

## **Appendix 3a Strategic Plan 2007/08 End of Year Monitoring**

### Completed Activities from the Strategic Plan

#### **1. LIVING SAFELY**

##### **01.01.01 To reduce crime and the fear of crime**

- 01.01.01a Implement a comprehensive action plan, through Crimes Against Property Action Group (CAPAG) to reduce acquisitive crime
- 01.01.01b Target hardening vulnerable properties and businesses
- 01.01.01c Target the most prolific offenders for multi-agency action
- 01.01.01e Improve street lighting levels in areas with high levels of fear of crime
- 01.01.01f Undertake with the Police joint anti crime and enforcement initiatives within Markets

##### **01.01.02 To reduce violent crime, with a focus on youth and domestic violence**

- 01.01.02a Implement an action plan, through the Violent Crime Action Group, to reduce violent crime, including GBH, ABH and common assault
- 01.01.02b Raise awareness and reduce tolerance of domestic violence
- 01.01.02c Improve service co-ordination to support victims of domestic violence
- 01.01.02d Reduce the impact of domestic violence on children

##### **01.01.03 To extend engagement in constructive and law abiding activities**

- 01.01.03a Increase the number of opportunities for volunteering and community action by children and young people
- 01.01.03b Continue to roll out the Youth Opportunity Fund
- 01.01.03c Increase the provision of Positive Activities for Young People (PAYP)
- 01.01.03d Develop the Youth Intervention Programme in two further LAPs, providing diversionary activities for young people at risk of falling into crime or anti-social behaviour by March 2008

##### **01.01.04 To reduce the level of anti-social behaviour and the impact which ASB has on the quality of life of our communities**

- 01.01.04a Implement a comprehensive action plan, through the ASB Action Group, to reduce ASB
- 01.01.04c Support the delivery of the RSL Action Plan for reducing crime and ASB
- 01.01.04d Strengthen actions against ASB through partnership operations to reduce criminal damage
- 01.01.04f Use Partnership resources effectively to identify perpetrators of ASB and take appropriate enforcement action
- 01.01.04i Effective use of Restorative Justice Conferences effectively to empower victims and address the impact of ASB on their lives
- 01.01.04j Develop the use of CCTV to prevent crime and bring offenders to justice
- 01.01.04k Provide appropriate support to victims, witnesses and vulnerable perpetrators of ASB
- 01.01.04l Ensure that Parking Services' Abandoned Vehicle Team work with the Police, Safer Neighbourhood Teams and other Groups to provide a co-ordinated approach to tackling ASB and the impact on the community
- 01.01.04m Undertake a review of the licensing policy

##### **01.01.05 To reduce substance misuse and related crime through effective treatment, prevention, enforcement and community engagement**

- 01.01.05a Continue to promote treatment uptake and increase retention
- 01.01.05b Continue to develop drug treatment provision to meet local needs

- 01.01.05c Improve service user participation in the development of drug treatment services
- 01.01.05d Deliver effective prevention and early intervention through training and development and a focus on treatment for young people
- 01.01.05e Promote awareness and understanding in the community of drug and alcohol misuse
- 01.01.05f Reduce rates of re-offending by drug misusing offenders
- 01.01.05g Develop and implement an action plan with the Police to tackle drugs availability and dealing

**01.01.06 To reduce hate crime and promote community cohesion**

- 01.01.06a Implement a comprehensive and effective action plan, through the Race and Hate Crime Interagency Forum, to prevent and reduce hate crime and promote community cohesion
- 01.01.06b Design and implement projects that change attitudes and behaviour and build cohesive communities
- 01.01.06c Collate and disseminate good practice around race and hate crime to all within the service and the borough
- 01.01.06d Support Hate Crime victims that report through 24 hour Hate Crime Line
- 01.01.06e Development of a sub-group to the Gold Group to work at an operational level

**01.01.07 To reduce the fear of crime and anti-social behaviour and engage the community in the development of policy**

- 01.01.07a Ongoing management of Community Safety Service and Living Safety CPAG communications agenda
- 01.01.07b Deliver effective, high profile campaigns
- 01.01.07c To further involve the community in developing services

**01.01.08 To improve service delivery across the Community Safety Service**

- 01.01.08a Complete a review of customer feedback mechanisms in the Community Safety Service
- 01.01.08b Further develop clear and productive relationships between Community Safety and housing providers
- 01.01.08c Ensure that Community Safety is well placed to contribute to the CPA Corporate Assessment in 2008
- 01.01.08d Utilise benchmarking to deliver business benefits

