



Tower Hamlets Council Strategic Plan 2022-2026





I am pleased to introduce the Council Strategic Plan for the next four years. Following my decisive election victory in May the people of Tower Hamlets have put their faith in me to deliver change.

My ambitious manifesto pledged to fix Tower Hamlets and improve our borough by investing in public services and this plan translates our pledges into council policy so we will deliver for residents. It also contains the key things the council has to do by law.

I grew up in Tower Hamlets and have raised my family here. It's a very special place to me. I was given a chance to progress and prosper by this borough and I want to give back to my community in the same way it helped me when I was growing up.



Our borough is a microcosm of London and has the fastest population growth in the country because we are a very special place and people want to live and work here. We have always been a gateway for people of all backgrounds to come and better themselves. I'm proud of our rich history but I have the highest ambitions for our future that we can be an even better place.

- This plan will ensure we take action to tackle the cost of living crisis. As a borough we contain great wealth and poverty and we will work hard to bridge this gap tackling holiday hunger, extending free school meals into secondary schools, supporting our foodbanks and freezing council tax.

- This plan will help tackle the housing crisis delivering homes for the future with rents residents can afford. I'm committed to building 1,000 social homes a year and using the council's powers to protect tenants in the private rented sector and support leaseholders.

- We will work hard so every child and young person in Tower Hamlets has the best start in life and are given the opportunity to fulfil their potential. We are a very young borough. Close to half of our residents are aged 20-39 and the average age is about 31. While we have excellent schools and many great jobs in the borough we should be doing more to encourage our children and removing barriers to them fulfilling their potential.

To do this we will accelerate young people's education and establish an Education Maintenance Allowance to support young people who want to stay in education post-16, and create a fund to provide bursaries for young people who want to go into further and higher education including Oxford, Cambridge and other Russell Group Universities.

We will deliver youth services in partnership with our local schools to provide after school activities. These have been cut back through years of austerity and I will ensure these

Mayor's foreword: My vision for Tower Hamlets

are increased again for our young people.

- We are a diverse and culturally rich borough. We will support our grassroots cultural organisations and help our residents access the cultural gems on their doorstep, such as our new Town Hall at the historic Royal London Hospital site in Whitechapel that will help to transform the way we serve the people of Tower Hamlets. We will also deliver additional sports activities for all our residents and improve our gyms and leisure centres. We are home to key hubs like Canary Wharf and the City Fringe, but we want to also ensure our small businesses which are the lifeblood of our economy are supported. We will help unlock investment in areas such as Whitechapel and Brick Lane that delivers improvements for residents.
- At the heart of this plan is a commitment to invest in public services. The pandemic showed the importance of services people

rely on. Due to government cuts and increased pressure we have had to save over £200m since 2010. Through an ambitious programme of investment the plan will improve frontline services.

- We will invest in community safety so people feel safer on our streets and tackle issues like drug dealing. This means more police officers on the beat, an improved CCTV network and community policing.
- This plan will deliver a Clean and Green Future for our borough with cleaner streets and work to tackle the climate emergency. Despite us being a densely populated borough we have award winning green spaces which we will protect and enhance.
- Public service is at the heart of what we do. We should be a council that listens and is accessible with a relentless focus on customer service. We will have a workforce that represents the borough we serve. We are stronger when we

work in partnership with other public services, businesses, the voluntary sector and our faith communities and the council has a key role in bringing these organisations together to deliver solutions.

This is a plan which will harness the strength of our great community and deliver on the promises I made to residents to deliver a brighter future for our borough.



Mayor Lutfur Rahman



Chief Executive's foreword

The experience of the pandemic highlighted the value of the council and the vital work our staff carry out in serving our community. It also showed the added value we can deliver when we work with our partners, including our diverse community groups and volunteers to make our borough an even better place to be. This plan is about taking us forwards as a council over the next four years and continuing to improve Tower Hamlets at a time when our residents are faced with the rising cost of living. We'll continue to support our most vulnerable residents during challenging times and work tirelessly to tackle inequality.

