

OVERVIEW & SCRUTINY COMMITTEE

Monday, 25 November 2019 at 6.30 p.m., Room C1, 1st Floor, Town Hall,
Mulberry Place, 5 Clove Crescent, London, E14 2BG

This meeting is open to the public to attend.

Members:

Chair: Councillor James King

Vice Chair: Councillor Sufia Alam

Councillor Kahar Chowdhury

Councillor Dipa Das

Councillor Marc Francis

Councillor Tarik Khan

Councillor Eve McQuillan

Councillor Bex White

Councillor Andrew Wood

Scrutiny Lead for Children & Education

Scrutiny Lead for Health & Adults

Scrutiny Lead for Housing & Regeneration

Scrutiny Lead for Resources & Finance

Bethnal Green Ward

Scrutiny Lead for Community Safety &
Environment

Co-opted Members:

Please refer to item 5 the appointment of the two independent co-opted representatives onto the Committee.

Deputies:

Councillor Peter Golds, Councillor Zenith Rahman, Councillor Mohammed Pappu and Councillor John Pierce

[The quorum for this body is 3 voting Members]

Contact for further enquiries:

David Knight, Democratic Services

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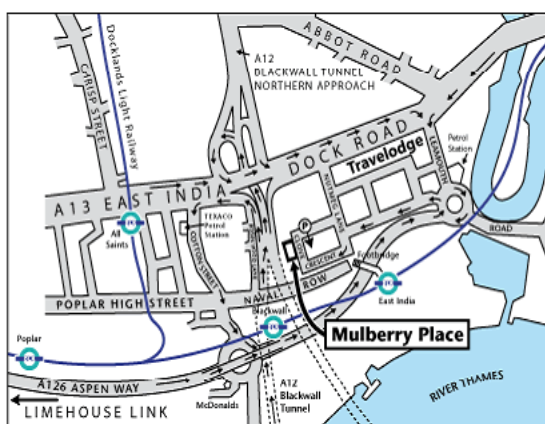
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SECTION ONE	WARD	PAGE NUMBER(S)
1. APOLOGIES FOR ABSENCE		
To receive any apologies for absence.		
2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTEREST		7 - 10
To note any declarations of interest made by Members, including those restricting Members from voting on the questions detailed in Section 106 of the Local Government Finance Act, 1992. See attached note from the Monitoring Officer.		
3. UNRESTRICTED MINUTES		11 - 30
To confirm as a correct record of the proceedings the unrestricted minutes of the meeting of the Overview and Scrutiny Committee held on 28 th October, 2019.		
4. REQUESTS TO SUBMIT PETITIONS		
To receive any petitions (to be notified at the meeting).		
5. RECRUITMENT OF TWO (2) INDEPENDENT CO-OPTED REPRESENTATIVES TO THE OVERVIEW AND SCRUTINY COMMITTEE		31 - 34
Overview and Scrutiny Committee is asked to agree the appointment of the two (2) independent co-opted representatives onto the Committee.		
6. FORTHCOMING DECISIONS		35 - 66
7. UNRESTRICTED REPORTS 'CALLED IN'		
No decisions of the Mayor in Cabinet on 30 th October, 2019 in respect of unrestricted reports on the agenda were 'called in'.		
8. SCRUTINY SPOTLIGHT		
8.1 Leisure Facilities	All Wards	
The Committee will be undertaking a review of the		

provision of leisure facilities in Tower Hamlets.

9. UNRESTRICTED REPORTS FOR CONSIDERATION

9.1 Medium Term Financial Strategy (MTFS) and Budget Planning

The Committee will receive a presentation that will provide an outline of the approach in prioritising resources over the Medium Term Financial Strategy (MTFS) from 2019-20 to 2020-21.

9.2 Quarterly Budget Monitoring

All Wards

The Committee will receive a presentation that will provide details regarding the General Fund revenue, Dedicated Schools Grant (DSG), Housing Revenue Account (HRA) and progress made against savings targets. This will allow the Committee to monitor the Council's finances to ensure these align with Council priorities and provide residents with value for money.

9.3 Strategic Performance Monitoring: Quarterly Performance Report

All Wards

67 - 208

The Committee is asked to comment on the Council's performance against the strategic goals and provide critical friend challenge to service delivery.

10. VERBAL UPDATES FROM SCRUTINY LEADS

(Time allocated – 5 minutes each)

11. PRE-DECISION SCRUTINY OF UNRESTRICTED CABINET PAPERS

To consider and agree pre-decision scrutiny questions/comments to be presented to Cabinet.

(Time allocated – 30 minutes).

12. ANY OTHER UNRESTRICTED BUSINESS WHICH THE CHAIR CONSIDERS TO BE URGENT

To consider any other unrestricted business that the Chair considers to be urgent.

13. EXCLUSION OF THE PRESS AND PUBLIC

In view of the contents of the remaining items on the agenda the Committee is recommended to adopt the following motion:

“That, under the provisions of Section 100A of the Local Government Act 1972, as amended by the Local Government (Access to Information) Act 1985, the press and public be excluded from the remainder of the meeting for the consideration of the Section Two business on the grounds that it contains information defined as Exempt in Part 1 of Schedule 12A to the Local Government Act, 1972.”

EXEMPT/CONFIDENTIAL SECTION (Pink Papers)

The exempt committee papers in the agenda will contain information, which is commercially, legally or personally sensitive and should not be divulged to third parties. If you do not wish to retain these papers after the meeting, please hand them to the Committee Officer present.

SECTION TWO

WARD

**PAGE
NUMBER(S)**

14. EXEMPT/ CONFIDENTIAL MINUTES

Nil items

15. EXEMPT/ CONFIDENTIAL REPORTS 'CALLED IN'

Nil items

16. PRE-DECISION SCRUTINY OF EXEMPT/ CONFIDENTIAL) CABINET PAPERS

To consider and agree pre-decision scrutiny questions/comments to be presented to Cabinet.

(Time allocated 15 minutes).

17. ANY OTHER EXEMPT/ CONFIDENTIAL BUSINESS THAT THE CHAIR CONSIDERS URGENT

To consider any other exempt/ confidential business that the Chair considers to be urgent.

Next Meeting of the Overview and Scrutiny Committee

Monday, 16 December 2019 at 6.30 p.m. to be held in Room C1, 1st Floor, Town Hall,
Mulberry Place, 5 Clove Crescent, London, E14 2BG

Agenda Item 2

DECLARATIONS OF INTERESTS - NOTE FROM THE INTERIM MONITORING OFFICER

This note is for guidance only. For further details please consult the Members' Code of Conduct at Part 5.1 of the Council's Constitution.

Please note that the question of whether a Member has an interest in any matter, and whether or not that interest is a Disclosable Pecuniary Interest, is for that Member to decide. Advice is available from officers as listed below but they cannot make the decision for the Member. If in doubt as to the nature of an interest it is advisable to seek advice **prior** to attending a meeting.

Interests and Disclosable Pecuniary Interests (DPIs)

You have an interest in any business of the authority where that business relates to or is likely to affect any of the persons, bodies or matters listed in section 4.1 (a) of the Code of Conduct; and might reasonably be regarded as affecting the well-being or financial position of yourself, a member of your family or a person with whom you have a close association, to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the ward affected.

You must notify the Interim Monitoring Officer in writing of any such interest, for inclusion in the Register of Members' Interests which is available for public inspection and on the Council's Website.

Once you have recorded an interest in the Register, you are not then required to declare that interest at each meeting where the business is discussed, unless the interest is a Disclosable Pecuniary Interest (DPI).

A DPI is defined in Regulations as a pecuniary interest of any of the descriptions listed at **Appendix A** overleaf. Please note that a Member's DPIs include his/her own relevant interests and also those of his/her spouse or civil partner; or a person with whom the Member is living as husband and wife; or a person with whom the Member is living as if they were civil partners; if the Member is aware that that other person has the interest.

Effect of a Disclosable Pecuniary Interest on participation at meetings

Where you have a DPI in any business of the Council you must, unless you have obtained a dispensation from the authority's Interim Monitoring Officer following consideration by the Dispositions Sub-Committee of the Standards Advisory Committee:-

- not seek to improperly influence a decision about that business; and
- not exercise executive functions in relation to that business.

If you are present at a meeting where that business is discussed, you must:-

- Disclose to the meeting the existence and nature of the interest at the start of the meeting or when the interest becomes apparent, if later; and
- Leave the room (including any public viewing area) for the duration of consideration and decision on the item and not seek to influence the debate or decision

When declaring a DPI, Members should specify the nature of the interest and the agenda item to which the interest relates. This procedure is designed to assist the public's understanding of the meeting and to enable a full record to be made in the minutes of the meeting.

Where you have a DPI in any business of the authority which is not included in the Member's register of interests and you attend a meeting of the authority at which the business is considered, in addition to disclosing the interest to that meeting, you must also within 28 days notify the Interim Monitoring Officer of the interest for inclusion in the Register.

Further advice

For further advice please contact:-

Asmat Hussain, Corporate Director, Governance and Monitoring Officer. Tel 020 7364 4800

APPENDIX A: Definition of a Disclosable Pecuniary Interest

(Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012, Reg 2 and Schedule)

Subject	Prescribed description
Employment, office, trade, profession or vacation	Any employment, office, trade, profession or vocation carried on for profit or gain.
Sponsorship	<p>Any payment or provision of any other financial benefit (other than from the relevant authority) made or provided within the relevant period in respect of any expenses incurred by the Member in carrying out duties as a member, or towards the election expenses of the Member.</p> <p>This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.</p>
Contracts	<p>Any contract which is made between the relevant person (or a body in which the relevant person has a beneficial interest) and the relevant authority—</p> <p>(a) under which goods or services are to be provided or works are to be executed; and</p> <p>(b) which has not been fully discharged.</p>
Land	Any beneficial interest in land which is within the area of the relevant authority.
Licences	Any licence (alone or jointly with others) to occupy land in the area of the relevant authority for a month or longer.
Corporate tenancies	<p>Any tenancy where (to the Member's knowledge)—</p> <p>(a) the landlord is the relevant authority; and</p> <p>(b) the tenant is a body in which the relevant person has a beneficial interest.</p>
Securities	<p>Any beneficial interest in securities of a body where—</p> <p>(a) that body (to the Member's knowledge) has a place of business or land in the area of the relevant authority; and</p> <p>(b) either—</p> <p>(i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or</p> <p>(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person has a beneficial interest exceeds one hundredth of the total issued share capital of that class.</p>

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LONDON BOROUGH OF TOWER HAMLETS

MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE

HELD AT 6.35 P.M. ON MONDAY, 28 OCTOBER 2019

**ROOM C1, 1ST FLOOR, TOWN HALL, MULBERRY PLACE, 5 CLOVE
CRESCENT, LONDON, E14 2BG**

Members Present:

Councillor James King (Chair)	
Councillor Sufia Alam (Vice-Chair)	– Scrutiny Lead for Children & Education
Councillor Kahar Chowdhury	– Scrutiny Lead for Health & Adults
Councillor Dipa Das	– Scrutiny Lead for Housing & Regeneration
Councillor Marc Francis	
Councillor Tarik Khan	– Scrutiny Lead for Resources & Finance
Councillor Eve McQuillan	– Bethnal Green Ward
Councillor Bex White	– Scrutiny Lead for Community Safety & Environment
Councillor Andrew Wood	

Others Present:

Mayor John Biggs	– (Executive Mayor)
Councillor David Edgar	– (Cabinet Member for Environment)

Officers Present:

Adam Boey	– (Senior Strategy & Policy Manager - Corporate)
Afazul Hoque	– (Head of Corporate Strategy & Policy)
Dan Jones	– (Divisional Director, Public Realm)
David Knight	– (Senior Democratic Services Officer)
David Tolley	– (Head of Environmental Health and Trading Standards)

1. DECLARATIONS OF DISCLOSABLE PECUNIARY INTEREST

The following Councillor declared an interest that must be declared in Agenda Item 7 (Item 6.2 the report on the outcome of the public consultation on the closure of Raine's School and the expansion of Oaklands School:

- Cllr Bex White

2. UNRESTRICTED MINUTES

The Chair **Moved** and it was:

RESOLVED

That the unrestricted minutes of the meeting of the Overview and Scrutiny Committee held on June 24th, 2019 were confirmed as a correct record and the Chair was authorised to sign them accordingly.

2.1 Monday, 23rd September 2019

The Chair **Moved** and it was:

RESOLVED

That the unrestricted minutes of the meeting of the Overview and Scrutiny Committee held on 23rd September 2019 were confirmed as a correct record and the Chair was authorised to sign them accordingly.

3. TUESDAY 1ST OCTOBER 2019

The Chair **Moved** and it was:

RESOLVED

That the unrestricted minutes of the meeting of the Overview and Scrutiny Committee held on 1st October 2019 were confirmed as a correct record and the Chair was authorised to sign them accordingly.

4. REQUESTS TO SUBMIT PETITIONS

Nil items

5. FORTHCOMING DECISIONS

Noted

6. UNRESTRICTED MATTERS FOR CONSIDERATION

6.1 Strengthening our Consultation Process - Presentation

The Committee received a presentation from the Mayor on Strengthening the Council's Consultation Process. The main points of the discussion are outlined below:

The Committee:

- Noted that it is important to ensure a consistent approach across the Council regarding the Consultation Process. Therefore, Council has set

of consultation principles for officers which (i) gives clear guidance to directorates on conducting consultations; and (ii) demonstrates the Council's desire to engage more effectively across the Borough;

- Was advised that the Council aims to (i) to consult with as wide a group of the community at the earliest stage in the policy forming process; (ii) make it easier for the public to contribute their views; (iii) to use clear language in consultation documents;
- Noted therefore that (i) the quality of the training to officers is essential and (ii) it is important to recognise some of the results and the outcomes of a consultation exercise may not satisfy everyone;
- Noted that when planning an engagement process officers need to recognise diversity, identify any potential barriers and design the process to minimise barriers where possible e.g. Literacy levels and dominance of oral culture;
- Commented that it wished to see the final versions of any consultation before it goes out;
- Noted that submissions to any consultation need to be in both soft and hard copy formats;
- Noted communication materials should be jargon free and in plain English; available in accessible formats and provided in alternative language(s) as appropriate. Also given the strong oral tradition in many community's events where individuals can discuss the issues first-hand are invaluable.
- Noted it was important to use (i) existing community networks and forms of communication to publicise events; and (ii) opportunities to align or hold combined events for greater impact;
- Noted that from the outset officers are advised to be clear about the scope and purpose of the engagement process e.g. will the aim be to Inform the decision-making or service delivery;
- Noted that for a consultation process to be fair and lawful consultees must have enough information to ensure they understand the issues and can give informed responses;
- Noted that any consultation about policies or implementation plans should be at the formative stage;
- Commented that it would wish to see more consultations on Green spaces as they provide a wide variety of environmental, economic and social benefits;
- Noted that each consultation will feature both an internal and an external evaluation.

As a result of discussions on the report the Committee **RESOLVED** that it:

1. Wanted to be notified about all consultations in the future;
2. Wished to see (i) paper templates; and (ii) examples of good consultations in every consultation pack; and
3. Want copies of the guidelines for consultation on green spaces.

6.2 Transport Strategy and Parking Services - Presentation

The Committee received and noted a presentation on the Transport Strategy and Parking Services. The main points of the discussion may be summarised as follows:

The Committee:

- Welcomed (i) the involvement of more seldom heard group's; (ii) the level of engagement had been encouraging; and (iii) the fact that the findings had been shared with Cabinet Members;
- Noted on the issue of air quality that Transport for London (TfL) and LBTH have worked together in the development of (i) liveable streets programme and (ii) accessible stations;
- Noted that as there are several major arterial roads running through the Borough, the expansion of the ultra-low emission zone will have a positive impact on air quality;
- Commented that criminal opportunities and risks are influenced by environmental conditions and with improved street lighting and cleanliness being a tangible alteration to the public realm that can bring a change in the perceptions, attitudes and behaviour of residents and potential offenders **e.g.** Lighting improvements may encourage increased street usage which intensifies natural surveillance;
- Noted that the Public Realm and Community Safety Teams are working to address the issues of Anti-Social Behaviour;
- Commented that the Strategy seems to focus on cycling/walking and not supporting growth in LBTH for next 20 years **e.g.** the proposal by the Canary Wharf Group to build a new underground rail line connecting Euston Station to Canary Wharf and the use of the Thames including improved access across it. In response it was noted that would be part of the consultation between LBTH and TfL;
- Commented that the Strategy does not fully address the creation places where motorized vehicle use is reduced to create an urban environment where most destinations can be reached by (i) walking; (ii) cycling; and (iii) public transport;
- Expressed the view that LBTH needs to apply leverage on TfL to (i) measure; and (ii) justify the impact of TfL's changes to bus services as not everyone can walk or use cycles instead of cars. In response it was noted that these concerns would be raised with TfL;
- Noted that LBTH will be looking to (i) address "rat runs"; (ii) introduce charges for parking permits based on engine sizes; and (iii) expanding "pay to park";
- Noted that LBTH has consulted with those in the community who use cars as a key part of their business;
- Noted that LBTH are working on the street scene to limit driver's ability to drive in a manner that is dangerous;
- Noted that the Strategy will shape parking and include the introduction of new technology to facilitate improvements in this area; and

- Commented that it wished to consider how LBTH should respond to transport demand which is outside of its control e.g. river crossing; bus travel; river transport and arterial routes.

As a result of discussions on the report the Committee **RESOLVED** that it wanted to:

- Receive a report by the end of this year on how the Council should respond to transport demand which is outside of its control.
-

6.3 **Gambling policy post consultation**

The Committee noted that, as a Licensing Authority, the Council must review the existing Gambling Policy every three years. Given the current Policy has been in effect since 5 December 2016, it is soon to expire and is now due for a review. The policy sets out in detail how the licensing authority will discharge its licensing functions under the Gambling Act 2005.

Subject to agreement, the Policy will be presented to Full Council for adoption under the provisions set out by the Council's Constitution.

Accordingly, the Policy is before the Committee for comment and the main points of the discussion may be summarised as follows:

- Member's experience in the Licensing Committee is that LBTH is not able to implement the Policy to its fullest extent because of the threat of legal action – there seems to be a limit to LBTH's ability to implement its own Policy?;
- Regarding the location of gambling premises and their proximity to locations where children, young and vulnerable people are located, the Committee noted that the use of the term 'near' is subjective, and could be better/further defined, or quantified to provide greater certainty of what is expected;
- While there has not been any new licenses applications for a number of years, there was comment about measures to stop licenses in poorer areas;
- The Committee wanted to know about the number of risk assessments that were sought from operators – the Policy identifies this as important information for informing the authority about operators' awareness about their local communities; and
- The Committee noted Gamcare's submission recommended that developing a risk map is an important first step in identifying risks in the borough – and that such detailed information on risk is yet not presented in the Policy.

As a result of discussions on the above the Chair Moved and it was:-

RESOLVED to note the report and the points raised above.

7. PRE-DECISION SCRUTINY OF UNRESTRICTED CABINET PAPERS

The Committee received and noted those questions to be presented at Cabinet by the Chair in relation to unrestricted business on the agenda attached as appendices to these minutes.

8. VERBAL UPDATES FROM SCRUTINY LEADS

Councillor Dipa Das Scrutiny Lead for Housing and Regeneration

Noted that Members:

1. Had, had the opportunity to undertake site visits to local markets in order to look at how these could be improved; and
2. Would have the opportunity at the next meeting question the Mayor on the Housing Allocations Policy.

Councillor Tarik Khan Scrutiny Lead for Resources and Finance

Noted that the Lead Member had, had a series of meetings with Neville Murton (Corporate Director of Resources) and Kevin Bartle (Divisional Director of Finance), Procurement and Audit and spotlight sessions were being planned to consider the (i) Rent Scheme; and (ii) Budget.

Accordingly, it was agreed that the Scrutiny Lead Members should review the "Budget Pressures" with their opposite number within the Cabinet.

Councillor Bex White Scrutiny Lead for Community Safety and Environment

Noted that there had been a session last week focusing on "Resident Engagement with Safer neighbourhood Panels". It was noted that over 20 residents had attended and the use of digital engagement had enabled the active participation by all those in attendance. There would be a report to the 16th December 2019 meeting looking at how to improve engagement.

In addition, the following Councillors were asked to provide a written update for circulation with the minutes:

- (i) Kahar Chowdhury Scrutiny Lead for Health and Adults;
- (ii) Sufia Alam Scrutiny Lead for Children and Education

9. ANY OTHER UNRESTRICTED BUSINESS WHICH THE CHAIR CONSIDERS TO BE URGENT

Noted that (i) there had been a series of interviews with a view to appoint two members of the public to serve as co-opted members of the Overview and Scrutiny Committee and (ii) subject to the necessary references two new co-opted members should be joining the Committee this year.

10. EXCLUSION OF THE PRESS AND PUBLIC

As the agenda circulated contained no exempt/confidential business and there was therefore no requirement to exclude the press and public to allow for its consideration.

11. EXEMPT/ CONFIDENTIAL MINUTES

Nil items

12. EXEMPT/ CONFIDENTIAL REPORTS 'CALLED IN'

Nil items

13. PRE-DECISION SCRUTINY OF EXEMPT/ CONFIDENTIAL) CABINET PAPERS

Nil items

14. ANY OTHER EXEMPT/ CONFIDENTIAL BUSINESS THAT THE CHAIR CONSIDERS URGENT

Nil items

The meeting ended at 8.35 p.m.

**Chair, Councillor James King
Overview & Scrutiny Committee**

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Item 6.2 Report on the outcome of the public consultation on the closure of Raine’s School and the expansion of Oakland’s School	
Questions	Response
<p>1. Considering the decision to end intake to Raines has been overturned by the Schools Adjudicator, what further guidance has been received from DfE as how to proceed.</p>	<p>Raine’s School has remained open to applications for admission, as stated in the Tower Hamlets ‘Ready for Secondary School’ booklet. The LA’s submission to the Office of the Schools Adjudicator (OSA) was made as part of the contingency planning, in the event that the proposal to close Raine’s reaches the end of the 4-stage process and is a decision agreed by the council. The LA respects the views of the OSA and will make a change to its cabinet decision timetable. This change will ensure that, should it be necessary, a final decision on the future of Raine’s can be taken at the earliest opportunity. By taking this action the LA will ensure families who have applied for admission in September 2020 will not be disadvantaged in their opportunity to secure a place at an alternative school, if it is eventually decided that Raine’s School will close in August 2020’.</p>
<p>2. Could the future of Raine's and the subsequent effect on Oakland’s School be handed over to the DfE?</p>	<p>The decision on the future of Raine’s School is a matter for the Council not the DfE. Should a decision be taken to issue a</p>

	<p>statutory notice on the School’s closure, the Council will need to take its decision within two months, following the end of the statutory notice i.e. by early February 2020.</p> <p>If the Council fails to a take its decision within a two-month period then the matter will be referred to the Office of School’s Adjudicator.</p>
<p>3. What steps have the Council and Oakland’s school taken to ensure that there will not be significant problems when Raine’s pupils join Oakland’s, given parent witness statements that detail concerns have been so significant in the past that the two schools had different closing times?</p>	<p>The cabinet report and equalities assessment recognises that any potential joint venture between the schools will move forward with tolerance, respect and cooperation paramount, in line with universal “British Values”. Various activities are therefore being undertaken as follows:</p> <ul style="list-style-type: none"> • Meetings between leadership at the Council, Oaklands and Raine’s to discuss best way to communicate with their respective student bodies and set expectations of appropriate behaviour. Leadership to consider sanctions where students do not meet these expectations and other measures to support an equalities culture at the schools. • An organisation called “New

	<p>Direction” will develop a programme of activities for pupils to help build relationships between the two schools. New Direction is a not for profit organisation which works with partners across the capital to promote community cohesion through opportunities for children to unlock their creative abilities.</p> <p>A joint steering group has been set up to oversee progress and arrange for further transition support if required.</p>
<p>Item 6.5 Safeguarding Adults Board Annual Report 2018-19</p>	
<p>Questions</p>	<p>Response</p>
<p>1. Safeguarding Adult’s Board: It’s positive to see that there has been training in modern slavery and human trafficking. Is the board aware of the number of adults affected by this in the borough? Now that staff are trained, how often has this training been used in practice to identify people who are victims of modern slavery and human trafficking?</p>	<p>If there is a concern that a child or adult is a victim of modern slavery, a referral is made to the National Referral Mechanism. In 2018-19, social care made 19 referrals (18 related to children, one for an adult).</p> <p>The role of the Safeguarding Adults Board in assuring that local arrangements safeguard vulnerable adults extends to victims of modern slavery. In 2018-19, there were five</p>

	<p>safeguarding adult enquiries relating to this issue.</p> <p>The true number of people impacted by modern slavery and human trafficking is likely to be much higher than National Referral Mechanism figures indicate. Many modern slaves and their abusers will seek to avoid contact with public services for fear of the consequences, or will be ‘hidden in plain sight’. If a victim is identified, they may not engage due to fear of their abusers or being returned to the country they were trafficked from (if applicable).</p> <p>Staff training enables staff to better identify and support potential victims. Staff use this in their day-to-day work. Training is provided on an ongoing basis: For example, next month a ‘Combatting Modern Day Slavery’ event is being planned for Poplar Harca staff.</p>
<p>2. What steps will be taken to safeguard adults who are frail and living alone (though not necessarily with care needs) particularly in light of changes to the meals on wheels service when some of these adults will no longer be getting a daily</p>	<p>A range of work is in place to tackle abuse and neglect for adults who are not social care users, but who may be vulnerable for another reason. As</p>

<p>visit.</p>	<p>articulated in the Annual Report, the Safeguarding Adults Board oversee public awareness-raising activity and a detailed programme of staff training so that people working in housing, health and elsewhere can effectively safeguard adults at risk of abuse or neglect. For example, the Annual Report notes that the Board has carried out awareness-raising activity in relation to financial abuse and scams, which was identified as a potential risk for people who are frail and living alone.</p> <p>Safeguarding is also a central part of the support targeted at people who are frail and living alone – e.g. befriending services, LinkAge Plus – whereby staff and volunteers are trained to identify issues and take action when needed.</p> <p>A number of local mechanisms and multi-agency panels exist if there are concerns about the safety of someone who is frail or living alone (with or without care needs). For example, the High Risk Panel looks at challenging and complex cases. We have also</p>
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	<p>recently launched the Safeguarding New Approach Panel which aims to engage with health, care, housing and other providers to work preventatively and realise early intervention opportunities as and when needed.</p> <p>When we make any change to services – such as the changes to the welfare meals service – safeguarding risks are carefully considered. We are currently carrying out home visit reviews to move people to new support plans in relation to welfare meals. People will only stop receiving meals from the service once they have been supported to find a suitable alternative option that does not pose any safeguarding risks. In addition, the review meetings will take a holistic approach rather than just focusing on meals, so if there is a risk of loneliness or social isolation (for example), this can be addressed. Things like Telecare or Assistive Technology that can help keep people safer will be offered if needed. The review will also consider a person’s own community resources and the support</p>
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	network around them.
Item 6.7 Liveable Streets programme report	
Questions	Response
<p>1. This programme is now running behind its original schedule. What are the key factors behind it and what learning has been put in place to ensure there are no further slippages?</p>	<p>The programme is broken down in to 17 different areas with each having its own programme. Phase 1 and phase 2a have started which includes 5 different areas.</p> <p>In phase 1:</p> <p>Bethnal Green- currently running to its original programme and out for public consultation.</p> <p>Wapping -public consultation is to be started soon (mid-November) and is currently 6 weeks behind schedule. This was due to a third resident workshop being added to encourage further residents to take part in developing the scheme.</p> <p>Bow – Following the early removal of trial, the programme was delayed in order to examine the concerns raised. Workshop are due to take place shortly and a detailed programme is to be developed to fit with residents and business views as well as meeting TfL funding criteria</p>

	<p>In Phase 2a:</p> <p>Barkantine – currently running to its original programme with the next stage of public consultation due in January</p> <p>Brick Lane – delayed by 8 weeks, due to additional time for early engagement with businesses in the area.</p> <p>Phase 1 has enable us to learn some vital lessons in driving forward this programme, one of the most important is ensuring that ward councillors are involved in the process from the beginning. To do this we have developed a ward cllr engagement process to ensure they are aware of the timetable of the programme and how to be involved. This can be found in the appendix of the cabinet report.</p> <p>To keep the future areas on programme we shall be meeting with ward cllrs prior to the first stage of the process, namely early engagement. This will ensure we understand the demographics of the area and the likely issues and concerns. This way we can tailor our engagement and build up a background of vital information</p>
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	and stakeholders in the area.
Item 6.8 Local Community Fund	
Questions	Response
<p>1. O&S were told that mitigation funding would be around £180k per year, but we're looking at £220k-£380k a year. Where is this additional funding coming from?</p>	<p>£180,000 was the annual saving on the MSG budget which would have accrued from maintaining the LCF programme at the same level of funding as MSG expenditure in 2018/19 rather than the budget figure. Initially it was agreed this saving could be deferred to 2021/22 to allow it to be used for MSG/LCF transition and equality mitigation costs. It has now been agreed the savings may be deferred to 2023/24 to allow additional funding to meet these costs.</p>
<p>2. In the Small Grants Programme will organisations be funded the full amount requested as per the policy on LCF and if not why are we deviating from this policy?</p>	<p>Organisations funded through the Small Grants Programme may not necessarily be awarded the same amount as they applied for.</p> <p>Funding the full amount requested in the LCF was agreed in response to discussions with VCS organisations in the co-production sessions when the programme was developed. Full cost recovery – where the cost of the service is met in full by the funder without any</p>

	<p>requirement for the provider to match fund or contribute towards the cost in other ways – is one of the potential benefits to providers of commissioning through open tender. When the council responded to concerns expressed by the sector about what was then known as Community Commissioning, and proposed the Local Community Fund process, VCS organisations were keen to retain the full cost recovery element.</p> <p>The Small Grants Programme is a different type of funding programme and it would not be appropriate to follow the example of the LCF in providing full cost recovery and funding based solely on the amount requested. A grant is normally made towards the cost of an activity rather than paying the full cost and there is an expectation that the applicant organisation will be able to use grant aid to lever in other resources.</p> <p>The council’s Small Grants Programme as set out in the policy document agreed at Cabinet in March 2018 has a specific requirement that applicants demonstrate how funding will help lever in other resources.</p>
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<p>3. When the Mayor agreed LCF at Cabinet in July he requested a report on older people, play and sports. What was the findings of this paper and can this be shared with OSC?</p>	<p>This paper can be shared with members of O&S</p>
<p>4. The Funders Fair is planned for April 2020 which is 7 months after funding has ended for organisations that were unsuccessful with LCF. Is this mitigation appropriate?</p>	<p>A Funders Fair is a major event which requires time to set up in order to book all the major funders such as the lottery and the larger trusts and foundations. The Funders' Forum which will bring together local funders and other funders with a particular interest in Tower Hamlets is scheduled to meet before Christmas. The longer term benefits of this forum are greater synergy between funders, potential joint funding initiatives and shared intelligence and in the short term it will help ensure the council and the THCVS are fully informed about forthcoming local funding initiatives that may be of value to organisations whose submissions to the LCF were not successful.</p>
<p>Item 6.11 Nomination to Outside Bodies</p>	
<p>Questions</p>	<p>Response</p>
<p>1. A Tower Hamlets school is currently in the process of being taken over by the University Schools Trust. Will the council's nominee to this board uphold the council's anti-academy policies in this role?</p>	<p>Nominations to academy boards are made by the council and appointed by the mayor. Members of any Board are required to act in the best interests of</p>

	the organisation, in line with legislation and the requirements of charity and company law.
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Overview and Scrutiny Committee 25th November, 2019	 TOWER HAMLETS
Report of: Corporate Director, Governance	Classification: Unrestricted
Recruitment of two (2) independent co-opted representatives to the Overview and Scrutiny Committee	

Originating Officer(s)	David Knight, Principal Committee Services Officer
Wards affected	All wards

Summary

The report sets out the process for recruiting two (2) independent, co-opted representatives to the Overview and Scrutiny Committee

Recommendations:

1. Overview and Scrutiny Committee is asked to agree the appointment of the two (2) independent co-opted representatives onto the Committee as detailed in paragraphs 1.1 and 1.2.