**01.01.09 To increase community safety on estates**

- 01.01.09a Agree a programme of security improvement works for communal areas, and estate lighting and horticulture
- 01.01.09b Sign up to the Respect Standard of Housing Management for Tower Hamlets

**01.01.10 To make streets, public areas, residential areas and open spaces safer**

- 01.01.10b Improve the profile of the Park Community Ranger Service with community
- 01.01.10d Introduce 3 local safety schemes targeting locations with the worst road accident casualty records
- 01.01.10e Introduce 4 new safe schools with approved School Travel Plans
- 01.01.10f Deliver targeted road safety education and awareness programmes to vulnerable groups to help them be safer on the roads

**01.02.01 To improve the cleanliness of the borough's streets including housing estates and parks**

- 01.02.01a Develop a programme of minor estate improvement works to communal areas on Council estates
- 01.02.01b Improve the management of cleansing in parks

- 01.02.01d To work with fast food outlets to reduce the litter impact on the surrounding environment

#### **01.02.03 To protect the environment**

- 01.02.03a Consider a parking permit scheme linked to vehicle emissions
- 01.02.03b Formal adoption and implementation of Staff Travel Plan
- 01.02.03c Continue to raise awareness and stimulate interest in the protection and enhancement of biodiversity, local wildlife species and their (potential) habitats, among all people living and working in Tower Hamlets
- 01.02.03d Develop a working relationship with local universities on environmental and sustainability issues
- 01.02.03e Further develop membership of the Tower Hamlets Freecycle initiative that links up with unwanted items with new owners
- 01.02.03f To develop an Environmental Strategy for the Council

#### **01.02.04 To improve the physical environment**

- 01.02.04a Prioritise the removal of abandoned vehicles from the public highway, estate and private land
- 01.02.04b Whole corridor improvements introduced on 3 key streets, involving improved provision for pedestrians, revised waiting and loading, street lighting improvements, reduction in street clutter, highway maintenance, accessibility improvements particularly around bus stops and cycle facilities (Sites probably- Bethnal Green Road, Poplar High St, Roman Road or Westferry Road)

#### **01.02.05 To improve the provision and quality of public open space**

- 01.02.05b Progress quality improvements in parks and open spaces

## **2. LIVING WELL**

#### **02.01.01 To provide decent homes and decent neighbourhoods**

- 02.01.01a Deliver a programme of major repair and improvement works to Council homes and estates
- 02.01.01b Develop a Tower Hamlets Housing Investment Strategy
- 02.01.01c Local Area Agreement partnership with RSLs to develop shared standards/ strategic framework

#### **02.01.02 To increase the supply of affordable homes**

- 02.01.02a Secure new affordable housing through planning contribution process, Housing Corporation funding and Local Authority Grant
- 02.01.02b Reduce the number of empty properties through the Private Sector Renewal and Empty Property Framework. Use grants to increase the number of non-decent vacant homes brought back into use as affordable rented homes

#### **02.01.03 To provide excellent housing services in consultation with the residents who use them**

- 02.01.03a Develop a resident involvement strategy for Housing Services
- 02.01.03b Consult on and develop arrangements for the future delivery of landlord services by July 2007
- 02.01.03c Implement a Landlord Service Improvement Programme to achieve a minimum two star rating at inspection

#### **02.02.01 To reduce the number of residents who smoke or are exposed to tobacco smoke of others**

- 02.02.01a In partnership with the PCT formulate a smoking cessation strategy
- 02.02.01b Form a Tobacco Control unit whose main objectives are to:- To implement smoke free enclosed spaces within Tower Hamlets; To build a sustainable tobacco control partnership for Tower Hamlets; To promote smoking cessation to residents, visitors and workers in Tower Hamlets

#### **02.02.02 To improve the health of children and young people**

- 02.02.02b Provide 3x9 weight management programmes for obese children (7-11 and 12-16)
- 02.02.02c Develop a service specification for provision of mainstream and specialist health services within Children's Centres, maximising efficiency and value for money
- 02.02.02d Review and develop the core offer for school-based health services
- 02.02.02f Promote good nutrition and physical activity for the under 5s through Children's Centres including support for breastfeeding and weaning, and providing active 'stay and play' sessions
- 02.02.02g Ensure 80% of schools are delivering at least 2 hours of high quality PE every week in survey carried out- July 2007
- 02.02.02h Support schools to ensure that the emotional wellbeing of pupils is addressed effectively through the curriculum, through training of school staff, bringing in specialist mental health workers, and implementing the SEAL strategy effectively