As a council we are working hard to keep improving our customer service. We all embraced new ways of working during Covid and through this we have learnt different ways of engaging with both our staff and residents. We've made it easier to get things done online but continue to offer face to face support through things like our resident hubs. Our new Town Hall means we will be back in the heart of our community using a historic

building to deliver modern accessible services alongside our partners. It's been great to be back out meeting staff and residents again following the lockdowns. It is important we innovate and transform to keep up with the ways our residents want to access services, like paying a bill online, but that we continue to offer support for those need it and are visible in our community. A key part of this plan is a commitment to be a council that listens and works for everyone.

This Council Strategic Plan embeds the Mayor's vision for the council which we will deliver to improve Tower Hamlets. It also sets out our ongoing work to improve the council and meet and exceed the standards we are held to account to deliver.

We're continuing to invest in and develop our staff as they are our greatest assets and through working to improve our Investors in People status. We'll continue to work hard to embed Equality, Diversity and Inclusion in our workforce so they represent our community.

This Council Strategic Plan offers a clear set of priorities for our borough and I look forward to its delivery.



Will Tuckley
Chief Executive



About the borough

Population

310,300

Total population (2021)



Tower Hamlets has the fastest growing population nationally. The local population has grown by **22.1%** from **254,100** in 2011. Nationally, population growth has been much slower over the decade since 2011 (**6.6%**).



Tower Hamlets is the most densely populated borough in England with **15,695** residents per square kilometre.



Tower Hamlets now has the **20th** largest population of local authority areas in England moving up **20** places in the decade since 2011.



Tower Hamlets has the equal **10th** highest population of London boroughs having moved up from **17th** in 2011.



The working age population has increased by **25%** since 2011. **220,300** residents are aged between 20 – 64 in 2021.



50.2% of residents in Tower Hamlets are male. Tower Hamlets is one of only **11** local authority areas across England and Wales where males form the majority of residents.



Tower Hamlets has seen the largest increase in total number of households of any local authority area across England and Wales.

Between 2011 and 2021, an additional **19,200** households have been formed, representing a **19%** increase since 2011.



Tower Hamlets has a young age profile. It is the only local authority area where less than **6%** of residents (**5.6%**) are aged 65+



In 2021, just under a quarter of residents (**23.9%**) are children and young people (0 – 19).



Health and Wellbeing

53.5% of adults aged 18+ living in Tower Hamlets are classified as overweight compared to 63.5% in England (PHE Active Lives Survey, 2020/21)



41.8% of children aged 10 – 11 are classified as overweight. This is higher than London (**38.2%**) and England (**35.2%**).



About the borough

Housing

In 2021 there were **139,540** domestic properties (Valuation Office Agency, 2021)



There are **122,880** flats / maisonettes in Tower Hamlets. This represents **88%** of the dwelling stock. Across London, **56%** of homes are flats / maisonettes compared to just **24%** for England. (VOA, 2021)



The median price of a sale property in Tower Hamlets (September 2021) was **£528,000**



Economy

72.9% of people aged 16-64 are economically active in Tower Hamlets. The rate is considerably higher for males (**80.2%**) than females (**65%**). Source: ONS, 2021



There are **16,855** businesses in Tower Hamlets. The majority of these – **89%** are 'micro' enterprises with less than **9** employees. (ONS IDBR, 2021)



As of March 2022 there were **14,100** people aged 16+ claiming Job Seekers Allowance or Universal Credit.



Education

69.9% of children in reception have achieved a good level of development related to early learning goals (DfE, 2019)



At Key Stage 2 (7 – 11 years old) **69%** of disadvantaged children reach the expected standard compared to **77%** of children from non disadvantaged groups in Tower Hamlets. (DfE, 2019)



45.8% of children at Key Stage 4 (14 – 16 years old) achieve GCSE Grade 5 or above in English and Maths. This is above the England average of **43.9%** (DfE, 2019)



51.4% of Tower Hamlets residents aged 16 - 64 have a degree or equivalent level qualification or above. (2021, ONS)



46.7% of pupils in Tower Hamlets met the eligibility criteria for free school meals in the last six years (2017, DfE)



About the plan

The strategic plan is the council's main plan. It sets out the most important priorities for the council between 2022 and 2026. These priorities are translated from the Mayor's vision and the administration's manifesto. All local authorities must deliver certain services and make decisions: these are set out in law. The plan also includes important actions that the council will take to make sure these services and decisions are the best they can be.

The Mayor and his Cabinet are responsible for making sure the actions in the plan are carried out. The plan is supported by and aligned with the Medium Term Financial Strategy. Every year, the council will publish an annual delivery plan. This will show how the plan priorities will be delivered.

