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# Tower Hamlets Strategic Plan 2018-21

Working together with the community  
for a fairer, cleaner and safer borough

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# Contents

Foreword – John Biggs, Mayor	3
Introduction by Will Tuckley, Chief Executive	6
Our Borough	8
Our priorities and outcomes	11
<b>Priority 1:</b> People are aspirational, independent and have equal access to opportunities	13
<b>Priority 2:</b> A borough that our residents are proud of and love to live in	18
<b>Priority 3:</b> A dynamic outcomes-based council using digital innovation and partnership working to respond to the changing needs of our borough	23
Our budget	27
Our performance	29
How to get involved	30





## Foreword

John Biggs, Mayor

### Working together with the community for a fairer, cleaner and safer borough

Tower Hamlets is the greatest place to live in London. We are a vibrant and diverse borough with a rich history. This Strategic Plan sets out our vision for how we will build on these strong foundations and channel the dynamism and vibrancy at the heart of the East End as we shape our future.

This plan sets out my key strategic priorities as Mayor and a vision for the kind of borough we want to be - working together to build a fairer, cleaner and safer borough. We cannot achieve everything we want alone, that's why the council will work closely with our partners to meet these challenges and help in a targeted way to the most vulnerable and provide world class universal public services to all our residents.

### Cleaning up our streets, cleaning up our air

Residents want to be proud of their local area. That's why over the past three years we've made cleaning up the borough a priority, keeping our streets clear of litter and introducing schemes like my Neighbourhood Refresh working with residents to make our streets safer and greener. In this plan we commit to new measures to increase our recycling rate, which both saves money in the long run and is better for the environment, as well as tackling our poor air quality and making the borough more accessible for pedestrians and cyclists.

Air quality cuts across borough boundaries, and this means working with other London boroughs and lobbying Government to get to grips with this. It means investing in cleaner technology but also behaviour change which is not something we can do alone, we have to work with others and persuade people to change. Despite cuts we are investing £13 million to improve our award-winning parks and open spaces as we know how valuable these are to local people.

### Making Tower Hamlets safer

Everyone has the right to feel safe and secure where they live and across the borough. That's why supporting the police to tackle crime and anti-social behaviour remains one of our top priorities. I'm committed to making our streets safer by using the council's resources to support the police locally and continuing to campaign against Government reductions in police funding which are putting public safety at risk.

The council currently provides funding for additional police officers, as I know residents want the reassurance of seeing police on the beat. We cannot replace every officer that has been lost as a result of Government cuts, but we will do our best, continuing to work closely with the police and other partners to tackle drug dealing and anti-social behaviour. I know that crime and fear of crime has a real impact on people's lives, and we will work tirelessly to tackle this.



## Putting young people and families at the heart of everything we do

Our young people are our future and I want every child in Tower Hamlets to have the best start in life. We will continue to ensure children are protected and supported, and we will invest in our schools, children's centres and nurseries as well as continuing to provide free school meals. The borough has outstanding schools and we will continue to work with the Tower Hamlets Education Partnership to develop that excellence and protect them from further Government cuts.



## Tackling the housing crisis

A home is at the centre of people's lives and we are taking steps on every front to tackle the housing crisis which affects the whole capital. We are well on our way to delivering 1,000 new council homes with a further 1,000 in the pipeline. One of my first acts as Mayor was to establish a Housing Affordability Commission which led to us reducing rents in new council homes to genuinely affordable social rents – something we will continue in our new council homes.

We will also work with housing associations and developers to ensure we build on our strong record which saw Tower Hamlets delivering the most affordable

homes in the country, and we will continue to ensure that appropriate infrastructure spending is invested where there is development, driving regeneration across the borough so everyone feels the benefit.

Our landlord licencing scheme and Renter's Charter is driving up standards in the private rented sector and we will seek to expand this. We continue to campaign for the Government to do its bit to tackle the housing crisis and give us the powers necessary to allow us to do more.

## Reducing Poverty and Inequality

Tower Hamlets is the fastest growing place in the country but not everyone feels the benefits of that growth or the opportunities it brings. Supporting people into work and training is vital to helping residents take advantages of those opportunities. Our WorkPath scheme in its first year supported over 5,000 residents into training or work including targeted support for the over 50s, young people through Young WorkPath, and

groups who traditionally have found it harder to get a job such as BME women.

We pay the London Living Wage to our staff and encourage employers in the borough to do the same, so people get a decent day's pay for work.

Tackling poverty should be at the heart of everything we do that's why on top of our multimillion pound Tackling Poverty Fund, this Strategic Plan includes many new measures to help those struggling most.

## Improving Health

Our NHS is 70 this year and we work with our committed local NHS providers to prioritise tackling health inequalities, mental health and invest in our health infrastructure. We will also have a focus on supporting older people to live independently and healthy lives, and tackling loneliness.





### **Building one community**

One of Tower Hamlets' greatest strengths is the diversity of our community. We have a proud history of standing up for each other as one community and celebrating our differences. Our most recent resident survey found that 86% of residents think people get on well together; however we remain vigilant against those who wish to divide us. The council's No Place for Hate Champions work with all our communities, and as Mayor I am committed to standing up to all forms of intolerance.



### **Being on your side**

The residents survey showed us that over two thirds of residents felt we were doing a better job than a year ago which is encouraging but we can go even further. We need to continue this improvement. We will stand up for our community against Government cuts to funding which are hitting hard in Tower Hamlets. We will work with our MPs and the GLA to make the case for what our borough needs to thrive. Despite the scale of the cuts to our budget we have protected the frontline services that matter to residents, but have had to do more for less and change the ways we work to



make our services more efficient. We need to make the case that we are the engine room of the London economy and this growth needs proper investment to make it sustainable.

### **Our journey to being a fairer, cleaner and safer borough**

The borough has come a long way in the last three years, we are more outward looking and have had to change the way we do things, so that despite funding cuts we not only protect frontline services but also continue to modernise and improve them. We are a growing borough, more people



are choosing to live here and we remain a hub of economic growth. This is a vote of confidence and it brings many benefits, but also challenges and these benefits have not always been shared equally.

This vision sets out how we keep Tower Hamlets the most exciting place in the world and making it work for everyone who lives here.



## Introduction

**Will Tuckley,  
Chief Executive**

This Strategic Plan sets out how the council will deliver the priorities of the new Mayoral administration and how we will continue to progress our long term ambitions for the Borough.

### A Plan for Improvement

The council's activities are focussed around three priority areas. These recognise the challenges faced by many in our communities and seek to ensure that there is greater independence and equality for all, better access to opportunities, and that the borough is an attractive place where people love to live.

