



# **Outline Strategic Plan 2016/17 – 2018/19**

## Strategic Plan: Overview and Vision

The council's Strategic Plan sets out how it will contribute to the borough's ambitions as set out in the Community Plan and in particular how our activity will contribute to making Tower Hamlets:

- A Great Place to Live
- A Fair and Prosperous Community
- A Safe and Cohesive Community
- A Healthy and Supportive Community

And how the council will further the aims of **One Tower Hamlets** – a more equal and cohesive borough with strong community leadership.

Local people consistently tell us that the following issues are of key importance to them:

- Crime and anti-social behaviour
- Clean streets and a reduction in litter
- Creating jobs and supporting the growth of the local economy
- Affordable housing
- Cost of living and, for some, income reduction

The Community Plan agreed in September 2015 identifies some of the opportunities and potential in the borough:

- Economic growth and a rising employment rate
- A vibrant population with a high proportion of young people
- An active voluntary and community sector
- A partnership committed to collaborative working around priority outcomes

As the Community Plan identifies, there are also some long term and emerging challenges within the borough:

- Persistent low employment levels, particularly for women and some ethnic minorities;
- High levels of child poverty and the impact of welfare benefit changes on an already deprived community;
- Local people priced out by spiralling housing prices and the danger of a polarised community;
- Low levels of health and life expectancy;
- Growth and development impacting on local infrastructure and services;
- The need to be vigilant and tackle the potential for radicalisation and extremism; and
- A further programme of austerity and public sector cuts arising from the Spending Review and a consequent Medium Term Financial Strategy savings target of £~~58~~59 million over the next 3 years.

The Council will accelerate its work with its partners to tackle these challenges.

Our narrative should not however be purely about the challenges we face. Surveys repeatedly tell us how much most people enjoy living in the East End, with its ‘buzz’ and opportunities. The borough has often attracted negative headlines, and this can feed a cycle of introspection and negativity. There is a positive story to be told, based on an outward-looking culture and the many opportunities local people have, both here and elsewhere in London. While being honest we need to focus on this too, and on building positive headlines and narratives.

To deliver the expectations of our community and the bold ambitions we share with our partners in the Community Plan, the council is committed to a rigorous focus on deploying our resources to provide excellent services and improve outcomes for local people. Tower Hamlets aspires to be a place where residents are proud to live and all are supported to realise their potential.

One of the concerns our residents raised with us when we talked to them last year about the Community Plan and our financial challenges was the need to recognise and address the potential for economic growth and development to undermine what is best about the borough. This included concerns about the impact on the lived environment, our streets and parks, of a growing population and concerns about the potential for many residents of the borough to be priced out or left behind by high cost developments and a growing risk of a ‘polarisation’ between our historically low income core community and the growing number of well-off and high income residents.

Economic growth is vital to the people and place of Tower Hamlets and has significant potential for all residents – but it also brings its pitfalls and its benefits are not felt equally by all. The council has a key role in using its resources to ensure the positive benefits of growth and that they are used to provide sustainable solutions to deeply ingrained local deprivation. It also has a role to protect and enhance the local environment and place.

Against this backdrop, this Strategic Plan aims to set out the Mayor’s three year vision for the council which will inform the council’s Medium Term Financial Plan and the priorities for investment of shrinking resources.

The vision is one which needs to be focused around the outcomes we are looking to achieve. Based on an understanding of the local community, their views and the opportunities and challenges the council faces, the Mayor has identified the following priority outcomes for the period 2016-19:

**Priority Outcomes**

**Creating opportunity by supporting aspiration and tackling poverty**

- a dynamic local economy, with high levels of growth benefiting us
- more residents in good-quality, well-paid jobs
- young people realising their potential
- more people living healthily and independently for longer
- reducing inequality and embracing diversity

## Creating and maintaining a vibrant, successful place

- an improved local environment
- better quality homes for all
- less crime and anti-social behaviour
- engaged, resilient and cohesive communities

## Enabling Objective

- A transformed council, making best use of resources and with an outward looking culture

To achieve these outcomes at a time of reducing resources the council will need to fundamentally transform itself over the next 2-3 years. Meeting local priorities with significantly less money cannot just mean doing more of the same – it will require transformational change. The council has agreed some key transformation principles to ensure that we:

- Target our resources at the right people at the right time;
- Empower our communities and design services around them;
- Shape the place and harness growth, technology and innovation.