1. BACKGROUND

- 1.1 An advert, promoting the two (2) positions, was put on the Council's website and the positions were also advertised through social media. The interviews were undertaken by an interview panel including Councillor James King, the Chair of the Overview and Scrutiny Committee and officers. As a result of the interviews two (2) candidates were selected. Mr James Wilson and Ms Halima Islam to serve as Co-Opted Members on the Overview and Scrutiny Committee for the period of the current administration.
- 1.2 Training will be provided by officers to the co-opted representatives on the Code of Conduct for Members which will include declarations of interest, exempt reports and data protection. An induction session will also be held to explain their role and how this can be developed.

2. ALTERNATIVE OPTIONS

- 2.1 The recruitment of the two (2) co-opted vacancies was undertaken through an open, competitive route. As opposed to directly appointing the co-opted members from an established engagement forum or agency familiar to the Council.

3. EQUALITIES IMPLICATIONS

- 3.1 The open, competitive recruitment process has been designed to encourage applicants from a broad range of different backgrounds and interests within the local community. This is consistent with the aim of recognising and promoting the Council's equality duty. The appointment of co-opted members also brings local people's views to those discussions on issues of concern to local people, including services provided by other organisations. This helps to strengthen local community leadership, independent from Tower Hamlets Council.

4. OTHER STATUTORY IMPLICATIONS

- 4.1. This section of the report is used to highlight further specific statutory implications that are either not covered in the main body of the report or are required to be highlighted to ensure decision makers give them proper consideration. Examples of other implications may be:

- Best Value Implications,
- Consultations,
- Environmental (including air quality),
- Risk Management,
- Crime Reduction,
- Safeguarding.

- 4.2 There are no other statutory implications contained in this report.

5. COMMENTS OF THE CHIEF FINANCE OFFICER

- 5.1 This report provides an update on the selection of two independent co-opted representatives for the Housing Scrutiny Sub-Committee and asks the Overview and Scrutiny Committee to endorse the candidates selected. The only financial implication as a result of the recommendation within this report is to note that each co-opted representative is entitled to claim an attendance allowance of £128 per meeting.

6. LEGAL COMMENTS

- 6.1 Pursuant to section 9FA (4) and (5) of the 2000 Act, an overview and scrutiny committee of a local authority, or any sub-committee of such a committee, may include persons who are not members of the authority but any persons who are not members of the local authority are not entitled to vote at any meeting of its overview and scrutiny committee, or any sub-committee of such a committee.
- 6.2 The Overview and Scrutiny Procedure Rules provides that the Overview and Scrutiny Committee will be responsible for agreeing the appointment of co-opted representatives. This report is asking for the Committee to approve the appointment of two (2) co-opted representatives to the Overview and Scrutiny

Committee and such request is within the Committees powers. Until such time as the Committee approves the appointment, the co-opted representatives cannot sit on the Committee

- 6.3 When taking action, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty).

Linked Reports, Appendices and Background Documents

Linked Report

- None

Background Documents – Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2012

- None

Officer contact details:

- N/A

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FORTHCOMING DECISIONS PLAN

29 October 2019

Website

Current and previous Forthcoming Decision Plans are available on the Council website and new decision notices are published as soon as they are known. The website also contains agendas and reports for all Council Committees, Mayor and Councillor details and more.

To visit the web pages go to: www.towerhamlets.gov.uk/committee
For smart phone/tablet users scan the QR code to the right.



Tower Hamlets Council **Forthcoming Decisions Plan**

What is this document?

The Forthcoming Decisions Plan (or 'Forward Plan') contains information on significant decisions that the Council expects to take over the next few months.

As a minimum this will include notice of:

- All **Key Decisions** to be taken by the Mayor or Cabinet.
 - This could include decisions taken at public meetings or taken individually at other times.
- Budget and Policy Framework Decisions (for example the Budget Report itself and major policies to be agreed by Council as set out in the Constitution)

In addition the Council aims to publish all other decisions to be taken by the Mayor and/or Cabinet.

Key Decisions

The Council is required to publish notice of all key decisions at least 28 days before they are taken by the Executive. Key decisions are all those decisions which involve major spending, or savings, or which have a significant impact on the local community. The precise definition of a key decision adopted by Tower Hamlets is contained in Section 3 of the [Constitution](#). Key Decisions can be taken by the Mayor, the Mayor in Cabinet or an officer if it has been expressly delegated.

Publication of Forthcoming Decisions

Individual notices of new Key Decisions will be published on the website as they are known on the 'Forthcoming Decisions' page, whilst this 'Forthcoming Decisions Plan' collating these decisions will be published regularly, as a minimum at least, 28 days before each Cabinet meeting. The Plan will be published on the Council's website and will also be available to view at the Town Hall and Libraries, Ideas Centres and One Stop Shops if required.

Urgency

If, due to reasons of urgency, a Key Decision has to be taken where 28 days' notice have not been given. Notice will be published (on the website) as early as possible and Urgency Procedures as set out in the Constitution have to be followed.

Make your views known

The most effective way for the public to make their views known about a Forthcoming Decisions is to contact the lead officer, or Cabinet Member (where stated), listed. You can also view the Council's [Consultation Calendar](#), which lists all the issues on which the Council and its partners are consulting.

Information about the Decision Makers

Further information on the Mayor and Members of the Cabinet can be found on the Council [website](#).

Notice of Intention to Conduct Business in Private

The Council is also required to give at least 28 days' notice if it wishes to consider any of the reports on the agenda of an Executive meeting (such as Cabinet) in private session. The last row of each item below will indicate any proposal to consider that item in private session. Should you wish to make any representations in relation to item being considered in private please contact Democratic Services on the contact details listed on the front page.

The notice may reference a paragraph of Section 12A of the 1972 Local Government Act. In summary those paragraphs refer to the following types of exempt information (more information is available in the Constitution):

1. Information relating to any individual
2. Information which is likely to reveal the identity of an individual
3. Information relating to the financial or business affairs of any particular person (including the authority handling the information)
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matters arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals that the authority proposes:-
 - a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - b) to make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

Contact Details for this Plan

Contact Matthew Mannion
Officer: Democratic Services
Email: matthew.mannion@towerhamlets.gov.uk
Telephone: 020 7364 4651
Fax No: 020 7364 3232

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Contents:

Decision Title	Due Date	Page No.
*Adoption of the Tower Hamlets Community Infrastructure Levy (CIL) Charging Schedule	15/01/20	27
*Adoption of the Tower Hamlets Local Plan 2031: Managing Growth and Sharing the Benefits	15/01/20	28
Award of Contracts for the Support Service in Three Hostels for the Single Homeless	27/11/19	16
Contracts Forward Plan 2019/20 – Quarter three	18/12/19	20
Disposal of Land at Mantus Road E1	Not before 27/03/19	5
Draft Scrutiny Report - Improving health, environmental quality, economic and social outcomes through Housing Open Spaces	27/11/19	17
Gambling Policy 2019- 2022	13/11/19	15
*Lease of Tower Hamlets Cemetery Park and Lodge (excluding Soanes Centre) to the Friends of Tower Hamlet Cemetery Park	18/12/19	21
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Response to Overview and Scrutiny Committee’s recommendations on Safety, Aspiration and Inclusion (2019 Trilogy Report)	30/10/19	12
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*Self-Build Policy, Guidance Document and Details of Self-Build Sites	26/02/20	30
Tower Hamlets Annual Equality Report 2019	18/12/19	24
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Urgent Structural Works-Brewster House and Malting House	26/06/19	5

* New Issues published since the last Forward Plan

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Title of Report	Disposal of Land at Mantus Road E1	Ward(s) Bethnal Green	Key Decision? Yes
Summary of Decision	Cabinet members are asked to approve the disposal of the land at Mantus Road to Tower Hamlets Community Housing. Receive 6 housing units from THCH in exchange for the land at Mantus Road.		

Decision maker Date of decision	Cabinet Not before 27/03/19		
Community Plan Theme	A borough that our residents are proud of and love to live in		
Cabinet Member	Deputy Mayor and Cabinet Member for Regeneration and Air Quality		
Who will be consulted before decision is made and how will this consultation take place	<p>Planning consultation is over several weeks</p> <p>The project is part of the Councils initiative to establish a pipeline development programme including estate regeneration scheme and infill sites. The pipe line programme is to be established in consultation with the Mayor and Cabinet and the programme has been discussed with Cabinet members.</p> <p>THCH has obtained planning permission and would have undertaken consultation as part of that process.</p>		
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	No		
Contact details for comments or additional information	Jane Abraham, Ralph Million (Housing Project Manager) jane.abraham@towerhamlets.gov.uk, (Senior Strategic Asset Manager, Place)		
What supporting documents or other information will be available?	N/A		
Is there an intention to consider this report in private session and if so why?	Partly Exempt (Part of the report will be exempt) The appendices as will contain commercially sensitive information		

Title of Report	Urgent Structural Works- Brewster House and Malting House	Ward(s) Limehouse	Key Decision? Yes
Summary of Decision	This report recommends allocating resources and awarding a contract to undertake works needed to address the structural integrity at Brewster House and		

Forthcoming Decisions Plan October 2019

Malting House, two Large Panel System blocks.

The Government advised further checks of the structural integrity of these buildings in 2018. As a result, consulting structural engineers Wilde Carter Clack conducted a comprehensive structural investigation and concluded that the blocks required intrusive structural strengthening. Therefore, the Mayor is recommended to:

1. Agree to the allocation of capital resources to fund the works and the services associated with delivering the works.
2. Agree to the award of the works contract via the Council's Better Neighbourhoods Framework.
3. Agree to formally consult leaseholders and to recharge them for their portion of the cost of the works.
4. Agree options for recharging leaseholders for the cost of any temporary rehousing of dwelling occupants, their furniture and belongings, and for the reinstatement of the same upon the completion of the works.
5. Agree to officers exploring the possible voluntary buy back of leasehold properties in the two blocks.
6. Agree to the introduction of two additional borough wide payment options for leaseholders.

This matter was considered by the Mayor in Cabinet on 26 June 2019, where some aspects of the decision were deferred as explained in the decision notice <http://democracy.towerhamlets.gov.uk/ieDecisionDetails.aspx?AllId=102046>.

Decision maker Date of decision	Cabinet 26/06/19
Community Plan Theme	A borough that our residents are proud of and love to live in
Cabinet Member	Statutory Deputy Mayor and Cabinet Member for Housing
Who will be consulted before decision is made and how will this consultation take place	Residents have been kept informed via; monthly newsletters and issue of FAQs, weekly TRA drop in meetings, a public drop in event and access to the on-site Project Team Cabinet Lead member Corporate Finance Legal Services There will be further consultation meetings held and for leaseholders the statutory S20 consultation process will be undertaken. One-to-one meetings
Has an Equality Impact	No

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Assessment been carried out and if so the result of this Assessment?	
Contact details for comments or additional information	Mark Baigent (Interim Divisional Director, Housing and Regeneration) mark.baigent@towerhamlets.gov.uk
What supporting documents or other information will be available?	Available
Is there an intention to consider this report in private session and if so why?	Partly Exempt (Part of the report will be exempt) One or more of the appendices to the report may be exempt as they are expected to contain sensitive commercial/financial information

Title of Report	Liveable Streets programme report	Ward(s) All Wards	Key Decision? Yes
Summary of Decision	<p>This item sets out the vision and objectives of the Liveable Streets programme.</p> <p>The improvements in these areas will make fundamental changes to the infrastructure on the street as well as the travel behaviour of residents, businesses and visitors to Tower Hamlets. This item seeks to inform the cabinet of the Liveable Streets programme, the area it covers and the governance procedure that has been put in place</p>		

Decision maker Date of decision	Cabinet 30/10/19
Community Plan Theme	All Priorities
Cabinet Member	Cabinet Member for Environment
Who will be consulted before decision is made and how will this consultation take place	None None
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	N/A
Contact details for comments or additional information	Dan Jones (Divisional Director, Public Realm) dan.jones@towerhamlets.gov.uk

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What supporting documents or other information will be available?	None
Is there an intention to consider this report in private session and if so why?	No, Unrestricted

Title of Report	Local Community Fund	Ward(s) All Wards	Key Decision? No
Summary of Decision	<p>This report describes the actions taken in relation to mitigating the negative impact identified in the Equality Analysis of the voluntary and community sector (VCS) funding programme, the Local Community Fund agreed at Cabinet on 31st July 2019, including the extension of mainstream grants (MSG) funding to a number of services from 1 October 2019 to 31 March 2020 and establishing new themes for the council's small grants programme.</p> <p>The report also provides details of the other MSG transitional arrangements agreed in principle at Cabinet on 31st July 2019.</p>		

Decision maker Date of decision	Cabinet 30/10/19
Community Plan Theme	A borough that our residents are proud of and love to live in
Cabinet Member	Cabinet Member for Resources and the Voluntary Sector, Mayor
Who will be consulted before decision is made and how will this consultation take place	<p>All Directorates and the VCS.</p> <p>The LCF programme has been co-produced with the VCS. This is summarised in the main report .</p>
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	This report sets out the actions taken relating to the Equality Analysis of the report to cabinet on 31st July 2019, 'Local Community Fund' .
Contact details for comments or additional information	David Freeman, Sharon Godman (Voluntary and Community Sector (VCS) Strategy Manager) david.freeman@towerhamlets.gov.uk, (Divisional Director, Strategy, Policy and Performance) sharon.godman@towerhamlets.gov.uk
What supporting documents or other information will be available?	None

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Is there an intention to consider this report in private session and if so why?	No, Unrestricted
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Title of Report	Local Safeguarding Children Board Annual Report 2018-19	Ward(s) All Wards	Key Decision? No
Summary of Decision	<p>The annual report outlines key safeguarding performance information and achievements of the Local Safeguarding Children's Board partnership over the period 2018-2019.</p> <p>We are statutorily required to publish an annual report every year.</p>		

Decision maker Date of decision	Cabinet 30/10/19
Community Plan Theme	People are aspirational, independent and have equal access to opportunities
Cabinet Member	Cabinet Member for Children, Schools and Young People
Who will be consulted before decision is made and how will this consultation take place	<p>Independent LSCB Chair LSCB Executive Board Members (LA, Met Police, TH CCG) have been consulted</p> <p>Independent LSCB Chair LSCB Executive Board Members (LA, Met Police, TH CCG) have been consulted</p>
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	NA
Contact details for comments or additional information	Layla Richards (Head of Strategy and Policy – Children and Culture) layla.richards@towerhamlets.gov.uk
What supporting documents or other information will be available?	NA
Is there an intention to consider this report in private session and if so why?	No, Unrestricted NA

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Title of Report	Planning for School Places 2019/20 Review and Recommendations	Ward(s) All Wards	Key Decision? Yes
Summary of Decision	This report is the annual review of planning for school places. It explains the current position, projected demand, and proposals to increase and reorganise school provision to ensure the right provision is in the right place at the right time.		

Decision maker Date of decision	Cabinet 30/10/19
Community Plan Theme	TH Plan 1: A better deal for children and young people: aspiration, education and skills
Cabinet Member	Cabinet Member for Children, Schools and Young People
Who will be consulted before decision is made and how will this consultation take place	See above A number of public pre-consultations for individual schools (or groups of schools) for proposed changes to school organisation, will be undertaken during the early Autumn of 2019 and prior to decisions being taken on whether the LA decides to issue statutory public notices (formal consultations) on school organisation changes.
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	Yes – Specifically in relation to school organisation changes These will be completed during December 2019.
Contact details for comments or additional information	Christine McInnes (Divisional Director, Education and Partnership, Children's) christine.mcinnnes@towerhamlets.gov.uk
What supporting documents or other information will be available?	tbc
Is there an intention to consider this report in private session and if so why?	No, Unrestricted NA

Title of Report	Report on the outcome of the public consultation on the closure of Raine's School and the expansion of Oaklands School	Ward(s) All Wards	Key Decision? Yes
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Forthcoming Decisions Plan October 2019

Summary of Decision	This report informs the council of the outcome of the public consultation and recommends for cabinet to consider whether to issue a statutory notice and proposals to close Raine's Foundation School and expand Oaklands School. The report includes an analysis of all responses to the public consultation; options for the decision making process; and consideration of the financial implications
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Decision maker Date of decision	Cabinet 30/10/19
Community Plan Theme	TH Plan 1: A better deal for children and young people: aspiration, education and skills
Cabinet Member	Cabinet Member for Children, Schools and Young People
Who will be consulted before decision is made and how will this consultation take place	<p>The following stakeholders have been invited to respond to the pre-publication consultation:</p> <p>Parents and carers, students, Trustees, Church of England and Roman Catholic Diocese, Head Teachers, school staff, school governors, community groups, neighbouring Local Authorities, the National Education Union, local Members of Parliament.</p> <p>A public pre-publication consultation was held between 10th June and 31st July 2019. The consultation deadline was extended from 24th July to 31st of July as a result of changes to the consultation document and following legal advice. If a decision to publish a statutory notice and proposal is taken by Cabinet there is a statutory requirement for a further four week period of representation. This would run from 4th November to 2nd December 2019. During this statutory consultation period all interested stakeholders will have the chance to send objections or comments to the Council.</p>
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	No. This will only be required if the decision is taken by Cabinet to issue a statutory notice and proposals to close Raines Foundation School and expand Oaklands School.
Contact details for comments or additional information	Terry Bryan, Christine McInnes (Head of Pupil Services and School Sufficiency) terry.bryan@towerhamlets.gov.uk, (Divisional Director, Education and Partnership, Children's) christine.mcinnnes@towerhamlets.gov.uk
What supporting documents or other information will be available?	<ul style="list-style-type: none"> • Draft Statutory Notice • Public consultation paper, further information and response form • Summary report on alternative options to the closure of Raine's School • Copies of all responses to the public consultation • Notes from the public meetings on the consultation proposals • Analysis of the consultation responses • LA Pupil Projections 2018-2028 • Summary analysis on the current financial position of Raine's School
Is there an intention to consider this report in	No, Unrestricted

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private session and if so why?	
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Title of Report	Response to Overview and Scrutiny Committee's recommendations on Safety, Aspiration and Inclusion (2019 Trilogy Report)	Ward(s) All Wards	Key Decision? Yes
Summary of Decision	To respond to Overview and Scrutiny Committee's recommendations on community safety, educational aspiration, and employment aspiration.		

Decision maker Date of decision	Cabinet 30/10/19
Community Plan Theme	People are aspirational, independent and have equal access to opportunities
Cabinet Member	Mayor
Who will be consulted before decision is made and how will this consultation take place	As above Internal discussion across three Directorates: 1. HAC 2. C&C 3. Place
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	No - existing services
Contact details for comments or additional information	Sharon Godman (Divisional Director, Strategy, Policy and Performance) sharon.godman@towerhamlets.gov.uk
What supporting documents or other information will be available?	OSC Report: Safety, Aspiration and Inclusion
Is there an intention to consider this report in private session and if so why?	No, Unrestricted

Title of Report	Safeguarding Adults Board Annual Report 2018-19	Ward(s) All Wards	Key Decision? No
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Forthcoming Decisions Plan October 2019

Summary of Decision	The annual report outlines the achievements of the Safeguarding Adults Board, its subgroups and partner agencies over the period 2018 to 2019.
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Decision maker Date of decision	Cabinet 30/10/19
Community Plan Theme	A borough that our residents are proud of and love to live in
Cabinet Member	Cabinet Member for Adults, Health and Wellbeing
Who will be consulted before decision is made and how will this consultation take place	Members of the Board mentioned above The Safeguarding Adults Board and the Health, Adults and Communities Directorate Management Team have reviewed and agreed this report. The report will also be presented to the Health and Wellbeing Board.
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	NA
Contact details for comments or additional information	Denise Radley (Corporate Director, Health, Adults & Community) denise.radley@towerhamlets.gov.uk
What supporting documents or other information will be available?	NA
Is there an intention to consider this report in private session and if so why?	No, Unrestricted NA

Title of Report	Tower Hamlets Brexit Preparations Update	Ward(s) All Wards	Key Decision? No
Summary of Decision	This report will set out key activities the Council has delivered on preparing for Brexit and on-going risk management and planning to mitigate any impact on the Council and local residents		

Decision maker Date of decision	Cabinet 30/10/19
Community Plan Theme	All Priorities

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Cabinet Member	Cabinet Member for Culture, Arts and Brexit
Who will be consulted before decision is made and how will this consultation take place	None Consultation undertaken with range of stakeholders as part of Brexit Commission
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	No
Contact details for comments or additional information	Sharon Godman (Divisional Director, Strategy, Policy and Performance) sharon.godman@towerhamlets.gov.uk
What supporting documents or other information will be available?	Brexit Commission Report
Is there an intention to consider this report in private session and if so why?	No, Unrestricted

Title of Report	Tower Hamlets Education Partnership Financial Statements and Annual Review 2018-19	Ward(s) All Wards	Key Decision? No
Summary of Decision	This report provides the Council, as the supervising authority for Tower Hamlets Education Partnership (THEP), with THEP's audited accounts, in the form of the THEP Annual Report and Financial Statements for the year ending 31 March 2019, and with the annual report to THEP members, in the form of the THEP Annual Review 2018-19.		

Decision maker Date of decision	Cabinet 30/10/19
Community Plan Theme	TH Plan 1: A better deal for children and young people: aspiration, education and skills
Cabinet Member	Cabinet Member for Children, Schools and Young People
Who will be consulted before decision is made and how will this consultation take place	NA NA
Has an Equality Impact	NA

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Assessment been carried out and if so the result of this Assessment?	
Contact details for comments or additional information	Christine McInnes (Divisional Director, Education and Partnership, Children's) christine.mcinnnes@towerhamlets.gov.uk
What supporting documents or other information will be available?	THEP Annual Report and Financial Statements for year ending 31 March 2019 THEP Annual Review 2018-19
Is there an intention to consider this report in private session and if so why?	No, Unrestricted NA

Title of Report	Gambling Policy 2019- 2022	Ward(s) All Wards	Key Decision? Yes
Summary of Decision	The Council to agree and adopt the statutory Gambling Policy 2019 -2022		

Decision maker Date of decision	Council 13/11/19
Community Plan Theme	All Priorities
Cabinet Member	Cabinet Member for Environment
Who will be consulted before decision is made and how will this consultation take place	Businesses, Residents, Partners, Council departments – as detailed in the report Consultation on the Policy has taken place with businesses and other key stakeholders. Relevant considerations have been taken into account.
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	Yes, Included in the report.
Contact details for comments or additional information	Dan Jones, David Tolley (Divisional Director, Public Realm) dan.jones@towerhamlets.gov.uk, (Head of Environmental Health and Trading Standards) david.tolley@towerhamlets.gov.uk
What supporting documents or other information will be available?	All documents are included in the report.
Is there an intention to	No, Unrestricted

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consider this report in private session and if so why?	
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Title of Report	Award of Contracts for the Support Service in Three Hostels for the Single Homeless	Ward(s) All Wards	Key Decision? Yes
Summary of Decision	<p>Future contractual arrangements for the provision of support for residents of four hostels in the borough who:</p> <ul style="list-style-type: none"> • have been rough sleeping or are otherwise homeless; • often have complex support needs including mental health and substance misuse; • often become physically frail at a much younger age than the general population, necessitating increasing levels of care and support over time. 		

Decision maker Date of decision	Cabinet 27/11/19
Community Plan Theme	TH Plan 3: Strong, resilient and safe communities
Cabinet Member	Cabinet Member for Adults, Health and Wellbeing
Who will be consulted before decision is made and how will this consultation take place	<p>Service Users; Key internal stakeholders across Social Care, Housing and Community Safety Services; Support providers; NHS partners</p> <p>Consultation has been undertaken with a range of key stakeholders. An external independent review of provision has been commissioned and completed to inform planning of future service delivery models</p>
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	A QA checklist has been completed, which confirms that the proposals have due regard to any equalities impacts for the population cohort concerned.
Contact details for comments or additional information	Warwick Tomsett Joint Director, Integrated Commissioning warwick.tomsett@towerhamlets.gov.uk
What supporting documents or other information will be available?	Hostels Commissioning Plan 2019-2022
Is there an intention to consider this report in	No, Unrestricted NA

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private session and if so why?	
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Title of Report	Draft Scrutiny Report - Improving health, environmental quality, economic and social outcomes through Housing Open Spaces	Ward(s) All Wards	Key Decision? Yes
Summary of Decision	This report submits the report and recommendations of the Housing Open Spaces scrutiny review, and the action plan for implementation.		

Decision maker Date of decision	Cabinet 27/11/19
Community Plan Theme	All Priorities
Cabinet Member	Statutory Deputy Mayor and Cabinet Member for Housing
Who will be consulted before decision is made and how will this consultation take place	None – all relevant stakeholders have already been consulted / engaged. The joint scrutiny panel during the evidence collection process engaged with a number of key stakeholders (residents, registered providers, and voluntary and community organisations.
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	N/A
Contact details for comments or additional information	Mark Baigent, Abidah Kamali (Interim Divisional Director, Housing and Regeneration) mark.baigent@towerhamlets.gov.uk, Policy Officer Housing Abidah.Kamali@towerhamlets.gov.uk
What supporting documents or other information will be available?	Appendix 1 – Housing open spaces scrutiny review report Appendix A – Housing open spaces action plan
Is there an intention to consider this report in private session and if so why?	No, Unrestricted

Title of Report	Quarterly Performance & Improvement Monitoring – Q2 2019/20	Ward(s) All Wards	Key Decision? No
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Forthcoming Decisions Plan October 2019

Summary of Decision	This report provides the Mayor in Cabinet with an update on the delivery and implementation of the council's Strategic Plan
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Decision maker Date of decision	Cabinet 27/11/19
Community Plan Theme	A borough that our residents are proud of and love to live in
Cabinet Member	Mayor
Who will be consulted before decision is made and how will this consultation take place	Not Applicable None - this is a performance and delivery update
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	No
Contact details for comments or additional information	Thorsten Dreyer, Sharon Godman, Juanita Haynes (Head of Intelligence and Performance) thorsten.dreyer@towerhamlets.gov.uk, (Divisional Director, Strategy, Policy and Performance) sharon.godman@towerhamlets.gov.uk, (Senior Research Officer, Strategy & Performance) juanita.haynes@towerhamlets.gov.uk
What supporting documents or other information will be available?	None
Is there an intention to consider this report in private session and if so why?	No, Unrestricted

Title of Report	Refresh of Tower Hamlets Substance Misuse Strategy 2020-2025	Ward(s) All Wards	Key Decision? Yes
Summary of Decision	Tower Hamlets Substance Misuse Strategy expired in March 2019. Refreshing the strategy will enable us to articulate to residents, our approach to tackling substance misuse problems in the borough.		