To ensure that we make the most effective use of resources the council has been changing the way in which it operates and how it is structured. This transformation programme is already helping us to ensure that council services continue to improve and deliver best value, and we will continue to develop and consolidate this work over the coming months, establishing a Transformation and Improvement Board to maintain the focus and pace of change in key areas.

### Making Good Progress

The council has made significant progress in relation to the Ministry of Housing, Communities and Local Government's intervention requirements and we are hopeful that the remaining reporting arrangements can be lifted soon. We have taken swift action to address the inadequacies identified by Ofsted in Children's Social Care, and the inspectors are 'encouraged' by our progress to date. We will continue to work hard with our staff, partners and service users to meet the ambition of moving to a 'good' assessment by spring of 2019.

To further support our improvement drive we invited a team of peers from the Local Government Association to review our approach and will be implementing their suggested actions. This included increasing the pace of transforming the council and improving the culture of the organisation to make sure we are more outward facing. We are making good progress in the development of the new Town Hall which will further support our drive to be an organisation that is fit for the borough into the future.

### Working Collaboratively

Our transformation programme will help us to ensure that we can make the best use of limited resources, but budget constraints mean that we cannot deliver everything. We will work to further develop our relationship with key partners, stakeholders and with staff to make the best use of scarce public resources and become more than the sum of our parts.

A refreshed Tower Hamlets Plan will guide our actions to work in a more innovative and collaborative way with our partners. With social value and impacts in mind we will seek to commission services locally when other organisations are in a better position to provide and where the best outcomes for the community can be ensured.

## Our Service Priorities for 2018-19

### Safer Communities & Anti-Social Behaviour (ASB)

The Mayor and council continue to work closely with and support the police to understand local challenges and co-ordinate actions to tackle crime and ASB. Progress has been made but we recognise that more needs to be done to address current issues such as youth violence and knife crime. As well as the Mayor's investment in additional police officers the council has been reviewing its own enforcement services and has been trialling different approaches to community safety in parts of the borough. We will bring this work together and define the future approach to crime and ASB, with the oversight of a high level Crime & ASB working group.

### Housing & Capital Delivery

Last year, more affordable homes were built in Tower Hamlets than anywhere else in the country, yet the lack of affordable housing was the number one concern for our residents. There will be more new council homes. The council will continue to seek to ensure that as many affordable homes as possible are included in new development schemes, and that all schemes deliver good design and liveability. The Neighbourhood Refresh scheme is a driver for improvements to infrastructure and the public realm, including highways and parks, and this work will continue with a stronger collaborative area based approach.

### Better Local Environment & Cleaner Streets

We will continue to deliver the actions set out in our Air Quality Action Plan, tackling local sources of pollution and working with partners and external organisations to make progress at pace. We will continue to seek ways to further improve our waste and recycling performance including developing a new strategic approach ahead of action to procure future waste

and recycling services to run from when the current contract expires.

### Work & Greater Prosperity

Following the launch of Workpath we are supporting more people into training to gain the skills they need to access local jobs. We will build on this success through greater development of our partnership with schools, Tower Hamlets College and other education providers, working with others on initiatives to encourage and support our young residents to pursue their aspirations.

### A Refreshed Approach to Regeneration

Our new Local Plan sets out the framework for local development and infrastructure for the years to come. Alongside this key document the council will develop a refreshed approach for regeneration, drawing together key service strands and investment programmes to maximise the potential for regeneration within a clear and focussed set of priorities.



### Conclusion

Tower Hamlets is a wonderful and dynamic place in which to live but significant challenges exist for some people. Our strategic plan approach seeks to ensure that everything we do is directly linked to achieving the best possible outcomes. I look forward to working with colleagues in delivering this challenging, but at the same time rewarding, programme for the year to come.



# About Tower Hamlets

## POPULATION

**304,900** people live in Tower Hamlets



One of fastest growing populations in England: expected to reach **365,200 by 2027** - 15 new residents per day



**47%** of residents are aged **20-39** - the highest percentage in the UK



Home to the **largest Bangladeshi population** in the country who comprise 1 in 3 residents



**4 in 10** residents were born outside the UK



## EDUCATION

**65%** of pupils achieve passes in Maths/English at level 9\_4 (broadly equivalent to the previous 5 GCSEs at grades A\* - C measure)



**137** different languages spoken in schools



**1 in 2 adults** hold higher level qualifications



## ECONOMY

**3rd largest** economy in UK



**16,800** businesses and **278,000** jobs



Borough expected to gain **110,000 more jobs by 2026** - 30 new jobs per day



## HOUSING

Average **house price** is **double** the national average (£498,598 vs. £240,860).



**4 in 10** homes are now privately rented



## TRANSPORT

Well connected - **31 stations** and **46 bus routes**



53.3km of **cycle networks**



Over **200,000 commuters** travel into the borough every day



## PLACE & CULTURE

Over **200 parks** and open spaces



**22 art galleries** and **6 museums**



Over **1,000** listed buildings and **58** conservation areas



**3 city farms**



## WELLBEING

**8 in 10** residents have good or very good health





# Key Challenges

## POVERTY AND WORKLESSNESS

**10th most deprived** local authority in England



**4 in 10** households live below the poverty line



**15%** of households have non adult employment



**Around 1 in 5** residents earn below the London Living Wage



## CRIME

Crime is up - **32,233 crimes** reported in 2017-18



**756 racist and religious hate crimes** - 2nd highest in London



## HOUSING

3 in 10 households rely on **housing benefit** to pay their rent



**18,726** on housing waiting list - 2nd highest in London



**35,110** additional homes are needed by 2029



## HEALTH AND SOCIAL CARE

**2,769** Children in need



43% of year 6 children **overweight** or **obese**



Lowest disability-free **life expectancy rates** in London (56.9 men; 56.4 women)



**Highest rate of social care** need among older residents in England: 12,235 users per 100,000 population



Older population set to be fastest growing age group: **39% increase** expected by 2028



## ENVIRONMENT

3rd highest **CO2 emitter** in London



Only **27%** of household waste is recycled



# What our residents think

Key points from ARS 2018) - positive and negative points

## THUMBS UP

**69%** agree the council is doing a good job

**65%** agree the council is efficient and well run

**74%** say they trust the council a great deal or a fair amount

**79%** are satisfied with their area as a place to live

**86%** feel people from different backgrounds get on well together

## THUMBS DOWN

**54%** feel the council is difficult to get through to on the phone

**Just half** of residents felt the council was open and transparent about its activities

**Top 3** resident concerns are: crime, lack of affordable housing and litter/dirt in the street

**1 in 4** were concerned about paying their rent or mortgage

**60%** feel people using or dealing with drugs is a big problem in their local area

The borough profile brings together a wide range of facts and figures about Tower Hamlets and its population. The profile provides further insight about needs across the population and outlines the current and future challenges for the borough. The borough profile is on our website:

[https://www.towerhamlets.gov.uk/lgnl/community\\_and\\_living/borough\\_statistics/borough\\_statistics.aspx](https://www.towerhamlets.gov.uk/lgnl/community_and_living/borough_statistics/borough_statistics.aspx)

# Our priorities and outcomes



## Priority 1:

People are aspirational, independent and have equal access to opportunities

- People access a range of education, training, and employment opportunities
- Children and young people are protected so they get the best start in life and can realise their potential
- People access joined-up services when they need them and feel healthier and more independent
- Inequality is reduced and people feel that they fairly share the benefits from growth



## Priority 2:

A borough that our residents are proud of and love to live in

- People live in a borough that is clean and green
- People live in good quality affordable homes and well-designed neighbourhoods
- People feel safer in their neighbourhoods and anti-social behaviour is tackled
- People feel they are part of a cohesive and vibrant community



## Priority 3:

A dynamic outcomes-based Council using digital innovation and partnership working to respond to the changing needs of our borough

- People say we are open and transparent putting residents at the heart of everything we do
- People say we work together across boundaries in a strong and effective partnership to achieve the best outcomes for our residents
- People say we continuously seek innovation and strive for excellence to embed a culture of sustainable improvement

We will achieve these outcomes by focussing on:

- Prevention and early intervention
- Tackling the underlying factors of poverty and inequalities
- Building strong and resilient communities where people are empowered to help themselves and support each other
- Achieving the best outcomes for the investments we make
- Having a strong customer focus
- Working with our partners through the Tower Hamlets Partnership
- Continuing to transform our services so that they are fit for purpose



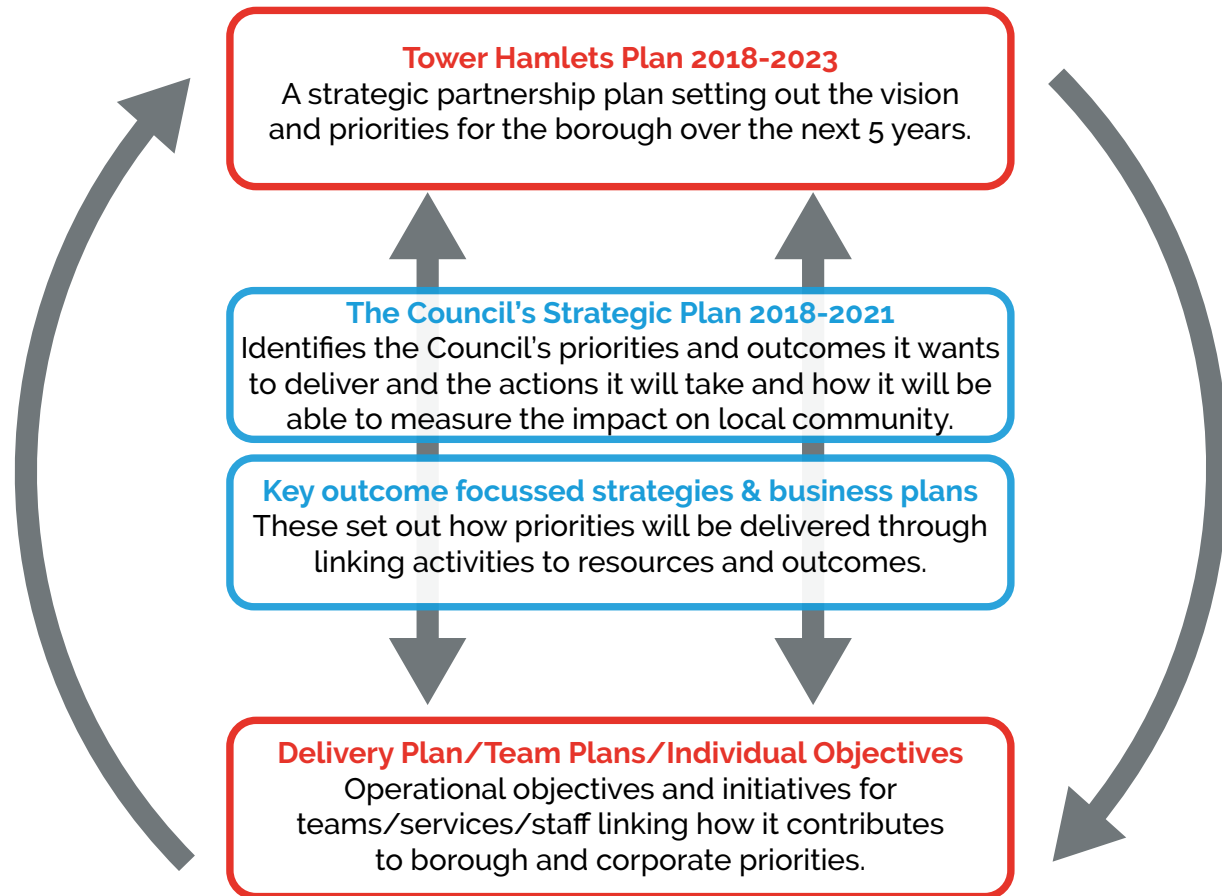
# Working in partnership

The Tower Hamlets Partnership brings together statutory, business, voluntary sector and the local community together to improve the lives of all those that live, work and study in the borough. The Tower Hamlets Plan 2018-2023 sets out the priorities the partnership will collectively address to improve outcomes for local people. The Strategic Plan outlines the council's contribution to delivering partnership priorities as well those set by the Mayor through his manifesto.

These Plans have been made utilising evidence from a range of sources including:

- Borough Profile - Data about local people and their needs
- Engagement with local people and stakeholders
- Review of national and regional policy context
- Ambitions set out in the Mayor's Manifesto

## The Council, working in partnership to deliver for its citizens





## Priority 1:

# People are aspirational, independent and have equal access to opportunities

We want to ensure that our residents can achieve their aspirations and gain from the benefits of living in a borough that is economically vibrant, resilient and diverse. Tower Hamlets has the third largest economic output in the country and some of the best schools too, but despite these positive factors many of our residents, and particularly young people, find it very difficult to access good quality jobs in

the borough. With the successful launch of Workpath we are helping more people to develop their skills and knowledge but we will be doing more to support residents into decent employment.