A set of transformation principles and the activities we will develop to progress them are set out in the model and the table below:

Transformation Principles	Transformation activities to develop
<b>Better targeting – the right people at the right time</b>	Enablement and re-ablement Early intervention and Troubled Families approach Independent living and assistive technology – reducing use of institutional care Knowing the community and forecasting need
<b>Re-design and integration for better outcomes</b>	Commissioning approach to outcome delivery Integration with health Integrated employment services Sharing services with other authorities/partners User centric design of customer interface Localised co-location in service hubs
<b>Empowering communities and citizens</b>	Co-design and co-production of services Greater role for neighbours and communities – redefining relationships state and citizen Volunteering/local champions A re-defined delivery partnership with the voluntary sector based on outcomes and commissioning Transfer of services and assets to community ownership where appropriate
<b>Harnessing economic growth</b>	Securing real jobs for local residents from new development Actively attracting and securing positive inward investment, particularly in skilled industries Maximising social value and co-ordinating business engagement Promoting the historic entrepreneurial energy of our communities

<b>Economies of organisation</b>	Internal service re-design, alignment and consolidation Maximising use of technology – underpinned by digital inclusion Streamlining workforce to focus on outcomes Optimising use of assets and accommodating re-shaped council post 2020
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In addition to this, as we move into 2016/17, the council is renewing and strengthening its culture in a range of ways to build on its Best Value Plan and deliver outcomes around:

- Effective procurement;
- Maximising the value and use of assets;
- Appropriately supporting the voluntary and community sector to deliver priority outcomes;
- Communicating and engaging with local people; and
- Ensuring an organisational culture based on transparency, trust and effective relationships.

## Tower Hamlets Context

### National and Regional Context

Since its election in 2015, the Government has announced a number of significant policy announcements which will result in changes to council services and for residents in the borough.

The following initiatives are likely to have the largest local impact:

- an ongoing commitment to deficit reduction, including through reductions in funding for local authorities and the phasing out of local government grant over time;
- further significant reforms to the welfare system, including a reduced benefit cap, roll out of Universal Credit and an increased savings target against the non-pensioner element of welfare spending;
- the commitment to extend Right to Buy to Housing Associations and sale of high value council properties;
- a further push towards school academisation and reduction in local authority role;
- ~~extension of free childcare for 3-4 year olds, from the existing 15 hours to 30 hours a week;~~
- a commitment to further devolution of power to local authorities - including for aspects of employment support to the London Mayor and boroughs.

Local authorities are increasingly working together across borough boundaries sub-regionally. The council will continue to work collaboratively with appropriate groups of authorities to take forward priorities for local people

### Population growth and change

The estimated resident population of Tower Hamlets is 284,000. Over recent years, the borough has seen some of the fastest population growth in the country. Tower Hamlets remains a relatively young borough, with almost half of the recent population rise concentrated in the 25-39 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.

### **Housing and Environment**

A fast growing population, low income levels for many households and high house prices makes housing a key local challenge. The borough has a strong track record of building large numbers of affordable homes for residents. However, there continues to be a crisis of affordability in boroughs such as Tower Hamlets. 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. We have begun preparation of the new Tower Hamlets Local Plan, which will provide the policy framework to proactively manage growth and development. It is anticipated that this new Local Plan will be adopted in Autumn 2017.

### **Employment and the economy**

Tower Hamlets is one of the highest economic and employment growth areas in the country. There are already over 256,700 jobs in the borough, which is more than the number of working age residents. The economy has important financial, communication and retail sectors with a significant proportion of 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. Whilst the borough's employment rate continues to improve, it remains below the London average, particularly so for women and ethnic minority residents. Residents identify lack of jobs as one of their top three areas of concern. Our three priorities must be to actively support businesses to create and locate good-quality jobs in our borough; to ensure that our residents are equipped – through training, support and brokerage – to access those jobs; and in parallel to support the historic tendency of resident communities towards enterprise and business start-ups. At the same time as working intensively with long-term unemployed residents being hit by benefit cuts to get them into work, we will also need to focus on making our borough attractive to high-skilled companies – for example in tech or creative industries – that will provide the jobs for the growing number of our young people whether graduating from university or fresh from our local schools and colleges.

