programme, led by the council in collaboration with a number of local partners.

Maintaining this positive trajectory, through the development of further initiatives to promote community cohesion including intergenerational projects and a Cabinet Commission, will be a primary focus for the next year.

### **Inequality and fairness**

Underpinning the objectives of the Strategic Plan is the theme of One Tower Hamlets – 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.

There has been significant progress in delivering the actions identified by the borough's Fairness Commission, including in addressing the 'poverty premium' in Tower Hamlets. The learning and research developed through the Commission has also informed the development of the borough's Community Plan.

In addition, the Council is recognised as an exemplar of equality practice, and the council was recently assessed as Excellent against the LGA Equality Framework for Local Government.

#### Single Equality Framework

The Strategic Plan incorporates the council's Single Equality Framework (SEF) priorities. The SEF sets out the council framework for tackling inequality and promoting cohesion. SEF Equality Objectives are highlighted with a \* in this document.

The council has identified a set of equality performance measures to help track performance against our equality objectives for 2015/16. These include existing performance measures that relate to equality and indicators 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. The SEF measures are also highlighted with an \*.

### **Promoting Transparency**

Running through the work of the Council, will be a new focus on transparency. This will be further developed through the creation of a Transparency Protocol but will focus on improving access to information; the transparency of decision making; and the ability to scrutinise and question the Mayor and Executive.

### Best Value Inspection

During 2014/15, a Best Value Inspection of the Council was undertaken at the request of the Secretary of State for Communities and Local Government. A key focus in 2015/16 will be responding to the inspection's findings, including implementing the Best Value Strategy and Action Plan agreed with the Secretary of State's appointed commissioners. A number of the activities with the Best Value Action Plan are reflected in the Strategic Plan's Action Plan.

### **Working in Partnership**

The challenges facing the borough are such that they require a strong partnership vision and approach, which provides an opportunity to maximise the benefits all partners deliver in the borough. An overarching activity for this year will be the agreement of a Community Plan for the borough, which will provide a set of priorities and collaborative actions for all partners to deliver against.

## **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.

## **Strategic Priorities**

Sitting underneath the Strategic Plan's five themes are the council's strategic priorities. These priorities set out more explicitly the organisation's key objectives for the next year.

### **A Great Place to Live**

- 1.1: Provide good quality housing and tackle the crisis of affordability
- 1.2: Maintain and improve the quality of housing
- 1.3: Improve the local environment and public realm
- 1.4: Manage development pressure and provide effective local infrastructure, 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 mental and physical wellbeing
- 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 and poverty
- 5.2: Work effectively as One Council, Work more in partnership

## **Key Activities and Initiatives**

The next section of this plan sets out the key activities and initiatives proposed in 2015/16 to enable us to deliver our vision and strategic priorities. The Strategic Plan Action Plan sets out further detail on these activities, including the more specific milestones planned in 2015/16.

## **A Great Place to Live**

A Great Place to Live reflects the Council's continuing ambition to make Tower Hamlets a place where people are proud to live, work and visit.

In 2015/16 we will endeavour to maximise the number of new affordable homes delivered whilst delivering the infrastructure needed to maintain sustainable communities, 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 are held to account.

Improving our public realm and promoting our heritage will remain a key focus. This includes, for example, continued support to enable the Stairway to Heaven memorial to be completed. The council will also take further steps to enhance its library and lifelong learning service, as well as our leisure facilities.

A key priority is to respond effectively to continuing housing and welfare reform, including homelessness prevention, as we seek to mitigate the impact on residents.

### **In 2015/16 our priorities are to:**

#### *Provide good quality housing tackle the crisis of affordability*

- Increase the availability of affordable housing including family sized housing\*
- Plan effectively to deliver affordable housing and funding for infrastructure, (including for health and education), whilst protecting green space
- Support regeneration at Blackwall Reach and the Ocean Estate
- Deliver a programme of new build council housing to deliver a target of 1,000 council homes by 2018
- Increase the pace of regeneration in Poplar
- Deliver housing, a leisure centre and community facilities at Poplar Baths / Dame Colet House
- Seek to mitigate homelessness and improve housing options\*
- Deliver the Watts Grove project to time and within budget

#### *Maintain and improve the quality of housing:*

- Reduce the number of council homes that fall below a decent standard\*
- Improve the quality of housing services
- Explore options to establish a not for profit lettings agency to improve standards for private renters
- Identify and target sub-standard homes through the introduction of a landlord licensing scheme
- Tackle fuel poverty \*

#### *Improve the local environment and public realm:*

- Progress the Carbon Reduction Plan for council buildings
- Deliver the council's Conservation Strategy
- Enhance and protect the borough's biodiversity providing residents access to nature

- Introduce a borough-wide vehicle anti-idling regime in order to protect and improve the local environment
- Implement and promote awareness of a borough wide 20mph limit
- Work in partnership to improve our public realm
- Increase household waste sent for reuse, recycling and composting
- Improve our parks, playgrounds and open spaces
- Develop an Open Space Strategy

*Manage development pressure and provide effective local infrastructure services and facilities:*