We will work hard to ensure that our children and young people get the best start in life, grow up in a safe environment, free from harm, and that that everyone that needs it is supported to achieve

better outcomes for themselves, their family and community. We have already made significant improvements in our safeguarding arrangements and will continue to strive to ensure that this focus on improvement continues.

Our roads and routes to school are being improved with safety in mind and we are implementing plans to improve the air that we all breathe. Through effective targeted early intervention we will support our most vulnerable residents to flourish, progress and tackle inequality they face. At the same time we will provide excellent services to all our residents.

We have identified four overarching outcomes under Priority 1 that the council's actions for the coming year are focussed on achieving and these are described in more detail in the section that follows.



## Outcome:

### People access a range of education, training, and employment opportunities

We want a thriving local economy and for our residents to be enabled to benefit from the unprecedented business growth in the borough. We will support local entrepreneurs and establish a Commission to examine what actions can be taken to support and enhance the local economy throughout the Brexit process and beyond. We will work with our partners to remove barriers to employment, providing

excellent education, training and job brokerage, supporting 5,000 residents into employment through the WorkPath service.

With the Tower Hamlets Education Partnership we will continue to further improve educational attainment and outcomes, and to strengthen soft skills and the post 16 offer for those entering sixth forms, colleges or apprenticeships.

We will work with businesses to generate work placements, supporting them to create 1,000 apprenticeship opportunities, opening pathways into sustainable employment at or above the London Living wage. We will ensure that local childcare provision is better matched to the needs of families by supporting actions to provide additional services, with the aim of ensuring that sufficient childcare and early education spaces are provided where they are needed.

## What action will we take?

We will:

1. Deliver a range of ESOL, basic skills, apprenticeship and employment initiatives across the borough to help residents into work, including those from disadvantaged groups, and to our most vulnerable groups for whom we have a statutory responsibility
2. Develop and deliver the Growth Strategy including a programme of support for local businesses
3. Implement a programme of improvement initiatives to High Streets and Town Centres, including the roll out of Wifi
4. Work with partners to improve educational attainment and progress for our children and young people
5. Ensure that there are sufficient childcare and early education spaces provided in Tower Hamlets

## What will we measure?

- Proportion of pupils attending school regularly (termly)
- Percentage of 16 to 19 year olds who are not in employment, education or training (quarterly)
- Number of businesses supported through council business development activities (quarterly)
- Residents supported into work by the council's WorkPath partnership provision (quarterly)





## Outcome:

### Children and young people are protected so they get the best start in life and can realise their potential

We want children and young people to be able to live in a safe environment, ensuring the best health and developmental outcomes. We are on a journey of improvement in our Children's Social Care Services and despite making significant progress we are not complacent about the challenge ahead. We will continue to prioritise early intervention and prevention through our work

on early help, ensuring effective safeguarding and tackling inequality. We will support the recruitment and development of highly skilled workers to support our children, young people and their families. Thousands of our young residents (aged 12-19) will continue to have free access to activities, including sport, games, arts, music, at state of the art facilities including our youth hubs.

## What action will we take?

We will:

1. Redesign services to ensure children and young people can access the right services at the right time to seek to prevent their needs escalating
2. Improve our engagement with children and young people so they feel empowered and included in decision making
3. Work with partners to formulate a robust and proactive response to all forms of exploitation of children in Tower Hamlets
4. Develop a social work academy, incorporating our new model of social work, to ensure we have a strong, sufficient and effective workforce

## What will we measure?

- % of Single Assessments completed within 45 working days (quarterly)
- Average time between a child entering care and moving in with adoptive family (quarterly)
- % of children receiving child protection visit within the past four weeks (quarterly)
- % of child protection reviews carried out within statutory timescales (quarterly)
- % of children in need visited within the last four weeks (quarterly)
- % of care leavers in Employment, Education or Training (quarterly)
- % of youth service users who attend regularly (quarterly)
- The number of individual children and adults reached by the council's children's centres (quarterly)

## Outcome:

### People access joined-up services when they need them and feel healthier and more independent

Good health is important for wellbeing but we know that our population experiences some of the lowest healthy life expectancy in the country. Childhood obesity levels in Tower Hamlets are significantly higher than national levels, and there is evidence of widespread nutritional deficiencies. Obesity in adulthood is also prevalent as are conditions such as cancer, circulatory and respiratory disease.

Risky behaviours such as illegal drug use also impact on health and longevity. There are relatively high numbers of residents with a learning disability or with a serious mental health condition. The older population of the borough is relatively small but growing, and we expect demand for social care to increase in future. We want to address the wider determinants of physical and mental health to prevent health issues from occurring. When they do occur,

we want to intervene at an early stage and empower people to be as independent as possible. To this end we will promote healthy lifestyles and work to ensure that when people do require care and support, it is readily accessible, of the highest possible standard and personalised to meet individual need. We will work closely with partners in the local NHS through the Tower Hamlets Together (THT) partnership to integrate adult social care, children's social care and health services to offer more holistic and effective care to residents and to give people greater control over their daily lives and the services they access.

Sporting and cultural activities are also a key to health and wellbeing across all ages and communities and the council will aim to deliver and facilitate programmes and events in good quality, accessible facilities.

## What action will we take?

We will:

1. Empower adults social care users and carers by enabling them to exercise greater control over their care and support
2. Further develop the integration of health and social care services and pathways to ensure that people are cared for in the most appropriate setting
3. Support carers to stay healthy and have a life outside caring, preventing unpaid care from breaking down
4. Prevent and tackle loneliness and social isolation
5. Drive innovation and promote independence by utilising technology to support vulnerable adults and carers
6. Reduce levels of poor nutrition, overweight, obesity and dental caries in children and young people
7. Improve our sport, cultural and recreational offer to residents

## What will we measure?

- % of service users and carers receiving a Direct Payment (quarterly)
- Increase in the number of carer assessments being carried out (quarterly)
- Increase in the number of residents being supported through Assistive Technology (quarterly)
- Permanent admissions to residential and nursing care homes (65+) per 100,000 population (quarterly)
- Number of patients that attended the NHS Health Checks during the year in the 50-74 age range (quarterly)



## Outcome:

### **Inequality is reduced and people feel that they fairly share the benefits from growth**

We want our residents to have opportunities and the support they need to be free from poverty and to enjoy the benefits of a prosperous borough. In Tower Hamlets the greatest inequalities are experienced by people in terms of their health, employment and housing. Poverty is often the underlying challenge and close to a third of children are living in families below the poverty line - the highest rate nationally and well above the London average. But

people also experience systemic inequalities, needing support to improve their household income and to overcome barriers to having better health, career opportunities and decent housing.