### **Education**

Outcomes for local children and young people are good; local Key Stage 2 and GCSE results are now consistently above national averages. Whilst the borough has seen vast educational improvements, this has not yet translated into improved achievement post-16 for young people, particularly for particular groups such as white British young people. Helping all young people to overcome the barriers they face in achieving their aspirations will be a major priority.

### **Health and Care**

Despite strong progress in recent years, improving healthy life outcomes for residents remains a key priority. 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. Health inequalities begin early and Tower Hamlets has one of the highest rates of childhood obesity in the country. Rates of heart and lung disease and diabetes are also significant and limit health and independent living, particularly for our older people.

### **Community Safety and Cohesion**

Residents consistently tell us that concern about crime is their top priority. Our work in partnership with the police has resulted in a reduction in notifiable offences. Personal robbery and residential burglary in particular have reduced, however violent crime levels have been rising and reducing Anti-Social Behaviour remains a strong priority for the borough.

Residents in the borough have a strong sense of community cohesion, with our Annual Resident Survey indicating that the vast majority of residents (81%) think that people from different backgrounds get on well together, up from 69% in 2009. Nevertheless, the impact of international events is felt locally and concerns about extremism and radicalisation need to continue to be strongly addressed. The council will actively promote community cohesion, bringing different parts of the community together, tackling divisions and encouraging positive relationships.

### **Inequality and fairness**

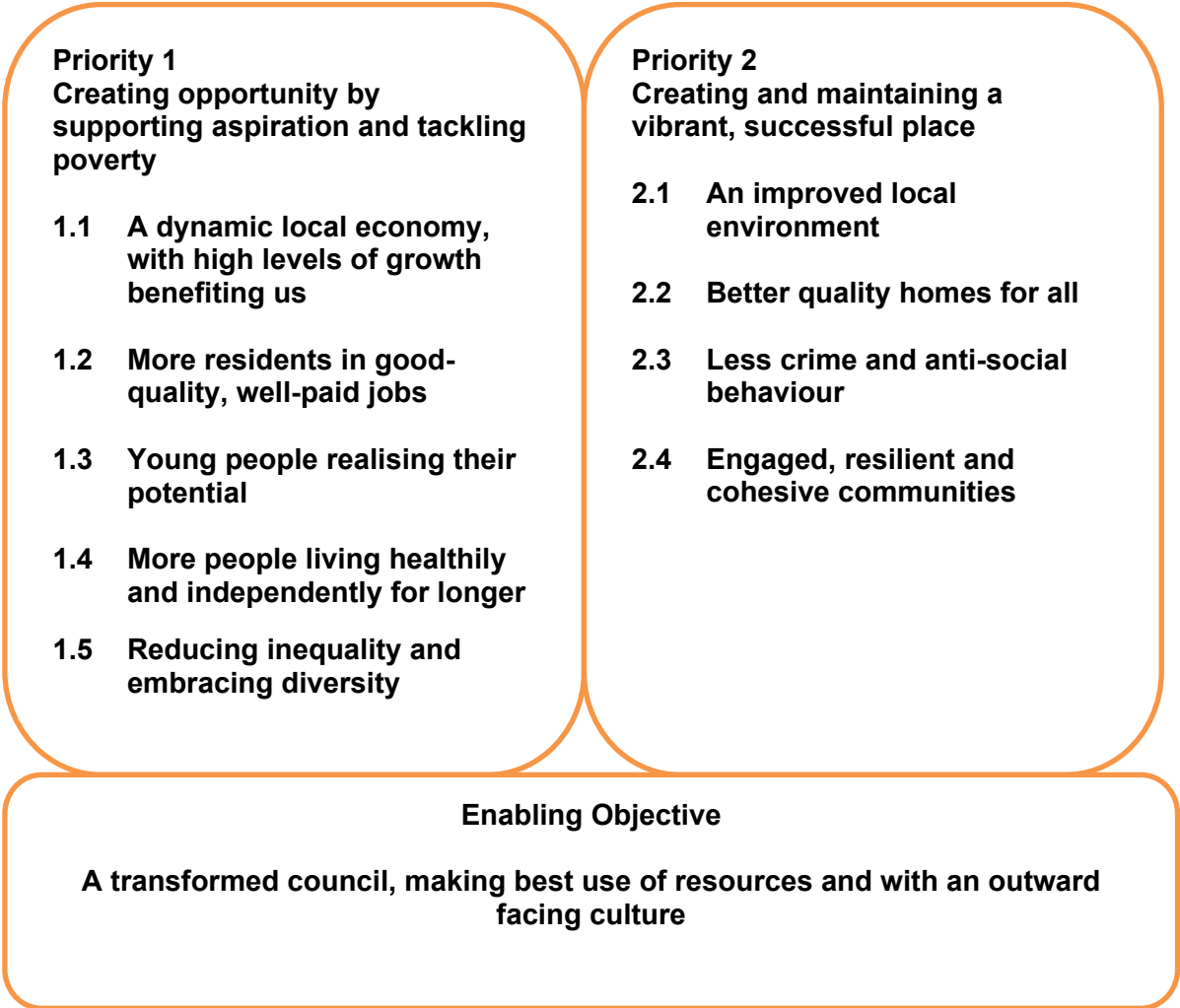
Sitting alongside the Strategic Plan, the council will develop a Single Equality Framework which will seek to prioritise action on outcomes which particularly affect particular equality groups – for example employment for women and BME residents and educational attainment for white British young people.