- Manage national planning changes effectively to deliver local priorities
- Implement the Council's Markets Strategy
- Adopt the Tower Hamlets local Community Infrastructure Levy (CIL)
- Develop the Whitechapel Vision
- Refresh the Borough Local Plan
- Represent the council and comprehensively input into the Isle of Dogs Opportunity Area Planning Framework
- Deliver a multi-faith burial ground\*

*Improve local transport links and connectivity:*

- Provide fair parking arrangements for businesses, residents and visitors
- Support sustainable local transport, including cycle improvements

*Develop stronger communities:*

- Improve transparency of decision making by engaging more residents and community leaders in policy and budget changes\*
- Implement a framework for engagement of borough-wide equality forums \*

## 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.

Tower Hamlets aims to maintain its excellent performance in school improvement, supported by a strong local education authority and active parents and governors. The council will continue to invest in supporting young people across all ages and embed the provisions of the Children and Families Act 2014.

Fostering enterprise and employment is a key priority for the council. It is important that we continue to drive local economic growth by working effectively with business, including small and medium enterprises. Supporting more local people into jobs through effective employment services is also essential.

The council will maintain its support to residents as welfare reform continues, including the introduction of Universal Credit. An extensive information programme, supported by employability and other assistance, will remain important throughout 2015/16.

### **In 2015/16 our priorities are to:**

#### *Improve educational aspiration and attainment:*

- Ensure sufficient places are provided to meet the need for statutory school places
- Support high quality early years' provision on the 'Early Year's Pledge', expand free early education places of high quality, including for disadvantaged two-year-olds\*
- Raise attainment of all children at the end of the Early Years Foundation Stage and narrow the gap between all children and those that receive Pupil Premium (EYFS)\*
- Increase the number of children achieving 5 A\*-C GCSE grades including English and maths\*
- Bring A Level results above the national average\*
- Embed the UNICEF UK Child Rights programme across the Children and Families Partnership\*
- Assist more people into further education and to university, and deliver the Mayor's Educational Allowance (MEA) and the Mayor's Higher Education Award (MEHEA) over the next academic year\*
- Maintain investment in youth services and provision for young people\*
- Provide effective support for parents and governors\*
- Implement the Children and Families Act 2014 to support children with special educational needs\*

#### *Support more people into work:*

- Bring together public sector employment and job brokerage services, create a new integrated employment centre and undertake a review of Skillsmatch
- Support residents into jobs through cross Council employment and skills programmes\*
- Improve support and training to assist young people into sustainable employment\*

- Maximise local employment and economic benefits from the council's processes and capture these opportunities
- Deliver the Women and Health employment programme focusing on the priority of Maternity and Early Years\*
- Optimise use of existing funding and maximise prospects for future funding of the third sector
- Support English for Speakers of Other Languages (ESOL) and Community Languages provision\*

*Manage the impact of welfare reform on local residents and maximising incomes:*

- Drive the ongoing partnership-wide programme around welfare reform\*
- Implement the Digital Inclusion Strategy\*

*Fostering enterprise and entrepreneurship:*

- Support local businesses through information sharing, training and events
- Develop a refreshed Economic Growth Strategy including new Enterprise and Employment Strategies
- Develop opportunities for growth and sustainability in local commercial districts
- Work collaboratively across London to enhance investment and opportunity

## Safe and Cohesive Community

Ensuring that everyone feels safe and confident in their homes and on the streets of Tower Hamlets remains a key Mayoral priority. There will be a continued focus on crime and anti-social behaviour, with effective and visible enforcement.

We also recognise 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 council remains committed to bringing all of its communities together to foster understanding and support cohesion. Supporting events which celebrate the diversity of the borough and its people play an important role in this respect.

### **In 2015/16 our priorities are to:**

#### *Focus on crime and anti-social behaviour:*

- Deliver the partnership 'Violence Against Women & Girls (VAWG) programme'
- Tackle and prevent hate crime through a zero tolerance approach
- Manage the night time economy
- With our partners, deliver the Partnership Community Safety Plan\*
- Work with the Police and Mayor for London to maintain and improve enforcement
- Work with partners in the community to target resources to reduce crime and tackle ASB

#### *Reduce fear of crime by:*

- Review and improve the responsiveness and visibility of local ASB services\*

#### *Foster greater community cohesion:*

- Strengthen community leadership to enable key individuals and organisations to challenge extremist ideology
- Celebrate our diversity with community events every month\*
- Establish a Cabinet Commission to develop the Council's approach to social cohesion

## 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 council is also committed to protecting the interests of residents in the context of significant health reforms. The successful transfer of public health responsibilities to the council has provided a solid foundation on which to build.

The council is committed to ensuring that Tower Hamlets is one of the top performing councils in the country with responsibility for social services. A key priority will be implementing the Care Act and using this to help improve our services. Supporting our most vulnerable residents is important to us.

