Tower Hamlets Strategic Plan 2020-2023

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

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Foreword
Mayor John Biggs
Executive Mayor of Tower Hamlets

It is a testament to our vibrant, welcoming community that Tower Hamlets continues to be one of the most popular places in the country to live with more people moving here than almost anywhere else in the country.

We are a place where our diversity shines through with people living side by side regardless of race, religion, gender, sexuality or disability. We are a successful, dynamic and cohesive community where we stand up against those that try and divide us and where we believe in supporting those who need us most.

This Strategic Plan sets out our ambitious plan for our borough. Despite the significant financial challenges we face and continuing increases in demand for our services, we are focused on improving the way we deliver services and delivering better outcomes for our residents. Those ambitions are reflected in this Plan's priority outcomes; supporting people to succeed, building a borough residents can be proud of and modernising and improving the services offered by the council.

Of course, we cannot do that alone. Increasingly the council needs to work more with other organisations to deliver changes. We also need to work ever closer with our residents, businesses and other major employers – coproducing our approach to ensure we are meeting our residents' expectations and needs. From our Annual Residents Survey and our *Your Budget, Your Future* consultation and service specific consultations we are committed to listening to and acting on our residents' views. That's why this year we will be launching a new, improved consultation hub to make it even easier for local people to have their say.

The response to our recent Budget consultation showed wide support for the approach set out in this Plan with children's services, education and supporting vulnerable children and adults identified as the most important focus for the council.

We know the challenges faced by our more vulnerable residents. Too often we hear stories of vulnerable residents who are bearing the brunt of central government policies - whether it's the housing crisis or benefit changes. Helping these residents is a priority – and in many cases the Council provides the last line of defence.

As a result, the Council will invest an extra £7.2m for children's social care and Special Educational Needs and Disability and a further £12.4m supporting vulnerable adults. We are committed to supporting our most vulnerable residents to access the best possible care.

I know that Tower Hamlets remains a place of contrasts with great wealth next to poverty. This inequality has shaped the East End, as people come here to better themselves, but they can only do this if there is an adequate safety net and opportunities.

As a result, we continue our Tackling Poverty Fund to support local people in need and protect them against the worst effects of Universal Credit and the Government's benefit cuts. We are also taking action to enable residents to make the most of their potential whether that's getting them into work or training through our Workpath scheme or getting to grips with the housing crisis.

In the coming year we will launch a new child and pensioner poverty commission to explore how we can work with our partners to better support those living in the clutches of poverty.

Our focus on cleaning up our borough's air will also continue as we roll out our programme of Liveable, School and Play streets. Alongside this our focus on tackling the climate emergency will grow as we work to ensure we are doing our bit to tackle the spectre of climate change and improve air quality.

The financial challenge facing the council continues. Despite our increasing population, the council has faced over a decade of austerity with our budget reducing at the same time as demand is growing. Since 2010 the council has had to save £190 million due to government austerity and increasing demand. In the next three years we expect to have to save a further £39m.

Residents were keen that we continue to find savings by being more efficient. Over recent years we have focused on saving money by making our services more efficient, embracing technology to make things easier for residents and reducing our back-office costs. Many of our services are now also available online, saving us money and making it far easier for residents to make requests on the go if they want.

We will continue this work to become a leaner and more effective council. As a result, we have been able to protect and improve services like our Idea Stores, leisure centres, libraries and children's centres.

We will also continue to invest to deliver the promises we made to local people:

- Funding additional police officers to keep our streets safe and tackle drug crime
- Delivering 2,000 new council homes and thousands more new affordable homes
- Providing free school meals for all primary school pupils in the borough
- Cleaning up our streets with a new in-house waste service
- Protecting the poorest with 100% council tax discount and our Tackling Poverty fund
- Supporting thousands more local people to develop new skills and gain employment

- Transforming the way our neighbourhoods work through our Liveable Streets programme to cut down on rat running, improve air quality and make our roads more pedestrian friendly

It is resident focused decisions like these which have seen our Council make such astounding progress over recent years.

Only last year Ofsted rated our Children's Services as 'Good' recognising the 'remarkable progress' we have made. This year we are backing that progress with additional funding to ensure a stable and secure future for our young people.

In the past few years, the government's directions have been lifted, our services are winning national awards, we're delivering some of the highest numbers of new homes in the country. We have come a long way - from special measures only five years ago to successfully transforming our services.

I'm ambitious for Tower Hamlets but there is even more we can do. This Plan sets out what we will deliver in the coming twelve months – working together for a fairer, cleaner and safer borough.