#### **02.03.01 To deliver accessible, responsive, timely and appropriate adult care services for a diverse community**

- 02.03.01a Maintaining top performance on all national performance indicators including unit costs and value for money indicators
- 02.03.01b Full implementation of review of carers' services
- 02.03.01c Deliver improvements in services for people with sensory impairments to enable increased access to the range of services provided by the Council
- 02.03.01d Improve interpretation and translation facilities through building local voluntary sector capacity

#### **02.03.02 To promote independence and choice for vulnerable adults**

- 02.03.02c Develop strategy for implementation of individualised budgets, maximising efficiency by aligning resource allocation with individual choices
- 02.03.02d Full roll out of telecare programme
- 02.03.02e Develop electronic monitoring of home care services to deliver projected efficiency savings in 2008/09

#### **02.03.03 To ensure that care and support services are experienced by service users as 'joined-up' across organisational boundaries**

- 02.03.03b Integrate commissioning function across Adults Health and Wellbeing and PCT to improve value for money

#### **02.03.04 To promote effective working between Adult Social Care and Children's Services**

- 02.03.04a Ensure robust arrangements for joint working in place
- 02.03.04b Develop an integrated service approach to children whose parents are in receipt of adult mental health services

#### **02.03.05 To support vulnerable adults in making a positive contribution to their community**

- 02.03.05a To commission employment support services for people with disabilities and mental health problems

#### **02.03.06 To improve the links between targeted services for vulnerable adults and universal public and commercial services**

- 02.03.06a Roll out fully the LinkAge Plus programme
- 02.03.06b Ensure full opportunities for older and disabled people within developing Olympics strategy

#### **02.03.07 To reduce homelessness and meet the needs of vulnerable residents**

- 02.03.07a Review and redevelop Homelessness Strategy for completion in March 2008

**02.03.08 To maximise financial security and provide more effective financial advice to vulnerable groups**

- 02.03.08a Design and deliver a range of activities with key partners to: (i) improve levels of financial literacy, (ii) increase access to affordable banking and credit facilities and (iii) promote quality assured debt advice provision
- 02.03.08b Support the development of a corporate approach to dealing with debt particularly when dealing with vulnerable clients
- 02.03.08c Promote welfare benefit and tax credit take up in partnership with key Third Sector and statutory partners

**02.04.01 To continue to protect children from risk of harm and neglect**

- 02.04.01b Work proactively with schools to improve their practice in safeguarding children
- 02.04.01c Pilot a child and adult mental health project (CHAMP) to address the needs of children living with adults with mental health issues by March 2008

**02.04.02 Improve access and quality of support to children and young people with disabilities and their families**

- 02.04.02a Commission new support to families caring for disabled children to help them establish routines to assist in achieving sustainable care and promote their child's independence in the home
- 02.04.02b Review current provision of respite care, and improve consistency and accessibility of services
- 02.04.02c Undertake a holistic review of all services commissioned for children with disabilities and recommission according to need in March 2008, stripping out duplication, identifying gaps in service provision and achieving better value for money
- 02.04.02d Continue to develop an integrated approach to assessment of children with disabilities across the range of professionals and agencies providing support services
- 02.04.02e Clarify and refine support thresholds for children with disabilities
- 02.04.02f Implement the Lead Professional role
- 02.04.02g Participation Officer to undertake consultation with looked after young people with a disability to inform how the service is developed

**02.04.03 Strengthen our approach to partnership working in Children's Services, building on our Children and Young People's Strategic Partnership to provide effective governance and ensure delivery of priority outcomes**

- 02.04.03a Strengthen the interface between the CYPSPG and integrated delivery arrangements to ensure accountability and performance management are embedded
- 02.04.03b Maintain the Children and Young People's Plan (CYPP) as the key strategic document for guiding the partnership to deliver outcomes for children and young people

**02.04.04 To integrate assessment processes for children across the agencies and ensure that information is shared appropriately**

- 02.04.04a Use our Common Assessment Framework (CAF) evaluation framework to ensure our systems are embedded and effective in meeting children's needs

**02.04.05 Improve the database infrastructure in Children's Services, so that we can improve the ability of all children's services, including those in partner agencies, to offer a faster, more relevant and integrated service to vulnerable children**