# Priority Outcomes

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.*

To achieve this vision the Mayor, with his Cabinet, has identified the following Priority Outcomes for the Council:

## Priority Outcomes





## Strategic Objectives

To deliver these Priority Outcomes the council has a set of strategic objectives for the period 2016 – 2019. These objectives have been set based on:

- What our residents tell us about what matters to them;
- Areas for improvement based on our understanding of current performance;
- Responding to the new challenges of our changing borough or national developments; and
- Responding to and embedding the issues from the council's Best Value Improvement Plan and ensuring the organisation and its governance is fit for purpose to deliver its outcomes in a tough financial climate.

*Those activities marked with an \* are also priority activities within the Council's Single Equality Framework.*

### 1. Creating opportunity by supporting aspiration and tackling poverty

#### 1.1 A dynamic local economy, with high levels of growth benefiting us

- Develop a Growth Strategy that creates the right environment for sustained economic growth whilst harnessing the benefits for local residents and businesses
- ~~Develop and deliver an Economic Growth Strategy to increase employment and foster enterprise and entrepreneurship~~
- Implement a programme of business support for Tower Hamlets businesses and entrepreneurs
- Create the right environment for business growth, delivering the Whitechapel Vision, securing the provision of appropriate workspace (including for scale-up businesses) and meeting the advanced IT infrastructure needs of business
- Work in partnership with skilled industries where the borough has existing or emerging clusters to understand their needs and accelerate their growth in order to boost the number of skilled jobs in the local economy
- Develop and deliver High Streets and Town Centres Strategy
- Promote regeneration across the borough
- Improve our ability to secure local employment through S106 agreements with developers building in our borough

#### 1.2 More residents in good quality, well-paid jobs

- Expand the Raising Aspirations programme across the borough, to provide intensive support to get long-term unemployed and economically inactive residents into work \*
- Develop an Integrated Employment Service to support higher volumes of local people into work, including graduates into higher skilled jobs \*
- Improve the quality and availability of skills training and ESOL provision, and better co-ordinate the provision of both third-sector and private sector employment support, including by moving from grant giving to commissioning for employment services

#### 1.3 Young people realising their potential

- Ensure adequate early help for the most vulnerable children and families, with a strong focus on safeguarding

- Develop a sustainable offer of support to children with special educational needs
- Improve educational aspiration and attainment
- Ensure better outcomes for looked after children and young people \*
- Improve educational and vocational provision at post-16
- Support all young people to access enrichment and social activities

#### **1.4 More people living healthily and independently for longer**

- Promote healthy lifestyles and address the wider causes of ill health, through a refreshed Health and Wellbeing Strategy, which commits all sections of the council to actively promote the health and wellbeing of all our communities \*
- Improve care and support for vulnerable adults and their carers, integrating with health and promoting independence and keeping people safe from all forms of abuse \*
- Keep vulnerable adults safer, minimising harm and neglect \*
- Deliver the council commitment to the Mental Health challenge and work with local employers to tackle mental health stigma \*
- Improve participation in sport, and other health promoting activities, at a community level