Decision maker Date of decision	Cabinet 27/11/19
Community Plan Theme	People are aspirational, independent and have equal access to opportunities; A borough that our residents are proud of and love to live in;

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	TH Plan 3: Strong, resilient and safe communities; TH Plan 4: Better health and wellbeing.
Cabinet Member	Cabinet Member for Adults, Health and Wellbeing, Deputy Mayor and Cabinet Member for Community Safety and Equalities
Who will be consulted before decision is made and how will this consultation take place	<p>Consultation to date has consisted of: resident on-line survey, attendance at key ward panels affected by substance misuse, drop-in consultation at the Whitechapel Idea Store, interviews with key stakeholders across, Health, Adults and Community Services, Children's services, work path, Metropolitan Police, Third sector including drug and alcohol services, Community Rehabilitation Company (Probation), service users.</p> <p>Semi-structured interviews with key stakeholders Focus Groups Service user forum consultation MAB workshop Tower Hamlets Together /Health & Wellbeing Workshop Executive workshop Partnership Executive Workshop Ward Panels On line consultation Planned attendance at all Council Directorate Leadership Team meetings</p>
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	An equality analysis/ quality assurance checklist concluded that strategy will not have a disproportionate impact on any of the protected groups under the Equality Act (2010) that cannot be mitigated in the strategy and therefore a full Equality Analysis will not be undertaken. The strategy is not proposing any fundamental changes.
Contact details for comments or additional information	Ann Corbett (Divisional Director, Community Safety) ann.corbett@towerhamlets.gov.uk
What supporting documents or other information will be available?	Substance misuse Needs Assessment Consultation summary report
Is there an intention to consider this report in private session and if so why?	No, Unrestricted NA

Title of Report	Revenue and Capital Budget Monitoring Q2 2019-20	Ward(s) All Wards	Key Decision? Yes
Summary of Decision	This report details the Quarter 2 (September 2019) monitoring position against the approved budget for revenue and capital spend for the 2019-20 financial year. It also includes information on the council's progress against its saving targets, strategies for reducing overspends and a number of general financial health indicators.		

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Decision maker Date of decision	Cabinet 27/11/19
Community Plan Theme	All Priorities
Cabinet Member	Cabinet Member for Resources and the Voluntary Sector
Who will be consulted before decision is made and how will this consultation take place	N/A N/A
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	N/A
Contact details for comments or additional information	Kevin Bartle Divisional Director of Finance, Procurement and Audit Kevin.Bartle@towerhamlets.gov.uk
What supporting documents or other information will be available?	N/A
Is there an intention to consider this report in private session and if so why?	No, Unrestricted

Title of Report	Contracts Forward Plan 2019/20 – Quarter three	Ward(s) All Wards	Key Decision? Yes
Summary of Decision	This report presents the contracts being procured during quarter 3. The report also sets out the Contracts Forward Plan at Appendix 1 to the report. The report asks for confirmation that all contracts can proceed to contract award after tender.		

Decision maker Date of decision	Cabinet 18/12/19
Community Plan Theme	All Priorities
Cabinet Member	Cabinet Member for Resources and the Voluntary Sector
Who will be consulted before decision is made and how will this	Necessary consultation will be undertaken in accordance with the council's policies and procedures.

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consultation take place	<p>Where required, consultation with service users and stakeholders will be undertaken as part of the project and budget approval process.</p> <p>Necessary consultation will be undertaken in accordance with the council's policies and procedures.</p> <p>Where required, consultation with service users and stakeholders will be undertaken as part of the project and budget approval process.</p>
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	No. Contact specific EQIA is expected to be completed by respective contract owners as part of the Directorate approval.
Contact details for comments or additional information	Pam Cummins Directorate Support Manager, Resources pam.cummins@towerhamlets.gov.uk
What supporting documents or other information will be available?	Report and appendices include details of all contracts to be awarded.
Is there an intention to consider this report in private session and if so why?	No, Unrestricted

Title of Report	Lease of Tower Hamlets Cemetery Park and Lodge (excluding Soanes Centre) to the Friends of Tower Hamlet Cemetery Park	Ward(s) All Wards	Key Decision? No
Summary of Decision	The report recommends that the Council grants a lease of the Tower Hamlets Cemetery Park and lodge (excluding the Soanes Centre) to the Friends of Tower Hamlets Cemetery Park.		

Decision maker Date of decision	Cabinet 18/12/19
Community Plan Theme	All Priorities
Cabinet Member	Mayor
Who will be consulted before decision is made and how will this consultation take place	<p>As above</p> <p>Internal consultation with the Parks team and Mayor's office. Negotiations with the Friends.</p>

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	<p>The land to be demised under the lease to the FoTHCP includes open space. As such, the 1972 Local Government Act requires the Council to publicise its intention to make the disposal, through the grant of a lease, and to consider any objections received.</p> <p>The notice was published in the Docklands and East London Advertiser on the 5th September 2019. Closing date for any objection is the 26th September 2019</p>
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	No
Contact details for comments or additional information	Sylvonne Bailey, Caleigh Freeman, Alan McCarthy sylvonne.bailey@towerhamlets.gov.uk, (Business Management Support) caleigh.freeman@towerhamlets.gov.uk, (Interim Head of Asset Management) alan.mccarthy@towerhamlets.gov.uk
What supporting documents or other information will be available?	No
Is there an intention to consider this report in private session and if so why?	No, Unrestricted

Title of Report	London Borough of Tower Hamlets Equality Policy	Ward(s) All Wards	Key Decision? No
Summary of Decision	The Tower Hamlets Equality Policy sets out the Councils commitment to equality pursuant to the public sector equality duty under the Equality Act 2010.		

Decision maker Date of decision	Cabinet 18/12/19
Community Plan Theme	People are aspirational, independent and have equal access to opportunities
Cabinet Member	Deputy Mayor and Cabinet Member for Community Safety and Equalities
Who will be consulted before decision is made and how will this consultation take place	Corporate Equality Board LBTH Staff Networks Trade Union Forum Strategy & Policy SLT HAC DLT Place DLT Childrens & Culture DLT

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	Resources DLT Governance DLT CLT MAB None
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	N/A
Contact details for comments or additional information	Sharon Godman (Divisional Director, Strategy, Policy and Performance) sharon.godman@towerhamlets.gov.uk
What supporting documents or other information will be available?	N/A
Is there an intention to consider this report in private session and if so why?	No, Unrestricted

Title of Report	Physical Activity & Sport Strategy	Ward(s) All Wards	Key Decision? Yes
Summary of Decision	The Physical Activity & Sport Strategy aims to provide the strategic direction for delivery of sport & physical activity in Tower Hamlets, in alignment with directorate, council and partner priorities. The strategy sets out how we can increase levels of physical activity in the borough, make the most of the local environment, harness the community engagement opportunities and ensure children and young people develop a positive relationship with being active.		

Decision maker Date of decision	Cabinet 18/12/19
Community Plan Theme	A borough that our residents are proud of and love to live in
Cabinet Member	Cabinet Member for Culture, Arts and Brexit
Who will be consulted before decision is made and how will this consultation take place	The consultation activities that took place in 2017 (as summarised above) involved engagement with a large number of consultees from all sectors and residents. Initial interviews in 2019 were conducted with: <ul style="list-style-type: none"> • John Biggs, Executive Mayor • Sabina Akhtar, Cabinet Member for Art, Culture & Brexit

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	<ul style="list-style-type: none"> • Danny Hassell, Cabinet Member for Children and Young People • Katy Scammell, Associate Director of Public Health • Sandjea Green, Head of Youth Service • Steve Murray Head of Arts and Events • Rob Morton, Active Travel Officer • Paul Buckenham, Development Manager • Hanif Osmani, Poplar HARCA • Peter Okali, CEO THCVS • Keiko Okawa – Senior Strategy and Policy Manager (Place) <p>Over 35 stakeholders took part in the online consultation during May 2019 including representatives from a range of perspectives within the council, private sector and voluntary and community sector.</p> <p>The following consultation activities have been undertaken, or are planned:</p> <ul style="list-style-type: none"> • Series of themed workshops (Health & Wellbeing and Sports Focused) with the voluntary and community sector - Oct 2017 • Workshop with council officers – Oct 2017 • Focus groups with REAL Disability Forum, Create Day Centre, Carers Forum, Inter Faith Forum, LGBT Community Forum and Caxton Hall Older People's Health & Wellbeing Day - Sep & Oct 2017 • Online survey for stakeholders from all sectors – Oct 2017 • Initial interviews with key stakeholders – during Mar & Apr 2019 • Workshop with Members – 10th Jul 2019 • Inter-active online consultation with stakeholders from a wide range of sectors – 14th to 23rd May 2019 • Further consultation activities are planned to seek feedback on the final draft strategy. – to take place in Oct & Nov 2019
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	No. The Equality Checklist (and further analysis if required) will be completed as part of the strategy development process. Date of completion – end of September 2019.
Contact details for comments or additional information	Lisa Pottinger (Head of Sport & Physical Activity) lisa.pottinger@towerhamlets.gov.uk
What supporting documents or other information will be available?	Draft Physical Activity & Sport Strategy and Physical Activity & Sport Strategy Policy Context Appendix
Is there an intention to consider this report in private session and if so why?	No, Unrestricted NA

Title of Report	Tower Hamlets Annual Equality Report 2019	Ward(s) All Wards	Key Decision? No
Summary of Decision	This item will provide an update to Cabinet on the work the council and its		

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	partners have undertaken to address inequality in the Tower Hamlets which supports its meeting of the Public Sector Equality Duty (PSED) as set out within the Equality Act 2010. It will also set out the future plan to further reduce inequality in the borough.
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Decision maker Date of decision	Cabinet 18/12/19
Community Plan Theme	A borough that our residents are proud of and love to live in
Cabinet Member	Deputy Mayor and Cabinet Member for Planning, Air Quality and Tackling Poverty
Who will be consulted before decision is made and how will this consultation take place	None None
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	N/A
Contact details for comments or additional information	Sharon Godman (Divisional Director, Strategy, Policy and Performance) sharon.godman@towerhamlets.gov.uk
What supporting documents or other information will be available?	N/A
Is there an intention to consider this report in private session and if so why?	No, Unrestricted

Title of Report	Tower Hamlets Transport Strategy 2019-2041	Ward(s) All Wards	Key Decision? Yes
Summary of Decision	This report presents the council's draft Transport Strategy 2019-2041. The strategy sets out the council's plan for travel in the borough over the next 20 years in line with the Mayor of London's Transport Strategy 2018. It includes priorities to deliver a healthier, safer and more environmentally friendly transport system in the borough, which will improve transport options and reduce the impacts of traffic on the residents.		

Decision maker Date of decision	Cabinet 18/12/19
Community Plan	A borough that our residents are proud of and love to live in

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Theme	
Cabinet Member	Cabinet Member for Environment
Who will be consulted before decision is made and how will this consultation take place	<p>Internal Transport Workshop (January 2019)</p> <ul style="list-style-type: none"> • Engagement event for internal staff, • Participants came from a range of relevant departments across the council, including Public Health, Public Realm, Adult Social Care and Planning <p>Health and Wellbeing Board (March 2019) Air Quality Board (March 2019) Growth and Economic Development Board (March 2019) Travel Focus Group (March 2019)</p> <ul style="list-style-type: none"> • 3 groups, 8 participants each. • Participants consisted of a cross section of the public (e.g. age, gender and ethnicity), representing drivers, cyclist and walkers <p>Transport Strategy Summit (April 2019)</p> <ul style="list-style-type: none"> • 72 participants from external organisations including residents <p>Following the Transport Summit, the council received further input into the draft strategy from a range of groups, including Real (working with people with a disability in the borough), East London Business Alliance and Toynbee Hall (working with older people).</p> <p>On-line public consultation (July - August 2019)</p> <p>The engagement activities held from January till May 2019 were all face to face (e.g. meetings and workshops).</p> <p>Public consultation held in July/August will be on-line. Roadshow will be held across the borough to publicise the consultation and a draft strategy.</p>
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	An Equality Analysis will be developed after the public consultation held in July and August 2019.
Contact details for comments or additional information	Dan Jones, Mehmet Mazhar (Divisional Director, Public Realm) dan.jones@towerhamlets.gov.uk, (Business Manager, Highways & Traffic Management) mehmet.mazhar@towerhamlets.gov.uk
What supporting documents or other information will be available?	<p>Strategic Plan 2018-2021; http://democracy.towerhamlets.gov.uk/documents/s130890/6.1b%20TH%20Strategic%20Plan%2007-18.pdf Strategic Plan 2019-2022</p> <p>Strategic Plan 2019-2022</p> <p>Mayor of London Transport Strategy 2018 https://www.london.gov.uk/sites/default/files/mayors-transport-strategy-2018.pdf</p>
Is there an intention to consider this report in private session and if	No, Unrestricted

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so why?	
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Title of Report	Adoption of the Tower Hamlets Community Infrastructure Levy (CIL) Charging Schedule	Ward(s) All Wards	Key Decision? Yes
Summary of Decision	<p>The Community Infrastructure Levy (CIL) is a charge per square metre applied to most new development. The charge is applied to raise funding to contribute to the delivery of infrastructure to support development.</p> <p>It is now necessary to adopt the CIL charging schedule to ensure the Council receives adequate funding for much needed infrastructure across the borough.</p>		

Decision maker Date of decision	Council 15/01/20
Community Plan Theme	A borough that our residents are proud of and love to live in
Cabinet Member	Deputy Mayor and Cabinet Member for Planning, Air Quality and Tackling Poverty
Who will be consulted before decision is made and how will this consultation take place	<p>Members of the public.</p> <p>Three consultations held throughout the different stages of the preparation of the Schedule as required and set out in the Statement of Community Involvement and in accordance with the national legislation.</p> <ul style="list-style-type: none"> -Public drop-in events -Bespoke meetings with the development industry -Press and social media adverts
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	No – an Equality Assurance Checklist was completed in respect of the consultation on the Preliminary Draft Charging Schedule (02/10/2017) and found that no equalities issues exist and this position hasn't changed.
Contact details for comments or additional information	<p>Joshim Uddin Principal Infrastructure & Development Viability Officer Joshim.Uddin@towerhamlets.gov.uk</p>
What supporting documents or other information will be available?	<ol style="list-style-type: none"> 1. Examiners Report 2. Charging Schedule (final) 3. Statement of Modifications 4. Equalities Impact Analysis 5. Charging Schedule explanatory notes 6. Regulation 123 list 7. Instalment policy

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Is there an intention to consider this report in private session and if so why?	No, Unrestricted
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Title of Report	Adoption of the Tower Hamlets Local Plan 2031: Managing Growth and Sharing the Benefits	Ward(s) All Wards	Key Decision? Yes
Summary of Decision	<p>The Local Plan sets out a vision, strategic priorities and a spatial planning policy framework for development in the Borough. Its purpose is to direct the determination of planning applications and positively plan for the development and infrastructure requirements to meet the needs of existing and future communities.</p> <p>It is now necessary to adopt the Local Plan to ensure the Council has a robust and up to date spatial planning policy framework.</p>		

Decision maker Date of decision	Council 15/01/20
Community Plan Theme	All Priorities
Cabinet Member	Deputy Mayor and Cabinet Member for Planning, Air Quality and Tackling Poverty
Who will be consulted before decision is made and how will this consultation take place	<p>Various consultation throughout the different stages of the preparation of the Plan as required and set out in the Statement of Community Involvement and in accordance with the national legislation.</p> <ul style="list-style-type: none"> - Public drop-in events - Area specific workshop and bespoke meetings with specific grounds - Press and social media adverts <p>Various consultation throughout the different stages of the preparation of the Plan as required and set out in the Statement of Community Involvement and in accordance with the national legislation.</p> <ul style="list-style-type: none"> - Public drop-in events - Area specific workshop and bespoke meetings with specific grounds - Press and social media adverts
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	N/A
Contact details for comments or additional information	<p>Caleigh Freeman, Gemma Ganadin, Jane Jin, Marissa Ryan-Hernandez, David Williams (Business Management Support) caleigh.freeman@towerhamlets.gov.uk, (Personal Assistant, Planning & Building Control) gemma.ganadin@towerhamlets.gov.uk, (Team Leader, Planning Services, Place) jane.jin@towerhamlets.gov.uk, (Plan Making Team Leader), (Acting Divisional</p>

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	Director, Planning and Building Control, Place) david.williams@towerhamlets.gov.uk
What supporting documents or other information will be available?	Inspector's Report Schedule of Main and Additional Modifications Supplementary/Interim Planning Documents Review Final Local Plan
Is there an intention to consider this report in private session and if so why?	No, Unrestricted

Title of Report	Quarterly Performance & Improvement Monitoring – Q3 2019/20	Ward(s) All Wards	Key Decision? No
Summary of Decision	This report provides the Mayor in Cabinet with an update on the delivery and implementation of the council's Strategic Plan.		

Decision maker Date of decision	Cabinet 26/02/20
Community Plan Theme	A borough that our residents are proud of and love to live in
Cabinet Member	Mayor
Who will be consulted before decision is made and how will this consultation take place	Not applicable None - this is a performance and delivery update
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	No
Contact details for comments or additional information	Thorsten Dreyer, Sharon Godman, Juanita Haynes (Head of Intelligence and Performance) thorsten.dreyer@towerhamlets.gov.uk, (Divisional Director, Strategy, Policy and Performance) sharon.godman@towerhamlets.gov.uk, (Senior Research Officer, Strategy & Performance) juanita.haynes@towerhamlets.gov.uk
What supporting documents or other information will be available?	None
Is there an intention to	No, Unrestricted

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consider this report in private session and if so why?	
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Title of Report	Self-Build Policy, Guidance Document and Details of Self-Build Sites	Ward(s) All Wards	Key Decision? Yes
Summary of Decision	The Mayor has committed to support up to 50 self-build homes over the period 2018-22. To facilitate this, officers have produced a self-build policy, a guidance document and a list of self-build sites. Following consultation with residents on the documents and sites, Cabinet approval for implementation of the policy and the disposal of the self-build sites is sought.		

Decision maker Date of decision	Cabinet 26/02/20
Community Plan Theme	All Priorities
Cabinet Member	
Who will be consulted before decision is made and how will this consultation take place	N/A N/A
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	N/A
Contact details for comments or additional information	Mark Baigent (Interim Divisional Director, Housing and Regeneration) mark.baigent@towerhamlets.gov.uk
What supporting documents or other information will be available?	N/A
Is there an intention to consider this report in private session and if so why?	No, Unrestricted

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Non-Executive Report of the: Overview & Scrutiny Committee 25 th November 2019	 TOWER HAMLETS
Report of: Will Tuckley, Corporate Director, Governance and Monitoring Officer	Classification: Unrestricted
Strategic Plan Performance & Delivery Reporting: Quarter 2 of 2019/20	

Originating Officer(s)	Thorsten Dreyer, Sharon Godman, Juanita Haynes
Wards affected	All

Executive Summary

The attached report provides Mayor in Cabinet with an update on the delivery and implementation of the council’s Strategic Plan throughout 2019/20.

Recommendations:

The Overview & Scrutiny Committee is recommended to:

1. Note and comment on the attached Cabinet report and its appendix.

1. REASONS FOR THE DECISIONS

- 1.1 Review of this report enables the Overview & Scrutiny Committee to fulfil its role in improving decision making, accountability and service delivery.

2. ALTERNATIVE OPTIONS

- 2.1 Overview & Scrutiny Committee can decide not to review the council’s quarterly performance report. This is not recommended as Members have a key role to review performance and challenge underperformance.

3. DETAILS OF THE REPORT

- 3.1 For details please refer to the attached Cabinet report.

4. EQUALITIES IMPLICATIONS

- 4.1 For details please refer to the attached Cabinet report.

5. OTHER STATUTORY IMPLICATIONS

- 5.1 For details please refer to the attached Cabinet report.

6. COMMENTS OF THE CHIEF FINANCE OFFICER

6.1 For details please refer to the attached Cabinet report.

7. COMMENTS OF LEGAL SERVICES

7.1 For details please refer to the attached Cabinet report.

Linked Reports, Appendices and Background Documents

Linked Report

- Cabinet report: Strategic Plan Performance & Delivery Reporting: Quarter 2 of 2019/20

Appendices

- As above.

Local Government Act, 1972 Section 100D (As amended)


List of “Background Papers” used in the preparation of this report

List any background documents not already in the public domain including officer contact information.

- None

Officer contact details for documents:

n/a

Cabinet 27 November 2019	 TOWER HAMLETS
Report of: Will Tuckley, Chief Executive	Classification: Unrestricted
Strategic Plan Performance & Delivery Reporting: Quarter 2 of 2019/20	

Lead Member	Mayor John Biggs
Originating Officer(s)	Sharon Godman – Divisional Director Strategy, Policy & Performance Thorsten Dreyer – Head of Intelligence & Performance
Wards affected	All
Key Decision?	No
Forward Plan Notice Published	9 August 2019
Reason for Key Decision	N/A
Strategic Plan Priority / Outcome	All

Executive Summary

This report provides the Mayor in Cabinet with an update on the delivery and implementation of the council's Strategic Plan throughout 2019/20.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Note the Quarter 2 2019/20 summary status as set out at the beginning of the attached monitoring report;
2. Review the performance of the strategic measures at the end of Quarter 2 2019/20, including those measures where the minimum expectation has been missed; and
3. Review progress in delivering Strategic Plan activities.

1. REASONS FOR THE DECISIONS

- 1.1 The council's Performance & Accountability Framework sets out the process for monitoring the timely and effective delivery of the Strategic Plan to improve outcomes for residents. In line with the framework, the Mayor in Cabinet receives regular update reports to ensure oversight of pace, delivery, performance and improvement at Cabinet level.

- 1.2 This report promotes openness, transparency and accountability by enabling Tower Hamlets residents to track progress of activities that impact on their lives and the communities they live in.

2. ALTERNATIVE OPTIONS

- 2.1 Cabinet can decide not to review the performance information. This is not recommended as Members have a key role to review and challenge underperformance and also utilise performance information to inform resource allocation.

3. DETAILS OF THE REPORT

3.1 Background

- 3.2 The Strategic Plan is the councils' main business plan and embeds the Mayor's manifesto into council delivery. This report provides the Mayor in Cabinet with an update on the delivery and implementation of the council's Strategic Plan throughout the year.

- 3.3 As part of the budget setting report at the beginning of 2018, the council adopted a set of eleven new corporate outcomes grouped under three priorities. This was the first step on moving the council to becoming a much more outcome-based organisation which focuses on making a difference to people's lives.

- 3.4 The council's transition to becoming a truly outcome-based organisation is continuing and in April 2019 Cabinet adopted the Strategic Plan 2019/20 – 2021/22. The new plan builds on the changes the council made in 2018/19 and is underpinned by a revised set of performance measures, which are aligned to the council's corporate outcomes. Some of the new measures have been carried forward from 2018/19 while others have been replaced as they did not fully assess the difference the council is making to residents' lives.

- 3.5 The 2019/20 quarter 2 report provides an update on pace, delivery and performance for each corporate outcome. The outcomes are:

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

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

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

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

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

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

3.6 *Setting targets and improving outcomes*

3.7 The council is committed to driving progress forward which sees us deliver high performing services and in turn improved outcomes for our residents. As part of our move to becoming an outcomes based organisation, we have introduced a more mature approach to performance management approach which seeks improvement while at the same time taking into account more clearly the operating realities we face.

3.8 We need to take into account factors affecting local government today. For example, budgetary constraints mean we have to do more with less whilst our population continues to grow and expectations rise.

3.9 Absolute numerical improvement is often less appropriate now that we have rightly refocussed our activities on improving the life chances of our most vulnerable residents. A focus on numerical improvement can drive the wrong kind of behaviour and place the focus in the wrong area of concern.

3.10 Our improvement journey has been steep, and whilst there is no doubt that we need to continue improving, there is also recognition that sustainability is important. Improvements and new ways of working take time to bed in, and our targets need to reflect this.

3.11 Our target setting principles take these challenges into consideration:

- We will only set targets for performance indicators and not for contextual indicators. Contextual indicators are those less directly in the council's control but which are important for prioritising council investments and actions.
- Targets will be set using a bandwidth approach consisting of a target and a minimum expectation.

- The target (upper bandwidth) should adhere to one or more of the following target setting principles:
 - Be aligned to an external target, such as a statutory, national or Mayoral manifesto target, or target in strategies and policies where they have been agreed by Cabinet or a Tower Hamlets Partnership group;
 - Aim to improve on our benchmark performance position within the appropriate benchmark family group or maintain a high level of performance where we are among top performing councils;
 - Be based on management information evidence, especially for new measures where targets have previously not been set;
 - Take account of operational practicalities as described below;
 - In relation to perception surveys, we will monitor the direction of travel rather than set specific targets.

3.12 Targets for all measures are set against the operating realities of the service – for example service changes, funding changes, changes in legislation or in local or national policy. These changes may result in the need to re-baseline the targets from one year to the next to reflect the changing circumstances in which the service operates.

3.13 *Performance summary*

3.14 The plan on a page (page 2 of the attached report) summarises the number of activities and measures, which are rated green (meeting the target), amber (delayed or not meeting the target), or red (not meeting the deadline or minimum expectation).

3.15 At the end of quarter 2 2019/20 all 73 strategic plan activities are expected to be delivered by the end of the year.

3.16 At the same time, 17 performance indicators have met or are exceeding their target and 9 are between the target and the minimum expectation, while 8 are falling short. The remaining 24 indicators are data only measures or do not have an expected data return in quarter 2 2019/20.

3.17 Indicators that have fallen short of the minimum expectation broadly fall into the main areas of the business as set out below:

Integrated health and social care

- direct payments to adult social care user;
- delayed discharges from hospital as a result of social care services;

Education, training and employment (WorkPath)

- residents from BAME backgrounds supported into work;
- residents from deprived postcode areas supported into work;

Housing supply and homelessness

- homelessness prevention;
- affordable homes completions;

Waste and environment

- level of recycling;

In addition, the council's staff turnover rate is not meeting its target. The appended detailed report sets out the corrective actions services are taking to improve performance over the remainder of the year.

- 3.18 Throughout quarter 2 2019/20 we continued the pace of delivery and continued to implement the Mayor's manifesto.

Making Tower Hamlets safer

- 3.19 We are making Tower Hamlets safer by working more closely in partnership with other agencies and our communities. Our new specialist substance misuse service is now up and running. The new treatment provider will start to provide a more person centred recovery support service by the end of October to adults misusing drugs and alcohol. Alongside this, we have set up a new substance misuse investigation team, funded by the Mayor's Office for Policing and Crime (MOPAC). The aim of the Team is to use a support and compliance model, utilising powers provided by the Anti-Social Behaviour Crime and Policing Act 2014 to direct complex drug and alcohol users into treatment.
- 3.20 Working with residents is central to our work to tackle anti-social behaviour. In the last quarter we facilitated a Community Action Day in Rectory Gardens in Limehouse with the ward councillor and local residents to clear-up and rejuvenate the park and stop it becoming a magnet for ASB. We have another Community Action Day in the near future on the Hereford Estate working in partnership with local ward councillors, local residents and in partnership with Tower Hamlets Homes.

Tackling the housing crisis

- 3.21 So far this year we have granted permissions for 561 affordable housing units on ten sites. Of these sites only one is slightly short of our affordability policy of 35% of habitable rooms being affordable. Seven have achieved 100% affordability.
- 3.22 Our council homes building programme is continuing and work is progressing to deliver 77 new council homes at Jubilee Street, Baroness Road and the Locksley A site, where practical completion is scheduled for June 2020. Contractors have been appointed for the development of 65 new council homes at Barnsley Street, Hanbury Street and Sidney Street and we expect to start on site by March 2020.

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

- 3.23 We are putting young people at the heart of what we do. Over the summer we ran our free annual summer events programme for children, young people and their families. The programme in our youth centres, Idea Stores, leisure centres and parks brings people together and provides opportunities to learn new skills and develop new relationships. Our summer holiday scheme which provides childcare for children aged 3 to 13 years olds was rated 'Good' following an unannounced Ofsted inspection in August.
- 3.24 We have developed an enhanced careers programme to support middle-attaining pupils at Key Stage 3 in partnership with Tower Hamlets Education Business Partnership (THEBP), East London Business Alliance (ELBA) and others. Our year 7 workshop in July was attended by 210 students and volunteers from several organisations including Bank of England, Barclays, Clifford Chance, Barts NHS, Royal Bank of Scotland, WSP engineering, Acuris, ADM, and ADMISI. We encouraged pupils to talk to industry representatives, advised them on how to pick their GCSE's and they heard about latest research on future work opportunities from guest speakers.

Cleaning up our streets, cleaning up our air

- 3.25 We have taken key actions to clean up the borough's streets and air. Our eighth Big Clean Up saw residents and community groups lending a hand to help us clean up four areas in the borough (Capgemini between Limehouse Basin and Victoria Park; Good Gym with Barts Volunteers in the John Harrison Garden at the Royal London Hospital; Plastic Free Roman Road and Queen Mary University of London in Meath Gardens; and EY in Crisp Street Market).
- 3.26 We recently concluded a public consultation on the Tower Hamlets Transport Strategy 2019-2041. The new Strategy sets out plans to promote walking and cycling to help meet the Mayor of London's target that 90% of all trips in the borough should be made on foot, by cycle or by using public transport by 2041. We are planning to invest almost £16m on a carriageway and footway resurfacing programme. Approximately £3.2m of planned schemes have been committed to date.
- 3.27 We have continued work to improve our parks and open spaces. At Bartlett Park we have now closed Cottal Street to extend the park down to the canal and our designers are working on the detail for a new inclusive play area. We will be opening improved areas of the park in phases and expect to complete all work by February. At Allen Gardens we have recently consulted on plans to integrate Buxton Street into the park and provide a more pleasant area for people walking and cycling.
- 3.28 The Liveable Streets programme aims to improve the look and feel of public spaces in neighbourhoods across the borough and make it easier, safer, and more convenient to get around by foot, bike and public transport. We are working closely with residents and businesses to develop the projects and designs for the programme. In quarter 2 we held workshops, drop in sessions, and walkabouts in Bethnal Green, Wapping, Barkantine and Brick

Lane, and these schemes are now active. We will be consulting on the first set of detailed proposals for Bethnal Green from late October.