- 02.04.05a Work towards improved tracking of vulnerable children through ContactPoint (previously known as the Information Sharing Index), by completing preparation for deployment by March 2008

**3. CREATING AND SHARING PROSPERITY**

**03.01.01 To develop the strategic framework to promote sustainable and socially inclusive development**

- 03.01.01a Adopt a statement of community involvement
- 03.01.01c Complete preferred options consultation on the central Area Action Plan

- 03.01.01d Complete consultation on issues and options for Waste Development Plan document
- 03.01.01e Complete Annual Monitoring Return
- 03.01.01f Develop effective relationships with key strategic stakeholders including the ODA, GLA, LTGDC, TfL and LDA and influence the development of their strategies
- 03.01.01h Develop a carbon reduction strategy, engaging the development industry and other stakeholders
- 03.01.01g Initiate a sustainable transport strategy
- 03.01.01i Undertake a refresh of the Regeneration Strategy

**03.01.02 To implement the Local Development Framework based area initiatives and secure benefits for borough residents**

- 03.01.02a Determine priorities for local development framework delivery
- 03.01.02b Preparing local development framework delivery documents
- 03.01.02c Representing the borough's interests in the development of major public infrastructure projects
- 03.01.02d Delivering high quality design and urban space which enhances built heritage
- 03.01.02e Working with the ODA, GLA/ TfL and LTGDC on planning for the Olympics and developing legacy initiatives such as the Olympic Boulevard, the Greenway, and Victoria Park as a means to develop Olympic places

**03.01.03 To improve the effectiveness of development control and building control processes**

- 03.01.03a Improve the pre-application advice process, particularly for major developments to support delivery of a more efficient development control process
- 03.01.03b Improve the process of negotiating and completing S106 legal agreements
- 03.01.03c Improve performance in processing Land Charges searches by the digital capturing of all data in the Land Charges, Planning and Building Control Services to secure projected medium term efficiency savings

**03.01.04 To support business information and networking**

- 03.01.04a Develop the East London Business Place demand/ supply chain model for SMEs in partnership with Canary Wharf Group and the other 4 host Olympic boroughs
- 03.01.04b Improve evidence based information on business community
- 03.01.04c Develop a co-ordinated approach to enterprise and business which maximises utilisation of resources

**03.01.05 To promote the borough to key stakeholders and promote key business sectors**

- 03.01.05a Raise the profile of the borough through effective marketing

**03.01.06 To develop an enterprising Third Sector**

- 03.01.06a Support entrepreneurial activity amongst the local population

**03.01.07 To harness community benefits by securing and effectively managing external resources**

- 03.01.07a Maximise external funding opportunities in line with Community Plan priorities

**03.02.01 Ensure young people benefit from economic growth in Tower Hamlets**

- 03.02.01a Support the transition of young people post 16 into further education, training or employment by more effective tracking and follow up through Personal Advisors
- 03.02.01c Improve career pathways through enhancing links between schools, other learning providers and employers in key growth sectors
- 03.02.01d Expand the New Start project, to provide more opportunities for young people not in education, training and employment by March 2008
- 03.02.01e Offer more employer-led career development programmes, including work experience and internship opportunities, in partnership with the Education Business Partnership by March 2008

- 03.02.01f Provide every young person with access to information about the range of employment, education and training opportunities
- 03.02.01g Develop and adopt of Tower Hamlets NEET (not in employment, education or training) reduction strategy, coordinating the work of all key stakeholders by September 2007

**03.02.02 To increase the capacity of local residents to compete for jobs**

- 03.02.02a Continue to deliver cost-effective Skillsmatch job brokerage service
- 03.02.02b To develop joint partnership programme of employability interventions to augment/ improve mainstream provision through the Employment Task Group
- 03.02.02c In conjunction with the other 4 host boroughs develop the business plan for the Local Employment and Training Framework (LETf)

**03.02.03 To increase access to employment for target groups**

- 03.02.03a Develop a pilot programme in partnership with PCT and Jobcentre Plus for clients on Incapacity Benefit seeking to return to work
- 03.02.03b Increase the percentage of NEETs entering employment
- 03.02.03c Number of under 25s (not on New Deal programme) assisted into employment by Skillsmatch

**03.02.04 To improve information and understanding of the complexity of worklessness and unemployment**

- 03.02.04a Continue to support the development of the City Strategy pilot
- 03.02.04b Understanding worklessness document produced