#### **1.5 Reducing inequality and embracing diversity**

- Mitigate the impact of welfare reform on our most vulnerable residents \*
- Support more women and black and minority ethnic and disabled residents into employment \*
- Tackle obesity amongst black and Asian children with a particular focus on black and Asian children in order to reduce inequalities \*
- Respect, value and celebrate our cultural history and diversity

## **2. Creating and maintaining a vibrant, successful place**

### **2.1 An improved local environment**

- Ensure that the borough is clean to the highest possible standards
- Improve waste management and recycling performance
- Reduce the impacts of traffic on our residents, making our borough one of the best in London to walk or cycle in and building a sustainable approach to road use and parking policy
- Manage development pressure through the preparation of a new Local Plan and provide effective local infrastructure, services and facilities
- Improve and enhance the environmental sustainability of the borough; reduce carbon emissions, enhance biodiversity and alleviate fuel poverty

### **2.2 Better quality homes for all**

- Increase the availability of good quality housing, including family-sized homes, across all tenures \*
- Maintain and improve the quality of council housing stock and housing management services
- [Improve the quality of privately rented stock in the borough](#)
- [Improve the quality and management of Registered Provider stock in the borough](#)

- Tackle homelessness, including through improved prevention and a reduction in families in temporary accommodation \*

### **2.3 Reduced crime and anti-social behaviour**

- Work with our partners to target resources to reduce crime \*
- Step up activity to tackle anti-social behaviour 24/7
- ~~Reduce the prevalence of prostitution~~ Reduce the prevalence of illegal activity in relation to the sex industry \*

### **2.4 Engaged, resilient and cohesive communities**

- Engage and communicate effectively with local people
- Establish a new collaborative relationship with the voluntary and community sector to deliver priority outcomes and build strong communities
- Co-produce services with local residents
- Promote community cohesion, bringing different parts of the community together, tackling divisions and encouraging positive relationships \*
- Step up our Prevent programme to tackle radicalisation
- Increase visits to our core cultural offer specific to Idea Stores and Leisure Centres

## **A transformed council, making best use of resources and with an outward looking culture**

**Enabling Objective:** in order to achieve the above outcomes, we will also aim to:

- Make best use of council resources through effective procurement, exploiting the value and use of assets and maximising income from local growth
- Support an organisational culture based on transparency, trust and effective relationships
- Deliver an organisational transformation programme to ensure effective, responsive front line services and efficient, cost-effective support services, enabled by ICT and including a new civic centre
- Develop an effective workforce strategy, with appropriate skills and representative of the community \*
- Nurture an outward looking culture, by asserting our place and relationships in London.

## **Delivery and Resource Planning**

A Delivery Plan for 2016/17 has been developed to underpin the achievement of these strategic objectives, for agreement by Cabinet by April 2016.

This will be supported by a series of key corporate strategies including those which we will deliver jointly with our partners, to be developed or refreshed during 2016/17, including:

- A new Health and Wellbeing Strategy setting out how partners will work together to improve health outcomes for local people;
- A refreshed Children and Families Plan;
- A new Economic Growth Strategy;
- A new Housing Strategy;
- A refreshed Community Safety Plan;
- A new Voluntary and Community Sector Strategy; and
- The development of a new Local Plan setting out our spatial vision for the future (scheduled for final agreement in autumn 2017).

In addition, teams and services within the council will develop team and service plans for 2016/17 which will be focussed around delivering the Priority Outcomes above.

During 2016/17 the council will also be reviewing its Medium Term Financial Strategy to develop a new three year budget plan to take the council through to 2019/20. In order to find savings of the order required, the council will need to look in detail about how its current spend relates to the Priority Outcomes identified in this Strategic Plan. Our aim will be to ensure that every pound of taxpayers' money is spent in the best way possible to ensure delivery of these key outcomes and we will rigorously test our expenditure and budget plans against this ambition.

## Measuring our Performance

The council will use a basket of performance measures to track whether we are delivering on our priorities.

For the Strategic Plan 2016-19 it is proposed that we set some key Outcome Measures (O) which relate to the agreed Priority Outcomes. Where possible these will relate to high level outcomes for local people, including measures of their satisfaction with the council and the local area.