Reducing poverty, inequality and improving health

- 3.29 We have been selected as one of four Local Authorities in England to work with the Children's Society on a three year project to co-ordinate crisis support in the borough to address child poverty. Our pension credit take up campaign has led to an increase in households now claiming pension credit. Activities to alleviate holiday hunger have taken place across the summer in a variety of locations including schools, leisure centres and the Idea Stores.
- 3.30 We will be starting our boiler replacement programme in October to alleviate fuel poverty. This programme is targeted at low income and vulnerable households and will deliver energy costs savings and reduce carbon emissions. We also run a fuel switching programme three times a year aimed at helping households find cheaper energy suppliers via a reverse style energy auction. Last quarter's switch saw residents benefit from an average annual saving of £212. The next energy auction will be held towards the end of 2019.
- 3.31 We have completely redesigned our commissioned finance and welfare advice offer as part of our move from Mainstream Grants to Local Community Fund. The Local Community Fund awards were made in July and confirmed in August. Funding under Theme 3: Advice and Information was awarded to a consortium to deliver 'Advice Tower Hamlets'. This service is led by Citizens Advice Tower Hamlets, in partnership with twelve local advice agencies and will provide residents with an improved advice offer.

4. EQUALITIES IMPLICATIONS

- 4.1 The council's Strategic Plan is focused on meeting the needs of the diverse communities living in Tower Hamlets and ensuring that everyone can play their part in a vibrant and cohesive community. The strategic outcomes and supporting activities are designed to reduce inequalities and the foster community cohesion. Equalities considerations are embedded in all outcomes of the Strategic Plan with specific actions focusing on areas of inequality identified through the Borough Needs Assessment being addressed under *Outcome 4 - Inequality is reduced and people feel that they fairly share the benefits from growth.*

5. OTHER STATUTORY IMPLICATIONS

- 5.1 This section of the report is used to highlight further specific statutory implications that are either not covered in the main body of the report or are required to be highlighted to ensure decision makers give them proper consideration. Examples of other implications may be:

- Best Value Implications,

- Consultations,
- Environmental (including air quality),
- Risk Management,
- Crime Reduction,
- Safeguarding.

5.2 *Best Value (BV) Implications*

5.2.1 Section 3 of the Local Government Act 1999 requires the council as a best value authority to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness”. Monitoring of performance information and acting on the findings is an important way in which that obligation is being fulfilled.

5.3 *Sustainable action for a greener environment*

5.3.1 *Outcome 5 - People live in a borough that is clean and green* is dedicated to taking sustainable action for a cleaner environment. It focuses on key areas of sustainability, including air quality, waste and carbon emission. Key activities include work to drive up the borough’s recycling rate, reducing CO2 emissions, and implementing a number of initiatives to improve air quality, including making Tower Hamlets one of the best boroughs for walking and cycling through our Liveable Streets programme.

5.4 *Risk management implications*

5.4.1 In line with the council’s risk management strategy, the information contained within the strategic indicator monitoring will assist the Cabinet, Corporate Directors and relevant service managers in delivering the ambitious targets set out in the Strategic Plan. Regular monitoring reports will enable Members and Corporate Directors to keep progress under regular review.

5.5 *Crime and disorder reduction implications*

5.5.1 Strategic Plan *Outcome 7 - People feel safer in their neighbourhoods and anti-social behaviour is tackled* and *Outcome 8 – People feel they are part of a vibrant and cohesive community* are dedicated to crime and disorder reductions. Activities under these outcomes are designed to improve safety, the perception of safety and community cohesion. Key activities include making it easier for residents to report anti-social behaviour, provide specialist support to victims of knife crime at the Royal London Hospital, and celebrate the diverse cultures and communities of the borough through our events and arts programmes.

5.6 *Safeguarding implications*

5.6.1 Strategic Plan *Outcome 2 - Children and young people are protected so they get the best start in life and can realise their potential* is dedicated to keeping children and young people safe from harm. In July 2019 Ofsted judged our children's social care service to be good. Our improvement journey in children's social care continues and we have retained this dedicated outcome to have continued corporate focus on better outcomes for the most vulnerable children and young people. Key activities include embedding our social care academy to make Tower Hamlets one of the best places to work as a social worker, and further improving our early help and intervention services to support children, young people and their families before problems in their lives escalate.

5.6.2 *Outcome 3 - People access joined-up services when they need them and feel healthier and more independent* incorporates is our key outcome in relation to safeguarding vulnerable adults. Key activities include projects to address childhood obesity and improve nutrition, as well as supporting greater choice and independence for those requiring adult social care.

6. COMMENTS OF THE CHIEF FINANCE OFFICER

6.1 This report sets out the delivery, performance and improvement position for the Strategic Plan during quarter 2 2019/20. There are no additional financial implications arising from the recommendations of this report.

7. COMMENTS OF LEGAL SERVICES

7.1 The report provides performance information. It is consistent with good administration for the council to consider monitoring information in relation to plans that it has adopted in order to achieve Best Value.

7.2 When considering its performance, the council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). The council's targets are formulated by reference to its public sector equality duty and monitoring performance against those targets helps to ensure they are delivered.

7.3 There are no other legal implications directly arising from this report.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices

- Appendix: Strategic Plan 2019/20 quarter 2 monitoring report

Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012

- None

Officer contact details for documents:

N/A

Tower Hamlets Strategic Plan 2019-22



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

Quarter 2 monitoring report

Page 79



Priority 1

People are aspirational, independent and have equal access to opportunities

2019/2022 Outcome 1

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

Actions 0 0 8 0
 Pls 0 2 2 1 0

2019/2022 Outcome 2

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

Actions 0 0 7 0
 Pls 0 1 1 2 0

2019/2022 Outcome 3

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

Actions 0 0 7
 Pls 2 0 2 0 2

2019/2022 Outcome 4

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

Actions 0 0 5
 Pls 3 1 2 0 2

Priority 2

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

2019/2022 Outcome 5

People live in a borough that is clean and green

Actions 0 0 8 0
 Pls 1 0 4 0 0

2019/2022 Outcome 6

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

Actions 0 0 8 0
 Pls 1 2 0 0 1

2019/2022 Outcome 7

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

Actions 0 0 8 0
 Pls 0 1 2 0 2

2019/2022 Outcome 8

People feel they are part of a cohesive and vibrant community

Actions 0 0 5 0
 Pls 0 0 0 1 7

Priority 3

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

2019/2022 Outcome 9

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

Actions 0 0 4 0
 Pls 0 0 1 0 4

2019/2022 Outcome 10

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

Actions 0 0 5 0
 Pls 0 1 2 0 1

2019/2022 Outcome 11

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

Actions 0 0 8 0
 Pls 1 1 1 0 1

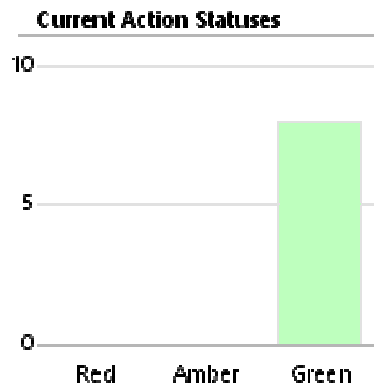
Outcome 1 People access a range of educational, training and employment opportunities.

High quality education is a stepping stone to high quality employment. In partnership with the Tower Hamlets Education and Partnership and our schools, we will continue to work hard to help our young people do well at school and go on to reach their full potential. Beyond school, we also want to support them and their families to be aspirational about their future and to have the opportunity to thrive in good jobs. This means equipping young people with the skills and confidence to succeed in the modern economy.

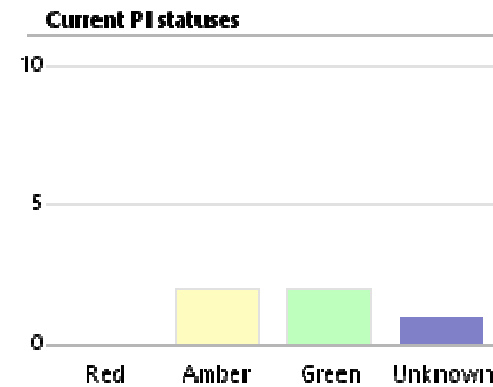
We want to help local residents to capitalise on the dynamic employment growth occurring around them. We want to encourage employers and education providers to work closely together in the design and delivery of education and skills training to reflect the needs of the job market. Higher education is not for everyone and people should be offered a range of routes into employment, including work placements and apprenticeships. We will push for economic investment that is coordinated and focused and for a borough that is a dynamic place for innovation and those who want to set up a business.

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart



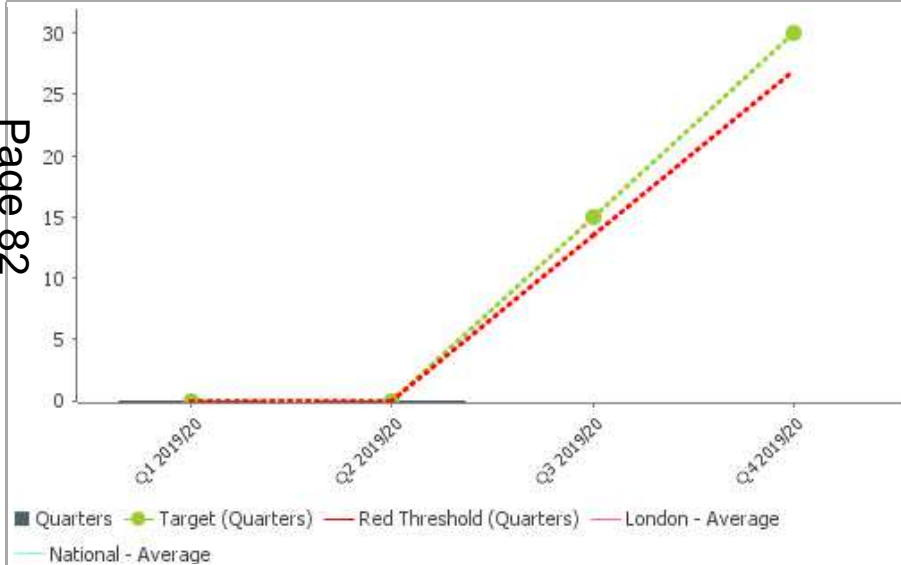
? New enterprises created with support from the Council's business development

This measure will count the number of residents or businesses in the borough involved in participating in any of the enterprise support projects that the council runs.

<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Work and Economic Growth	Q2 2019/20		▬	▬
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Growth and Economic Development	Strategic	0	0	? Unknown

Performance data trend chart




Latest note

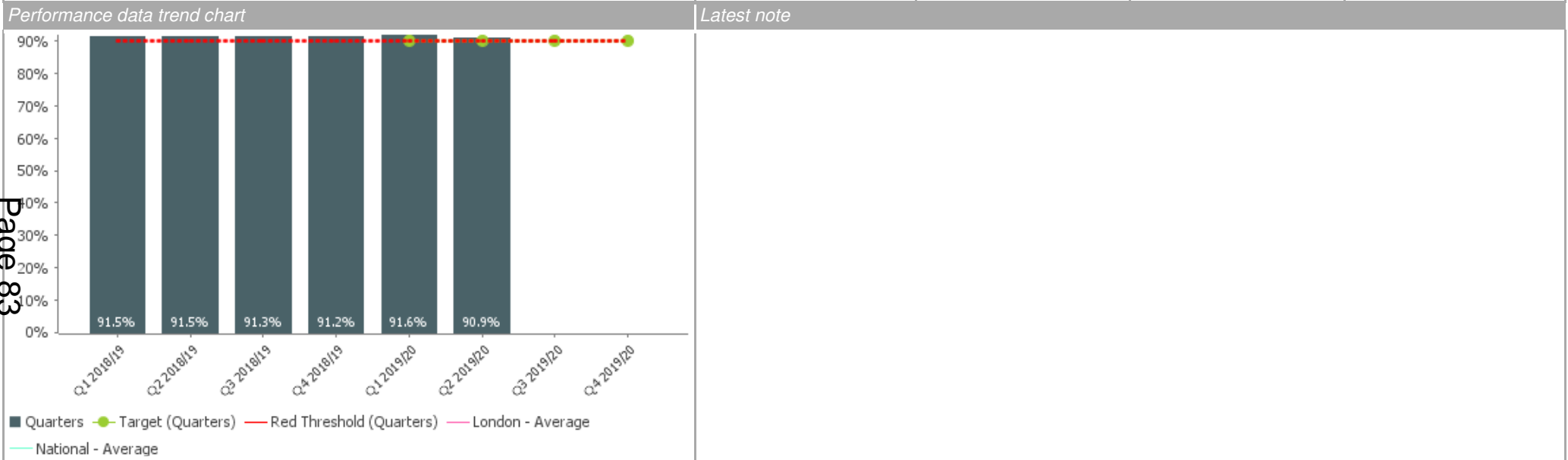


The Enterprise Team is not currently running an enterprise programme. Once funding has been approved for a successor programme to Start Up Ready is expected to be in place by the end of Q2, with outputs coming through towards the end of Q3. The target has been set low (30 for the year) this year because of this. Going forward the service expects to see 90 enterprises created in 2020/21.

 **% of pupils attending secondary school regularly**




The percentage of pupils attending secondary school who attended at least 90% of their possible sessions.

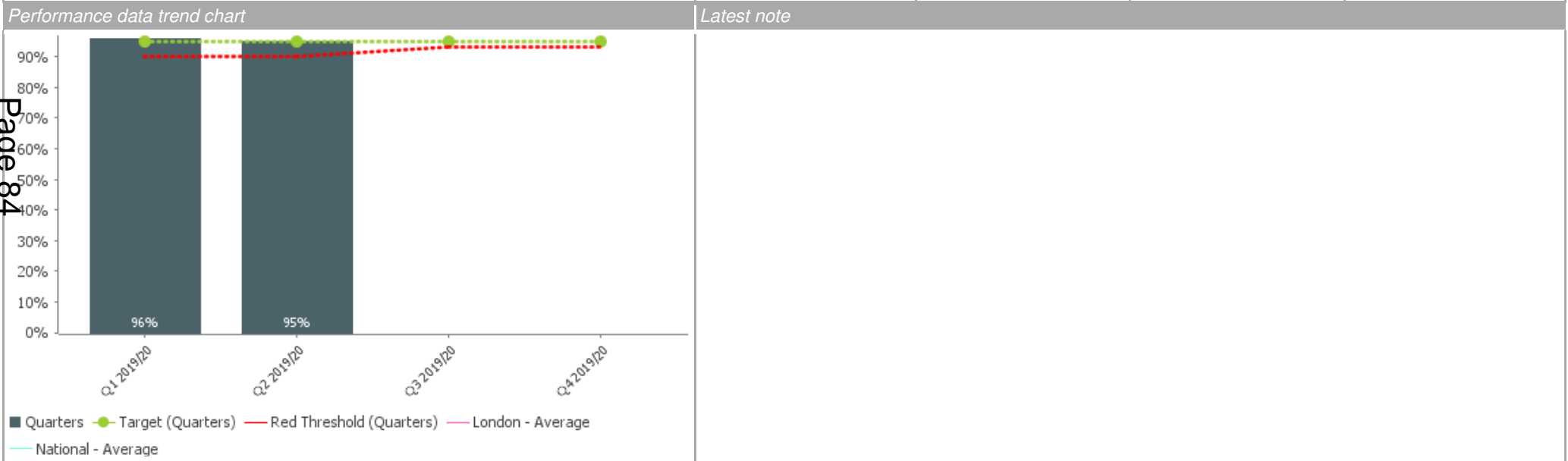
<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Children, Schools and Young People	July 2019			
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Education and Partnership	Strategic	90.2%	90.9%	 Green



 **% of Idea Store Learning learners who pass their course**

The percentage of adult learners who completed their course successfully.

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Culture, Arts and Brexit Cabinet Member for Work and Economic Growth	Q2 2019/20			
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Customer Services	Strategic	95%	95%	 Green

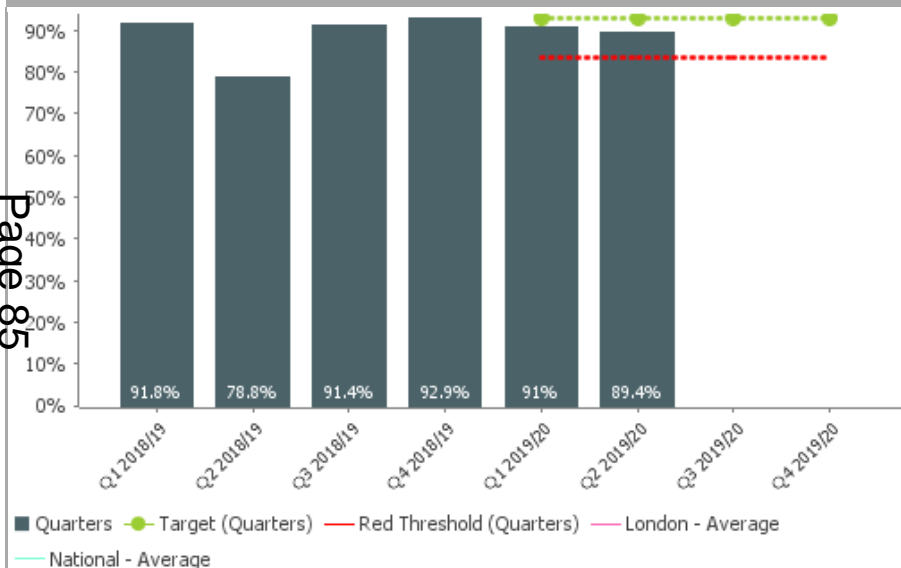


Percentage of 16-17 year olds in education, employment or training

This indicator measures the proportion of 16-18 year olds who are in Education, Employment or Training (EET). The measure is based on tracking the progression of young people in the age group.

<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Work and Economic Growth	Q2 2019/20		↓	↑
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Growth and Economic Development	Strategic	93%	89.4%	Amber

Performance data trend chart



Latest note

Why is performance off target?

September data will be available at the beginning of November. In August, the cohort of young people in years 12 & 13 was 5,893. 5,266 young people are in education, employment or training. Although this is under the year-end target, we are in a better position than at the same point last year, when the cohort was 5,566 and 88.6% (or 4,932) of young people in years 12 & 13 were in education, employment or training.

What is being done to bring performance back on track and who is doing it?

Over the summer, the Young Workpath produced the September offer to students and will then start tracking 16-19 year olds to reduce the numbers of students for which the status is unknown.

When will performance be back on track?

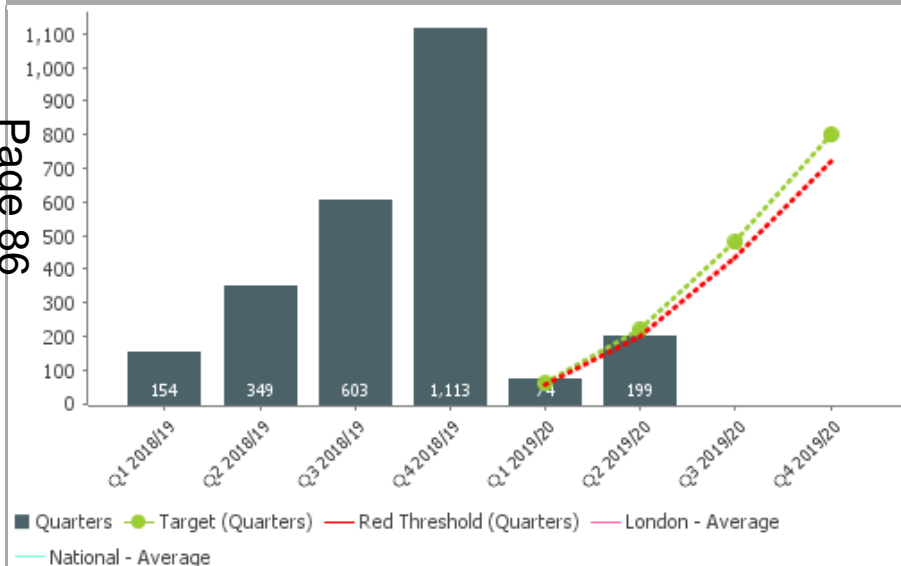
We expect to see the proportion of pupils who are in education, employment or training to increase by the end of Q3 as we have confirmation of pupils who have been accepted and are attending education or who are in employment or training.

▲ Adults supported into sustainable employment by the WorkPath service

Number of adults supported into employment by the Council's Workpath Service. Cumulative measure.

<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Work and Economic Growth	Q2 2019/20		↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Growth and Economic Development	Strategic	220	199	▲ Amber

Performance data trend chart



Latest note

Why is performance off target?

The service has recently gone through a restructure and there are still some vacancies which means that there are fewer staff than expected at this point in time, to support residents into work. In addition, we are still gathering evidence of jobs secured from employers.

The council has recently brought forward our reporting schedule so that we can report our performance and delivery in a more timely fashion. For its measures, the WorkPath service relies on employers to confirm the employment status of the residents we have supported into work and this evidence can take some time to come through. For this reason it is sometimes necessary to adjust outturns over the coming month, as more evidence is received. This data is therefore provisional.


What actions will be taken and who is doing this?


The service recently hosted a jobs fair for local residents. It is expected that there will be a number of job outputs arising from this event. In addition to working with employers, we also work hard to make contact with residents that we have recently supported into jobs to persuade them to provide evidence of their employment status. Unfortunately some residents are unresponsive to these requests.

When will it be back on track?


We expect performance to be back on track in the next quarter.


Strategic plan delivery


Strategic Plan activity		Note
Action 1.1 	Agree common expectations with key stakeholders e.g. schools, New City College, Job Centre Plus, the business community	A key theme of our Growth Plan concentrates on how we can prepare young people for success. Interventions under this theme take a targeted approach to enable young people to access information about their career options early on. Our objective is to help young people understand early on the range of opportunities open to them. In partnership with the East London Business Alliance a 'transition from education to employment' pilot project, called "Careers Carousels" delivered three careers education events at Swanlea School from October 2018 to July 2019. We have secured additional private partners to enhance the careers advice offer.
<i>Directorate</i>	<i>Lead Officer</i>	
Children and Culture Directorate; Place Directorate	Vicky Clark; Christine McInnes	
<i>Portfolio Owners</i>	Cabinet Member for Work and Economic Growth	Our achievement strategy for 14 - 25 year olds, developed by Children's Services in partnership with all key stakeholders, is due launch on October 30th at the first annual Education Partnership Conference, including all key stakeholders and many private sector partners. The strategy has clearly set out common themes and priorities for education and careers guidance for mainstream and special needs groups.

Strategic Plan activity		Note
Action 1.2 	Develop action plans based on individual needs assessments for those young people and adults we are supporting into education, training and employment opportunities (note - this action also supports Outcome 4)	Our WorkPath and Adult Learning Services have introduced a skills assessment system called Basic & Key Skills Builder (BKSB) with the long term outcome of collating consistent data on skills needs and to inform future commissioning of training. More immediately, all clients registering with WorkPath are now undertaking a full assessment to inform their personal action plan and undertake independent and assisted training modules in functional skills. The service is methodically working through pre-existing client lists to have them undertake the assessment. Alongside this, clients are interviewed reiteratively by their officer in order to develop and maintain their personal development plans.
<i>Directorate</i>	<i>Lead Officer</i>	
Place Directorate	Vicky Clark	
<i>Portfolio Owners</i>	Cabinet Member for Work and Economic	

Growth	
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<i>Strategic Plan activity</i>		<i>Note</i>
Action 1.3 	Develop a careers education programme for young people in years 7-9 (aged 11 to 14)	<p>We have developed an enhanced careers programme to support middle-attaining pupils at Key Stage 3 in partnership with Tower Hamlets Education Business Partnership (THEBP), East London Business Alliance (ELBA) and others. Stakeholder consultations and surveys took place at Wapping High School, Swanlea, George Green School, and Sir John Cass Redcoats. We piloted three careers events at Swanlea school. Our year 7 workshop in July was attended by 210 students and volunteers from several organisations including Bank of England, Barclays, Clifford Chance, St. Barts NHS, Royal Bank of Scotland, WSP engineering, Acuris, ADM, and ADMISI. We encouraged pupils to talk to industry representatives, advised them on how to pick their GCSE's and they heard about latest research on future work opportunities from guest speakers.</p> <p>The learning from the careers pilot has been written up and we are looking to roll out the next phase of the programme with five local schools and in partnership with Children's Services and several private sector partners. We have secured additional private sector partners interested in offering curriculum support, work experience and mentoring.</p>
<i>Directorate</i>	<i>Lead Officer</i>	
Place Directorate	Vicky Clark	
<i>Portfolio Owners</i>	Cabinet Member for Work and Economic Growth	


<i>Strategic Plan activity</i>		<i>Note</i>
Action 1.4 	Identify key skills and training for employment support professionals	<p>We offer a programme of continuous professional development to our staff to equip them with the tools and information to support others. All new Information, Advice and Guidance (IAG) Officers not already qualified to Level 3 IAG will be enrolled on the course. Careers Young WorkPath is seeking to attract new staff, possibly career graded apprentices, to train to the required Level 6 in Careers Guidance. This training will be open to others in the WorkPath service and partner services.</p>
<i>Directorate</i>	<i>Lead Officer</i>	
Place Directorate	Vicky Clark	
<i>Portfolio Owners</i>	Cabinet Member for Work and Economic Growth	


<i>Strategic Plan activity</i>		<i>Note</i>
Action 1.5 	Provide support to start-ups and existing business	<p>Setting up a business or working in a small entrepreneurial team can be a good opportunity for many disadvantaged residents to gain the financial means to live well in London. However, they can be constrained by confidence and lack of access to business skills,</p>
<i>Directorate</i>	<i>Lead Officer</i>	

Place Directorate	Vicky Clark	professional networks and affordable workspace.
<i>Portfolio Owners</i>	Cabinet Member for Work and Economic Growth	<p>Previous support projects for small and medium enterprises (SMEs) concluded in March 2019. The Enterprise Team is continuing to support new entrepreneurs by organising business networking and by referring individual enquirers to appropriate sources of support on a one-to-one basis.</p> <p>We are developing new projects, namely Marketing Ready and Start Up Ready. Once they've been finalised and approved, we will procure contracts in connection with specialist enterprise support services. We expect to start delivering these projects in the second half of this financial year.</p>

<i>Strategic Plan activity</i>		<i>Note</i>
Action 1.6	Develop business networks and contacts with hiring managers	<p>Our newly formed Growth and Economic Development (GED) partnership will be meeting at the end of October to agree its projects and priorities for the year ahead. The GED partnership's aims will be to support middle-achieving graduates into good jobs; enable employees to progress through in-work training; and to create business space in the borough suitable for the needs of growing businesses.</p> <p>In August we ran a hugely successful jobs' fair. Over 400 residents attended where they were able to apply for job opportunities and apprenticeships in organisations such as Transport for London and Vision Express. Our Workpath service will be monitoring the success of residents' applications. We are hopeful that our new working relationship with Vision Express will help us to secure more jobs for Tower Hamlets residents in their central London stores.</p> <p>We are actively targeting businesses to boost the supply and take up of apprenticeships in the borough. Of the 130 businesses we have targeted so far, we have received positive outcomes from 62, resulting in generating 71 job opportunities.</p>
<i>Directorate</i>	<i>Lead Officer</i>	
Place Directorate	Vicky Clark	
<i>Portfolio Owners</i>	Cabinet Member for Work and Economic Growth	

<i>Strategic Plan activity</i>		<i>Note</i>
Action 1.7	Provide access to entry point	We continue to provide entry point learning opportunities and deliver courses that promote

	learning which promote personal development	personal development. Our most recent course evaluations show that 97% of our learners agree that their course challenges them to try new things and 97% of our learners find their course stimulating and interesting. Three new cohorts of learners will be starting on English as a Second Language (ESOL) courses for 'Childcare and Women into Health'.
<i>Directorate</i>	<i>Lead Officer</i>	
Resources Directorate	Shazia Hussain	
<i>Portfolio Owners</i>	Cabinet Member for Culture, Arts and Brexit; Cabinet Member for Work and Economic Growth	

<i>Strategic Plan activity</i>		<i>Note</i>
Action 1.8 	Improve our understanding of the current and future London labour market	We work closely with Central London Forward, the GLA, the Lifelong Learning Forum and North London boroughs to gather and analyse labour market data from a range of research and policy centres. We are currently scoping research funded by the Trust for London to look at under employment and in-work progression.
<i>Directorate</i>	<i>Lead Officer</i>	
Place Directorate	Vicky Clark	
<i>Portfolio Owners</i>	Cabinet Member for Work and Economic Growth	

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

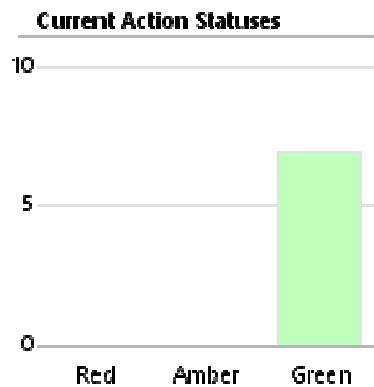
The formative years from 0 to 5 are absolutely critical to the future health and wellbeing of infants in Tower Hamlets. The integrated early years' service works with partners and stakeholders to address levels of provision and quality in early education and childcare. Similarly, health visitors play a crucial role in identifying and supporting our youngest children in need, making sure they get the best start in life. We want to ensure high quality provision to support the learning, development and care of young children to prepare them for school and their futures.