The number of people claiming in work benefits has increased and Welfare Reform is estimated to affect over 40,000 (45 per cent) of all working age households in the borough.[1] Through our Tackling Poverty Fund we will continue to protect those residents struggling to make ends meet and provide more support for schemes to help residents out of poverty and into employment.

The benefit cap has made it very difficult for workless households to be able to find or maintain affordable accommodation within the borough. We will strive to improve access to affordable housing for residents through our actions to further increase the number of homes. Our adult learning and employment skills offer will include targeted provision for those furthest from the labour market, providing support towards decent employment for those in most need.

## What action will we take?

We will:

- 1. Launch our in-house advice and support service for households moving to Universal Credit to help them manage the transition more effectively**
- 2. Run an awareness and engagement campaign for Universal Credit prior to its introduction in relevant postcodes and liaise directly with Department of Work and Pensions on complex cases**
- 3. Use our planning powers to secure affordable and accessible housing within new developments**
- 4. Develop a broad adult learning and employment skills offer, including targeted provision for those furthest from the labour market**
- 5. Deliver the second phase of the Somali Task Force, including the establishment of a community hub with a Somali focus, and deliver a Somali graduate programme**

## What will we measure?

- Women supported into work by the council's WorkPath provision (quarterly)
- Residents from BAME backgrounds supported into work by the council's WorkPath provision (quarterly)
- Percentage of Idea Store Learning adult learners who come from the most deprived postcode areas (termly)
- Affordable housing percentage secured at planning permission stage from all developments meeting the thresholds for providing affordable housing (quarterly)





## Priority 2:

**A borough that our residents are proud of and love to live in**

We want Tower Hamlets to be a place where everyone can prosper, live safely and lead a healthier life. The lack of availability of affordable homes is the top concern of our residents. The delivery of new and refurbished good quality affordable housing is essential if we are to continue to provide opportunities for households, and in particular those in high priority need, to have a decent home in which to live

and thrive. We are determined to build on our strong track record of delivering large numbers of affordable homes for local people, meeting the needs of our growing population through investment and careful planning, and creating 1,000 new council homes over the next four years.

We know that crime and anti-social behaviour (ASB) remains a key concern of residents and that recently some types of crime have been rising. Council funding has been made available to provide additional local policing resources. We have been trialling new approaches to community safety and there have been some successes, including in tackling drug related crime, but we recognise that yet more needs to be done. Our enforcement services are a key element in tackling ASB and we will be making the coordination of this council provision with the activities of our partners a high priority, so as to ensure that we are more effective in dealing with crime and ASB across the borough.

The Neighbourhood Refresh initiative is an area based approach to improving the environment in which we live. We will build on this approach and develop our capacity to deliver improvements such as parks refurbishments, highways infrastructure and new green and public spaces.

We will also review our approaches to waste management and recycling, making services much more responsive and increasing the proportion of material that is recycled. There will be a new vision for regeneration further ensuring that our services and activities are co-ordinated and focussed around the principles of our Local Plan, the ambitions of our Tower Hamlets Plan and the strategic outcomes for our borough residents.

We have identified four overarching outcomes under Priority 2 that the council's actions for the coming year are focussed on achieving, and these are described in more detail in the section that follows.

## Outcome:

### People live in a borough that is clean and green

We want residents to enjoy a good quality of life in an environment that has a positive influence on everyone's health and wellbeing. To achieve this we must take further strides to improve air quality, reduce carbon emissions, tackle fuel poverty and become a more environmentally sustainable and attractive borough. Poor air quality causes 9,500 early deaths in London every year. In our borough, air quality is primarily affected by traffic fumes and construction. We are committed to improving local air quality by implementing the actions set out in our Air Quality Action Plan.

A new Transport Strategy for the borough will improve transport options and reducing the impacts of traffic on our residents, making our borough one of the best in London for walking or cycling. Through our planning policy we will work to ensure major developments progress towards achieving zero carbon status, and

the council's assets and housing stock is being made ever more energy efficient.

We want the borough to be clean and attractive place but litter, fly tipping and graffiti on our streets has a detrimental impact on life for residents and visitors. We will tackle these through more efficient and effective services, backed up with investment and enforcement when necessary.

We are committed to improving our recycling rates over the next four years and want to reduce the overall amount of waste produced, at the same time ensuring convenience and value for money in the way that our waste is collected and managed. A new strategic approach for waste management will boost recycling of waste from all sources, including on housing estates, and we will work to achieve zero waste for the borough's markets.

We are committed to protecting and maintaining our parks and open spaces and the council will continue to invest in the public realm to create attractive, liveable, well-maintained neighbourhoods.

## What action will we take?

We will:

- 1. Identify ways to reduce the carbon footprint and emissions from our activities**
- 2. Develop a new Transport Strategy for the borough and make our borough one of the best in London to walk or cycle in, improving road safety and delivering a new parking policy.**
- 3. Implement a range of air quality improvements (including transport technology improvements and the Zero Emissions Network)**
- 4. Deliver a programme of cleanliness, waste and recycling improvements throughout the borough**
- 5. Improve our public realm including our parks, other open spaces, so that they are more attractive and better used**

## What will we measure?

- % of household waste sent for reuse, recycling and composting (quarterly)
- Level of street and environmental cleanliness: litter (twice per year)
- % of residents who rates parks and open spaces as good, very good or excellent (annual)



## Outcome:

### People live in good quality affordable homes and well-designed neighbourhoods

We want the borough to be a place where people are proud to live and enjoy their lives. Accessing good quality, affordable housing is an ongoing challenge in a borough which has a fast growing population, low income levels for many households and a fast growing private rented sector with high private rents and house prices. Maximising the delivery of affordable homes and improving the quality and management across all housing tenures is therefore paramount.

We will continue to increase the supply and delivery of affordable homes by building new council housing, supporting the delivery of new housing at affordable rent levels by registered providers, and maximising the number of affordable homes secured through the planning process. We will continue to drive up the quality of housing across all tenures, including the private sector, through increased licensing and enforcement, and will improve standards across social housing through stronger management.

We will refresh our approach to Regeneration, including environmental improvements, across the borough; continuing our programme of estate regeneration and delivering the Better Neighbourhoods Programme, so that growth across the borough is coordinated and shaped in such a way that everyone shares the benefits.