In addition, we will identify a number of Supporting Measures (S), which may be output measures which contribute to an outcome and can be more regularly monitored or are more operational in nature.

The proposed list of performance indicators is set out below. Indicators with an \* will also form part of the Council's Single Equality Framework.

### Creating opportunity by supporting aspiration and tackling poverty

A dynamic local economy with high levels of growth benefiting us
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Rate of new business registrations (S)  
Number of businesses supported through Council activities (S)

More residents in good-quality, well-paid jobs
--

Employment rate (gap between LBTH and London average) (O) \*  
Job starts for Tower Hamlets residents supported by Skillsmatch (S)

Young people realising their potential
--

Excess weight in 4-5 year olds (O) \*  
Breastfeeding at 6-8 weeks (S)

Number of Adoptions and Special Guardianship Orders granted (S)  
Average number of days between a child entering care and moving in with his/her adoptive family (S)  
% Looked After Children in same placement for 2 years or more (S)

EYFS Early Years Achievement – proportion of children achieving a good level of development (S) \*  
Educational attainment of looked after children at KS2 and KS4 (S)  
Key Stage 2 - Percentage of pupils achieving the national standard (S)  
Key Stage 4 (GCSE) - Attainment 8 and/or Progress 8 measures (S) \*  
Key Stage 5 (e.g. A-Level) - Average grade: Academic qualifications and vocational qualification (S) \*

Percentage of pupils who think that they will go to university or higher education in the future (primary and secondary) (S)

Proportion of young people not in education, employment or training (NEET) (S) \*

More people living healthily and independently for longer

Adult Social Care carer satisfaction (O) \*

% of adult care users who say care and support services help them have control over their daily life (O)

Proportion of people over 65 receiving long term support, per 100,000 population (S)\*

Smoking cessation (4 week quit rate per 100,000 population) (S)

Cancer diagnosed at early stage (S)

Population healthy life expectancy (O)

Self-reported happiness (sense of wellbeing) (O)

Avoidable hospital admission rates (S)

Number of people with mental health problems in employment (S) \*

Reducing inequality and embracing diversity

Single Equality Framework priority measures - reducing inequality gap measures to be developed\* e.g.

- Employment gap for women and BME (O)
- Attainment gap for White British Children (S)
- Workforce diversity of senior managers (S) \*

**Creating and maintaining a vibrant, successful place**

Overall satisfaction with the area as a place to live (O)

An improved local environment

Levels of street and environmental cleanliness: litter / detritus / graffiti / fly-posting (S)

Proportion of household waste sent for reuse, recycling and composting (S)

Proportion of residents who rate parks and open spaces as good, very good or excellent (O)

Improved air quality (O)

Better quality homes for all

Number of affordable homes delivered (S) \*

Number of social / affordable rented housing completions for family housing (S) \*

Number of affordable units provided as wheelchair accessible or adaptable (10% of affordable homes delivered) (S) \*

Proportion of non-Decent Homes (S) \*

Number of households who considered themselves homeless, who approached the local authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation (S) \*

Number of households living in temporary accommodation (S) \*  
Number of homeless households in B&B >6 weeks (S) \*  
Number of lets to overcrowded households (S) \*

Less crime and ASB

Total Notifiable Offences / Borough crime reduction (O) \*  
Extent to which residents feel the police and other local services are successfully dealing with ASB (O) \*  
Local Concern about ASB and Crime (O) \*

Proven re-offending by young people - % of cohort that reoffends (S)

Engaged, resilient and cohesive communities

Council involves local people in decision making (O) \*  
Residents feel able to influence decisions in their local community (O) \*  
Council listens to concerns of local people (O) \*  
Proportion of people from different backgrounds who get on well together (O) \*  
Proportion of users who rate libraries/Idea Stores as good, very good or excellent (S)

A transformed council, making best use of resources and with an outward facing culture

Staff engagement measures (tbc)  
Channel Shift measure – percentage of contact transactions dealt with online (S)

Number of working days / shifts lost to sickness absence per employee (S)

Proportion of residents agreeing that the council is doing a good job (O)  
Customer access overall satisfaction (S)

Percentage of non-domestic rates collected in line with budgeted collection (S)  
Percentage of Council Tax collected in line with budgeted collection (S)