### **In 2015/16 our priorities are to:**

#### *Reduce health inequalities and promote healthy lifestyles:*

- Ensure every child has a healthy start\*
- Support children to lead healthier lives\*
- Support adults to lead healthier lives
- Improve the support available to people with mental health conditions\*
- Improve early detection and awareness of long-term conditions and cancer\*
- Use Public Health expertise within a Council and Partnership-wide approach to reduce health inequalities for all sections of the community\*
- Invest in the borough's leisure centres and playing pitches
- Deliver free school meals for all primary pupils in the borough\*
- Work with people with drug and alcohol dependencies, commissioning effective treatment provision, to break the cycle of substance misuse\*
- Undertake a campaign to ensure children are registered with a GP and dentist

#### *Enable people to live independently:*

- Improve support to carers\*
- Work with the voluntary sector to provide employment and wellbeing support for carers
- Enable personalised support for the borough's most vulnerable residents\*

#### *Provide excellent primary and community care:*

- Develop further integrated working between health, social care and housing\*
- Implement the Care Act\*

#### *Keep vulnerable children, adults and families' safer, minimising harm and neglect:*

- Work with partner agencies to protect vulnerable adults\*
- Provide proportionate support to vulnerable children and families\*
- Introduce improvements to the adoption system by having a clear improvement plan and ensure the requirements of the Education and Adoption Bill are met\*
- Complete the independent review into Child Sexual Exploitation and ensure the findings of the review are implemented\*

## 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. The council is committed to reducing inequalities, fostering cohesion and supporting strong community leadership.

The over-arching aim of One Tower Hamlets takes on added importance in the context of considerable budget reductions. As part of this, we will continue our work with partners to help address the recommendations arising from the Fairness Commission. Cabinet Commissions will be established to develop the Council's approach to social cohesion and to better understand, and support, the Somali community.

This theme also reflects the key projects we are delivering to make our council more lean, flexible and citizen-centred. Over the next year, we intend to better use our assets, work smarter and buy better.

A key focus will be improving Transparency of decision making and the Council's processes; and delivering the council's Best Value Strategy and Action Plan, following the inspection of the council that was undertaken in 2014/15 and the subsequent Directions from the Secretary of State for Communities and Local Government.

### **In 2015/16 our priorities are to:**

#### *Reduce inequalities and poverty:*

- Employ a workforce that fully reflects the community it serves\*
- Refresh our strategies around diversity and cohesion\*

#### *Work effectively as One Council, Work more in partnership*

- Implement the Best Value Strategy and Action Plan
- Deliver the Communications Action Plan
- Create an environment that fosters a healthy and effective workforce
- Develop the strategic ICT partnership
- Maximise potential income from our rate base and our council tax base
- Develop progressive partnerships to further the Mayor's social objectives\*
- Develop the Council's approach to procurement
- Maintain high levels of customer satisfaction with residents when they contact the Council
- Make better use of our buildings and other public assets
- Tackle misuse of public assets and generate income from pro-active anti-fraud work
- Prioritise frontline services whilst delivering the council's budget strategy during a period of declining resources\*

## Measuring our Performance

We use a basket of performance measures to track whether we are delivering on our strategic priorities. The proposed measures are set out below.

### A Great Place to Live

- Number of affordable homes delivered
- Number of affordable social rented housing completions for families (gross)\*
- Level of homeless prevention through casework
- Number of overcrowded families rehoused\*
- Percentage of overall housing stock that is not decent\*
- Satisfaction with parks and open spaces
- Percentage of household waste sent for reuse, recycling & composting
- Improved street & environmental cleanliness
- Satisfaction with local neighbourhood

### A Prosperous Community

- Early Years Achievement - Percentage of children achieving a good level of development\*
- Percentage of children achieving Level 4+ in Reading, Writing and Maths at Key Stage 2\*
- Achievement of 5 or more A\*- C grades at GCSE or equivalent including English and Maths\*
- Average point score per A Level Student (FTE)\*
- Percentage of young people not in education, employment or training (NEET)\*
- Employment rate (gap v London)\*
- Jobseekers allowance claimant count (gap v London)\*
- Number of job starts for Tower Hamlets residents\*
- Child Poverty rate

### A Safe and Cohesive Community

*(MPOAC 7 and Community Safety Partnership priority measures – to be confirmed through the CSP planning process)*

- MOPAC 7 crimes (total)
- Burglary offences
- Robbery offences
- Theft of a motor vehicle offences
- Theft from a motor vehicle offences
- Theft from the person offences
- Total number of criminal damage
- Number of total notifiable offences
- Local concern about ASB and crime
- Number of people killed or seriously injured
- Number of children killed or seriously injured
- Extent to which residents feel the police and other local services are successfully dealing with ASB\*
- Proportion of residents who believe people from different backgrounds get on well together in their local area\*

## **A Healthy and Supportive Community**

- Life expectancy at birth (male/female)\*
- Smoking prevalence (overall)
- Smoking cessation\*
- Under 18 conception
- Excess weight in 4-5 year olds\*
- Percentage of CAF reviews with an improved score
- Proportion of people using social care who receive self-directed support, and those receiving direct payments\*
- Social care-related quality of life\*
- Average time between a child entering care and moving in with its adoptive family
- Percentage of ethnic minority background children adopted\*

## **One Tower Hamlets**

- 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
- Percentage of council tax collected (budgeted)
- Percentage of non-domestic rates collected (budgeted)

\*Denotes SEF equality objectives / performance measure