The plan is used for monitoring how well the council is achieving its priorities and achieving the outcomes we expect. Monitoring against our delivery plans will allow us to monitor how much we are doing, how well we are doing, and what difference we are making. Every six months, a progress

report will be published. Once a year, an annual report will be presented to Cabinet. In this way, the plan makes it possible for residents and elected representatives to find out about what the council has achieved and where more progress is needed.

We know that no single organisation can achieve everything we want

for residents. With our partners and residents, we are starting to develop the new Tower Hamlets Partnership Plan (2023 – 2027) which will set out a shared vision for our borough. Residents, businesses, community, faith, voluntary and public service organisations will all contribute to the plan. This council strategic plan will help contribute to the Partnership Plan.

At the end of each section, we have provided measures which capture the broader changes we want to see for residents and the borough. We will measure the effectiveness of council services as part of the monitoring of our annual delivery plan.



Our commitment to equality and community cohesion

Our borough's strength lies in its diversity and the different communities and cultures living side by side. We want Tower Hamlets to be safe, welcoming and a place of opportunity for all.

In everything we do – from the money we spend, the people we employ, to the services we provide – we will consider how our decisions affect people with different protected characteristics. We will always make sure that we meet our Equality Act duty by doing everything we can to:

- eliminate unlawful discrimination
- advance equality of opportunity between people who share a protected characteristic and those who don't
- foster or encourage good relations between people who share a protected characteristic and those who don't

The Equality Act says that every public authority must publish equality objectives at least every 4 years. Each

one of our priorities will contribute to promoting equality in Tower Hamlets. In addition our specific equality objectives are part of our Priority 6 'Empower Communities and Fight Crime'. They are :

- Work with communities across the borough to bring people together from different backgrounds and promote understanding.
- Uphold and protect equality and diversity in all circumstances
- Address inequalities particularly those faced by Bangladeshi and Somali communities
- Improve safety and opportunities for women
- Ensure our workforce reflects the community

Each year, our annual delivery plan will set out specific actions to achieve these objectives, and we will publish an Annual Equality Report to show progress made.

Our Borough Profile and Borough Equality Assessment provide up to date equality information. We use this information for decision-making and to design services to meet different needs. This will be updated with information from the 2021 Census.

No single organisation can promote equality, promote good community relations and tackle discrimination alone. The council will use our leadership role to challenge discrimination wherever it occurs. We will work alongside communities and our partners so that everybody can benefit from the social, cultural and economic wealth of the borough. We will implement actions agreed with partners on becoming an anti-racist borough, tackling poverty and digital exclusion and supporting residents affected by the unequal impacts of the Covid-19 pandemic and cost of living crisis.



Our ambition:

No child will go hungry and no pensioner will go cold for the next four years.

In Tower Hamlets, great wealth and unacceptable poverty sit side by side. The cost of living crisis has left many residents struggling to make ends meet.

We will tackle poverty and food insecurity and promote good work through partnerships, procurement and as an employer. We will address inequalities in access to good jobs and leadership development, so young people and residents from all backgrounds can develop their careers.

What we will do

- Freeze council tax for four years
- Continue to provide up to 100% council tax rebate for residents in need, making up the shortfall in Government funding for council tax reduction
- Set up a Holiday Food programme to feed children entitled to free school meals during the school holidays

- Support children and young people through a package of measures including universal Free School Meals throughout primary and secondary school, educational maintenance allowances for those in post-16 years, and bursaries for young people who want to go to university

- Act early to support residents to increase incomes, reduce costs and debt
- Take action against evictions with protections for tenants
- Develop our local safety net in partnership with food banks and voluntary organisations
- Create a Homelessness Fund to prevent evictions and homelessness
- Wage war on child poverty, as well as loneliness, social isolation and poverty among our older residents



What changes do we want to see?

Each year we will provide an update on these key indicators. Many factors contribute to this wider picture, and the council alone cannot achieve all the changes needed.