Introduction
Will Tuckley
Chief Executive

[To be added]

Our borough

Population	**Education**	**Housing**	**Place and Culture**
Total population 317,705 (2019)			
Fastest growing population nationally, expected to reach 380,598 by 2030 (2019)	68% of pupils achieve passes in Maths/English at level 9-4 (broadly equivalent to the previous 5 GCSEs at grade A*-C) (18/19) -(2019)	Average house price in Tower Hamlets £481,000 vs national average of £240,000 (2019)	Over 120 parks and open spaces (2019)
	123 languages spoken in schools (2019)	43,366 (36.13%) of all home are now privately rented (2018)	22 art galleries and 6 museums (2019)
46% of the populations are aged **20-39** (2019)	54.7% Adults hold higher qualification (2018)		Over 1,000 listed buildings and 5u8 conservation areas (2019)
32% of the population are Bangladeshi origin	**Economy**	**Transport**	3 city farms (2019)
4 in 10 residents were born outside of the UK (2011)	3rd highest economic output (2017)	Well connected – 31 stations and 46 bus routes	
Second most densely populated local authority in the country (**16,057 persons per km2)** after Islington (2019)	17,355 businesses and 300,000 jobs- (2019)	224km 0f road, and 358km of footways and 53km of cycle networks	
	Borough expected to gain 111,000 more jobs by 2026 (2017)	There were 267m passengers using Tower Hamlet's railway stations (2017)	

Our commitment to equality in Tower Hamlets

Tower Hamlets Council is committed to ensuring that equality is at the heart of everything we do, from the money we spend, the people we employ to the services we provide. Our diversity is one of our greatest strengths and by ensuring we meet local needs we can deliver value for money, improve customer services and empower local people to lead fulfilling lives.

The council is committed to meeting its obligations under the Public Sector Equality Duty with equality in Tower Hamlets being first and foremost addressed through the Tower Hamlets Plan and Strategic Plan which set the strategic direction of the council and its partners. Equality is embedded throughout these plans and is a key driver for everything we do with the council's commitment to reducing inequality specifically set out at outcome 4 of the strategic plan which works to address our most prominent inequalities related to housing, health and employment. In addition, the council's commitment to fostering good relations between those who share a protected characteristic and those who do not is set out under outcome 8 of the strategic plan which contains our key actions to strengthen social cohesion in the borough.

To identify equality issues in Tower Hamlets the council undertakes the Borough Equality Assessment (BEA) which is informed by the councils bi-annual Borough Profile. These data enable us to understand our progress and areas of continuous challenge in order for us to provide accessible and responsive services to improve outcomes for local people. The BEA is incorporated into our strategic plan as well as business planning and will be available on our website from April 2020.

Key Challenges

<table>
<tr><th>Poverty and worklessness</th><th>Crime</th><th>Health and social care</th><th>Environment</th></tr>
<tr><td rowspan="4">5th most deprived in London and 50th most deprived local authority in England (2019)

4 in 10 households live below the poverty line.

21% of households have no adult in employment

11.8% residents earn below the London Living Wage (2019)

At 32.5% Tower Hamlets has the highest child poverty rates in England (2019)</td><td>34,687 crimes reported in 2018/2019</td><td>3,503 Children in need (2019)</td><td>3rd highest CO2 emitter in London closing gap on other boroughs (2017)</td></tr>
<tr><td rowspan="2">790 racist and religious hate crimes- second highest in London after Westminster (1,502)- (18/19)</td><td>41.41% of Year 6 pupils are overweight or obese (2018/19)</td><td>77% of all residents live in areas that exceeded the annual air pollution target for nitrogen dioxide NO2 (2019)</td></tr>
<tr><td>7th lowest disability -free life expectancy for men and 3rd for women In London (63 Men, 60 Female (2016-2018)</td><td>Only 23.9% of household waste is recycled (2018/19)</td></tr>
<tr><td>Housing</td><td></td><td></td></tr>
<tr><td>18,808 on housing waiting list - 3rd highest in London (2018)

30,390 or 23% households rely on housing benefit to pay their rent (2018)

54,291 additional homes to be built by 2031 (Local Plan)</td><td>Older population set to be the fastest growing age group, increasing by 44% by 2030</td><td>40%of all residents live in areas that exceed the annual air pollution target for Nitrogen Dioxide (NO2)</td></tr>
</table>

Our priorities and outcomes

The Strategic Plan is the main strategic business planning document of the Council and central part of our Performance Management and Accountability Framework. It sets out the corporate priorities and outcomes, the high-level activities that will be undertaken to deliver the outcomes, as well as the measures that will help us determine whether we are achieving the outcomes.