We have an important responsibility to safeguard and promote the welfare and safety of children in need. To do this, we will work with parents and families in the best interests of the children by listening to their views when making decisions. With our partners we will be launching our 'Children's' campaign with the aim of making Tower Hamlets a child friendly borough.

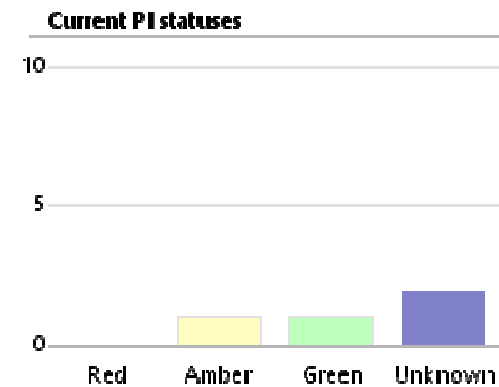
We want children and young people to be able to live in a safe environment, ensuring the best health and developmental outcomes.

Status summary for this strategic outcome

Strategic action status chart



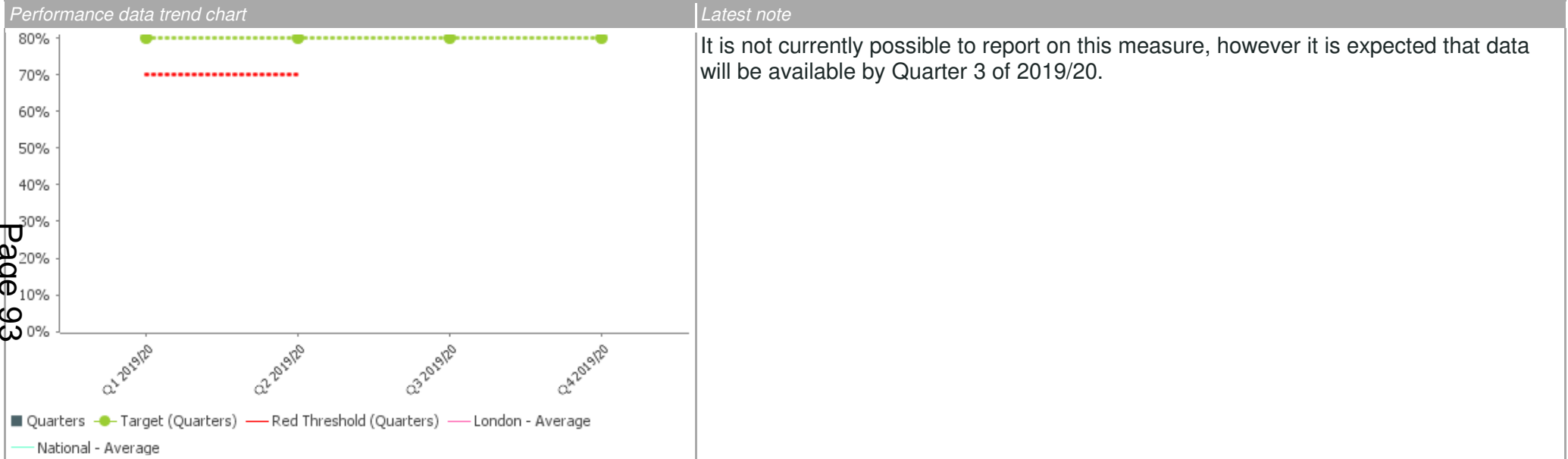
Strategic measure status chart



? Families who are seeing the benefits of being supported before problems escalate

This measure will show the percentage of families who achieved improved outcomes through Early Help support.

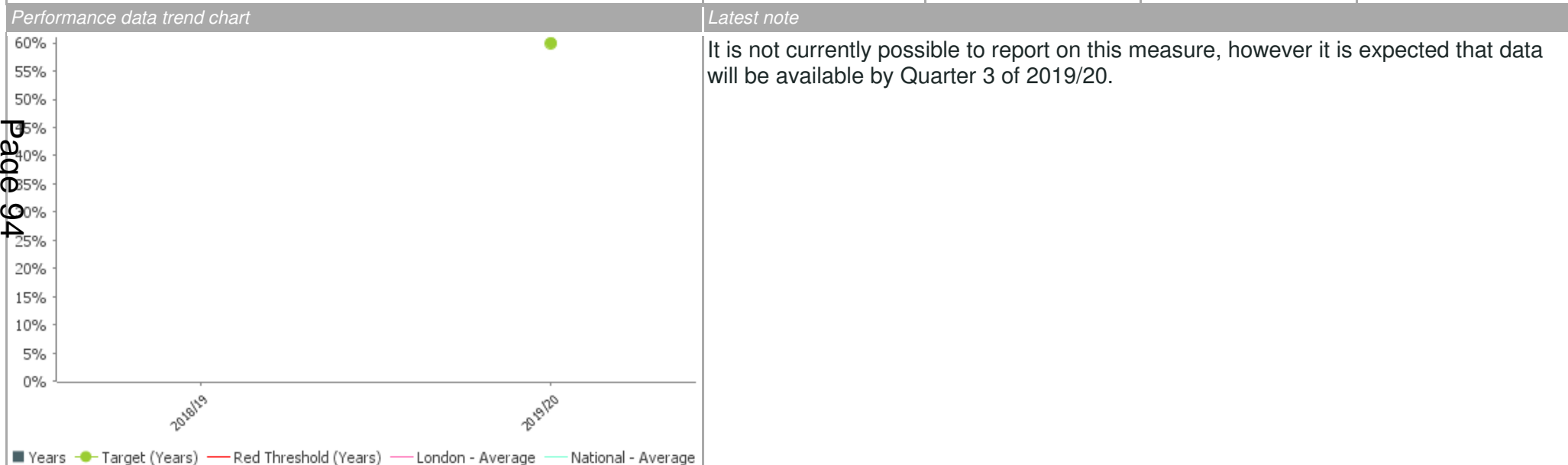
Lead member	Last update	Short term trend arrow	Long term trend (DOT)	
Cabinet Member for Children, Schools and Young People	Q2 2019/20	?	?	
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Youth and Commissioning	Strategic	80%		? Unknown



? Young people engaging with the youth service who achieve a recorded outcome

The percentage of young people who are engaged with the youth service who achieve a recorded outcome.

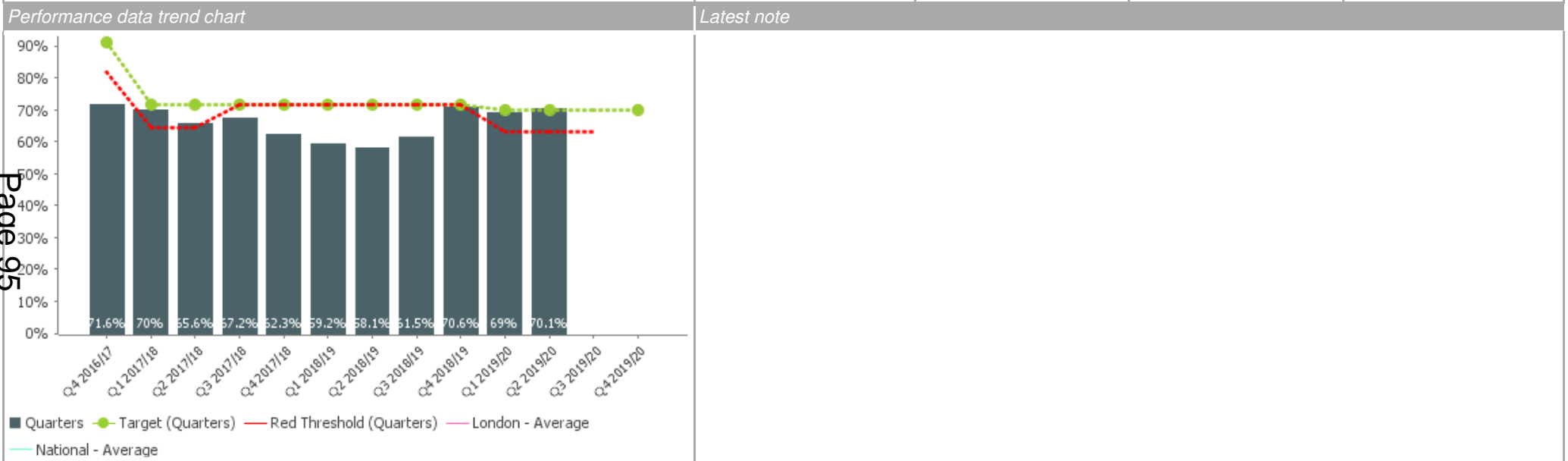
Lead member	Last update	Short term trend arrow	Long term trend (DOT)	
Cabinet Member for Children, Schools and Young People	Q2 2019/20	?	?	
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Youth and Commissioning	Strategic	60%		? Unknown



✔ Long term looked after children who are in stable placements

The percentage of children who have been looked after for two and a half years or more who have been in the same placement for at least the last two years or who are placed for adoption.

<i>Lead member</i>	<i>Last update</i>	<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Children, Schools and Young People	Q2 2019/20	↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>
Divisional Director, Children's Social Care	Strategic	70%	70.1%
			✔ Green



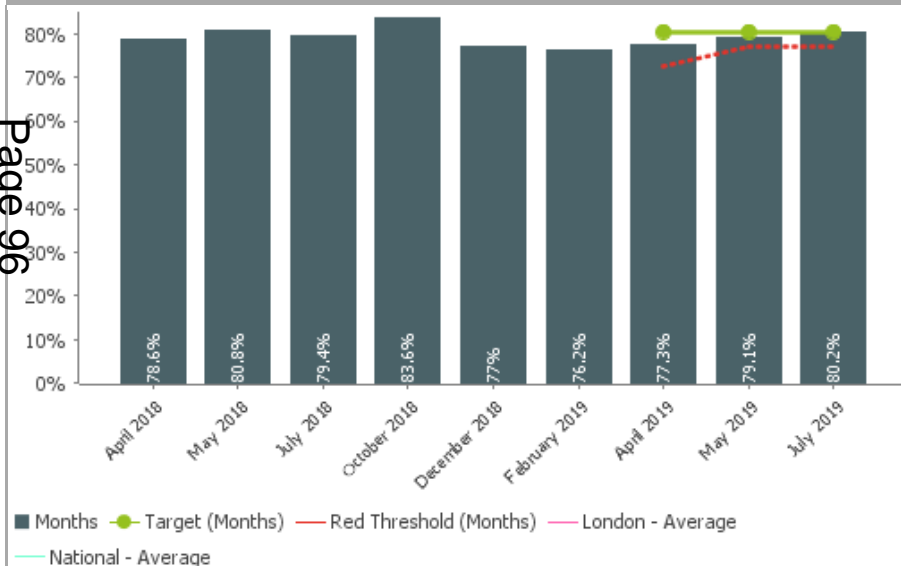
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▲ Pupils who are regularly attending school in reception year

The percentage of pupils in Reception year who attended at least 90% of their possible sessions.

<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Children, Schools and Young People	July 2019		?	↑
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Education and Partnership	Strategic	80.5%	80.2%	▲ Amber

Performance data trend chart



Latest note

Why is performance off target?

Reception attendance is an area of concern for the Behaviour and Attendance Support Service (BASS) as this is not in line with the excellent performance in other age groups.

Attendance at reception is not statutory until the child turns 5 years of age, so this can make it challenging for the BAAS and schools to raise attendance in this year group as there are no enforcement measures that can be taken.

The approach taken by the BASS is to engage with families early and to promote a 'Ready for School' approach, which aims to reassure and support parents into establishing regular attendance at school in reception and emphasising the benefits this has for the child's wellbeing.

What actions will be taken and who is doing this?

BASS will be mapping the sibling attendance of pupils with poor reception attendance to determine whether a whole family intervention would be appropriate.

The BASS are working with the Parent and Family Support Service to roll out the 'School Ready' project, which has been running for two years and has shown an average increase of 8% attendance in schools undertaking the project.


The Head of BASS will be consulting with head teachers whose schools have good


reception attendance, in this academic year (which starts in Q3), in order to provide good practice guidance on early school attendance to all schools.

When will performance be back on track?


It is anticipated that we will be able to meet the reception attendance target in the course of this academic year.


Strategic plan delivery

Strategic Plan activity		Note
Action 2.1 	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 & wherever possible, training should be delivered jointly to strengthen joint working.	We continue to develop a clear and strong brand for Tower Hamlets as a social work employer of choice following a recent Ofsted rating of 'Good' and seven nominations for national awards. We have put in place a revised learning and development offer along with clear career progression pathways, lower social worker caseloads and a restorative culture which will continue to build a strong brand image. We have offered restorative practice training to all the newly qualified social workers and implemented a training programme based on staff feedback from the training needs analysis undertaken, aimed at delivering a high quality joint social care training for staff working in children's social care services.
Directorate Children and Culture Directorate	Lead Officer Richard Baldwin; Ronke Martins-Taylor	
Portfolio Owners	Cabinet Member for Children, Schools and Young People	We will be setting up a joint Learning and Development Steering group in November 2019, achieving economies of scale will be a key target for this group. Additionally, we are currently co-designing a training program that will be delivered by both staff within the Social Work Academy and Restorative Practice Champions in the teams for new recruits and partner agencies. We anticipate the operational date for in-house training to be in December 2019.


Strategic Plan activity		Note
Action 2.2 	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.	We continue to collaborate with the Community Safety team in delivering a prevention and de-radicalisation training programme to improve the support provided by staff within Children's Services to victims at risk of radicalisation. We have also implemented a new exploitation screening tool within the Children Social Care case management system and the impact of this will be closely monitored over the coming months.
Directorate Children and Culture	Lead Officer Richard Baldwin	We continue to offer and facilitate 'M-Pact' (moving parents and children together), an evidence based programme taking a whole family approach. We are currently working with


Directorate		families and supporting children impacted by parental substance misuse by providing a safe place for families to strengthen protective and resilience factors. Additionally, the 'First Step to Recovery' programme is being offered to expectant mothers or mothers with children under the age of five who are currently or have in the past misused drugs or alcohol. This is run on a weekly basis, in partnership with the specialist gateway midwifery service.
<i>Portfolio Owners</i>	Cabinet Member for Children, Schools and Young People	


<i>Strategic Plan activity</i>		<i>Note</i>
Action 2.3 	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.	We have mapped and successfully reviewed existing and wider pathways into early help from children's social care. To develop consistent understanding of thresholds across services and agencies, we continue to offer workshop/surgeries for new social care staff members within the council and regular team meeting visits to children social care.
<i>Directorate</i>	<i>Lead Officer</i>	
Children and Culture Directorate	Richard Baldwin; Ronke Martins-Taylor	
<i>Portfolio Owners</i>	Cabinet Member for Children, Schools and Young People	

<i>Strategic Plan activity</i>		<i>Note</i>
Action 2.4 	Use the new Safeguarding Children Partnership to establish partnerships between children; young people; families and schools, health staff and other stakeholders.	The new Tower Hamlets Safeguarding Children Partnership was successfully launched in September 2019, and will be pivotal in establishing partnerships between children, young people, families and schools, health staff and other stakeholders.
<i>Directorate</i>	<i>Lead Officer</i>	Following the reorganisation of our Virtual School in Q1, we continue to embed a focus on improving outcomes for all vulnerable children through the facilitation and delivery of bespoke safeguarding training to schools and education settings at request and where the need is identified. Additionally, we have organised and facilitated termly Designated Safeguarding Leads for Schools and Education Settings Forum meetings and delivered presentations which are very well attended.
Children and Culture Directorate	Richard Baldwin; Ronke Martins-Taylor	
<i>Portfolio Owners</i>	Cabinet Member for Children, Schools and	

Young People	
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<i>Strategic Plan activity</i>		<i>Note</i>
Action 2.5 	Continue to offer Family Group Conferencing to families in need at the earliest stage.	Throughout quarter two, we continued in our work to ensure that most family group conferences (FGCs) took place for children who are the subject of a child in need or child protection plan. We have engaged effectively with our Early Help partners so that FGCs are offered at an early stage and further work will be undertaken to promote and develop the Early Help family group conference model.
<i>Directorate</i>	<i>Lead Officer</i>	
Children and Culture Directorate	Richard Baldwin	
<i>Portfolio Owners</i>	Cabinet Member for Children, Schools and Young People	

<i>Strategic Plan activity</i>		<i>Note</i>
Action 2.6 	Collate data and feedback from children; young people; families and the wider community and further develop mechanisms for youth and parental voice.	We continue our work to collate data and feedback from children, young people and families through further engagements with schools and a number of focus groups, including that on the Special Educational Needs and Disabilities (SEND) services held for parents and carers of children and young people with SEND. We captured the voices of young people following the 'Good' Ofsted rating of Children Social Care and this was showcased in a video made available across the borough. Additionally, the 'Healthwatch – Young Influencers' who are a group of black and minority ethnic (BAME) young people living in Tower Hamlets conducted a series of mystery shopping exercises and review of services over the summer. The Young Mayor and his team also shadowed their respective cabinet members.
<i>Directorate</i>	<i>Lead Officer</i>	
Children and Culture Directorate	Richard Baldwin; Ronke Martins-Taylor	
<i>Portfolio Owners</i>	Cabinet Member for Children, Schools and Young People	

<i>Strategic Plan activity</i>		<i>Note</i>
Action 2.7 	Provide varied high quality activities outside of school for children and young people.	During quarter two, we successfully delivered a range of summer activities in parks. The Parks and Open Spaces Service has organised a total of 20 events and 63 special activities across 14 parks for children and families to date. Other activities and events were delivered by Sports and Physical Activity, Victoria Park and our Festivals and Events
<i>Directorate</i>	<i>Lead Officer</i>	

Children and Culture Directorate	Ronke Martins-Taylor; Judith St John	services.
<i>Portfolio Owners</i>	Cabinet Member for Children, Schools and Young People	<p>Additionally, our summer holiday scheme which provides childcare for children aged 3 to 13 years olds was rated 'Good' following an unannounced Ofsted inspection in the month of August. The inspection visit occurred on one of the busiest days of the summer programme as 230 children were attending the scheme, which also included two trips to the Mile End Water Festival and King Edward Memorial Park.</p> <p>We continue to work on the development of our youth hub provision for girls and this is on track.</p>

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

We are committed to improving the health and wellbeing of our local population and the quality of the care services they receive. At the heart of this is ensuring our services are person centred, coordinated and make a tangible and positive difference to people's lives. We have a strong commitment to deliver in a joined-up way with a strong local Tower Hamlets focus, working in partnership with people and their communities, the voluntary and community sector and statutory providers. We aim to give the people of Tower Hamlets one of the best systems of interconnected health and care in the country.

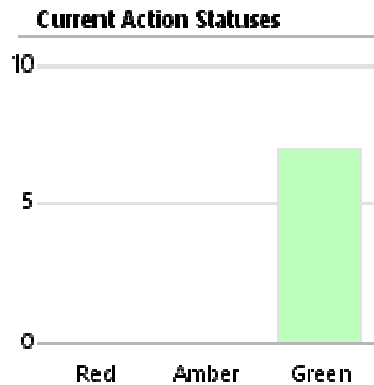
Through further close partnership working, prevention, early intervention and working with our communities, we will tackle health inequalities, improving the quality of life for our residents and managing demand for services.

Through the Tower Hamlets Together partnership with the NHS, we aim to reduce the need for people to be treated in hospital, by supporting them to stay healthy and to access support earlier to prevent health problems. We also want to give people more control over their own health and wellbeing and manage their health in community settings.

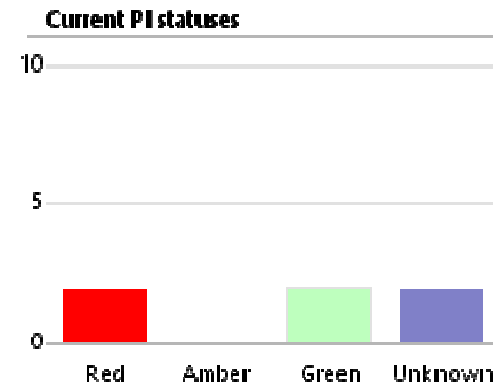
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Status summary for this strategic outcome

Strategic action status chart






Strategic measure status chart



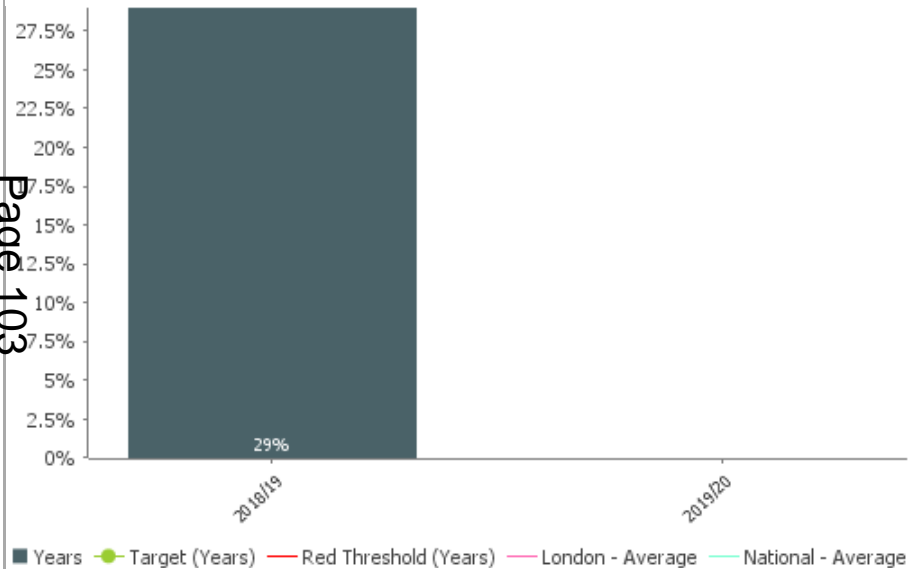
Residents' self-reported level of physical activity

This measure is taken from the council's residents' survey. It is expressed as the percentage of respondents who say that, on average, they complete over 150 minutes of physical activity and are therefore considered physically active in line with national guidance.

Lead member	Last update	Short term trend arrow	Long term trend (DOT)	
Cabinet Member for Adults, Health and Wellbeing Cabinet Member for Culture, Arts and Brexit	2018/19			
Lead officer	Type	Target	Actual	RAG rating
Director of Public Health Divisional Director, Sports, Leisure and Culture	Strategic		29%	 Data Only

Performance data trend chart

Latest note



This question was introduced in the 2018/19 residents' survey. Latest outturn relates to the Annual Resident Survey published in Summer 2019. The next survey is due to take place in early 2020 with results expected to be included in the end of year report for 2019/20.

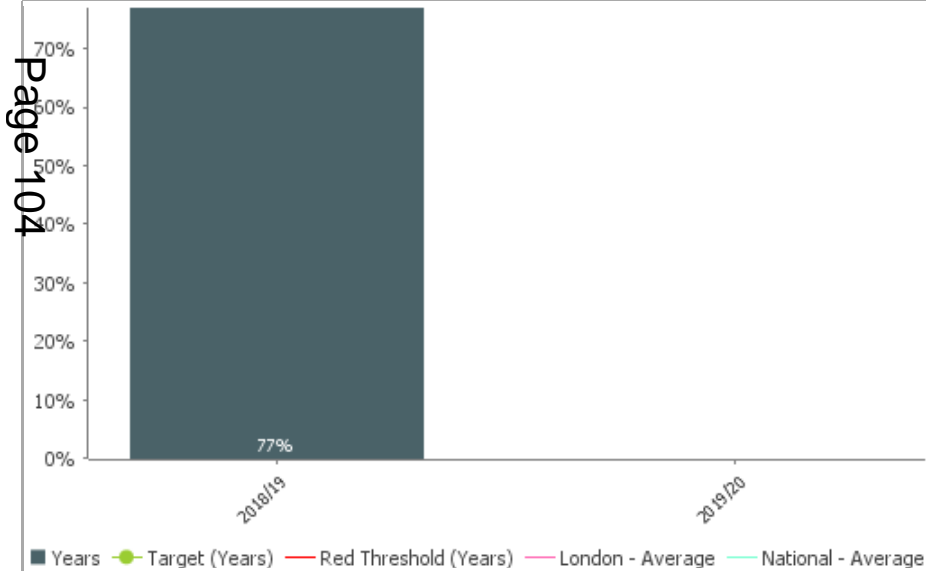


Residents' self-reported level of health

This measure is taken from the council's residents' survey. The result is expressed as the percentage of respondents who report their health as being 'very good' or 'good'.

Lead member	Last update	Short term trend arrow	Long term trend (DOT)
Cabinet Member for Adults, Health and Wellbeing	2018/19		
Lead officer	Type	Target	Actual
Director of Public Health	Strategic		77%
			Data Only

Performance data trend chart



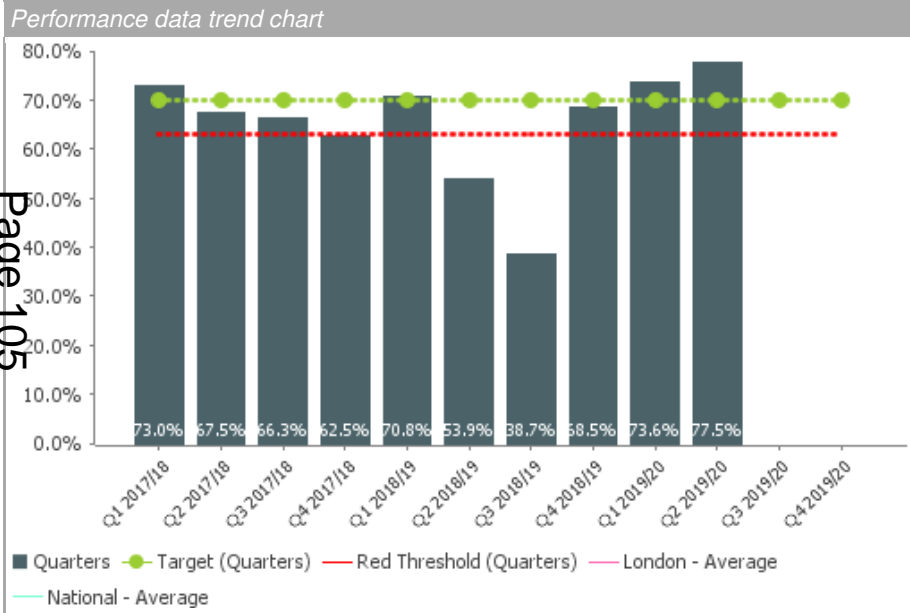
Latest note

This question was introduced in the 2018/19 residents' survey. Latest outturn relates to the Annual Resident Survey published in Summer 2019. The next survey is due to take place in early 2020 with results expected to be included in the end of year report for 2019/20.

✔ People who are more independent after being supported through reablement services

Reablement is a short term service provided to people leaving hospital and is designed to enable them to remain more independent for longer. The measure reflects the proportion of new clients who required reduced support after reablement or who did not require any further support within the year.

<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Adults, Health and Wellbeing	Q2 2019/20		↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Adults Social Care	Strategic	70.0%	77.5%	✔ Green



Latest note

The following case study demonstrates the difference our reablement support service makes to people's lives:

Mr P is 77 years old and was taken to hospital after being found wandering the community in an unkempt and confused state. He spent a month in hospital.

After being discharged from hospital, Mr P was referred to the Reablement Service. The aim was to help Mr P improve his diet, incorporating his preference to return to eating his main meal at his local cafe, and re-establishing a routine for managing his daily personal care.

At first this was challenging as Mr P has a substance dependency and poor mental health. He found it hard to engage, initially feeling the support offered was too intrusive. As a result, Mr P often missed the recommended four daily support visits.




Through listening to Mr P and understanding his aspirations, the Reablement officer visit times and input were re-arranged to support Mr P to continue to independently engage in meaningful, community based activities, resulting in improved engagement with the service to work towards his goals.

The help received from the service has meant that Mr P has now re-established an eating pattern of three meals a day, consistently completing his personal care and

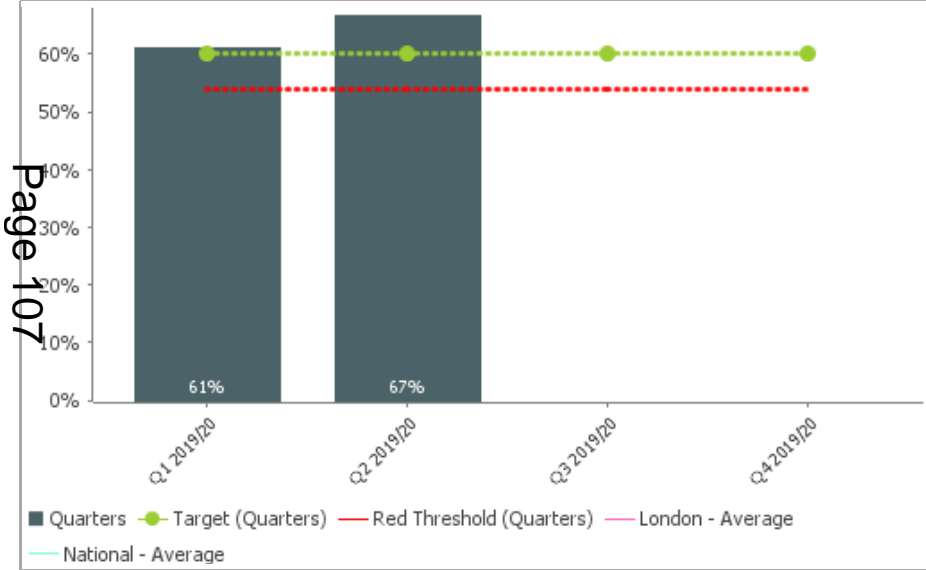
taking his medication with on-going support agreed with his GP. He is able to live in his own home and go to places he enjoys.