Tackling the cost of living	Tower Hamlets	Comparator
Percentage of children in relative low-income families, aged 0-15 years (DWP; Children in low income families, local area statistics)	25.3% (2021)	16.6% London (2021)
Gross disposable household income per head (ONS, Annual estimates of UK regional gross disposable household income)	£26,404 (2019)	£30,256 London (2019)
Percentage of Tower Hamlets residents on low incomes who have a monthly cash shortfall (Low Income Family Tracker database; excludes personal debt. As a percentage of residents who are on local benefits (housing benefit and council tax reduction).	12.75% (May 2022)	-
Number of children attending Holiday Activities and Food programme, each holiday period Number of attendances at Holiday Activities and Food programme, each holiday period.	Data to be collected	-
Possession claims issued by landlords per 10,000 households	15.4 Q4 2021/22	13.5 London, Q4 2021/22

Our ambition:

Everyone in Tower Hamlets lives in a good quality home that they can afford.

The housing crisis is the greatest challenge facing London today. In recent years, Tower Hamlets has delivered more homes than any other authority in England. However, there is an acute shortage of social homes. Too many residents live in overcrowded accommodation. We will work alongside residents, housing providers and landlords to achieve real change.

What we will do

- Work with developers and housing associations to deliver a minimum of 1000 social homes for rent per annum
- Empower tenants and residents and support effective enforcement
- Develop strategies to:
 - Tackle overcrowding, including with knock-throughs and extensions
 - Adapt homes for residents with physical disabilities
 - House the homeless (including, as a priority, to house street sleepers)

- Work with social and private landlords to encourage them to improve the condition of the homes they let and the service they provide to their tenants
- Promote fire safety across the borough and lobby for more support for residents affected by ongoing building safety issues such as unsafe cladding
- Consult residents on the future of housing management services, including Tower Hamlets Homes



What changes do we want to see?

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Homes for the future	Tower Hamlets
Households whose homelessness has been prevented or relieved. (Service information)	44.9% (2020-21)
Level of affordable homes completed (by habitable rooms) (DLUHC)	804 (2020-21)
Net additions to the housing stock (DLUHC)	3,248 (2020-21)
Lets to overcrowded households (service information)	57.5% (2021-22)
Homeless households moved into affordable, sustainable housing (service information)	Data to follow
Number of buildings identified with ACM cladding systems (unlikely to meet Building Regulations)	Data to follow

Our ambition:

Every child achieves their best in education.

Tower Hamlets is an exciting place to grow up, full of opportunities to learn and play. Our schools are overwhelmingly good and outstanding. The council will make sure that children get the right learning and financial support, so they can stay in education and do well. Opportunities for young people to achieve at sixth form and in further education and to study at the higher education institutions of their choice will be a priority.

The council will invest in its flagship youth service. Young people will have a range of places where they can get advice, stay safe and enjoy leisure activities.

Keeping children and young people safe is our most important responsibility. Council services for children were rated 'good' in 2019 and we will keep improving these services. We will implement our action plans to improve support for children and young people with Special Educational Needs and Disabilities and children in trouble with the law. We will strive to

be the best Corporate Parents we can be for the children and young people we care for. We will work with our partners to provide local support to families as part of our new early help strategy, and to meet the needs of the youngest children and teenagers.

What we will do

- Improve support for children and young people with Special Educational Needs
- Increase the opportunities for our young people to go on to Further and Higher Education, including boosting entrance to Oxford, Cambridge and other Russell Group universities, by working with our schools to provide effective additional support; and we will review our sixth form and college performance
- Protect the space in our Idea Stores where young people can study and work with community groups to protect and increase provision of homework clubs. This is particularly important to help young people recover from schooling lost during the COVID lockdowns
- Develop our early help offer and a family hub approach with our partners

- Work in partnership with LBTH schools to support the reintroduction of early language GSCEs
- Review nursery and day care provision, including council-run children's centres and with third sector partners, so that we can consider options for ensuring there is sufficient high quality provision for young children and their families
- Reinstate our award-winning Community Language Service
- Work with our secondary schools to provide the additional support that will improve our youngsters' performance at GCSE, including booster classes
- Increase the number of work opportunities for our children in care and care leavers, as a good corporate parent-

What changes do we want to see?

Each year we will provide an update on these key indicators. Many factors contribute to this wider picture, and the council alone cannot achieve all the changes needed.