The Council is looking to deliver the following priorities and outcomes over the next three years:

Priority 1 - People are aspirational, independent and have equal access to opportunities

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

Priority 2 - A borough that our residents are proud of and love to live in

5. People live in a borough that is clean and green.
6. People live in good quality affordable homes and well-designed neighbourhoods.
7. People feel safer in their neighbourhoods and anti-social behaviour is tackled.
8. 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

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

The plan is a key link in the ‘Golden Thread’ and used to inform directorate, service and team planning. It also sets out how the Council will deliver the objective and priorities set out in the new Tower Hamlets Plan developed by the Tower Hamlets Strategic Partnership.

Priority 1 - People are aspirational, independent and have equal access to opportunities

Tower Hamlets is one of the most vibrant and diverse communities in the UK. More than two-thirds of the borough's population belong to a minority ethnic group – we are the 16th most ethnically diverse local authority in England. Almost 140 languages are spoken in our schools alone. People value the rich cultural offer that comes with this mix, and the new opportunities to celebrate this diversity that we have worked hard to create.

Over the past three decades our population has more than doubled and we are still growing: the population recently broke through the 300,000 mark and is projected to be over 380,000 by 2030. We are also a young borough – nearly half of our residents are aged 20-39.

This priority provides a focus for our efforts 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.

There are 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.

<u>Outcome 1: People access a range of education, training, and employment opportunities.</u>

Outstanding education supports people to thrive in our changing and challenging environment. We want to ensure that every child and young person in Tower Hamlets has every chance to have the best possible opportunities and achieve the best possible outcomes and life chances. We want every young person to achieve the best academic results they can, be prepared for employment and future success. Our schools achieve good results, and in some cases above national averages. However, there is still room for improvement, and through the Tower Hamlets Education Partnership, our schools operate as a family to support, challenge and encourage each other in their determination to do the very best for every child. Our careers service works hard to ensure that young people have the support they need to make informed choices about their career path and access the skills and training to unlock their potential.

We aim to build an economy that works for local people and ensure everyone can benefit from the borough's success. We believe that 'inclusive growth' is the way forward to address the challenges and opportunities ahead. It is an absolute necessity to achieve greater prosperity, independence and access to opportunities for all our residents.

Our Growth and Economic Development Plan is focused on three areas to deliver results:

1. Preparing our young people for success - we will make the transition from education to employment work better for our young people

2. Helping our working age residents thrive - we will ensure all working age residents in the borough get the best possible job and career outcomes through projects such as WorkPath
3. Creating the conditions for business growth we will support our existing businesses in the borough to thrive and to stay in Tower Hamlets as they grow and attract a diverse business base to provide more job opportunities for people with different kinds of interests and aptitudes.

We will complement and strengthen local, regional and national initiatives that are already in place to create better prosperity and growth for our local people and businesses.

What actions will we take?

1. Deliver and support schools activity to improve attainment
2. Provide access to entry point learning which promote personal development
3. Develop a programme to enhance young people's understanding of the world of work
4. Improve our understanding of the current and future London labour market
5. Provide tailored support to individual job seekers
6. Develop business networks and contacts with hiring managers
7. Develop targeted interventions to support business growth and opportunities

What will we measure?

- Percentage of pupils attending secondary school regularly
- Percentage of Idea Store Learning learners who pass their course
- Percentage of 16 to17-year olds in education, employment or training
- New enterprises created with support from the council's business development programmes
- Number of adults supported into employment by the Workpath service
- Additional affordable workspace delivered through development

Outcome 2: Children and young people are protected so they get the best start in life and can realise their potential

The first 1,001 days of a child's life are crucial for healthy mental and physical development, so we will support a system wide approach to improving outcomes for children in the early years with a focus on speech, language and communication skills.

From the earliest years through to adolescence, children need access to safe spaces to play and engage in physical activity; we want to make that possible. We will support our children, young people and families to make informed choices about what good health entails early on, directing them towards the right support at the right time. We will work to remove the stigma around mental health, encouraging children, young people and their families to talk to each other and share their needs.

All children and young people have a right to feel safe and secure. We know from the most recent Pupil Attitude Survey that 30% of primary school children and 25% of secondary school children had experienced bullying. Schools work hard to make a difference on this issue and have strategies to address bullying. But we must continue to be attentive because we know that children who are bullied will on average have poorer school attendance which in turn impacts on their attainment and wellbeing.

As well as being safe, young people should feel safe in their community. We will ensure that there is a much stronger voice for young people in relation to making their environment feel safe, the development of youth services and in response to community safety issues.

Our focus going forward will be on building resilience within families and between different communities to ensure that children are safe and secure. The Children and Families Partnership will focus on reducing the exposure to and perpetuation of violence by children and young people, very much in conjunction with the Community Safety Partnership.