 **Children's participation in physical activity (Daily Mile)**

This indicator measures the percentage of primary schools in the borough participating in the national Daily Mile initiative to improve physical activity amongst children.

<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Adults, Health and Wellbeing Cabinet Member for Culture, Arts and Brexit	Q2 2019/20			
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Education and Partnership	Strategic	60%	67%	 Green

Performance data trend chart *Latest note*



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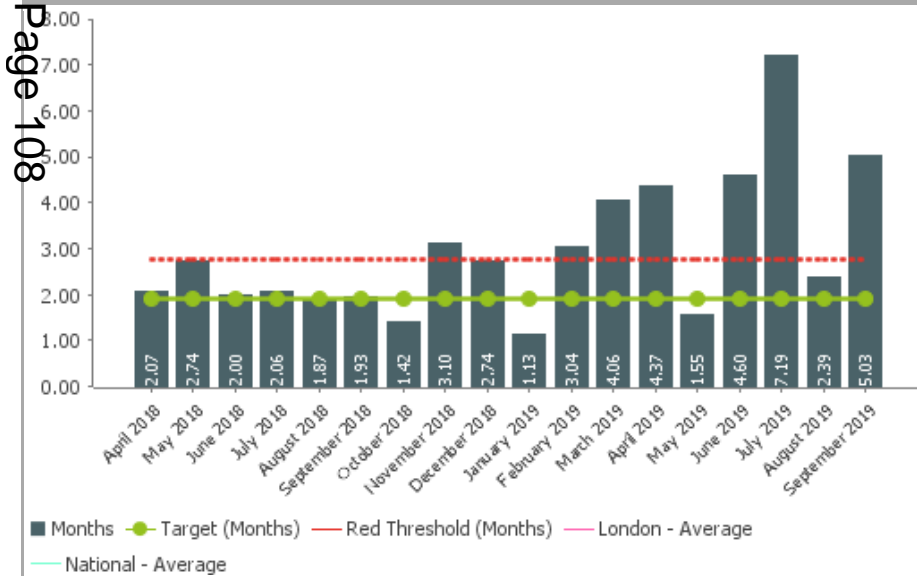
Delayed discharges from hospital attributable to Council social care services

This measure gives the average daily number of beds in acute hospital care which are occupied by patients who are ready to be discharged but remain in hospital as it has not been possible to make appropriate social care arrangements for them. The measure is calculated monthly for the monthly only.

<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Adults, Health and Wellbeing	Q2 2019/20		↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Adults Social Care Divisional Director, Integrated Commissioning	Strategic	1.91	4.87	Red

Performance data trend chart

Latest note



Why is performance off target?

Timely transfers of care are critical to the smooth running of the hospital and the health and care system overall. The Royal London Hospital is frequently running at or near full capacity. Delays to discharge from hospital can occur at a number of stages in the patient pathway and the causes of delays are monitored. Issues relating to nursing and residential care admissions account for over 80% of the delays attributed to social care. The other main reasons for these delays are awaiting assessments or community equipment and adaptations. Numbers are small therefore a single case involving a prolonged hospital stay can have a significant impact on the overall performance level. Improving communication between hospital departments, adult social care teams and other partners involved in discharge planning is recognised as a contributory factor to improving performance. Performance on delays attributable to social care in Tower Hamlets is better than performance nationally. In September, 23% of delays locally were due to social care reasons compared to 30% for England as a whole.

What actions will be taken?

Plans are underway to conduct a review of the whole discharge pathway, with a specific focus on communication. This will specifically address

Mental Health delays; these are small in number but big on impact. A pioneering 'Home First' approach to hospital discharge, helping people to go home first pending assessment of their care and support needs is being implemented locally. This programme is being closely monitored to ensure that finding suitable homes and carrying out assessments is not unnecessarily delaying people from coming out of hospital.

When will it be back on track and who is responsible?

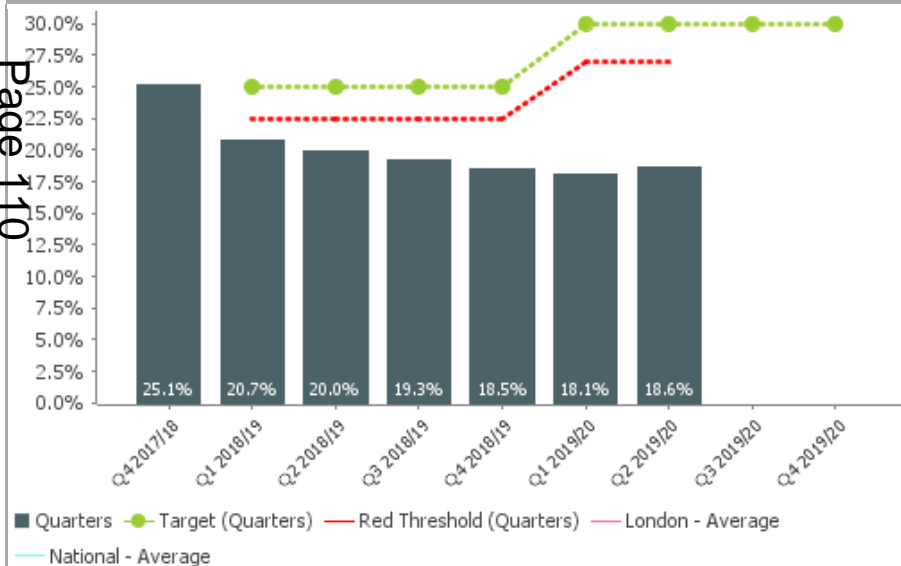
It is difficult to predict when performance will improve, particularly given that winter pressures may impact on hospitals over the winter. However we are confident that the measures in place will deliver improved performance by the end of Quarter 4 2019/20. Our Adult Social Care service leads on this in partnership with colleagues in Integrated Commissioning and the NHS.

Proportion of adult social care users who are receiving a direct payment

Direct payments enable service users to structure and buy their own care and support through a budget allocated to them. This measure is the current percentage of adult social care service users who are receiving their community-based care in the form of a direct payment.

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Adults, Health and Wellbeing	Q2 2019/20		↑	↓
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Adults Social Care	Strategic	30.0%	18.6%	Red

Performance data trend chart



Latest note

Why is Performance off target?

18.6% of adult social care service users currently have Direct Payments in place which is substantially less than the target rate (30%). Throughout quarter 2 we have seen a small but sustained increase each month in the numbers of people assessed for and using Direct Payments. As of the end of quarter 2 (September 2019), there are 542 active DP users; this is the highest number since June 2018.

Performance is off target for a number of reasons. There is a knock on effect as a result of not meeting last year's target (25%) and due to the extensive developments required to embed DPs and deliver them in a supportive way to service users. Getting Direct Payments set up right so that they can be used effectively, flexibly and simply by people takes time and involves extensive preparatory work, striking a balance between making processes simple and managing risks effectively. Our ambition is to make Direct Payments the default offer for as many people who are eligible for Social Care Services as possible. We therefore set a stretching target; higher than the one for the previous year as a way of challenging ourselves to galvanise our efforts.

In 2018/19 we refreshed the Direct Payments policy, commissioned a new direct payment support service provider and developed new systems paving the way for the introduction of prepaid cards, designed to make DPs less onerous for people. These actions took longer to complete than anticipated which has led to slippage. Contributing factors include:

- The transition of providers proved challenging. This resulted in a slower start than anticipated, including dealing with an inherited backlog of cases that has now been dealt with.
- Extensive review and refresh of policies and procedures due to the implementation of prepaid cards and charging.
- Giving enough time to ensure that staff are fully trained and confident competent in offering direct payments to our service users.

What actions will be taken?



For the remainder of this year we will be furthering our efforts to increase the uptake of Direct Payments. The new Direct Payment Policy is live and aims to give adult social care users more choice, control, creativity and flexibility in the care they receive. The refreshed Policy makes the management of Direct Payments easier. Starting from mid-October, Direct Payments will be the default offer for all new service users. We will start with setting up roughly 20 new service users in order to test the readiness of our systems and then roll out more extensively. Our direct payments support service will help with this. Later in the year we will extend the offer of Direct Payments to existing customers. Prepaid cards have been introduced and are being rolled out from late October. We have communicated this extensively to all adults social care staff, service users and partner organisations. We have set specific targets for all our Social Care Teams and are reviewing their performance against these goals regularly. We are also keeping a close eye on spend on Direct Payments to ensure funds are used effectively and appropriately.

When will performance be on track?


With the new implementations embedded and starting to have an impact, performance shows signs of improvement, with an expected increased take-up of Direct Payments by January 2020. We expect to see a significant improvement in our performance by the end of Quarter 3 and we predict that we will fully meet and exceed the target within 2020/21.


Who is responsible?

Strategic plan delivery


Strategic Plan activity		Note
Action 3.1 	Run activities and programmes that encourage residents to have healthy lifestyles, including encouraging children's healthy weight and nutrition	We continue to run a diverse range of inclusive programmes to promote healthy lifestyles, enabling residents from different backgrounds and with different needs to participate and improve their wellbeing. Amongst these are schemes specific to adults living with learning disabilities.
Directorate	Lead Officer	In quarter 2 we prioritised increasing the GP Register so that more people are known to services and able to access Health Checks. Health Checks are important in promoting healthy lives and identifying any conditions early. 75% of adults living with a learning disability in the borough have an annual health check. This is in line with national NHS targets.
Health, Adults and Communities Directorate	Somen Banerjee; Warwick Tomsett	
Portfolio Owners	Cabinet Member for Adults, Health and Wellbeing	
Strategic Plan activity		Note
Action 3.2 	Provide evidence-based early intervention and prevention programmes, helping residents to be as healthy as possible for as long as possible	Our Integrated Commissioning and Adult Social Care teams have a range of targeted programmes in place to address changing health and social care needs throughout the life course of residents. Work continues to improve community engagement through the provision of Dementia cafes and a Dementia Friendly local action plan. Our 'Recovery and Employment' Hub helps people living with mental health conditions to sustain wellbeing and find jobs. During this quarter we have increased take up of Talking Therapies to tackle anxiety and depression. The service is now reaching 25% of the eligible local population. We have developed and are currently testing a tool for health and social care staff to help them identify people for whom loneliness is an issue. This will help us target our services to reduce loneliness more effectively.
Directorate	Lead Officer	
Health, Adults and Communities Directorate	Somen Banerjee; Warwick Tomsett	
Portfolio Owners	Cabinet Member for Adults, Health and Wellbeing	


	<p>We have launched our enhanced health visiting service for families with more complex and higher needs. In addition, we have introduced a digital version of the Red Book, which is used by health visitors to record babies' and children's development. The new digital Red Book is another aspect of making our services digital by default.</p> <p>We have worked with our partners to refurbish the Ambrose King Centre (the sexual health service at the Royal London Hospital), providing a better environment for the users of a service that the council commissions from the NHS. Our service to help people stop using tobacco products exceeded its target, meaning more people are able to lead healthier and smoke free lives.</p>
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<i>Strategic Plan activity</i>		<i>Note</i>
Action 3.3 	Change how we provide information to residents on health and care, making it easier for people to get advice and help at an early stage	As part of our developing plans to re-commission our advice and information services, an Integrated Information and Advice Service model (joining up information and advice across health and social care) has now been developed with significant input from local residents whose views were sought in a series of co-production workshops that happened during the summer. Procurement for the information and advice service and advocacy service will begin later in 2019 and both on track to be operational in 2020.
<i>Directorate</i>	<i>Lead Officer</i>	
Health, Adults and Communities Directorate	Warwick Tomsett	
<i>Portfolio Owners</i>	Cabinet Member for Adults, Health and Wellbeing	


<i>Strategic Plan activity</i>		<i>Note</i>
Action 3.4 	Integrate health and care so that residents get a better, more joined-up experience of both systems	The Tower Hamlets Together Board continues to drive forward ambitious programmes of work towards seamless integration of health and social care services. This is a complex and long term issue. In September 2019, Cabinet approved our partnership agreement between the Council and East London Foundation Trust (ELFT), which gives a contractual basis to our joint commitment to share risk and pool budgets. This agreement integrates the funding and delivery of Mental Health and Learning Disability Services which will lead to cost savings and a better experience for our service users living with learning disability and mental health conditions.
<i>Directorate</i>	<i>Lead Officer</i>	
Health, Adults and Communities Directorate	Claudia Brown; Warwick Tomsett	
<i>Portfolio Owners</i>	Cabinet Member for Adults, Health and	

	Wellbeing	<p>At an operational adult social care level, the South East Locality is working on a Care Co-ordination 'Circle of Care' Project to strengthen a seamless provision of services.</p> <p>The evaluation report of first six months of our Acute Hospital Discharge Triage Pilot to September 2019 will be shared in quarter 4. This looked at how effectively hospital discharge, reablement and acute discharge co-ordinated and delivered a care package in the community following hospital admission. The findings will inform the development of a future model for short term support services. A development session in early August 2019 mapped out potential future models for integration between two service areas.</p>
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<i>Strategic Plan activity</i>		<i>Note</i>
Action 3.5 	Make better use of technology and equipment in health and care, recognising its potential to improve how people manage their health conditions and care needs	Our Adult Social Care service is investing in making better use of technology and equipment to help people manage their health conditions and care needs better. For instance, the New Independent Living Hub now has a senior Occupational Therapist, Equipment Officers, and two First Response Officers in post to assist and advise people on the technology most suited to their needs.
<i>Directorate</i>	<i>Lead Officer</i>	
Health, Adults and Communities Directorate	Somen Banerjee; Claudia Brown; Warwick Tomsett	We have trained and accredited 15 staff members as Trusted Assessors. This will help to reduce the numbers and waiting times of people awaiting discharge from hospital and help them to move from hospital back home or to another setting. It will also improve how hospitals, primary and community care and local councils can work together to deliver trusted assessment as a key part of the High Impact Change Model, as set out in the NHS Five Year Forward View Next Steps.
<i>Portfolio Owners</i>	Cabinet Member for Adults, Health and Wellbeing	

<i>Strategic Plan activity</i>		<i>Note</i>
Action 3.6 	Staff in adult 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	<p>We continue to deliver our programme to embed strength based approaches in Adult Social Care (ASC) practice. This enables us to better meet statutory requirements and best practice guidelines.</p> <p>London Adult Directors of Adult Social Services (ADASS) and Tower Hamlets Council co-hosted the inaugural Carers Festival celebrating the vital role of carers in supporting</p>
<i>Directorate</i>	<i>Lead Officer</i>	

Health, Adults and Communities Directorate	Claudia Brown	<p>vulnerable people. Carers across the capital attended the event in September. We also held a social work conference in September with the purpose of embedding strength based, personalised approaches into practice.</p> <p>Our inaugural Practice Week in Adult Social Care is scheduled for week commencing 11th November 2019 to help those taking part to observe social work staff doing their jobs and provide feedback. During this week, a number of audits will also be undertaken to measure the quality of practice against a number of factors which demonstrate good practice. The objective of Practice Week is to enable reflection on the quality of practice and the service so that we can improve and develop, and enable better outcomes for service users and carers in the borough.</p>
<i>Portfolio Owners</i>	Cabinet Member for Adults, Health and Wellbeing	

<i>Strategic Plan activity</i>		<i>Note</i>
Action 3.7 	Offer choice and personalised support to social care users, including the promotion of direct payments so that people have more control over the care they receive	<p>During this quarter we have ensured our plans are in place to maximise the roll out of Direct Payments to as many service users who would benefit from them as possible. Starting in October, Direct Payments will be the default offer to all new service users. Later in the year we will extend the offer of Direct Payments to existing customers. Prepaid cards have been introduced and are being rolled out from late October. We have communicated this extensively to all adults social care staff, service users and partner organisations.</p>
<i>Directorate</i>	<i>Lead Officer</i>	
Health, Adults and Communities Directorate	Claudia Brown	
<i>Portfolio Owners</i>	Cabinet Member for Adults, Health and Wellbeing	

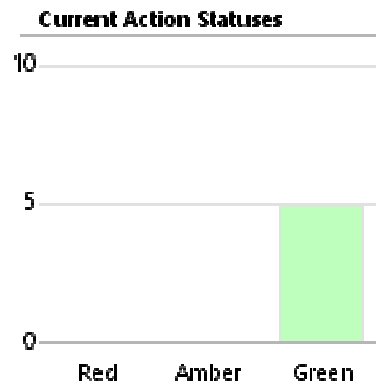
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Outcome 4 Inequality is reduced and people feel that they fairly share the benefits from growth

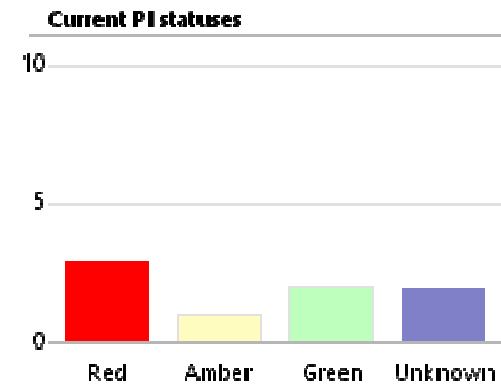
While we want people to have positive associations about life in Tower Hamlets, we cannot deny that Tower Hamlets is a borough of contradictions. Despite the economic opportunities in our borough, many in our community do not benefit from them. The borough is the tenth most deprived local authority in England and has the highest levels of pensioner poverty and child poverty 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.

Status summary for this strategic outcome

Strategic action status chart




Strategic measure status chart



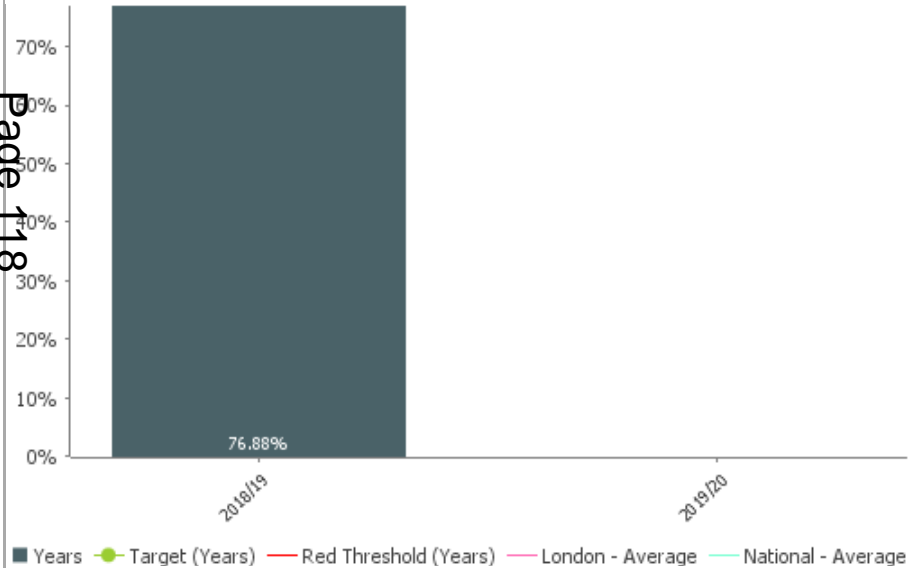
Residents' self-reported level of health for groups experiencing health inequalities - BAME residents

This measure is taken from the council's residents survey. The result is expressed as the percentage of respondents who report their health as being 'very good' or 'good'.

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Adults, Health and Wellbeing	2018/19		?	?
Lead officer	Type	Target	Actual	RAG rating
Director of Public Health	Strategic		76.88%	 Data Only

Performance data trend chart

Latest note



The latest outturn relates to the Annual Resident Survey published in Summer 2019. The next survey is due to take place in early 2020.



Residents' self-reported level of health for groups experiencing health inequalities - residents from C2, D, E socio-economic groups

This measure is taken from the council's residents survey. The result is expressed as the percentage of respondents who report their health as being 'very good' or 'good'.

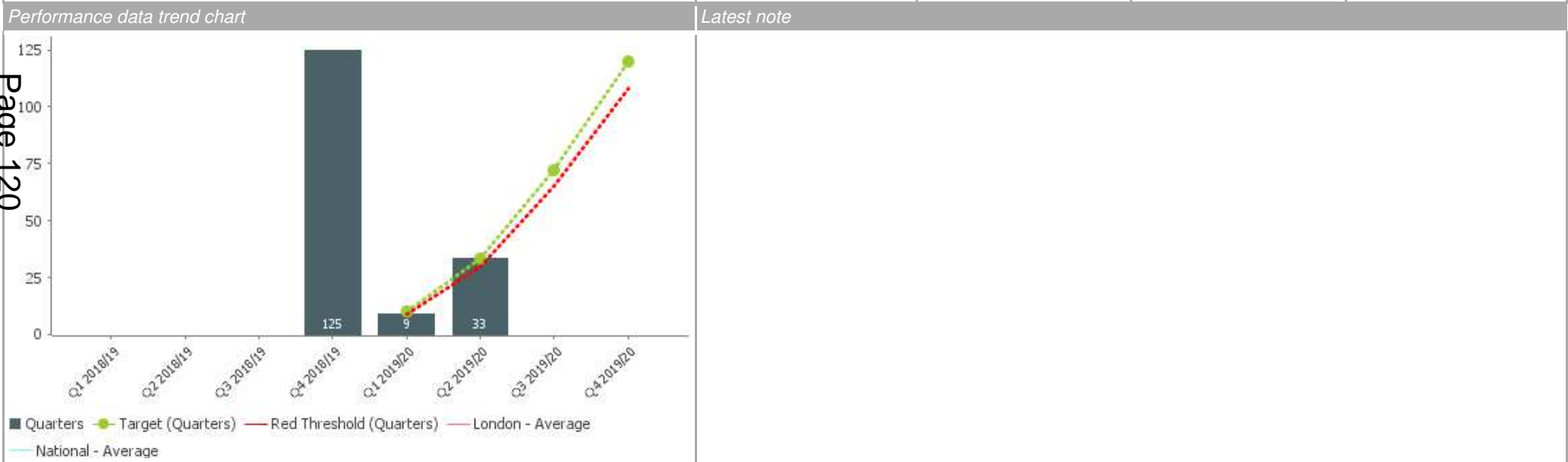
Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Adults, Health and Wellbeing	2018/19			
Lead officer	Type	Target	Actual	RAG rating
Director of Public Health	Strategic		68.35%	Data Only

Performance data trend chart	Latest note
<p>65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%0% 5% 10% 15% 20% 25% 30% 35% 40% 45% 50% 55% 60% 65%</p> <p>68.35%</p> <p>2018/19 2019/20</p> <p>■ Years ● Target (Years) — Red Threshold (Years) — London - Average — National - Average</p>	<p>The latest outturn relates to the Annual Resident Survey published in Summer 2019. The next survey is due to take place in early 2020.</p>

✔ Number of residents who have disabilities supported into employment by the Workpath Service

This measure is a count of the number of residents who have a disability or health problem, who are supported into work through support from the council's WorkPath service. Measuring residents who have said they have health problems. Cumulative measure.

<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Work and Economic Growth	Q2 2019/20		?	?
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Growth and Economic Development	Strategic	33	33	✔ Green

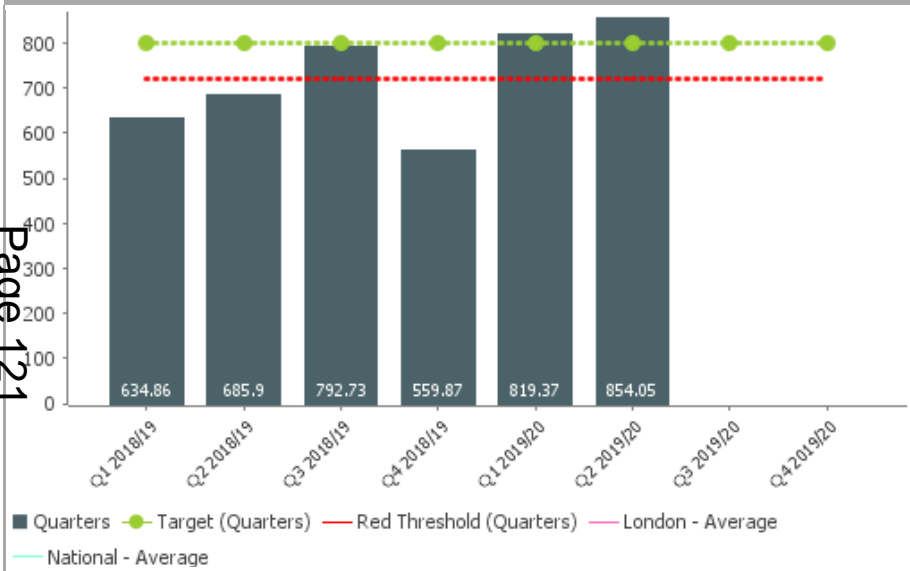


✔ Residents who are better off financially after receiving advice on maximising their household income

The expected annual increase in income of residents who have been supported to maximise their household income (£)

<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Deputy Mayor for Planning, Air Quality and Tackling Poverty	Q2 2019/20		↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Growth and Economic Development	Strategic	800	854.05	✔ Green

Performance data trend chart



Latest note

Between July and September 2019 a total of 5,536 clients were assisted through MSG-funded social welfare advice services. The actual amount backdated is £949,895. The increase in income is £3,778,127 (amount awarded going forward for 12 months). The total gain is therefore £4,438,022, equating to an average of £854.05 per outcome.

▲ Number of women supported into work by the WorkPath service

This measure is a count of the number of female residents supported into work through support from the council's WorkPath service. Cumulative measure.

<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Work and Economic Growth	Q2 2019/20		▲	▲
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Growth and Economic Development	Strategic	99	91	▲ Amber

Performance data trend chart



Latest note

Why is performance off target?

The service has recently gone through a restructure and there are still some vacancies which means that there are fewer staff than expected at this point in time, to support residents into work. In addition, we are still gathering evidence of jobs secured from employers.

The council has recently brought forward our reporting schedule so that we can report our performance and delivery in a more timely fashion. For its measures, the WorkPath service relies on employers to confirm the employment status of the residents we have supported into work and this evidence can take some time to come through. For this reason it is sometimes necessary to adjust outturns over the coming month, as more evidence is received. This data is therefore provisional.

What actions will be taken and who is doing this?

The service recently hosted a jobs fair for local residents. It is expected that there will be a number of job outputs arising from this event. In addition to working with employers, we also work hard to make contact with residents that we have recently supported into jobs to persuade them to provide evidence of their employment status. Unfortunately some residents are unresponsive to these requests.

When will it be back on track?

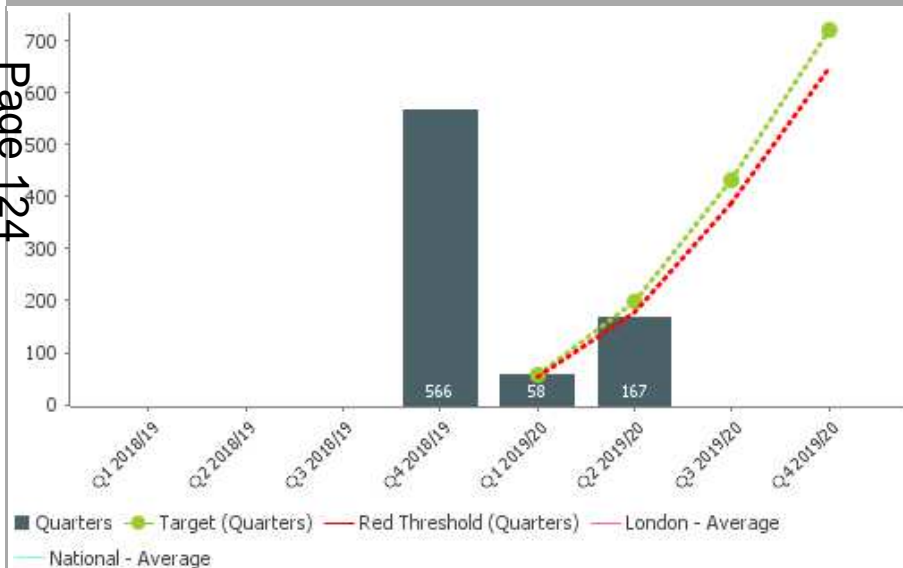
We expect performance to be back on track in the next quarter.

Number of residents who come from deprived postcodes supported into employment by the Workpath Service

This measure is a count of the number of residents from deprived postcodes supported into work through support from the council's WorkPath service. Deprived postcodes has been defined postcodes in the bottom 3 deciles according to the Index of Multiple Deprivation (IMD). Cumulative measure.

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Work and Economic Growth	Q2 2019/20		?	?
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Growth and Economic Development	Strategic	198	167	Red

Performance data trend chart



Latest note

Why is performance off target?

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When will it be back on track?

We expect performance to be back on track in the next quarter.