**03.02.05 To support parents who wish to return to work**

- 03.02.05a Audit current childcare provision and full and part time places in nursery classes/ schools and revise plan for development of provision accordingly

**4. LEARNING, ACHIEVEMENT AND LEISURE**

**04.01.01 To improve the standards of early years provision to give every child the best possible start in life**

- 04.01.01b Provide additional support to improve outcomes for language and communication and personal and emotional development in a range of settings including libraries

**04.01.02 Extend the opportunities for all children, including those with disabilities, to enjoy a range of activities outside of school including participation in play, culture, arts and school**

- 04.01.02a Provide a range of dedicated unsupervised outdoor play areas, skate parks, etc
- 04.01.02b Integrate 1 O'Clock Club services into a combined model managed by Children's Services
- 04.01.02c Develop with partners a play strategy for Tower Hamlets

**04.01.03 Through personalised learning accelerate improvements in attainment with a particular focus on Key Stage 1 and 3 and English and mathematics at GCSE**

- 04.01.03b Intervene more quickly to support children with special educational needs, reducing the need for statements and continue to support schools to develop inclusive teaching and learning programmes
- 04.01.03d Develop a borough-wide strategy for the effective use of a managed learning environment to promote a personalised learning
- 04.01.03f Ensure provision mapping links with prevention strategy, wider extended provision and common assessment and referral processes

**04.01.04 Maintaining a strong focus on securing the best possible outcomes for looked after children**

- 04.01.04a Work with schools and personal tutors to make sure that children and young people who are looked after by the local authority are encouraged to maintain high aspirations and are actively involved in setting their own learning targets

**04.01.05 As part of our 14-19 learner entitlement, raise both aspirations and skills to lead to increased level 2 and level 3 achievement at 19**

- 04.01.05a Plan 14-19 provision in order to meet the range of needs for all learners and secure better progression

**04.01.06 Improve behaviour and attendance and reduce exclusions from school**

- 04.01.06a Support schools in developing a wide range of school improvement strategies to improve behaviour and reduce incidents which lead to exclusion, by focussing on teaching and learning to improve pupil engagement, implementing the DfES Social and Emotional Aspects of Learning (SEAL) programme as part of our school partnership arrangements and working with the police, youth workers and the Third Sector to generate innovative ways to reduce levels of violence in schools
- 04.01.06b Establish secondary school partnership arrangements to support behaviour
- 04.01.06c Review multi-agency Pastoral Support Programmes (PSP) for pupils at risk of permanent exclusion
- 04.01.06d Extend work with faith groups, to increase attendance, particularly at primary level by addressing issues like term-time leave
- 04.01.06e Reduce exclusions in schools and their impact, by supporting schools to develop a wide range of strategies to reduce incidents which lead to exclusion
- 04.01.06g Increase training for governing bodies

**04.01.07 Enrich the curriculum offer, both within and beyond school, for all our children so that they enjoy learning, to offer a broad curriculum including creative and sporting activities**

- 04.01.07b Work through school sports partnerships and capitalise on the 2012 Paralympic and Olympics to increase the extent and quality of sports provision in schools, particularly in primary schools; ensuring children with disabilities are fully included
- 04.01.07c Develop the curriculum to address wider citizenship issues including violence and crime
- 04.01.07d Deliver schools and community based projects to increase awareness of hate crime and promote community cohesion

**04.01.08 To increase the participation of children and young people in decision making and community life**

- 04.01.08b Develop improved opportunities for involvement for Looked After Children

**04.01.09 To improve information, advice and guidance to all young people aged 10-19**

- 04.01.09a Through schools provide better early information advice and guidance to all young people, aligned with the curriculum
- 04.01.09b Personalise the advice and guidance available to young people at risk of becoming NEET
- 04.01.09c Renegotiate the delivery and outputs within the careers company contract, continuing to improve quality of information, advice and guidance being offered in schools, by March 2008

**04.01.10 To increase parental engagement in children's learning**

- 04.01.10a Develop integrated family support and parental engagement strategy across Children's Services
- 04.01.10b Increase the opportunities for family engagement and opportunities to learn and play together
- 04.01.10c Improve information families and children so that they are aware of the range of activities available to them, and their responsibilities, and improve home/school liaison through ICT
- 04.01.10d Consult with parents to develop services that support them and that ensure that their children achieve in an inclusive, effective education system