## What action will we take?

We will:

- 1. Increase the supply and delivery of all types of affordable homes, including new council housing, bringing empty properties back into use and making the most effective use of the existing stock**
- 2. Improve the quality and management of social and private housing in the borough through delivering the Better Neighbourhood Programme, supporting housing associations in managing their stock and extending use of licensing and enforcement in the private sector**
- 3. Deliver a programme of regeneration on the Ocean Estate, Blackwall Reach, Chrisp Street and Poplar Riverside**
- 4. Manage housing infrastructure pressures through a new Local Plan**

## What will we measure?

- Number of affordable homes delivered (quarterly)
- Lettings to overcrowded households (quarterly)
- 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 (quarterly)
- Number of households living in temporary accommodation (quarterly)
- % of residents who are very/fairly satisfied with the area as a place to live (annual)



## Outcome:

### People feel safer in their neighbourhoods and anti-social behaviour is tackled

We want to ensure that residents feel safe in their homes and in the streets of Tower Hamlets. Through the Community Safety Partnership (CSP), we will work closely with the police and other partners to deliver initiatives and actions which improve safety in the borough. The CSP Plan sets out how we will address four key challenges – Anti Social Behaviour (including drugs & alcohol), Violence, Reducing Re-offending and Hate Crime, Community Cohesion & Extremism.

ASB and drug use remain areas of top concern for residents and our response to these problems includes improving reporting arrangements, enforcement action to reduce graffiti, littering, noise nuisance and street drinking, clearer treatment pathways for those with an addiction, and better support for victims. We will target and support offenders to stop re-offending, and take enforcement action against those

who refuse our help, working with communities to involve them in solutions.

A Member-led Serious Violent Crime Taskforce will be set up to engage all stakeholders in the fight against serious violent crime, and we will expand the reach of our Rapid Response Service to engage residents aged 18-24 who are at risk of gang involvement.

Whilst many of our residents agree that people from different backgrounds get on well together, the borough has seen increases in levels of hate crime in particular racist and religiously motivated hate crimes over the last two years. Our work to promote cohesion, such as the No Place for Hate campaign, will continue and we will provide support and protection for victims, including the publication of a Violence Against Women & Girls (VAWG) Charter.

## What action will we take?

We will:

- 1. Work with partners to tackle all violence including serious youth violence and violence against women and girls**
- 2. Provide support and protection for victims**
- 3. Publish a VAWG Charter setting out the rights of victims and the local support available**
- 4. Extend the reach of our Rapid Response Service to better engage with those at risk of involvement in gang related violent crime.**
- 5. Work with partners and the community to tackle crime and anti-social behaviour associated with the illegal supply of drugs and the misuse of alcohol, including treatment for those with an addiction**
- 6. Work with partners to reduce re-offending, focussing particularly on offences that have a big impact on the communities' feelings of safety and security**
- 7. Work with partners to address hate crime, tackle extremism and promote community cohesion in the borough**

## What will we measure?

- Level of street and environmental cleanliness: graffiti (twice per year)
- Proven re-offending by young people - % of cohort that reoffends (quarterly)
- % of ASB investigations closed which have resulted in a positive outcome (quarterly)
- % of victims of violent crime, including hate crime, who were satisfied with the victim support they received (quarterly)
- Number of individuals causing drug / alcohol related crime or ASB required to engage in structured treatment programmes via criminal or civil orders (quarterly)



## Outcome:

### People feel they are part of a cohesive and vibrant community

Our diversity is a source of great strength and something to be celebrated and nurtured, but it also presents us with challenges. Whilst 86% of residents say that people from different backgrounds get on well together, people have also told us that different communities in the borough lead 'parallel lives'. There is a growing focus on social integration both nationally and regionally; the Government released its Integrated Community Strategy Green Paper and the Mayor of London released its

own social integration strategy for London in March this year.

We welcome this and will be developing our local approach to community cohesion to build one community which reflects the national and regional strategies as well as local needs and priorities. Through this, we will work to build and sustain a culture of mutual respect and active engagement, where people look out for one another, and where there are real opportunities to understand and appreciate our differences so that they don't become barriers.

We will welcome new communities moving into the borough; support them by offering advice, guidance and ESOL support; and help them with opportunities to volunteer in their local areas so that feel a part of the community. We will ensure that the role of Eastend women is celebrated and identify further steps to improve gender equality. We will support a range of events to bring together people from our diverse community.

## What action will we take?

We will:

1. **Work with local communities to bring people together to celebrate the diverse cultures of our borough and promote community cohesion**
2. **Work with faith communities to improve mutual understanding, increase tolerance and strengthen links between different faith communities and those of no belief**
3. **Actively engage with LGBT residents to improve service provision and representation**
4. **Work with residents to develop a strategic approach to cohesion and social integration that meets local needs including funding work to address the impact of development on community cohesion**
5. **Roll out a programme of support for refugees and new migrants to help them play a fuller role in our borough, reducing barriers between new and existing residents**
6. **Actively monitor and tackle emerging tensions and issues within and between communities including those generated by hate crimes or extremism**
7. **Celebrate the history and heritage of the borough and all its people**

## What will we measure?

- % of residents who believe that people from different backgrounds get along well together (annual)

## Priority 3:

# A dynamic outcomes-based Council using digital innovation and partnership working to respond to the changing needs of our borough

We live and work in a city and a borough of rapid change and growth bringing both benefits and challenges to its communities.

The council must work within the resources that are made available to it by Government, and some that it can secure through other sources, to achieve the best possible outcomes for residents through the efficient and effective use of those resources.

The council has been transforming its structures and this redesign will continue at pace so that we are ever more responsive to the changing environment in which



we operate. We will continue to develop more collaborative ways of working and are open to new ideas and approaches. We are working to improve the ways in which we connect with communities and how residents communicate with the council. Investment in new technologies and improved design of communication systems are being implemented to make these contacts easier and more effective, and the Idea Stores will be further

developed to support this.

We can only be an effective council if we are a good employer of people. It is an asset that many of our staff also live in the borough, having a direct connection with the services that we provide, and there is a keen understanding across the council that everything we do has an impact on the lives of our residents. We want Tower Hamlets to be recognised nationally and locally as an

inclusive employer that recruits, develops and supports staff from different backgrounds so that we can continue to reflect, and better understand, the population that we serve and its changing needs.

We have identified three overarching outcomes under Priority 3 that the council's actions for the coming year are focussed on achieving, and these are described in more detail in the section that follows.





## Outcome:

### People say we are open and transparent putting residents at the heart of everything we do

We want our services to be accessible to all our residents including those who face inequality. We will redesign our services around our customers' needs, consolidating and simplifying the way we do things and embracing technology to make the most of our resources. We are investing in making our infrastructure fit for purpose, and by improving our web site and digital service we plan to support a

shift from phone and face-to-face customer contact to online contact and transactions. This transfer will make information about the council and its services more open and transparent and enable us to focus our attention on better supporting our more vulnerable residents.