Number of residents from BAME backgrounds supported into work by the WorkPath service

This measure is a count of the number of residents from Black, Asian and minority ethnic (BAME) backgrounds supported into work through support from the council's WorkPath service. Cumulative measure.

<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Work and Economic Growth	Q2 2019/20		↑	↓
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Growth and Economic Development	Strategic	187	164	Red

Performance data trend chart



Latest note

Why is performance off target?

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When will it be back on track?

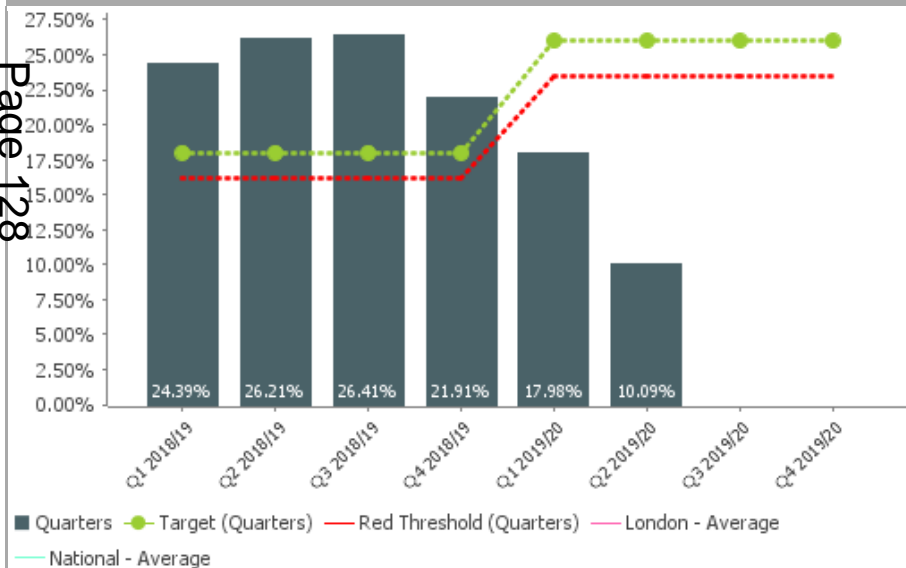
We expect performance to be back on track in the next quarter.

Households prevented from becoming homeless

Percentage of households whose homelessness was prevented or relieved via the Housing Options Service or through any funded initiative. Of the total number of homelessness approaches, the % awarded a prevention or relief duty. Cumulative measure. Based on statutory returns.

Lead member	Last update	Short term trend arrow	Long term trend (DOT)	
Deputy Mayor for Housing (Statutory Deputy Mayor)	Q2 2019/20	↓	↓	
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Housing	Strategic	26.00%	10.09%	Red

Performance data trend chart



Latest note

Why is performance off target?

This measure reports the proportion of households that have been prevented from becoming homeless and have had a Section 184 'prevention or relief outcome letter' served and case closed. This brings reporting on this measure in line with what is statutorily reported to the Ministry of Housing, Communities and Local Government (MHCLG). Performance is off target because there are still a number of prevention cases on record which have not yet been closed. We have a statutory target of 56 days to assess an application. There will be some applications therefore that will be resolved in the following month, however some will continue for longer, if prevention outcome is still being worked on and has not yet been achieved and the statutory measures not completed.


What actions will be taken and who will take them?


We have appointed some temporary staff to clear the backlog of closing cases and for us to be in a position to be able to complete assessments within 56 days, where possible. We are also training staff, reviewing our processes and monitoring our performance more closely. In addition, we are recruiting additional Tenancy Sustainment Officers; one to work with social landlords to prevent homelessness and two to work directly with clients and landlords in the private rented sector. We have also appointed a Visiting Officer whose aim is to strengthen preventions through mediation work with family and friends.

When will performance be back on track?


There are around a further 92 cases that have been prevented either through supported housing pathways or Housing Advice (privately rented accommodation sustainment) that have been prevented, but these have not yet been officially closed off on H-CLIC as not completed the legal statutory paperwork and steps required, so do not count in this reporting period. The performance from June onwards has shown an improvement. Housing Options are meeting with the landlords to discuss their performance, and will monitor performance during the year.


Strategic plan delivery


Strategic Plan activity		Note
Action 4.1 	Support households impacted by Universal Credit	<p>The following deliverables have been achieved to date:</p> <ul style="list-style-type: none"> • Total number of clients assisted to date from 15th October 18 = 711 • Number of matters dealt with = 1,585 • Total number of successful Discretionary Housing Payment applications = 19 • Total amount awarded from Discretionary Housing fund = £21,887 • Total number of Universal Credit applications made = 91 • Total amount of projected annual Universal Credit awarded where known as a result of the team's assistance = £843,303 • Total number of applications for a Crisis and Support = 15 <p>Our Benefits Service has reviewed its processes and procedures for Universal Credit to ensure residents are receiving their correct Universal Credit and Local Council Tax Reduction Scheme entitlement. We have also trained more of our Benefits Officers on Universal Credit claims processing to speed up delivery.</p>
Directorate	Lead Officer	
Place Directorate	Vicky Clark	
Portfolio Owners	Deputy Mayor for Planning, Air Quality and Tackling Poverty	

Strategic Plan activity		Note
Action 4.2 	Deliver initiatives to prevent homelessness and rough sleeping	<p>We have recently updated our Severe Weather Emergency Protocol relating to rough sleepers in preparation for winter. In partnership with St Mungos, we appointed a Complex Needs Health Coordinator to ensure partnership with health providers are providing equal and rapid access to health services to rough sleepers in the borough when needed. Our street based psychotherapist services have been commended by the Ministry of Housing, Communities and Local Government as an example of best practice.</p> <p>In line with government funding requirements we undertake monthly rough sleeper counts. In July the count was 16 and in September it was 18. These numbers are significantly lower</p>
Directorate	Lead Officer	
Place Directorate	Karen Swift	
Portfolio Owners	Deputy Mayor for Housing (Statutory Deputy Mayor)	

than our neighbouring boroughs, demonstrating that our services aimed at supporting individuals away from the streets are working. A further count will take place on 28th November.

<i>Strategic Plan activity</i>		<i>Note</i>
Action 4.3 	Work with partners to deliver initiatives to tackle poverty	<p>We have been selected as one of four Local Authorities in England to work with the Children’s Society on a three year project to co-ordinate crisis support in the borough. Our pension credit take up campaign has led to an increase of 38 households now claiming pension credit. Activities to alleviate holiday hunger have taken place across the summer in a variety of locations including schools, leisure centres and the Idea Stores.</p> <p>We have produced a report outlining the impact of Universal Credit on Tower Hamlets residents. The report is being officially launched as part of Challenge Poverty Week in October at an event at Toynbee Hall. The report, in conjunction with the GLA, looks specifically at the impacts of families with children.</p> <p>We will be starting our boiler replacement programme in October. This programme is targeted at low income and vulnerable households and will deliver energy costs savings and help to alleviate fuel poverty and reduce carbon emissions. We also run a fuel switching programme three times a year aimed at helping households find cheaper energy suppliers via a reverse style energy auction. Last quarter's switch saw residents benefit from an average annual saving of £212. The next energy auction will be held towards the end of 2019.</p>
<i>Directorate</i>	<i>Lead Officer</i>	
Place Directorate	Vicky Clark	
<i>Portfolio Owners</i>	Deputy Mayor for Planning, Air Quality and Tackling Poverty	

<i>Strategic Plan activity</i>		<i>Note</i>
Action 4.4 	Develop Finance and Welfare advice provision in the borough	<p>We have redesigned our commissioned finance and welfare advice offer as part of our move from Mainstream Grants to Local Community Fund. The Local Community Fund awards were made in July and following representations confirmed in August. Funding under Theme 3 Advice and Information was awarded to a consortium to deliver ‘Advice Tower Hamlets’. This service is led by Citizens Advice Tower Hamlets, in partnership with twelve local advice agencies. The funding agreement is being prepared with a service start due in October.</p>
<i>Directorate</i>	<i>Lead Officer</i>	
Place Directorate	Vicky Clark	
<i>Portfolio Owners</i>	Deputy Mayor for Planning, Air Quality and Tackling Poverty	

<i>Strategic Plan activity</i>		<i>Note</i>
Action 4.5 	Review and improve local childcare offer	<p>We have delivered and will continue to deliver Special Educational Needs and Disabilities training for Inclusion Co-ordinators in Private, Voluntary and Independent early years settings to ensure that young children with SEND receive the best and most appropriate support as early as possible. Through children's centres we now work in partnership with health services to ensure support for SEND starts before conception and continues for as long as the family attends. We are working in partnership with the SEND Parent Ambassadors to deliver sessions on parental experiences of SEND processes and practice in order to raise practitioner awareness and share information and knowledge of supporting children with additional needs.</p> <p>We are also working to improve the visibility of our local childcare offer by making it easier for parents and carers to find out through our website what provision is available in their area and what additional support they may be entitled to. We have increased the number of childcare places available to children eligible for 2, 3 and 4 year old funding through the expansion of existing childcare providers and supporting new providers from initial interest through to registration. We continue to work with all childcare providers to develop the quality of their care and education programmes resulting now in 96% of them with a "Good" or "Outstanding" Ofsted judgement.</p>
<i>Directorate</i>	<i>Lead Officer</i>	
Children and Culture Directorate	Christine McInnes	
<i>Portfolio Owners</i>	Cabinet Member for Children, Schools and Young People	

Outcome 5 People live in a borough that is clean and green

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

A new Transport Strategy for the borough will improve transport options and reducing the impacts of traffic on our residents, making our borough one of the best in London for walking or cycling. Through our planning policy we will work to ensure major developments progress towards achieving zero carbon status, and the council's assets and housing stock is being made ever more energy efficient.

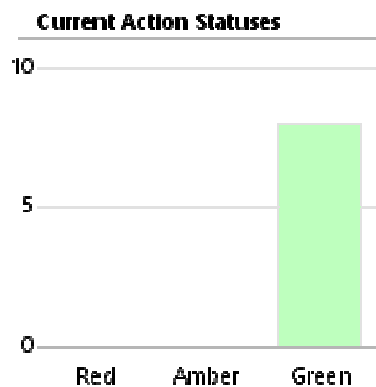
We want the borough to be a clean and attractive place but litter, fly tipping and graffiti on our streets has a detrimental impact on life for residents and visitors. We will tackle these through more efficient and effective services, backed up with investment and enforcement when necessary.

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

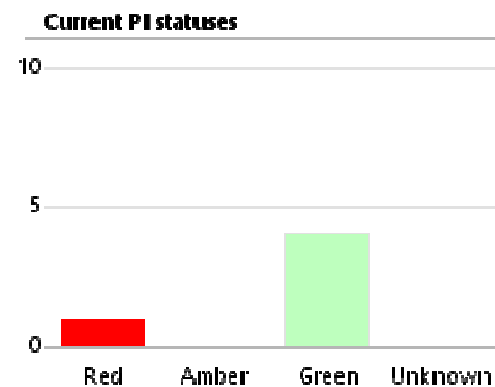
We are committed to protecting and maintaining our parks and open spaces and the council will continue to invest in the public realm to create attractive, liveable, well-maintained neighbourhoods.

Status summary for this strategic outcome

Strategic action status chart



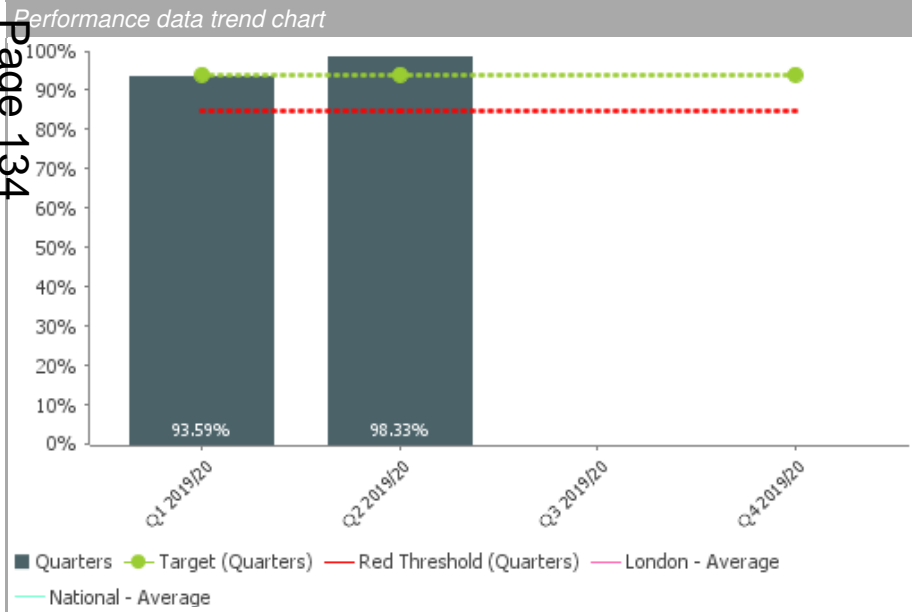
Strategic measure status chart



✓ Level of public realm cleanliness

This measure is based on a national methodology to assess the cleanliness of streets and the public realm relating to litter. Surveys of a sample of areas are carried out monthly across the borough. Results of all the surveys will be combined to get the annual result. Areas are scored against a national benchmark of cleanliness levels for litter, and the measure is expressed as the percentage of areas surveyed which meet or exceed the cleanliness standard.

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Environment	Q2 2019/20		↑	↑
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Public Realm Business Manager Operational Services	Strategic	94%	98.33%	✓ Green



Latest note

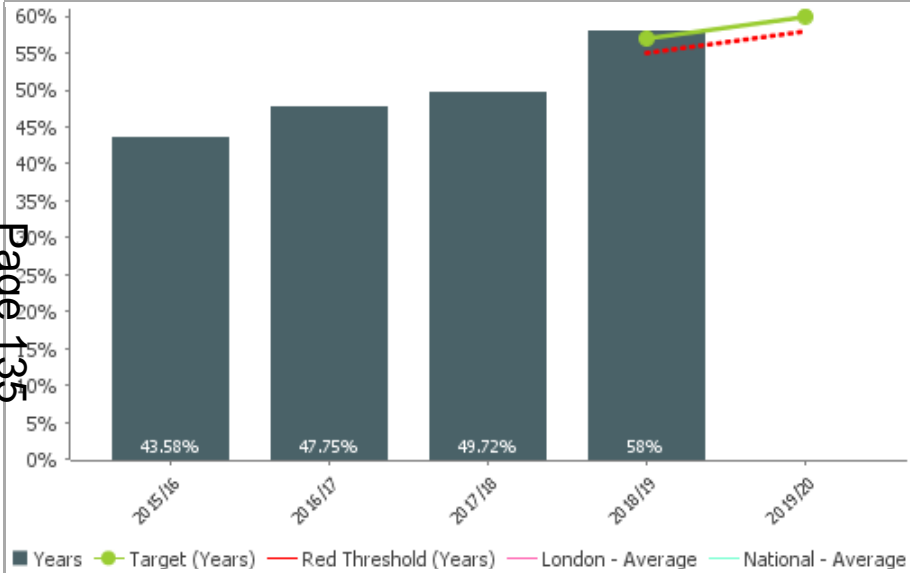
✓ Level of CO2 emissions generated by the Council's activities

Level of CO2 emissions generated by council activities (measuring % reduction from the baseline)

<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Environment	2018/19		↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Housing	Strategic	57%	58%	✓ Green

Performance data trend chart

Latest note



2019/20 data will be available after March 2020.

The CO2 emissions outturn for 2018/19 has recently been produced. Emissions of 7,377 t CO2 are an 18% reduction on last year's emissions and a 58% reduction on emissions from 2007. The council looks on course to not only meet but exceed the overall reduction target of 60% by 2020/21. Contributing to this reduction is our retrofit and maintenance projects which are improving the energy efficiency in our buildings. There has been a decrease in emissions from our and our waste and recycling contractor's fleet.

The Sustainable Development Team is responsible for leading the programme to reduce emissions in Tower Hamlets. The plan for doing this is set out in the Carbon Management Plan. In March 2019 the council declared a Climate Emergency and committed to becoming net zero carbon by 2025. A plan on how this target will be achieved is currently being drawn up for publication by January 2020.

✓ Primary school pupils benefiting from a school street at their school

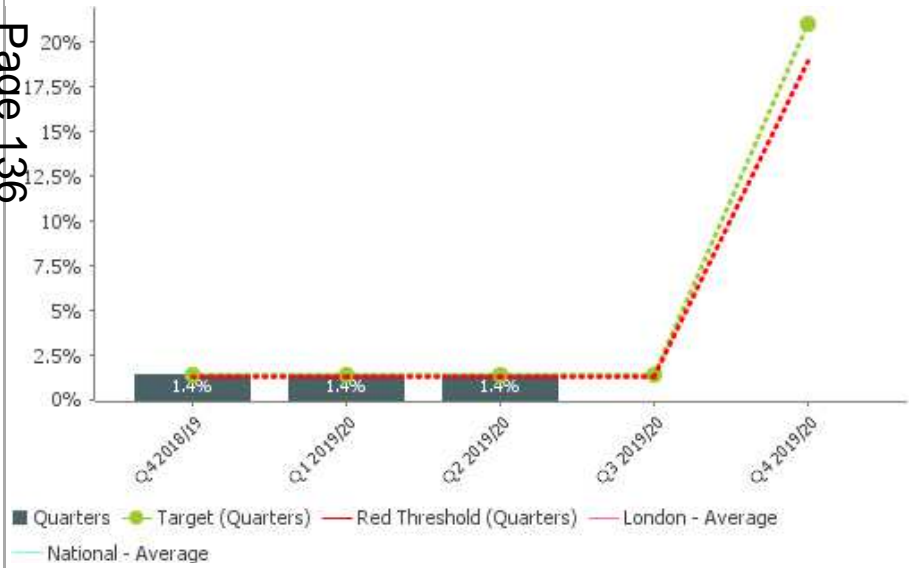
Streets around schools are often dominated by idling cars and speeding traffic at drop-off and pick-up times, resulting in air pollution and an environment that is generally unpleasant for walking and cycling. The numerator for this measure is the number of primary aged pupils who go to a school where a school street has been applied.

<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Executive Mayor	Q2 2019/20		▬	▬
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Public Realm	Strategic	1.4%	1.4%	✓ Green

Performance data trend chart

Latest note

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The service has profiled 21 primary schools to be fitted with a school street by Sept 2020, and by the end of 2020/21 all 50 school streets are profiled to be completed.

Ten primary schools will be fitted with a school street by the end of this financial year (2019/20). Works are due to start in Q4. The proportion of primary school aged children that will benefit from a school street by March 2020 is just under 21%.

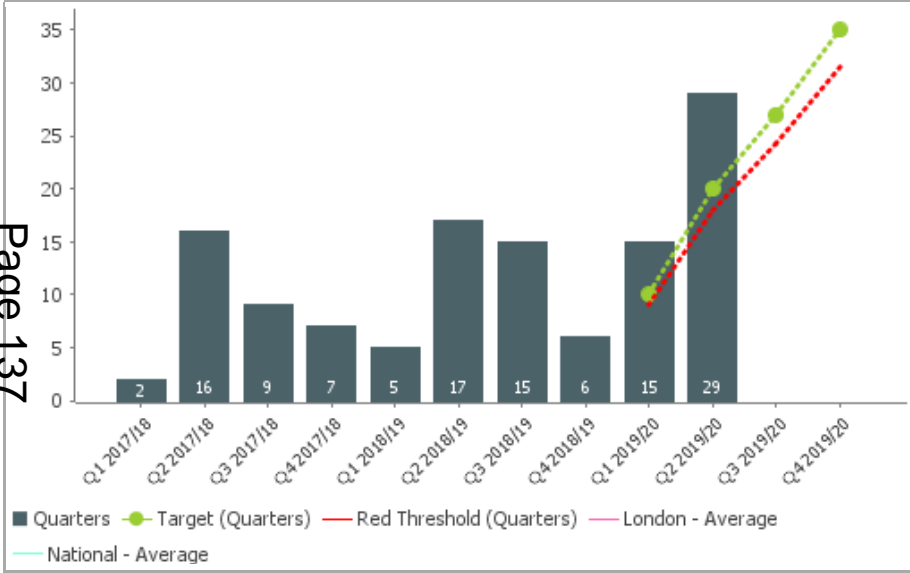
✓ Residents' access to nature through biodiversity projects

No. of biodiversity enhancement projects involving the community

<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Environment	Q2 2019/20		↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Housing	Strategic	20	29	✓ Green

Performance data trend chart

Latest note



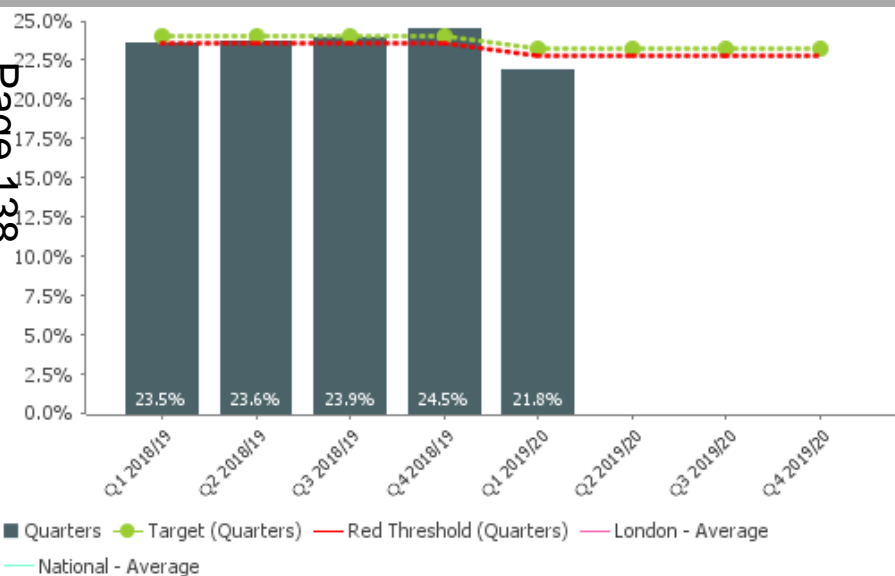
29 biodiversity projects delivered so far this year.

Level of household recycling (Quarterly Audited)

The measure looks at the percentage of household waste which is sent for reuse, recycling and composting. The end of year figure is based on the cumulative totals for the whole year while quarterly figures relate to performance in the quarter only.

<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Environment	Q1 2019/20		↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Public Realm	Strategic	23.2%	21.8%	Red

Performance data trend chart



Latest note

Why is performance off target?

The latest available audited data related to Q1 of 2019/20. In Q1 18,465 tonnes of household waste were collected, and of that, 4,003 tonnes was sent for reuse, recycling and composting. Performance for the period is just 1.4 percentage points below our target.

Performance is off target because we have not collected the quantity or quality of recycling material that we had expected. Increasing participation in recycling is the most important factor in improving performance of this measure, followed by reducing contamination in recycling bins.

What actions will be taken and who is doing this?

Our Waste Strategy identifies our priorities to improve recycling performance which include service re-design, improving service delivery, and improving our communications with residents and landlords to drive behaviour change.


We have recently completely rescheduled our collection rounds with the aim of making the service more efficient and reliable for customers. In addition, we are continuing to make improvements to the waste and recycling bins of approximately 2,200 blocks of flats in the borough, to ensure there are the number and combination appropriate to the needs of residents.


We are also currently trialling a range of initiatives to improve recycling on estates in the borough, and we are waiting to hear the results of a pan-London research project into improving recycling on estates. We will look at best practice findings from both of these and work with our landlord partners to roll these out borough-wide.

When will it be back on track?


We expect to see an improvement in performance recycling levels as the revised collection rounds settle in and the improvements to the recycling arrangements on housing estates are established which is likely to be in the next financial year.


Strategic plan delivery


Strategic Plan activity		Note
Action 5.1 	Implement new arrangements to improve cleansing and the quality of the local environment	Our eighth Big Clean Up saw residents and community groups lending a hand to help us clean up four areas in the borough (Capgemini between Limehouse Basin and Victoria Park; Good Gym with Barts Volunteers in the John Harrison Garden at the Royal London Hospital; Plastic Free Roman Road and Queen Mary University of London in Meath Gardens; and EY in Chrisp Street Market).
Directorate	Lead Officer	
Place Directorate	Dan Jones	
Portfolio Owners	Cabinet Member for Environment	


Strategic Plan activity		Note
Action 5.2 	Deliver the Council's Waste Strategy with initiatives to encourage/enforce waste reduction and recycling amongst residents and businesses	<p>In September we celebrated Recycling Week by organising a day of sustainability action. As well as stalls and workshops in Globe Town Market Square, there was a Big Clean Up litter pick in Meath Gardens. Events included a 'Nature Meets Waste' workshop where children from Rachel Keeling Nursery were encouraged to create pieces of art from litter and natural materials found in the park. We also attended an assembly and two interactive workshops at Mayflower School to promote waste minimisation, recycling and litter issues, and we are currently engaging with other schools to deliver similar there.</p> <p>We are investigating different ways to increase the recycling rate in the borough. We are planning to introduce a pilot recycling incentive scheme to encourage residents to recycle more. We are in the process of procuring this work. Working with our Town Centres Team and with local independent cafes in the borough, we have developed a pilot project relating to re-usable cups which is due to be launched at the end of October.</p> <p>So that we can provide a better food waste and recycling service in flatted properties in the borough, we are reviewing examples of good practice in other local authorities. We aim to pilot our findings in September 2020.</p>
Directorate	Lead Officer	
Place Directorate	Dan Jones	
Portfolio Owners	Cabinet Member for Environment	


Strategic Plan activity	Note
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Action 5.3 	Deliver the Mayor's ambitious Love Your Neighbourhood programme to make our streets safer, cleaner and more sociable places to use and to deliver the new investment around street lighting, footways and carriageways throughout the borough	<p>We recently concluded a public consultation on the Tower Hamlets Transport Strategy 2019-2041. The new Strategy sets out plans to promote walking and cycling to help meet the Mayor of London's target that 90% of all trips in the borough should be made on foot, by cycle or by using public transport by 2041.</p> <p>As part of this pledge, we are planning to invest almost £16m on a carriageway and footway resurfacing programme. Approximately £3.2m of planned schemes have been committed to date. The schemes in the programme have been prioritised according to condition survey findings and the roads/footways with the worst condition have been prioritised for improvement within the programme.</p> <p>We have started work on 21 School streets around primary schools throughout the borough to reduce traffic levels at the school gate and make it healthier for pupils to walk to school and breathe cleaner air.</p>
<i>Directorate</i>	<i>Lead Officer</i>	
Place Directorate	Dan Jones	
<i>Portfolio Owners</i>	Cabinet Member for Environment; Executive Mayor	

<i>Strategic Plan activity</i>		<i>Note</i>
Action 5.4 	Deliver initiatives to maintain and improve existing parks and green spaces	<p>We have continued work to improve our parks and open spaces. At Bartlett Park we have now closed Cottal Street to extend the park down to the canal and our designers are working on the detail for the new inclusive play area. We will be opening improved areas of the park in phases and expect to complete all work by February. At Allen Gardens we have recently consulted on plans to integrate Buxton Street into the park and provide a more pleasant area for people walking and cycling. Once we understand the outcome of the highways consultation we will update our plans for Allen Gardens.</p> <p>We have also completed improvement to multi-use games areas and tennis courts at Whitehorse Road, Wapping Gardens. In September, Cabinet approved investment in a number of parks across the borough.</p> <p>The Mayor has recently approved a £1m tree planting programme over the next three years. 333 trees will be planted in 2019/20 starting in the planting season (November). All sites have been identified and surveyed in preparation. A further 333 trees will be planted in the 2020/21 planting season and a final 333 trees in 2021/22.</p>
<i>Directorate</i>	<i>Lead Officer</i>	
Children and Culture Directorate; Place Directorate	Dan Jones; Judith St John	
<i>Portfolio Owners</i>	Cabinet Member for Culture, Arts and Brexit; Cabinet Member for Environment	

<i>Strategic Plan activity</i>		<i>Note</i>
Action 5.5 	Deliver the Air Quality Action Plan	<p>We are rolling out more air quality monitors and they are being installed within our Liveable Streets areas. Two monitors for the Liveable Streets areas are at the Coborn Road/Tredegar Road junction and Tredegar Road/Fairfield Road junction. We will be buying and installing more before Christmas. In July we recorded 450 separate charging activities on our rapid charge points currently installed which has grown steadily from 50 in February 2019.</p> <p>As part of our Liveable Streets programme, we are reviewing the location of sites for installing car bike ports in Wapping, Bethnal Green and Bow. We are also installing an additional 100 on-street cycle hangars in the borough.</p>
<i>Directorate</i>	<i>Lead Officer</i>	
Place Directorate	Dan Jones	
<i>Portfolio Owners</i>	Deputy Mayor for Planning, Air Quality and Tackling Poverty	

<i>Strategic Plan activity</i>		<i>Note</i>
Action 5.6 	Promote use of cleaner fuel types amongst residents and businesses	<p>We want to ensure that small and medium sized enterprises (SMEs) operating in our borough are informed and prepared for the impacts the 2021 expansion of the Ultra-Low Emission Zone (ULEZ) may have on their businesses. With our partners in Haringey, Hackney and Islington, we are bidding for £4m (across four boroughs) to deliver a SME cleaner vehicle support programme to run for three years from 2020/21. By supporting SMEs vehicles to be compliant with the Ultra-Low Emissions Zone (ULEZ), we will contribute towards a better air quality environment for Tower Hamlets.</p> <p>We are also planning to train 500 mechanics across the four authorities – upskilling them to be able to work on electric vehicles.</p> <p>We have now installed 32 electric vehicle charging points and are working to deliver at least 100 by March 2020. After that, we will install 100 per year in 2020/21 and 2021/22.</p>
<i>Directorate</i>	<i>Lead Officer</i>	
Place Directorate	Dan Jones	
<i>Portfolio Owners</i>	Deputy Mayor for Planning, Air Quality and Tackling Poverty	