**04.01.11 To provide high quality places to go and exciting things to do that meet the needs of young people**

- 04.01.11a Redesign service delivery through the new Youth Service contract to increase the number of young people accessing youth work provision
- 04.01.11b Increase the number of schools that achieve local and national quality assurance awards for their extended services and out of hours learning

**04.02.01 To improve the quality of leisure provision and customer experience**

- 04.02.01a Establish a Leisure Centre Public Consultation Group
- 04.02.01b Increase the proportion of residents within 20 minutes' walking distance of a quality accredited facility to over 90% of the borough's population by increasing quality 'Quest' accredited leisure facilities from three to four by March 2008
- 04.02.01c Complete stage 3 of York Hall redevelopment plan

**04.02.02 To increase community engagement and participation in cultural activities**

- 04.02.02a Support and deliver a borough-wide programme of festivals and events reflecting the diverse needs of the community
- 04.02.02b Establish the Football Development partnership forum
- 04.02.02c Deliver a football development programme for 7-11s in schools and at the Football Development Centre
- 04.02.02e Increase usage of leisure centres of key target groups
- 04.02.02f Train 80 volunteers to support the delivery of sport in the borough
- 04.02.02g Utilise the Sport Search programme to improve young peoples' participation in sport
- 04.02.02h Upgrade the qualifications of 40 sports coaches
- 04.02.02i Enter 40 teams in the London Youth Games including 6 teams in disability sports activities
- 04.02.02j Deliver a programme of arts activity for young people (13 to 19 years old) at youth centres across the borough

**04.02.03 To improve participation in Idea Store, library and lifelong learning activities**

- 04.02.03a Improve user access to books, DVDs, CDs, the library catalogue, on-line services and information in Idea Stores, libraries and learning centres to services and increase participation to assist achieving reduction in unit costs
- 04.02.03b Undertake Idea Stores users' survey for people under 16 to improve knowledge and understanding of needs of under 16s
- 04.02.03c Increase the use of libraries and Idea Stores as a resource for children and young people in the borough

**04.02.04 To increase participation in sport and physical activity for the community**

- 04.02.04a Improve fixed play equipment on a range of sites
- 04.02.04b Increase visits to leisure centres by 15,000 in comparison to 2006/07 outturn

**5. EXCELLENT PUBLIC SERVICES**

**05.01.01 To ensure that the Council's response to greater and flexible freedoms for local government maximises benefits to local people**

- 05.01.01a Implement reorganisation of Council Services
- 05.01.01b Identify key elements of response and action to new local government legislation in terms of accountability arrangements

**05.01.03 To develop a high performance culture by investing in Council staff**

- 05.01.03a Implement new leadership programmes including programmes targeted at black and minority staff
- 05.01.03b Put processes in place to support and track the progression of staff
- 05.01.03c Develop the role of the Corporate NVQ centre and extend NVQ provision

**05.01.04 To develop organisational performance across the Council**

- 05.01.04a Undertake the second Council-wide staff survey
- 05.01.04b Co-ordinate the corporate liP assessment

**05.01.05 To champion further improvements in performance management across the Council and Partnership**

- 05.01.05a Co-ordinate agreed programme of service review and improvement work, including Business Process Improvement reviews
- 05.01.05b Further develop joint approaches to financial and performance management across the Council and Partnership
- 05.01.05c Oversee the implementation of the Council's approach to data quality
- 05.01.05d Develop and improve the Excelsis system to support consistent and embedded performance management across the Council
- 05.01.05e Support preparation for the CPA Corporate Assessment

**05.01.06 To provide a dynamic, outward-facing Overview and Scrutiny function**

- 05.01.06b Further strengthen the Health Scrutiny function
- 05.01.06d Raise the profile of Overview and Scrutiny with Members, partners and local communities

**05.01.07 Improve the quality of the Council's financial management**

- 05.01.07a Continue to integrate service and financial planning
- 05.01.07e Implement changes to the Local Government Pension Scheme
- 05.01.07f Continue to improve the Council's treasury management

**05.01.08 To ensure value for money in providing services**

- 05.01.08a Develop information on comparative value for money/ unit costs
- 05.01.08b Develop a strategic response to efficiency targets
- 05.01.08c Embed a culture of value for money in the organisation
- 05.01.08d Support service managers to embed value for money and generating efficiencies in their on going planning and service evaluation in Children's Services
- 05.01.08e Identify where unit costs are high in Children's Services and undertake more in depth benchmarking analysis to understand these better
- 05.01.08f Within Children's Services strengthen the interface between our medium term financial planning and the development of our commissioning intentions in order to maximise the opportunities for efficiencies
- 05.01.08g Maximise the potential for contracted work to deliver better value for money and efficiency in Children's Services
- 05.01.08h Complete an efficiency review of the Community Safety service