What actions will we take?

1. Provide high quality training for staff working in social care and early help services. This training will need to link closely with the training goals of our partners, and wherever possible, training should be delivered jointly to strengthen joint working.
2. Engage effectively with system partners such as health and the police to ensure that services are complementary and there is no duplication of services or resources.
3. Create and map clear pathways into early help from social care and other universal services; and to develop consistent understanding of thresholds across services and agencies.
4. Use the Tower Hamlets Safeguarding Children Partnership to establish partnerships between children; young people; families and schools, health staff and other stakeholders.
5. Establish clearer information and agreed expectations for families to access health services such as CAMHS and SEND services
6. Continue to offer Family Group Conferencing to families in need at the earliest stage.
7. Collate data and feedback from children; young people; families and the wider community and further develop mechanisms for youth and parental voice.
8. Work with others to provide varied high-quality activities outside of school for children and young people.
9. Continue development of priority action areas such as neglect, serious youth violence and exploitation

What will we measure?

- Long term looked after children who are in stable placements
- Pupils who are regularly attending school in reception year
- Families who are seeing the benefits of being supported before problems escalate

- Young people engaging with the youth offer who achieve a recorded outcome

Outcome 3: People access joined-up services when they need them and feel healthier and more independent

While Tower Hamlets is a great place to live in London, there remain challenges for the borough. Compared to other places, we tend to have higher rates of diabetes, common mental health issues and substance misuse.

The quality of our lives is strongly dictated by the state of our health. We are all subject to a range of factors which can make the difference between feeling good and feeling poorly. These include our environment (how clean is our air and do we have green spaces nearby); where we live (the condition of our homes and do we have access to affordable healthy food); how safe we feel (in our home and on our in our neighbourhoods); how happy we feel (are we supported emotionally and socially); and where we go when we need additional support or help (how good are local services).

Tower Hamlets Together is a partnership of local health and social care organisations working more closely to improve the health and wellbeing of people living in Tower Hamlets. This means a more coordinated approach to providing services, reducing duplication and improving the overall experience and outcomes for the people who need them.

The vision of Tower Hamlets Together is that residents, whatever their backgrounds and needs, are supported to thrive and achieve their health and life goals, reducing inequalities and isolation. Health and social care services are high quality, good value and designed around people's needs, across physical and mental health and throughout primary, secondary and social care. Service users, carers and residents are active and equal partners in health and care, equipped to work collaboratively with THT partners to plan, deliver and strengthen local services.

What actions will we take?

1. Run activities and programmes that encourage residents to have healthy lifestyles
2. Provide evidence-based early intervention and prevention, helping residents to be as healthy as possible for as long as possible
3. Continue to provide a range of health and care services that meet the wide range of health and care needs in the borough
4. Continue to integrate health and care (including joining up our IT systems) so that residents get a better, more joined up experience of both systems
5. Join up the health and care information provided to residents, making it easier to get advice and help at an early stage
6. Make better use of technology in health and care, recognising its potential to improve how people manage their health conditions and care needs

7. Staff in social care will do more to empower people, focusing on the strengths and abilities of social care users as well as the things they need help with

What will we measure?

- Delayed discharges from hospital attributable to council social care services
- People who are more independent after being supported through reablement services
- Children's participation in physical activity (Daily Mile)
- Residents' self-reported level of physical activity
- Residents' self-reported level of health

Outcome 4: Residents feel they fairly share the benefits from growth and inequality is tackled

While we want people to have positive associations about life in Tower Hamlets, we cannot deny that Tower Hamlets is a borough of contradictions.

Despite the economic opportunities in our borough, many in our community do not benefit from them. The borough is the fiftieth most deprived local authority in England – with lessening deprivation on almost all measures relative to other parts of England. However, child and older people deprivation remains the highest in England. The employment rate of residents is below the national average and some people in our communities find it more difficult to find work than others. The borough is tackling some of the toughest health inequalities in the UK caused by deprivation and related housing and employment needs – these are addressed in Outcomes 1 (education, training, employment), 3 and 7 (health), and 6 (housing).

What actions will we take?

1. Deliver programme with partners to tackle poverty
2. Support residents to access high quality welfare advice and reduce barriers to digital inclusion
3. Deliver initiatives to prevent homelessness and rough sleeping
4. Carry out actions to tackle health inequalities, including the activities of the Communities Driving Change programme
5. Embed the social value framework across the organisation focusing on economic, community and environmental benefits
6. Review and improve the local childcare offer

What will we measure?