Accelerate education	Tower Hamlets	Comparator
Services for children and families assessed as good or above: percentage of schools as good/outstanding (Ofsted School Inspections and Outcomes) ILACS outcome Ofsted Children's social care data	Good/Outstanding schools – 96% (2021) ILACS outcome – Good (2019)	Good/Outstanding schools in London – 93% (2021)
Percentage of reception age children with a good level of development (DFE: Early years foundation stage (2019))	69.9% (2019)	74.1% London (2019) London All- 68.7%
Percentage of pupils achieving grades 9-4 or above in English and Mathematics GCSEs – all children; children eligible for Free School Meals (DfE: Key stage 4 performance)	All – 67.9% FSM-63.6% (2019)	London All- 68.7% FSM – 53.6% (2019)
Number of young people from state-funded mainstream schools and colleges in Tower Hamlets progressing to Oxbridge and Russell Group Universities (DFE: Progression to higher education)	291 to Russell Group (including 5 to Oxford and Cambridge) (2018 A 'level cohort)	-
Percentage of young people aged 12 to 19 years in contact with council-supported youth services, and % interacting on a regular basis (new indicator)	To be reported 2022/23 onwards	-
Number of apprenticeships/jobs and other work experience for children in care and care leavers.	To be reported 2022/23 onwards	-
Uptake of Community Language Service and Breakfast Clubs (indicator tbc)	Data to be collected	-

Our ambition:

Residents from all backgrounds benefit from thriving sports, the arts, and local business.

Tower Hamlets has a wealth of arts and sporting opportunities. Our local businesses and markets are the lifeblood of the community, and should prosper alongside the international business hubs at Canary Wharf, Whitechapel and the City Fringe. At a time of economic uncertainty and rising costs, every resident should be able to access the opportunities on their doorstep.

What we will do

- Enable the creation of jobs, training, and apprenticeships, including in growth sectors
- Adopt a community wealth building approach
- Support small businesses, start-ups and markets including Whitechapel Market, Petticoat Lane Market, Bethnal Green markets, Roman Road Market, Columbia Road Market, Watney Market, Chrissp Street Market, Brick Lane Market and put traders at the heart of their management

- 1-hour free parking available for customers stopping to shop at our markets
- Open up opportunities for all residents, including young people and women, to participate in a wide range of local sporting and cultural opportunities
- Support current activities and seek to improve them (for example, by adding in more activities targeted at women and girls and more minority sports including women-only gym and swimming sessions)
- Maintain awareness that many groups rely on parks and other council facilities to play sport, and audit these facilities to ensure they are meeting need



What changes do we want to see?

Each year we will provide an update on these key indicators. Many factors contribute to this wider picture, and the council alone cannot achieve all the changes needed.

Culture, business, jobs and leisure	Tower Hamlets	Comparator
Percentage of all residents satisfied with - parks and open spaces, - libraries and IDEA stores, - and leisure and sports facilities LBTH - Annual Residents Survey Great Britain - LGA Residents Satisfaction Survey	Parks & Open Spaces- 66% Libraries & IDEA stores- 62% Leisure & Sports- 53% (2019)	Parks & Green Spaces- 77% Libraries- 62% Leisure & Sports- 60% Great Britain (Oct 2019)
Total Employee jobs (ONS Business Register and Employment Survey)	289,000 (2020)	-
Annual Births of New Enterprises (ONS Business Demography)	2,990 (2020)	-
New Business 1 Year Survival Rate (ONS Business Demography)	81.8% (2020)	84.1% (2020) London
Number of parking spaces allotted for the free one-hour consumer slots	To be reported 2022/23 onwards	-
Number and percentage of members of council leisure centres who are female Number and percentage of members of council leisure centres who are from Black, Asian and Minority Ethnic backgrounds	Female: 46.6% of members (2022) Residents from Black, Asian and Minority Ethnic backgrounds: 55.4% of members (2022)	-

Our ambition:

Residents have access to high quality council-run public services, including idea stores and libraries, public health, social care, and waste and recycling services.

Excellent public services are vital to improving our health, wellbeing, achievement and quality of life. The pandemic showed what can be achieved when public services and communities come together. We will work in partnership with the NHS and with our community and faith groups, including the Council of Mosques, to protect vulnerable residents from Covid and promote children's healthy weight, healthy life expectancy and improve adults' and children's mental health.

Adult social care in Tower Hamlets has a proud history of supporting people with care needs. We are committed to the care of vulnerable members of our community and addressing the challenges facing adult social care, including poverty, funding pressures and workforce challenges, and we will reintroduce the provision of free home care for all those who need it following a Care Act assessment.