**05.01.09 To enhance the delivery of excellent public services through improved procurement**

- 05.01.09a Deliver cashable efficiency savings of 0.5% by March 2008
- 05.01.09b Introduce a whole life costing methodology to be utilised when planning projects and assessing tenders
- 05.01.09d Develop and implement contract management methodologies for both corporate and directorate managed contracts
- 05.01.09e Ensure that SMEs and the Third Sector are able to compete for Council business and that system changes cater for SME and Third Sector need
- 05.01.09f Use spend analysis to more effectively manage Council expenditure through demand management
- 05.01.09g Develop and implement sustainability policy for procurement
- 05.01.09j Gateway Review all procurement in excess of £250k in value
- 05.01.09m Further develop and embed the Children's Services commissioning unit to achieve better value for money and alignment across outsourced delivery

**05.01.10 To improve the quality of the Council's risk management**

- 05.01.10a Continue integration of risk management into Personal Performance Management training and ensure it refers to guidance
- 05.01.10b Continue to provide comprehensive up to date risk management training to Members and all third tier managers
- 05.01.10c Review and update the intranet information
- 05.01.10d Develop compliance checklist
- 05.01.10e Undertaking Directorate level review of compliance
- 05.01.10f Revise service planning guidance to ensure more explicit consideration about risk
- 05.01.10h Implement recommendations of the Audit Commission review of Risk Management

**05.01.11 To improve levels of attendance and health and well-being of employees**

- 05.01.11b Deliver high quality Occupational Health services to support managers to increase levels of attendance at work and reduce levels of sickness absence
- 05.01.11d Produce and deliver health promotions for 2007 which seek to improve the health and wellbeing of our staff
- 05.01.11e Market Health Screening services

**05.01.12 To enhance workforce and HR capacity**

- 05.01.12a Use workforce planning to identify priority areas for LBTH to implement initiatives to 'grow its own' workforce of the future
- 05.01.12c Develop joint working with Primary Care Trust and identify other possible joint initiatives with partner organisations to build capacity of human resources services

**05.01.13 To support the delivery of excellent public services through the appropriate use of technology**

- 05.01.13d Complete new ICT Working Environment in support of the Council's Accommodation and Flexible Working Strategies

**05.01.14 To develop internal communications that are targeted and purposeful**

- 05.01.14a Develop a refreshed internal communications strategy and action plan, including key messages
- 05.01.14b Review Pulling Together, to reduce costs and encourage greater interactivity with readers

**05.01.15 To ensure the efficient and effective use of Council accommodation resources**

- 05.01.15a Continue the implementation of the Council's agreed Office Accommodation strategy
- 05.01.15b Improve energy use in Council office buildings

**05.01.17 To increase the capacity of the Third Sector to participate in the planning and delivery of excellent public services**

- 05.01.17a Improve understanding of how resources are used with the Third Sector to ensure efficiency and value for money
- 05.01.17b Monitor the methodology to measure the impact of Third Sector work on the outcomes for service users
- 05.01.17c Develop Third Sector commissioning capacity within the Council
- 05.01.17d Implement a refreshed strategic framework for the funding relationship by: - Improved co-ordination of mainstream grants round;- Introduction of commissioning approach to allocation of Third Sector advice funding;- Embedded understanding across Council, statutory partners and Third Sector
- 05.01.17e Provision of support and assistance to frontline Third Sector organisations to enhance their ability to shape and deliver local priorities and increase participation and involvement of residents
- 05.01.17g Develop a Joint Programme of environmental projects and capacity building with Muslim Women's groups (Subject to outcome of 2006/07 LAA faith group initiative and 2007/08 funding)

**05.02.01 To improve the co-ordination and responsiveness of services to better reflect local people's needs**

- 05.02.01a Further develop the Partnership's approach to localisation, in the light of the Local Government White Paper and Bill
- 05.02.01c Enabling greater participation of LAP Steering Groups in designing interventions to support LAP action plans
- 05.02.01d Facilitating improved local coherence in service provision (e.g. through Better Tower Hamlets Teams, Associate Directors of Primary Care)