- Residents' self-reported level of health for groups experiencing health inequalities - BAME residents
- Residents' self-reported level of health for groups experiencing health inequalities - residents from C2, D, E socio-economic groups
- Number of women supported into employment by the Workpath service
- Number of residents from BAME backgrounds supported into employment by the Workpath service

- Number of residents who have disabilities supported into employment by the Workpath service
- Number of residents who come from deprived postcodes supported into employment by the Workpath service
- Households prevented from becoming homeless
- Average annual income increase for residents receiving benefit maximisation support
- Resident Universal Credit application support

Priority 2 - A borough that our residents are proud of and love to live in

Tower Hamlets is one of the most dynamic and exciting places in the country. It is a borough with a rich history; people are proud to be part of this community. Tower Hamlets is also a place of contrasts and contradictions, where a thriving economy co-exists with high levels of poverty. But above all it is a place of opportunity. A place where we can build on the stories of our past, on the great progress we have already made, and on our many strengths, to ensure that this is a borough where all residents can thrive.

We want TH to be clean and well looked after, where our air quality is better and our streets and estates safer, a fairer place with more access to affordable housing and where more of our residents achieve their potential.

We know that strong and resilient communities are happier and healthier communities, when people look out for each other they benefit in terms of their health and well-being, from their connections with the people around them.

Against a backdrop of reducing public sector resources and increased confidence to report crime, we will focus more on crime prevention and reducing fear of crime. We will also work closely with communities to tackle crime and anti-social behaviour.

We will work together as a community to support greater integration and cohesion, helping to build bridges between different parts of the community, tackling social isolation and contributing to making the borough a safer place. There are four overarching outcomes under Priority 2 that the council's actions for the coming year are focused on achieving, and these are described in more detail in the section that follows.

<u>Outcome 5: People live in a borough that is clean and green</u>
We want residents to enjoy a good quality of life in an environment that has a positive influence on everyone health and wellbeing. While in many ways the local environment for residents is improving, increases in the number of people that live, work and pass through the borough presents many challenges in ensuring the impact of growth on the local environment is managed.

Tower Hamlets has the fifth highest levels of air pollution in London and 40% of our residents live in areas that breach EU and government guidance on safe levels of air pollution. While we are taking action to lower levels of air pollution across the borough through our Air Quality Action Plan, more needs to be done. We are working hard to reduce our carbon emissions and have recently declared a 'climate emergency' in Tower Hamlets, working towards being a 'net zero carbon council' by 2025.

Providing a clean local environment with improved open spaces for a growing population presents a complex challenge to meet within a small borough footprint and against financial constraints. Similarly, managing the impact of a

growing population on the environment through reducing congestion, and the levels of waste produced presents a significant challenge in how we work with stakeholders to reduce the effects of growth.

What actions will we take?

1. Implement new arrangements to improve cleansing and the quality of the local environment.
2. Deliver initiatives to encourage/enforce waste reduction and recycling amongst residents and businesses.
3. Deliver the Liveable Streets programme and invest in street lighting, footways and carriageways throughout the borough.
4. Deliver initiatives to maintain and improve existing parks and green spaces
5. Deliver the Air Quality Action Plan
6. Promote use of cleaner fuel types amongst residents and businesses
7. Through delivering Tower Hamlets Zero Carbon Action Plan tackle emissions from the Council's own buildings and vehicles and other corporate emissions
8. Agree and deliver a Biodiversity Action Plan to protect and enhance wildlife across the borough.

What will we measure?

- Level of public realm cleanliness (litter)
- Level of CO2 emissions generated by the council's activities
- Level of household recycling (quarterly audited)
- Residents' access to nature through biodiversity projects
- Primary school pupils benefiting from a school street at their school
- Additional publicly accessible open space delivered through development
- Level of air quality

Outcome 6: 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.

Pressures on the high demand and limited supply of social housing lead to complex challenges concerning overcrowding, homelessness and rough sleeping, while the expansion of the private sector as of source of housing presents challenges to ensure that this stock is in good condition and well managed.

Finally, while Tower Hamlets delivers amongst the largest numbers of housing and affordable amongst Local Authorities each year, we continue to have stretching housing delivery targets from the GLA and have three designated Opportunity Areas designated to accommodate projected population growth of about 25% by 2031. This level of growth within our borough's 2,157 hectare

footprint present significant challenges to ensure the correct social, economic and physical infrastructure is in place to accommodate this growth, that residents have a vital say and role in regeneration and that opportunities that arise from growth are accessible for our residents.

What actions will we take?