What we will do

- Add further residents' hubs to provide face to face one stop

council and partner services for residents, so that residents who struggle with access to IT have additional support

- Clean up our borough with more bins, litter sweeps and a mission to drive down missed bin collections
- Aim to bring outsourced public services back into public hands and introduce an 'insourcing first' policy
- Provide high quality and financially sustainable services for adults receiving social care to achieve their goals, be connected to others and live as independently as possible
- Work in collaboration with the new North East London Integrated Care System through the borough-based Tower Hamlets Together partnership to make sure residents' needs are met by integrated health and care services
- Work to ensure that care workers are adequately rewarded
- Maintain preparedness and respond effectively to any further resurgence of Covid to keep residents safe, addressing its disproportionate impact on residents from Black, Asian and Minority Ethnic backgrounds
- Provide early support for children and adults at risk of poor mental health and loneliness, including through access to Talking Therapies, community action on loneliness and the Children's Mental Health Ambassador programme
- Work with partners to ensure that mental health illnesses are treated with the same level of care and support as physical conditions
- Implement a borough-wide healthy child weight programme
- Work with the NHS to improve access to GP and primary care services including for face to face consultations

- Invest in the future of our borough's excellent network of Libraries and Idea Stores, including the Whitechapel Idea Store and the reopened Watney Idea Store
- Deliver improvements in services for adults needing social care, children's services, children with SEND and children in trouble with the law
- Return Tower Hamlets to a borough that offers free home care to all those who need it following a Care Act assessment



What changes do we want to see?

Each year we will provide an update on these key indicators. Many factors contribute to this wider picture, and the council alone cannot achieve all the changes needed.

Invest in public services	Tower Hamlets	Comparator
Average life satisfaction rating (ONS Personal Wellbeing in UK)	7.1 (2020/21)	7.27, London (2020/21)
Percentage of adults reporting they are active for at least 150 minutes a week (Annual Residents Survey)	29% (2019)	-
Prevalence of healthy weight: children in reception and year 6 (National Child Measurement Programme)	Reception- 74.9% Year 6- 56.3% (2019/20)	Reception- 76.9% Year 6- 59.9% London (2019/20)
Social care-related quality of life (score out of 24) (Adult Social Care Survey (ASCS))	18.6 (2019-20)	18.6, London (2019-20)
Record of public services outsourced from the external providers	Data to be collected	-
Number of libraries/ Ideas Stores reopened	Data to be collected	-

Our ambition:

Residents, workers and visitors of all backgrounds feel safe and welcome in Tower Hamlets.

Our borough's strength lies in its diversity and the different communities and cultures living side by side. We have a proud history of welcoming people to our borough, standing up to intolerance from the battle of Cable Street to the community coming together following the tragic racist murder of Altab Ali. We will bring communities together to build understanding, support and empower women, and develop dedicated programmes and facilities where needed. We will implement our anti-racist action plan and challenge misogyny, ableism, ageism, homophobia and transphobia, and discrimination based on religion and belief wherever we find it.

We want everyone to feel safe at home and wherever they go in Tower Hamlets. The police lead the fight against crime. We will assist with more council-funded uniformed police officers, conduct regular surgeries and walkabouts to listen to the community, and lend our support to police ward-based forums and increased community policing. Working as part of the Tower Hamlets

Community Safety Partnership, we will support safe spaces, and tackle substance misuse, hate crime, violence against women and girls, and safeguard people who are vulnerable from exploitation and radicalisation.

What we will do

- Uphold and protect equality and diversity in all circumstances
- Bring people from different backgrounds together to promote understanding
- Develop dedicated programmes and spaces for women from ethnic minority backgrounds, and meet the needs of faith communities
- Tackle anti social behaviour and crime hotspots with CCTV and design of public spaces.
- Put more uniformed police officers on the streets in partnership with the Metropolitan Police
- Provide a visible presence in our neighbourhoods, engaging with residents through community safety surgeries and "walkabouts" in partnership with the Metropolitan Police
- Work with the police and other bodies to tackle drug-related crime. Support the police to arrest at least one drug dealer every day. This work will be supported by drug rehabilitation services to stop these problems from recurring
- Invest in drug treatment, rehabilitation and recovery programmes, including culturally sensitive projects targeting hard-to-reach addicts
- Establish a Mayor's Anti-Crime and Disorder Taskforce to provide an immediate response to the rising epidemic of violence, and to deal with extreme anti-social behaviour and problematic behaviour at night.
- Tackle violence against women and girls and support victims.