**05.02.02 To provide and co-ordinate the use of reliable information, research and analysis across the Council and the Partnership to inform effective decision making and evaluation**

- 05.02.02b Develop systems for more targeted information on performance and perceptions (communities and localities) and reporting to local people
- 05.02.02c Improve understanding of demographic trends and the nature of our local population and their implications for service development and delivery

**05.02.03 To support effective Member contribution**

- 05.02.03a Develop new approach to role of ward councillors in view of Local Government White Paper and best practice
- 05.02.03b To establish and ensure achievement of Service Standards for dealing with Members' enquiries

**05.02.05 To improve public understanding of Council services**

- 05.02.05a Implement Cabinet recommendations regarding East End Life to improve communications with local residents
- 05.02.05b Review the Council's advertising policies and practices to ensure they continue to represent best value and best practice
- 05.02.05d Develop a refreshed external communications strategy and action plan, including key messages and clear link to directorate priorities
- 05.02.05e Implement the recommendations of the communications review

**05.02.06 To improve access to services**

- 05.02.06a Develop a Corporate Customer Access Strategy, based on user choice customer preferences and demands
- 05.02.06d Develop and implement a strategic approach to the handling of face to face contact across the Authority
- 05.02.06f Continue to develop the call centre approach to maximise benefit from investment in Customer Relationship Management (CRM) technology
- 05.02.06g Establish targets and monitoring/ measuring methodologies for customer satisfaction with service contacts

**05.03.01 To promote and support community cohesion across all communities**

- 05.03.01a Extend the role of the Bridging Communities project
- 05.03.01b Implement agreed approach to more systematic tension monitoring
- 05.03.01c Work with the Interfaith Forum to facilitate cohesion work with new communities
- 05.03.01f Continue to strengthen partnerships between children and young people and faith institutions, developing children and young people's involvement in the Interfaith Forum by March 2008
- 05.03.01g Roll out a programme of cultural exchanges between young people in Tower Hamlets, through schools, youth work and other settings by March 2008
- 05.03.01h Continue to combat racism and all forms of discriminatory behaviour by continuing the roll out of all diversity awareness training and reporting of racist incidents and other hate crimes by March 2008
- 05.03.01i Disseminate best practice in support for newly arrived young children and young people with English as an additional language (EAL) in schools
- 05.03.01j Disability and gender equality schemes in place

**05.03.02 To support the continued effective development of the Tower Hamlets Partnership, ensuring both strategic and operational integration with the work of the Council**

- 05.03.02a Implement a comprehensive review of the borough's Community Plan (Tower Hamlets 2020), using the Olympics and their legacy to stimulate engagement
- 05.03.02c Implement robust systems for programme management, performance management and evaluation of the neighbourhood renewal programme

**05.03.03 To ensure a strategic approach across services to consultation with the public**

- 05.03.03b Build on good practice to maximise the impact of consultation and involvement exercises

**05.04.01 To ensure that the Council operates to the highest standards of equalities practice**

- 05.04.01a Maintain Level 5 of the Local Government Equality Standard and extend this to the Tower Hamlets Partnership
- 05.04.01b Refresh the Equality Action Plan with specific links to Equality Schemes (Gender, Race and Disability) and age, faith, and sexuality regulations and guidelines
- 05.04.01d Interpretation and Translation Guidance refreshed and agreed by Partnership

**05.04.02 To support the Tower Hamlets Partnership in ensuring that it engages effectively with all communities in the borough**

- 05.04.02a Work with Third Sector partners to implement Stronger Communities strand of Local Area Agreement
- 05.04.03a Implement recruitment and development initiatives to support achievement of all Workforce to Reflect the Community Strategy targets; Council wide and within Directorates

**05.04.03 To improve the extent to which the workforce reflects the community**

- 05.04.03b Developing programmes to support career pathways through the organisation so that BME staff can progress more readily into senior management positions- market these opportunities to BME staff, and mentors and coaches to support the programmes
- 05.04.03c Introduce new Aspiring Leader Programme for targeted staff in middle-grade posts (especially BME and disabled staff), to develop leadership skills through an accredited management development programme, secondments, placements and project work
- 05.04.03d Underpinning supervisory/ management training with an option for professional qualification training where appropriate
- 05.04.03e Positively respond to the new statutory requirement to promote the new statutory requirement to promote disability equality, age discrimination legislation, and changes in employment legislation