1. Work with housing associations and other partners to improve the supply of affordable housing
2. Identify sites for new council homes and commence delivery
3. Implement the Local Plan and produce robust development strategies and policy guidance
4. Develop and deliver a borough programme for regeneration
5. Deliver the council's programme of estate renewal and initiatives to improve housing conditions
6. Negotiate and deliver strategic infrastructure
7. Continue driving improvements in the planning process

What will we measure?

- Residents' satisfaction with the area as a place to live
- Level of affordable homes completed
- Homeless households moved into permanent social housing
- Lets to overcrowded households
- Number of affordable homes permitted

Outcome 7: People feel safer in their neighbourhoods and anti-social behaviour is tackled

Tower Hamlets is a vibrant, diverse and exciting place to live, work and visit and we want everyone to feel safe and enjoy all that it has to offer. However, residents have said that crime was their top concern in 2019. Tackling the interlinked issues of violence, anti-social behaviour (ASB) and drugs and alcohol is a significant challenge for the borough. The council is continuing to work closely with a range of partners to deliver a holistic response that includes looking at drugs and alcohol misuse as a health issue, and addresses the root causes and consequences of crime, abuse and exploitation.

The council will make use of all the tools and powers available to it to prevent issues occurring and to focus on robust enforcement against the drugs market and its associated violent crime and ASB. We will continue to work closely with the police and support Operation Continuum activity against serious and organised crime. The council will also seek to reduce the harm caused to communities by offering improved support to victims, safeguarding people at risk of abuse or neglect, and effective treatment services for those with addictions through our new Substance Misuse Strategy and recommissioned drug and alcohol recovery service.

Following a review of the council's CCTV usage, an investment programme is being brought forward to upgrade the network infrastructure, and a new model of ASB delivery is being implemented which will see the service taking a

locality approach to its operations. A final evaluation at the conclusion of the two-year Neighbourhood Management Pilot will also be undertaken from April.

What actions will we take?

1. Provide education and awareness-raising to prevent and tackle issues including violence against women and girls, safeguarding and exploitation.
2. Run a new specialist substance misuse project and get more people into treatment programmes, so that more people get the help they need.
3. Make it easier for residents to report ASB to the council.
4. Tower Hamlets Homes ensure their full range of crime and ASB resources are deployed alongside council and police resources
5. Intelligence led tasking of council funded assets to tackle crime and ASB, including the Partnership Task Force and multi-agency Operation Continuum
6. Implement an upgrade of the CCTV infrastructure network and utilise the CCTV assets to deter, detect and investigate crime and ASB
7. Hold perpetrators of crime and abuse to account, using the full spectrum of our enforcement powers when needed.
8. Work closely with the community to prevent, identify and tackle crime, ASB, abuse and community tensions.
9. Provide personalised support for victims, including new specialist support to victims of knife crime at the Royal London Hospital.

What will we measure?

- Young people entering the youth justice system for the first time
- Residents' concern about crime and anti-social behaviour
- Residents' feeling of safety in their local area
- Drug users (opiate users) successfully completing treatment
- Victims of violence against women and girls who feel safer after engaging with victim support

Outcome 8: People feel they are part of a cohesive and vibrant community

Tower Hamlets is a place with a rich history- from its beginnings as an historic docks and manufacturing area it has grown and developed at a faster rate than anywhere else in the UK. This culturally rich and diverse area faces unique challenges as it moves from a place of deprivation to become an extension of the Central London economic powerhouse and a vibrant borough in its own right.

We are also one of the most vibrant and diverse communities in the UK. Local people are proud of the high levels of community cohesion, and value the rich cultural offer that comes with this mix.

In response to national and regional cohesion strategies, we have developed our Cohesion Plan focused on building positive relationships valuing diversity, supporting equality of opportunity and enhancing a sense of belonging.

What actions will we take?

1. Work with stakeholders and communities to tackle emerging tensions and issues within and between communities including those generated by hate crimes or extremism
2. Support an independent, sustainable and vibrant voluntary and community sector through refresh of the Voluntary and Community Sector Strategy and funding programmes
3. Utilise our assets and services effectively to support the Voluntary and Community Sector bring our diverse communities together
4. Support residents and our staff to access volunteering opportunities in the borough
5. Deliver initiatives to celebrate diverse cultures of our borough

What will we measure?

- Residents' level of volunteering
- Level of hate crime
- Residents' perception of people from different backgrounds getting on well
- Percentage of Idea Store learners who pass their English for Speakers of Other Languages (ESOL) course
- Proportion of residents who have friends from other ethnic backgrounds

Priority 3 - A dynamic outcomes-based Council using digital innovation and partnership working to respond to the changing needs of our borough

Tower Hamlets is the UK's most dynamic, innovative and exciting place. Change is happening at a faster rate than any time in our history. We are seeing a rapid expansion in the number of homes and jobs and a changing, growing population. The vast majority of residents (92%) have access to the internet.