- Open a community police point of contact on the Isle of Dogs using council resources, working with the Police
- Work closely with, and provide support to, the borough's Council of Mosques, one of the largest of such representative bodies in the country
- Support and empower women, particularly ethnic minority women, with dedicated programmes and dedicated community facilities
- Support a dedicated resource centre for the women of Bangladeshi community
- Support a dedicated resource centre for the Somali community, which is underrepresented in employment and local institutions, run by community members and open to the public

What changes do we want to see?

Each year we will provide an update on these key indicators. Many factors contribute to this wider picture, and the council alone cannot achieve all the changes needed.

Empower communities and fight crime	Tower Hamlets	Comparator
Percentage of adult residents agreeing that the local area is a place where people from different backgrounds get on well together (LBTH - Annual Residents Survey Great Britain - LGA Residents Satisfaction Survey)	78% (2019)	-
Percentage of adult residents feeling safe during the day and after dark in Tower Hamlets (LBTH - Annual Residents Survey Great Britain - LGA Residents Satisfaction Survey)	Day- 86% After dark- 58% (2019)	Day – 94% After dark- 75% Great Britain (Oct 2019)
Total recorded offences (excluding fraud) per 1000 population in previous 12 months (ONS; Local and national police recorded crime data)	100 per 1,000 (Dec 2021)	88 per 1,000 London (Dec 2021)
Knife Crime Injury Victims (not DA) aged 0 – 24 years (12 months to date) (police data)	83 (12 months to March 2022)	-
Percentage of adult residents doing any kind of volunteering in last 12 months (LBTH - Annual Residents Survey)	21% (2019)	-

Our ambition:

Cleanliness and air quality improve, emissions and noise nuisance reduce, and everybody benefits from parks and more trees.

Tower Hamlets is a place where people want to live and work. It is also the most densely populated area in the country. Residents, workers and visitors need a clean local area, with clean air, green spaces to enjoy, and different options for getting around.

Tower Hamlets produces the fourth highest levels of total carbon emissions in London. Flooding and overheating are a high risk for our borough. A Mayor's advisory board on climate change will drive real actions. The production of carbon contributes to climate change. We will be a carbon neutral council by 2025 and a carbon neutral borough by 2045. Our commitments mean that as a council and then as a borough partnership we will reduce and offset the amount of carbon we create.

What we will do

- Establish a Mayor's advisory board to guide our response to climate change
- Install green heating systems on our estates, including the use of solar panels, wind turbines and heat and power schemes
- Become a carbon neutral council by 2025 and implement actions including insulation, electric vehicle charging, sustainable energy schemes
- Improve waste and recycling performance and wage war on fly-tipping by involving all our communities to report eyesores and problem areas
- Establish a dedicated noise control team to work with residents on reducing noise nuisance, including a rapid response team
- Avoid penalising those in our community who drive, who in many cases are not responsible for the bulk of air pollution
- Make the borough greener for everyone, with well-maintained parks and tree planting
- Improve air quality standards



What changes do we want to see?

Each year we will provide an update on these key indicators. Many factors contribute to this wider picture, and the council alone cannot achieve all the changes needed.

A clean and green future	Tower Hamlets	Comparator
Level of dry household recycling (annual recycling rate) (as current) (Defra; Local authority collected waste management)	Data to follow	Data to follow (inner London)
Level of public realm cleanliness (litter)	97% (2021/22)	-
Walking, cycling and public transport % mode share by borough residents based on average daily trips (TfL Planning data)	81% (2019/20)	81% Inner London (2019/20)
Level of CO2 emissions generated by the council's activities (LBTH Green House Gas Annual returns)	6,485 tonnes (2019/20)	-
Level of CO2 emissions in Tower Hamlets (London Energy and Greenhouse Gas Inventory (LEGGI))	1.13 mt (2019)	-
Percentage of population <ul style="list-style-type: none"> - exposed to annual average NO2 concentration above the Air Quality Strategy objective of 40µg/m3 - PM2.5 concentration above the interim WHO Guideline of 10µg/m3 (London Atmospheric Emissions Inventory (LAEI) 2019) 	NO2: 7.5% PM2.5: 100% (2019)	NO2: 1.9% PM2.5: 87.7% London (2019)
Number of roads removed from the Liveable Streets scheme	Data to be collected	-

Our ambition:

Residents benefit from accessible, high quality services and are involved in decisions that affect them.