Our Community Engagement Strategy 2018-21, developed with our partners and the wider community, seeks to enable strong, active and inclusive communities who can influence and shape the borough in which they live and work.

## What action will we take?

We will:

1. Redesign our services around our customers' needs, consolidating and simplifying the way we do things
2. Improve our customer services by increasing the availability of digital transactions and services, make it easier to contact us by telephone, and provide a greater range of services at our Idea Stores
3. Provide citizens with the skills and tools which will empower and enable community participation
4. Identify and use community assets including the skills, knowledge, experience and enthusiasm of residents to shape our priorities and services
5. Deliver a comprehensive learning and development programme for Councillors and provide them with the right tools to support effective decision making.

## What will we measure?

- Customer access overall satisfaction (quarterly)
- Percentage of Freedom of Information requests responded to on time (quarterly)
- Number of residents subscribed to council email newsletters (quarterly)
- % of users who rate libraries/Idea Stores as good, very good or excellent (annual)
- % of residents who agree a great deal / to some extent that the council involves residents when making decisions (annual)
- % of residents who trust the council a fair amount/a great deal (annual)



## Outcome:

### People say we work together across boundaries in a strong and effective partnership to achieve the best outcomes for our residents

We want to be an effective and efficient council delivering best value across all of our services. We will root out duplication to reduce cost and complexity so that we focus on the things that really matter to our residents.

We will work collaboratively with the Tower Hamlets Strategic Partnership to improve outcomes for local people by pooling our resources and skills and delivering excellent public services. Through the new Tower Hamlets Plan we will focus on tackling inequality by building a strong, inclusive and fair borough with a focus on four themes of good jobs and employment, strong, resilient and safe communities, better health and well-being and a better deal for children and young people.

We will enter into coproduction where we share resources and decision making in an equal and mutual relationship, bringing together professionals, service users, and their families and neighbours to design and deliver public services.

We will use our buying power to commission services that get the best outcomes. Wherever it is practical to do, and provides value for money, this will be through local providers and those offering the optimum social value to the borough and its residents. We will work with partners to address the digital exclusion of some residents by supporting them to improve their digital skills.

We will continue to support local voluntary and community sector provision of services through better collaboration and supporting them to deliver services. We will continue making the best use of Council assets, progressing the Community Hubs Programme and with a new Town Hall supporting the co-location of services and delivering better outcomes for residents.

## What action will we take?

We will:

1. Work collaboratively with the Tower Hamlets Strategic Partnership to deliver the Tower Hamlets Plan
2. Continue to deliver the Community Hub Programme (through Start on site at both Raines and Granby Hall) and start construction on the new Town Hall
3. Continue to deliver integrated care through the Tower Hamlets Together Partnership

## What will we measure?

The measures in this section are intended as contextual indicators of partnership working in the borough. We will not set targets for these measures as delivery is jointly with others. Our Strategic Plan measures with targets are designed to measure activity the council has more direct or sole influence over. The measures below help us inform our work with our partners.

- All delayed transfers of care - attributable to NHS, social care and joint NHS/social care (average 100,000 of the population – quarterly)
- Key Stage 4 educational attainment (annual)
- Key Stage 4 educational progress (annual)
- % of children achieving a good level of early years development (annual)
- % of residents who strongly agree/tend to agree that the police and other local services are dealing with anti-social behaviour (annual)
- The gap between the overall employment rate in Tower Hamlets and the rest of London (quarterly)
- First time entrants into youth justice system per 100,000
- The number of arrests as a result of the council's CCTV room working jointly with police on the street (quarterly)
- The number of arrests for drug trafficking offences as part of Operation Continuum, our joint operation with the police to tackle drug related crime



## Outcome:

### People say we continuously seek innovation and strive for excellence to embed a culture of sustainable improvement

As our funding from central government continues to reduce we need to make sure that we use our resources even more effectively than we do now and constantly challenge the way we do things. We have made significant progress on our improvement journey over the past three years. We have put into place robust arrangements to improve

services and strive towards excellence. Our organisational change programme is focused on giving our staff the right skills and tools to embrace a rigorous approach on achieving outcomes for our residents.

Now is the time to build on those foundations and accelerate the pace of change and innovation. This means embedding Best Value into everything we do, learning from our recent Local Government Association Corporate Peer Challenge, and continuing to work towards an improved Ofsted rating for Children's Services.

## What action will we take?

We will:

1. Work smarter together to become a dynamic outcomes-based organisation that delivers excellent services with fewer resources, using insight and intelligence to inform our decisions.
2. Continue to ensure that our workforce is diverse, reflects the people we serve, and has the right tools to deliver excellent services to our residents.
3. Undertake activities which see Tower Hamlets recognised nationally and locally as an inclusive employer that recruits, develops and supports staff from different backgrounds.
4. Build on our continuing journey of innovation, excellence and improvement by embedding Best Value improvements into service delivery and by developing a new way of measuring how we are performing as an organisation.
5. Protect our resources by carrying out anti-fraud measures to tackle tenancy, parking and other types of fraud
6. Develop the medium-term financial strategy (MTFS) and associated saving and investment proposals to take account of the impact on our local residents of any changes to the level of Council Tax. This will consider the impact of inflation, affordability and the level of Council Tax in comparable authorities

## What will we measure?






- Percentage of council tax collected (quarterly)
- Percentage of business rates collected (quarterly)
- The number of working days lost to sickness absence per employee (quarterly)
- % of residents who agree a great deal /to some extent that the council is doing a better job than a year ago (annual)

# General Fund Revenue Budget 2018/19 (£m)

Revenue Budget Spend: A breakdown of budget spend according to outcome areas.