With these increased pressures and reduced funding, we need to embrace technology and work with residents and partners to make the most of our resources.

To get the best outcomes, the council needs to be more agile, leaner and strategic, and cannot deliver everything. So we will commission services when other organisations are in a better position to provide them. We will work in partnership with stakeholders to share resources and become more than the sum of our parts.

We will also use digital innovation to improve services and to give people the opportunity to take a greater role in improving our borough.

Smarter Together is the Council's blueprint for transformation. Smarter Together will make us become a dynamic outcomes-based organisation using digital innovation and partnership working to respond to the changing needs of our borough. Our transformation is shaped by three lenses – Partnership, Outcomes and Digital.

Partnership: Collaboration with residents, businesses and partners at the earliest stage.

Outcomes: Services will be delivered by organisations that offer the best outcomes for our residents. That means measuring the difference we are making in people's lives. We will become agile in responding to issues and finding solutions inside and outside the council.

Digital: Accessing most council services will feel similar to the best online experiences. Smart technology will allow people to transact, feedback and measure services with ease.

<u>Outcome 9: People say we are open and transparent putting residents at the heart of everything we do</u>

Our residents are varied and have a range of needs. Everyone who lives, works, studies, visits or does business in Tower Hamlets will use a council service in some form, whether they are visiting one of the council's parks, applying for a parking permit or simply walking down one of our streets.

We want to make it easier for people to contact us online. Helping our residents to become confident in dealing with us online helps them to become more independent financially, socially and practically. This will help them in other areas of their lives, such as getting information about jobs, or getting a better deal from their energy provider.

We will be 'digital by default' (which means that this will generally be the main way that people contact or do business with us for straightforward matters).

Every resident should feel that they have received excellent customer service when dealing with us and should be able to easily connect with us whenever they want. In most cases we should be able to meet their needs first time around. To do this, we will need to work with our residents to get feedback, as well as analysing the information provided by people using our services.

We need to transform our approach to business intelligence and insight. The council and its partners collect and store large amounts of data on our citizens, businesses and communities that we use as part of our everyday service delivery and transform into intelligence to inform service planning. However, much of this data is fragmented and underused – we need to unlock the potential of our data giving staff the power to make better informed decisions to deliver better outcomes for our citizens and communities. We will ensure that we fully adhere to data protection laws and best practice, and continue to take these responsibilities seriously.

What actions will we take?

1. Work with internal and external stakeholders to deliver improvements in the council's consultation processes
2. Improve customer experience by increasing digital access to services and support
3. Develop initiatives to increase democratic participation by local communities
4. Deliver against the Communications Strategy to tell the story about the council
5. Co-produce more services with residents and stakeholders
6. Publish information which empowers local residents and stakeholders to understand council decisions, performance and spend

What will we measure?

- Service user satisfaction with the council's online service offer
- User satisfaction with libraries and Idea Stores
- Residents' perception of being involved in decision-making
- Residents' perception of being kept informed by the council
- Residents' perception of council transparency

Outcome 10: People say we work together across boundaries in a strong and effective partnership to achieve the best outcomes for our residents

We will work in partnership with stakeholders to share resources and become more than the sum of our parts.

The Tower Hamlets Strategic Partnership is the borough's Local Strategic Partnership bringing together key stakeholders to provide and improve services and outcomes for local residents. In particular, it gives residents more powerful input in the way services are provided and ensures that all aspects of the community work together to achieve the objectives of a borough plan.

As partners have reflected on the key opportunities and challenges facing the borough, we have also thought hard about how we are going to achieve our objectives. In a time of austerity and uncertainty, 'less of the same' will not be enough. Public sector organisations in the borough are already making big changes to the ways that they work, and this will need to continue. And as the richness of our conversations about the role of organisations and people beyond the public sector has shown, we really do all need to play our part. Responsible local businesses, a thriving voluntary sector and residents themselves are critical to achieving this Plan.

We are working with our partners to address many of our key challenges in Outcomes 1- 8 of the Plan.

What actions will we take?

1. Understand public sector investment, commitments and resourcing across Tower Hamlets
2. Deliver a Tower Hamlets place-based campaign
3. Develop a clear set of priorities for partnership working
4. Work with partners to mitigate impact of Brexit on communities and stakeholders in Tower Hamlets
5. Improve collaborative working and integration with partners to drive improvements against the four priority areas of the Tower Hamlets Plan

What will we measure?