Residents and businesses deserve an effective and transparent council that delivers modern, effective and efficient services, consults on proposals, and whose workforce reflects the diversity of the borough.

Over the next four years, we expect funding from central government to reduce. The cost of living crisis also means that people will need more from the council. We will meet needs by collaborating with other organisations and providing services early before a problem becomes a crisis. Our new Town Hall at the historic Royal London Hospital site in Whitechapel will help to transform the way we serve the people of Tower Hamlets. It will improve the local area, benefit residents and put the council at the heart of the community. We will be a council that listens to our residents' concerns, ideas and suggestions on how we can improve.

What we will do

- Deliver a balanced budget, innovate to improve value for money, deliver modern services, and improve customer satisfaction across council services
- Carry out fair and worthwhile consultations which allow everyone affected by proposals to have their say
- Consult on reversing the Liveable Streets scheme
- Build strong local, regional and national partnerships that deliver for residents of Tower Hamlets
- Reduce traffic on main roads so queuing vehicles emit less fumes and less pollution across the Borough
- Work to ensure staffing at every level of the council reflects the diversity of the borough
- Maintain our Silver Standard Investors in People Award in 2023 and strive for Gold Standard by 2026
- Maintain face to face services for those who need them while providing a better-designed, streamlined digital offer for residents who want to access services online
- Build our capacity in business intelligence and research – including the annual residents survey and research with residents and service users – and use it to inform decisions and services
- Undertake a Corporate Peer Challenge working with the Local Government Association and implement the recommendations
- Implement a rigorous improvement programme for those services subject to external inspection, and those that are not

What changes do we want to see?

Each year we will provide an update on these key indicators. Many factors contribute to this wider picture, and the council alone cannot achieve all the changes needed.

A council that listens and works for everyone	Tower Hamlets	Comparator
Percentage of residents satisfied with their local area as a place to live (LBTH - Annual Residents Survey; GB - LGA Residents Satisfaction Survey)	70% (2019)	83% Great Britain (Oct 2019)
Percentage of residents satisfied with the way the council runs things (LBTH - Annual Residents Survey; GB - LGA Residents Satisfaction Survey)	60% (2019)	63% Great Britain (Oct 2019)
Percentage of residents who think the council acts on the concerns of residents, (LBTH - Annual Residents Survey; GB - LGA Residents Satisfaction Survey)	61% (2019)	59% Great Britain (Oct 2019)

Council Spending by Directorate

Primary Strategic Priority	Net Revenue Budget 2022-23 (£m)
Health, Adults and Community	124,141.2
Public Health	37,372.1
Children and Culture	73,827.8
Place	73,890.0
Chief Executive's Office	14,306.1
Resources	38,680.2
Corporate Costs	27,255.7
Total	389,473.0

Funding Source

Primary Strategic Priority	Net Revenue Budget 2022-23 (£m)	Dedicated Schools Budget (£m)	Capital (£m)	HRA (£m)	Total (£m)
Core Grants	(138,877.7)	0.0	0.0	0.0	(138,877.7)
Business Rates	(129,286.0)	0.0	0.0	0.0	(129,286.0)
Council Tax	(121,673.6)	0.0	0.0	0.0	(121,673.6)
Collection Fund Deficit funding from Reserves	364.3		0.0		364.3
Use of Reserves	0.0	0.0	0.0	0.0	0.0
Savings to be identified	0.0	0.0	0.0	0.0	0.0
Dedicated Schools Grant	0.0	(971,628.0)	0.0	0.0	(971,628.0)
Capital Funding	0.0	0.0	(189,644.0)	0.0	(189,644.0)
Housing Revenue Account	0.0	0.0	0.0	(101,446.0)	(101,446.0)
Total	(389,473.0)	(971,628.0)	(189,644.0)	(101,446.0)	(1,652,191.0)

Our approach to community engagement is based on the principles of transparency, openness and 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: talk.towerhamlets.gov.uk

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

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