Strategic Priority Outcome	2018-19 £m
 People access a range of education, training, and employment opportunities	0.6
 Children and young people are protected so they can realise their potential	79.0
 People access joined-up services when they need them and feel healthier and more independent	147.5
 Inequality is reduced and people feel that they fairly share the benefits from growth	5.8
 People live in a borough that is clean and green	30.7
 People live in good quality and affordable homes and well-designed neighbourhoods	4.7
 People feel safer in their neighbourhoods and anti-social behaviour is tackled	12.9
 People feel they are part of a cohesive and vibrant community	25.7
 A dynamic outcomes-based Council using digital innovation and partnership working to respond to the changing needs of our borough	36.8
<b>Total Budget</b>	<b>343.7</b>

This is where our £343.7m revenue funding comes from









Funding	2018-19 £m
 Core Grants	52.0
 Retained Business Rates	189.1
 Council Tax	93.8
 Collection Fund Deficit	(9.9)
 Use of Reserves	18.7
<b>Total Budget</b>	<b>343.7</b>

More information about the council's budget can be found on

[https://www.towerhamlets.gov.uk/lgnl/council\\_and\\_democracy/Your\\_borough\\_your\\_future/How\\_we\\_spend\\_our\\_budget.aspx](https://www.towerhamlets.gov.uk/lgnl/council_and_democracy/Your_borough_your_future/How_we_spend_our_budget.aspx)

# Capital Programme Budget 2018/19

Capital Budget spend: a breakdown of budget spend according to outcome areas

Strategic Priority Outcome		2018-19 £m
	People access a range of education, training, and employment opportunities and feel they share the benefits from growth	1.3
	Children and young people are protected so they can realise their potential	5.3
	People access joined-up services when they need them and feel healthier and independent	6.9
	People live in a borough that is clean and green	10.5
	People live in good quality and affordable homes and well-designed neighbourhoods	64.3
	People say we are open and transparent putting residents at the heart of everything we do	0.5
	People say we work together across boundaries in a strong and effective partnership to achieve the best outcomes for our residents	10.6
	No strong alignment	16.5
<b>Total Budget</b>		<b>115.9</b>

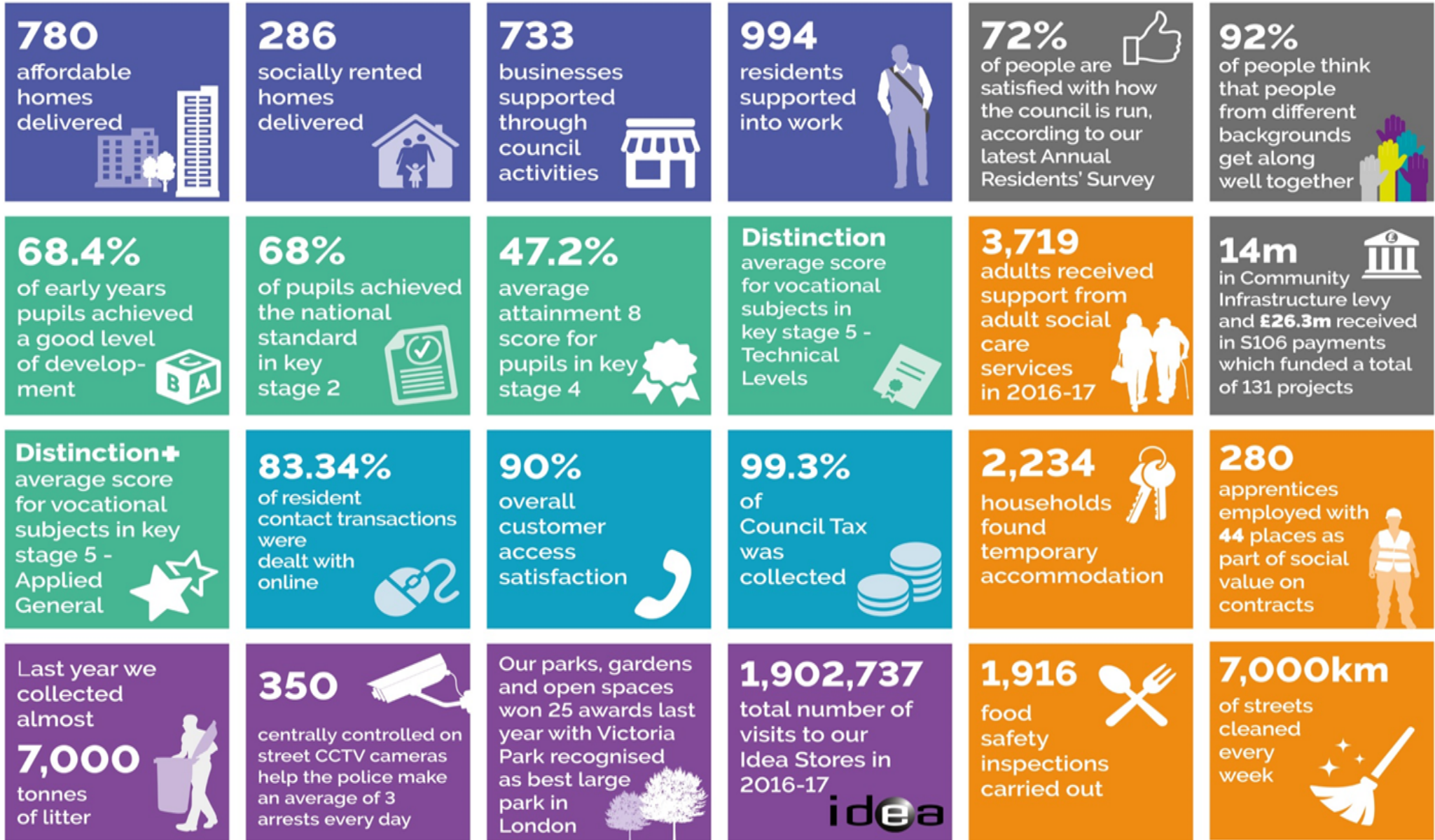
This is where our £343.7m revenue funding comes from

Funding	£m	
	Capital Grants	8.3
	Major Repairs Allowance	15.0
	Capital Receipts	46.6
	Prudential Borrowing	20.0
	S106 / Community Infrastructure Levy	13.1
	Revenue	12.9
<b>Total Budget</b>		<b>115.9</b>



# Delivering excellent services

Whilst strategic plan is focussed on key actions which are focussed specifically on improving outcomes for our communities, the council is committed also committed to providing excellent service delivery in a wide variety of areas – a selection of our delivery from 2017-18 is shown below:



# How to get involved

Our Community Engagement Strategy sets out our vision for transparency and openness by encouraging active participation of our residents to influence and shape the borough in which they live and work. We want communities to lead the way in making Tower Hamlets a great place to live and we want communities to have the power to influence issues that affect them the most.

Find out about the latest council news and events by visiting our website:

[https://www.towerhamlets.gov.uk/News\\_events/News\\_and\\_events.aspx](https://www.towerhamlets.gov.uk/News_events/News_and_events.aspx)

Check out our calendar of meetings to find out about upcoming council and committee meetings:

<http://democracy.towerhamlets.gov.uk/mgCalendarMonthView.aspx?GL=1&bcr=1>

We regularly consult our residents and local businesses about proposals that are likely to impact them:

[https://www.towerhamlets.gov.uk/lgnl/council\\_and\\_democracy/consultations/consultations.aspx](https://www.towerhamlets.gov.uk/lgnl/council_and_democracy/consultations/consultations.aspx)

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