- Children & young people accessing mental health services
- Residents supported into employment by the Workpath partnership
- Resident satisfaction with council and partner response to anti-social behaviour (ASB)
- Residential and nursing admissions

Outcome 11: People say we continuously seek innovation and strive for excellence to embed a culture of sustainable improvement

Public services are under huge long-term financial pressures and are also facing rising demand from service users. There are already many initiatives underway to change the way that public services are designed and run in Tower Hamlets, such as the integration of health and social care.

We as civic leaders will need to increase our efforts, and ensure a greater coherence of approach across our organisations.

We are calling this a ‘whole system’ approach to change in Tower Hamlets, and it will require us to work together in new ways, build better alignment of our respective efforts in service of our shared aims, and put the interests of the borough above those of our individual organisations.

What actions will we take?

1. Deliver the Smarter Together Transformation Programme
2. Deliver improvements to how we use our land and buildings
3. Improve the IT infrastructure and modernise applications to enable innovation
4. Develop a modern workforce within the Council through culture change
5. Continue to explore aligning our budget to outcomes
6. Continue the programme of service reviews to improve operational effectiveness

What will we measure?

- Residents’ perception of the council doing a better job than last year
- Budget variance for the general fund
- Media and press view of the council
- Council staff sickness absence rate
- Council staff turnover rate

Our budget

Net Revenue Budget 2020-21	**Primary Strategic Priority**	Net Revenue	Capital	DSB	HRA	**Total**
£m		£m	£m	£m	£m	**£m**
13	1. People access a range of education, training, and employment opportunities	33.8	130.5			**164.3**
64.8	2. Children and young people are protected so they can realise their potential	193.8				**193.8**
134.9	3. People access joined-up services when they need them and feel healthier and more independent	407.7	16.4			**424.1**
5	4. Residents feel they fairly share the benefits from growth and inequality is tackled	14.2				**14.2**
14.4	5. People live in a borough that is clean and green	40.5	62.3			**102.8**
4.4	6. People live in good quality affordable homes and well-designed neighbourhoods	11.9	368.3		294.4	**674.6**
10.2	7. People feel safer in their neighbourhoods and anti-social behaviour is tackled	30.2	3.8			**34.0**
9.5	8. People feel they are part of a cohesive and vibrant community	29.1	6.0			**35.1**
8.1	9. The Council is open and transparent putting residents at the heart of everything we do	31.5	109.4			**140.9**
12.1	10. The Council works collaboratively across boundaries in strong and effective partnerships to achieve the best outcomes for residents	36.2	3.3			**39.5**
17.3	11. The Council continuously seeks innovation and strives for excellence to embed a culture of sustainable improvement	41.6	1.0			**42.6**
36.4	12. Not aligned - Statutory function	108.8				**108.8**
24.4	13. Not aligned with strategic outcome	72.7	1.4			**74.1**
	Dedicated Schools Budget			1160.6		**1160.6**
354.5		1052.0	702.4	1160.6	294.4	**3209.4**

Our funding

Net Revenue Budget 2020-21	**Funding Source**	Net Revenue	Capital	DSG	HRA	**Total**
£m		£m	£m	£m	£m	**£m**
	Government Funding			(1160.6)		**(1160.6)**
(33.8)	Revenue Support Grant	(103.5)				**(103.5)**
(143.8)	Retained Business Rates	(396.5)				**(396.5)**
(108.4)	Council Tax	(349.0)				**(349.0)**
17.9	Collection Fund Deficit	17.9				**17.9**
(66.7)	Core Grants	(182.9)				**(182.9)**
(19.7)	Use of Reserves	(19.7)				**(19.7)**
	Savings to be identified	(18.3)				**(18.3)**
	Capital Grants		(155.6)			**(155.6)**
	S106		(47.1)			**(47.1)**
	Community Infrastructure Levy (CIL)		(36.0)			**(36.0)**
	Capital Receipts		(105.9)			**(105.9)**
	Prudential Borrowing		(293.3)			**(293.3)**
	Revenue		(6.2)			**(6.2)**
	Major Repairs Reserve		(58.3)			**(58.3)**
	Housing Revenue Account				(294.4)	**(294.4)**
(354.5)		(1052.0)	(702.4)	(1160.6)	(294.4)	**(3209.4)**

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:
www.towerhamlets.gov.uk

Check out our calendar of meetings to find out about upcoming council and committee meetings:
www.towerhamlets.gov.uk/meetings

We regularly consult our residents and local businesses about proposals that are likely to impact them:
www.towerhamlets.gov.uk/consultation

If you need this document in another format such as braille, large print, translated, call 020 7364 4389 or email communications@towerhamlets.gov.uk

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