<i>Strategic Plan activity</i>		<i>Note</i>
Action 5.7 	Take targeted action to reduce CO2 emissions across residential and community buildings	<p>Since April 2009 we have been implementing a carbon management plan and are on track to deliver a 60% reduction in carbon emissions against the 2007 baseline in 2020/21.</p> <p>At the beginning of the year, we committed to spend £1.7m from the Carbon Fund to deliver</p>
<i>Directorate</i>	<i>Lead Officer</i>	

Place Directorate	Karen Swift	more energy efficiency and carbon reduction projects.
<i>Portfolio Owners</i>	Cabinet Member for Environment	<p>The small and medium enterprise (SME) Energy Improvement Grants Programme has now awarded 15 grants totalling £64k of which £20k has been paid out for completed projects. These 15 projects will achieve carbon reductions of 61 tonnes.</p> <p>Approval from the Grants Determination Committee was given in September 2019 to deliver our Schools Energy Retrofit Programme and delivery of this will begin in October 2019. This will see at least 8 schools receiving grants to carry out energy retrofit projects.</p> <p>The Residential Boiler Replacement Programme will also commence delivery in October 2019. In preparation we have made residents aware of the programme and have already taken over 30 phone calls from interested residents that will be able to benefit from the programme when delivery commences.</p>

<i>Strategic Plan activity</i>		<i>Note</i>
Action 5.8	Agree and deliver a Biodiversity Action Plan to protect and enhance wildlife across the borough	<p>The new Local Biodiversity Action Plan (LBAP) was adopted by Cabinet at the end of July. The new Plan will be launched by the Mayor in Victoria Park in October. So far this year 34 biodiversity enhancement projects that contribute to LBAP objectives have been completed by the council and its partners, including 29 involving the community. These, along with 10 completed developments, have created or enhanced over 1.6 hectares of priority habitat at ground level, and installed over 9,000 square metres of biodiverse green roofs. So far in quarter 2 eight biodiversity enhancement projects involving the community have been delivered. These are:</p> <ul style="list-style-type: none"> • Approach Gardens additional ponds • Swedenborg Gardens mound grassland enhancement • Scrapyard Meadow chalk banks summer 2019 • Swedenborg Gardens south bulb planting 2018-19 • Ackroyd Drive Green Link - Cowslip Meadow chalk bank • Sanctuary Wood enhancements, Tower Hamlets Cemetery Park • Greening the Tarling West Estate
<i>Directorate</i>	<i>Lead Officer</i>	
Place Directorate	Karen Swift	
<i>Portfolio Owners</i>	Cabinet Member for Environment	

- Greening Tom Thumb's Arch, Malmesbury Estate

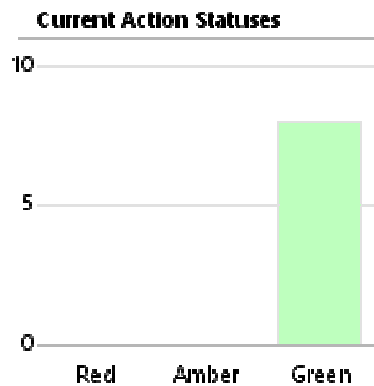
Outcome 6 People live in good quality affordable homes and well-designed neighbourhoods

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

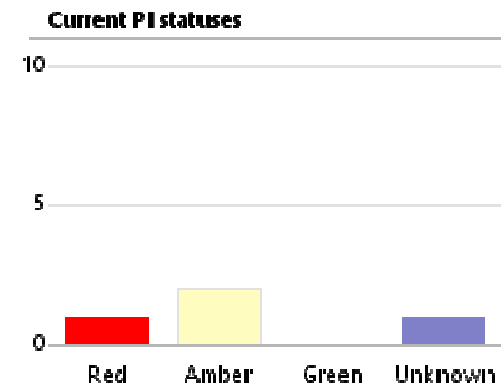
We will refresh our approach to Regeneration, including environmental improvements, across the borough; continuing our programme of estate regeneration and delivering the Better Neighbourhoods Programme, so that growth across the borough is coordinated and shaped in such a way that everyone shares the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

Status summary for this strategic outcome

Strategic action status chart




Strategic measure status chart





Residents' satisfaction with the area

This measure is taken from the council's residents' survey and is expressed as the percentage of respondents who are very / fairly satisfied with the local area as a place to live.

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Deputy Mayor for Planning, Air Quality and Tackling Poverty	2018/19		↓	↓
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Public Realm Divisional Director, Planning and Building Control	Strategic		70.0%	 Data Only

Performance data trend chart



Latest note

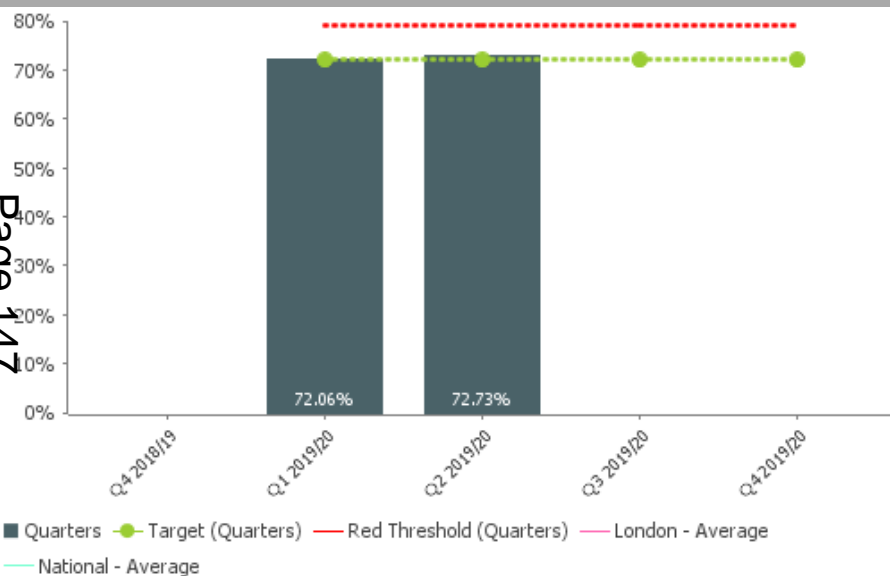
Latest outturn relates to the Annual Resident Survey published in Summer 2019. The next survey is due to take place in early 2020 with results expected to be included in the end of year report for 2019/20.

▲ Level of household overcrowding

Overcrowding remains a problem in the borough and reducing overcrowding is a main aim of the council's housing service. This measure calculates the percentage of households on the common housing register (in Bands 1&2 but excluding homeless households) who are living in overcrowded conditions.

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Deputy Mayor for Housing (Statutory Deputy Mayor)	Q2 2019/20		↓	↓
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Housing	Strategic	72%	72.73%	▲ Amber

Performance data trend chart



Latest note

Why is performance off target?

Target is based on overall number of applicants in band 1 and 2 that are overcrowded (excluding homeless). Excluding homeless households, there are 11,654 households in bands 1 and 2 and 8,476 of these households are living in overcrowded conditions.

The Council gives high priority to overcrowded applicants but under choice based lettings has very little influence over what applicants bid for. Any bids made need to be considered against other priorities and targets of the council e.g. lets to homeless applicants and decanting blocks for regenerations.

Furthermore, the council under the Allocations scheme has no control over who applies to join the housing register or applicants' personal housing circumstances other than to consider cases in accordance with the published allocations scheme. This means that although overcrowded applicants are being rehoused into suitable accommodation, more applicants are joining all the time as explained above.

What actions are being taken to bring performance back on target?

Officers will continue to work closely with partner Registered Providers, and offer applicants information on how to resolve their housing and maximising housing opportunities available to them including mutual exchange, private rented sector and housing moves.

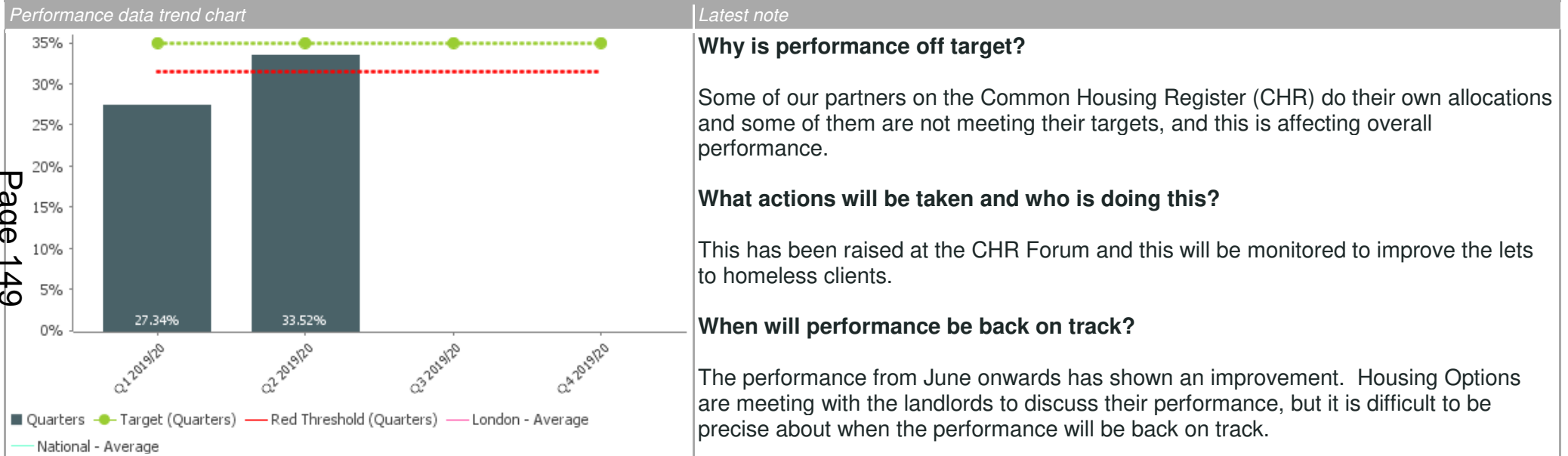
Who is responsible for bringing performance back on target and by when?

Our Advertising and Lettings Team Manager is closely monitoring to ensure allocations to overcrowded applicants are maximised, but as explained even if number of lets are increased the council has no control over how many more join.

▲ Homeless households moved into permanent accommodation

Moving residents out of temporary accommodation and into permanent homes is a priority for the council. This indicator measures the proportion of all lets in the reporting period (accommodation of two bedrooms or more) which were made to homeless households.

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Deputy Mayor for Housing (Statutory Deputy Mayor)	Q2 2019/20		▲	▲
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Housing	Strategic	35%	33.52%	▲ Amber

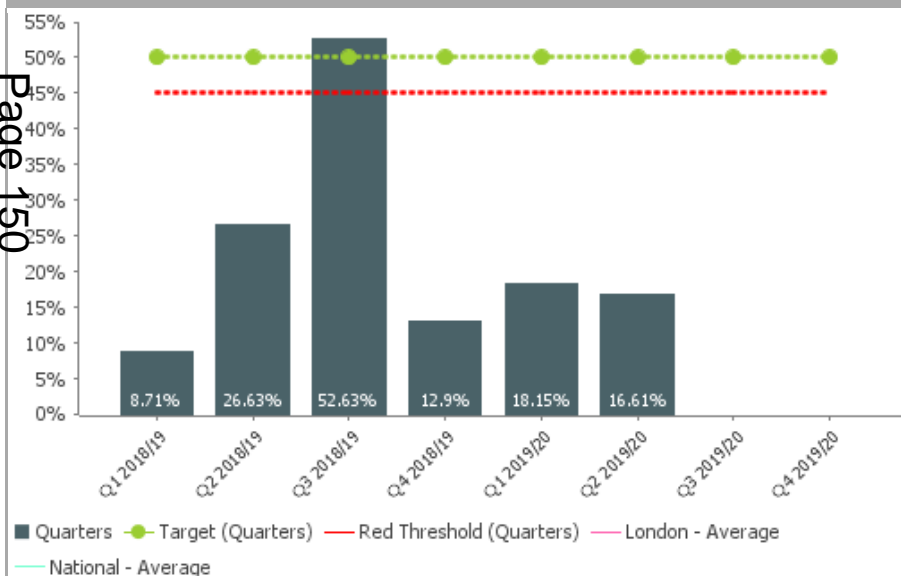


Level of affordable homes completed

Percentage of completed homes that are classed as affordable

<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Deputy Mayor for Housing (Statutory Deputy Mayor) Deputy Mayor for Planning, Air Quality and Tackling Poverty	Q2 2019/20		↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Housing	Strategic	50%	16.61%	Red

Performance data trend chart



Latest note

Why is performance off target?

51 affordable units have been recorded on the LDD Database as being delivered so far this year, out of a total of 307 homes completed. Nine homes were recorded as having been completed between July-September, though none of them were affordable. The council does not currently lead the construction of most residential development in the borough so if the private sector or RPs are not completing units then figures will most likely be off target.

This year, this measure is reporting the percentage of affordable homes delivered as recorded on the GLA's London Development Database (LDD) rather than by using data gathered from registered social landlords. In order to record delivery on the LDD, a Completion Certificate needs to be issued by either an Approved Inspector or LBTH Building Control. There is typically a time lag between onsite inspection and the issue of certificates. There is no obligation on external Approved Inspectors to promptly issue certificates in relation to schemes where they are the appointed authority. So whilst last year's method of recording delivery was slightly timelier, our recorded delivery now mirrors what is officially and publically reported through the LDD.

What actions will be taken and who is doing this?

Development can be implemented up to three years after a planning permission has been granted. Over the last three years since October 2016, the Council has granted

344 planning permissions for residential development. Of these, there are 252 live permissions where there is currently no indication of commencement or completion.

There are no actions that the Council's planning service can take to directly influence developer or RP construction programme timetables. However there may be opportunities to map out stalled or un-commenced sites and utilise existing links with RP partners in particular understand blockages to delivery. The Council could also consider increasing the purchase of affordable housing secured as planning obligations on developer-led schemes. Bench-marking delivery against the situation in other comparable local authorities would also help to improve the Council's intelligence around housing delivery.

Checks were undertaken over the summer with relevant developers and external building inspectors to try and verify our data on their schemes. This improves our understanding of the commencement and completions status of each approved residential development. The current data held on our system reflects the outcome of these checks.

When will it be back on track?


We will work with private developers and RPs to ensure our housing forecasts are as accurate as possible.


Note

Last year we reported the number of affordable homes completed, where the source was our own informal database, populated by information provided by Registered Providers. The number of affordable homes completed that we are aware of is 439 to date.


The level of affordable homes completed over the past three years ie. Q2 2016/17 through to Q1 2019/20 is 23.4% (completed units 7,277 of which 1,703 were affordable).


Strategic plan delivery


Strategic Plan activity		Note
Action 6.1 	Work with housing associations and other partners to improve the supply of affordable housing (note - this action also supports Outcome 4)	So far this year, 51 affordable units have been officially recorded on the LDD Database as being delivered, out of a total of 197 homes completed. However through contacting our housing providers partners, we are aware that there are 439 affordable housing homes that have been completed so far this year; these homes will appear on the LDD Database when official paperwork has been sent to the Council for processing.
Directorate	Lead Officer	
Place Directorate	Karen Swift	
Portfolio Owners	Deputy Mayor for Housing (Statutory Deputy Mayor)	We have granted permissions for 561 affordable housing units as follows: Locksley Estate, Salmon Lane, 17; Birchdown, Denbury and Huntshaw, 18; Poplar Gas Works, Leven Road, 177; Strahan Road, 9; Safestore, 151; Reardon and Lowder, 18; Eric Estate infills, 99, Norman Grove, 17, St Paul's Way, 23 and Heylyn Square, 32. Of the above developments only, one is slightly short of our affordability policy of 35% of habitable rooms being affordable. Seven have achieved 100% affordability.

Strategic Plan activity		Note
Action 6.2 	Identify sites for new council homes and commence delivery	We are progressing on delivering the Mayoral pledge to deliver 1,000 new council homes which will help to tackle the housing crisis in the borough.
Directorate	Lead Officer	
Place Directorate	Alan Mccarthy	
Portfolio Owners	Deputy Mayor for Housing (Statutory Deputy Mayor)	Since Q1, we have granted planning consent for the construction of a further 59 council homes. We are in the process of producing tender documentation so that we can procure contractors to start delivery. These homes will be delivered in Shetland Road, Strahan Road, St Paul's Way, Norman Grove, Mellish Street, and at Lowder House, Keats House, and Locksley D.
		We have started to consult with local residents on the development options for the Clichy Estate. We have set up a Resident Panel and we are appointing an Independent Resident Adviser. This development is expected to enable the delivery of an additional 250 new homes.

		<p>In the next couple of months, our contractors will be starting on site to build 65 new homes (53 new homes at Barnsley Street, 7 at Hanbury Street, and 5 at Sidney Street). The planning application for the development of 62 new council homes at Arnold Road will be considered in November, and in the next couple of months we expect planning applications to come in for the development of 124 new council homes (34 in Bancroft/Wickford Street, 15 in Waterloo Gardens, 38 in Tent Street, 30 in Yorkshire Road, and 7 adjacent to the Montefiore Centre).</p> <p>Sites have been identified for development of a further 250 new council homes and we are preparing concept designs ahead of community consultation. These will form part of the programme for the delivery of the first tranche of the second 1,000 council homes.</p>
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<i>Strategic Plan activity</i>		<i>Note</i>
Action 6.3 	Adopt the Local Plan and produce robust development strategies and policy guidance	The Planning Inspectorate issued their final report on our new Local Plan in September. We are now making some final minor amendments and we expect the Local Plan to be fully adopted by the council in January 2020. The new Community Infrastructure Levy (CIL) Charging Schedule was examined in public in August. We are still waiting for the final Examiner's Report, but anticipate adopting the new schedule by January 2020.
<i>Directorate</i>	<i>Lead Officer</i>	
Place Directorate	David Williams	
<i>Portfolio Owners</i>	Deputy Mayor for Planning, Air Quality and Tackling Poverty	


<i>Strategic Plan activity</i>		<i>Note</i>
Action 6.4 	Develop and deliver a borough programme for regeneration	We are currently working on a South Poplar Masterplan which will provide planning and design guidance for developments in the area, with a particular focus on connections over Aspen Way, and supporting economic growth and social integration. The next step is to produce a baseline urban analysis study which will help us to understand the existing infrastructure constraints and opportunities. This work is supported by Transport for London and the Greater London Authority.
<i>Directorate</i>	<i>Lead Officer</i>	
Place Directorate	Ann Sutcliffe	
<i>Portfolio Owners</i>	Deputy Mayor for Planning, Air Quality and Tackling Poverty; Executive Mayor	

<i>Strategic Plan activity</i>		<i>Note</i>
Action 6.5 	Deliver the Council's programme of estate renewal and initiatives to improve housing conditions (note - this action also supports Outcome 4)	So far this year we have spent c£10m of the £28.2m forecast spend on improvement works, including fire safety works. We have now completed improvements in 36 blocks, and we are currently working on a further 24 blocks. We have a budget of £4.7m to deliver fire safety improvements across 104 schemes. We have now developed a fire risk assessment policy which will inform our cycle of risk assessment on our housing stock. In Q2 we completed fire safety remedial works on six blocks on the Cranbrook Estate. We have also completed roof compartmentalisation safety work across the Avebury Estate. We are in the process of installing fire safety doors for 491 properties in 51 blocks across the borough. After each set of works we undertake another risk assessment to check that our works have improved the fire risk assessment score. We have almost completed the improvement work to Cuff and Dunmore Point, including asbestos surveys and removals, balcony repairs, new windows and doors, electrical testing and updating, fire safety works, internal decoration and repairs to the roof. We have now procured contractors to undertake improvement works at Malting and Brewster Houses and the Structural Risk Assessment for this work is now available to residents via our website.
<i>Directorate</i>	<i>Lead Officer</i>	
Place Directorate	Dan Jones; Karen Swift	
<i>Portfolio Owners</i>	Deputy Mayor for Housing (Statutory Deputy Mayor)	

<i>Strategic Plan activity</i>		<i>Note</i>
Action 6.6 	Negotiate and deliver strategic infrastructure	In July, Cabinet approved a number of Local Infrastructure Fund projects to commence delivery in 2019/20. The projects include 15 open space and public realm improvement projects nominated by the public as well as a programme to deliver longer term infrastructure in key growth areas of the borough that matches priorities identified by local people. Transport for London (TfL) have decided to review the options for crossing the Thames from Rotherhithe to Canary Wharf, postponing activity on a potential bridge. As a result they did not undertake a public consultation in September as we had previously expected. We remain in close contact with TfL and will engage with any future proposals. We are developing detailed design work for a new South Dock bridge and will consult on our proposals in late 2019 before we submit a planning application in 2020. In September we started consultation on how we should allocated Local Infrastructure
<i>Directorate</i>	<i>Lead Officer</i>	
Place Directorate	David Williams	
<i>Portfolio Owners</i>	Deputy Mayor for Planning, Air Quality and Tackling Poverty; Executive Mayor	

	Funds received in 2019/20.
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<i>Strategic Plan activity</i>		<i>Note</i>
Action 6.7 	Continue to drive improvements to the planning process	<p>As part of our drive to improve our online services, we have developed a Planning Weekly News List. Residents can register and receive a weekly list of planning applications determined, submitted and recent planning appeals by ward or for the whole borough. We are now developing the news update section. We are also working on a project which will enable residents to undertake the full planning application process online. The project which will streamline our processes will be launched in the next few months.</p> <p>We have adopted a new Planning and Building Control Scheme of Delegation aimed at supporting appropriate decision making. We are also developing a new fee for planning performance agreement management and monitoring. This is a fee for developers and it will go towards the cost of the planning service.</p> <p>In September we launched the 2019 Local Infrastructure Fund (LIF) consultation for residents and local businesses. LIF consists of developer contributions to fund projects in the communities where developments are taking place. The consultation, available online and by paper at our Idea Stores will run through quarter 3.</p>
<i>Directorate</i>	<i>Lead Officer</i>	
Place Directorate	David Williams	
<i>Portfolio Owners</i>	Deputy Mayor for Planning, Air Quality and Tackling Poverty	

<i>Strategic Plan activity</i>		<i>Note</i>
Action 6.8 	Deliver the programme of Liveable Streets	<p>The Liveable Streets programme aims to improve the look and feel of public spaces in neighbourhoods across the borough and make it easier, safer, and more convenient to get around by foot, bike and public transport. We also to encourage more sustainable journeys and to improve air quality and road safety.</p> <p>We are actively engaging with residents, businesses and other stakeholders via workshops and consultation events around our Liveable Streets Programme. In quarter 2 we held workshops, drop in sessions, and walkabouts in Bethnal Green, Wapping, Barkantine and Brick Lane, and these schemes are now active. We met with several residents and tenants associations and the Tower Hamlets Accessibility Forum and the Housing Forum.</p>
<i>Directorate</i>	<i>Lead Officer</i>	
Place Directorate	Dan Jones	
<i>Portfolio Owners</i>	Executive Mayor	

We will be consulting on detailed proposals for Bethnal Green from 28th October.

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

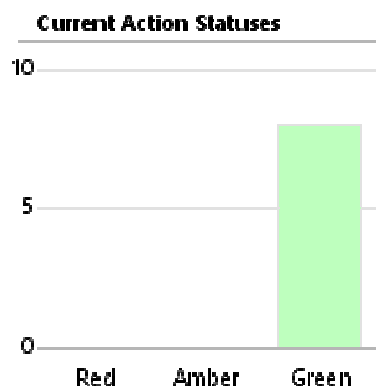
Tower Hamlets is a vibrant, diverse and exciting place to live, work and visit and we want everyone to feel safe and enjoy all that it has to offer, however residents report that crime was their top concern in 2018. Tackling the interlinked issues of violence, anti-social behaviour (ASB), drugs and alcohol is a significant challenge for the borough, but the council is working closely with a range of partners to deliver a holistic response that addresses the 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 fund additional police officers and support Operation Continuum activity. 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.

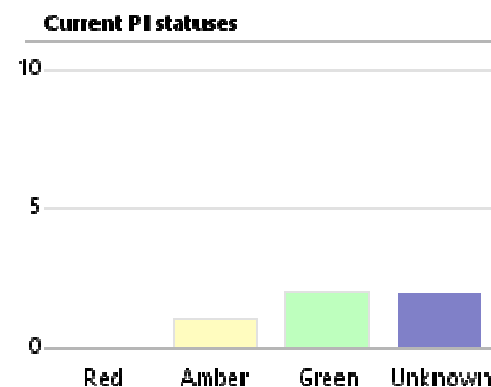
In addition the council will be reviewing its approach to CCTV and evaluating its Neighbourhood Management Pilot to assess what more can be done to enhance feelings of safety by ensuring that its response is evidence led and co-produced with residents.

Status summary for this strategic outcome

Strategic action status chart




Strategic measure status chart



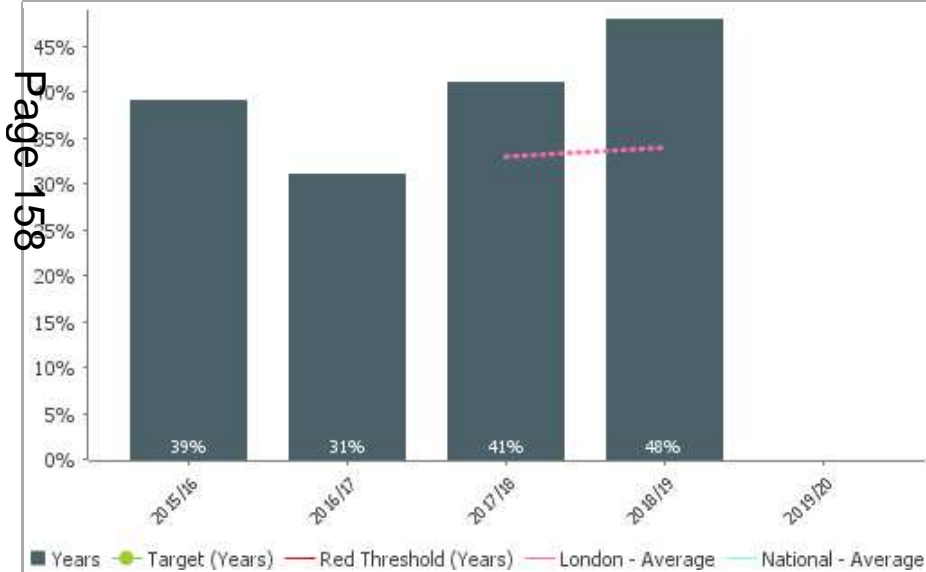
Residents' concern about crime and anti-social behaviour

This measure is taken from the council's residents' survey and is expressed as the percentage of respondents who felt that crime and Anti-Social Behaviour was ranked in the top three concerns for them.

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities	2018/19		↓	↓
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Community Safety	Strategic		48%	 Data Only

Performance data trend chart

Latest note



Latest outturn relates to the Annual Resident Survey published in Summer 2019. The next survey is due to take place in early 2020 with results expected to be included in the end of year report for 2019/20.



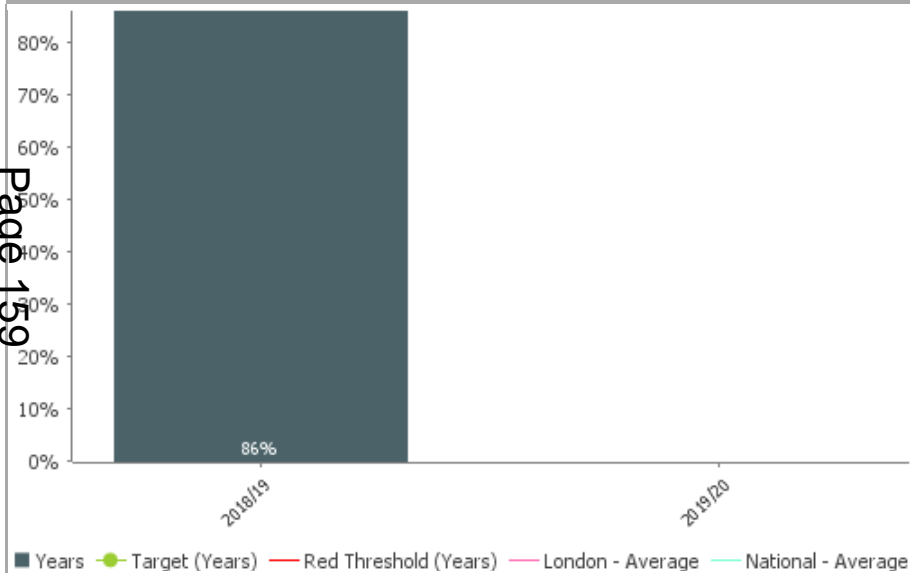
Residents' feeling of safety in their local area

This measure is taken from the council's residents' survey and is expressed as a percentage of respondents who feel safe in their local area during the daytime.

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities	2018/19			
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Community Safety	Strategic		86%	Data Only

Performance data trend chart

Latest note



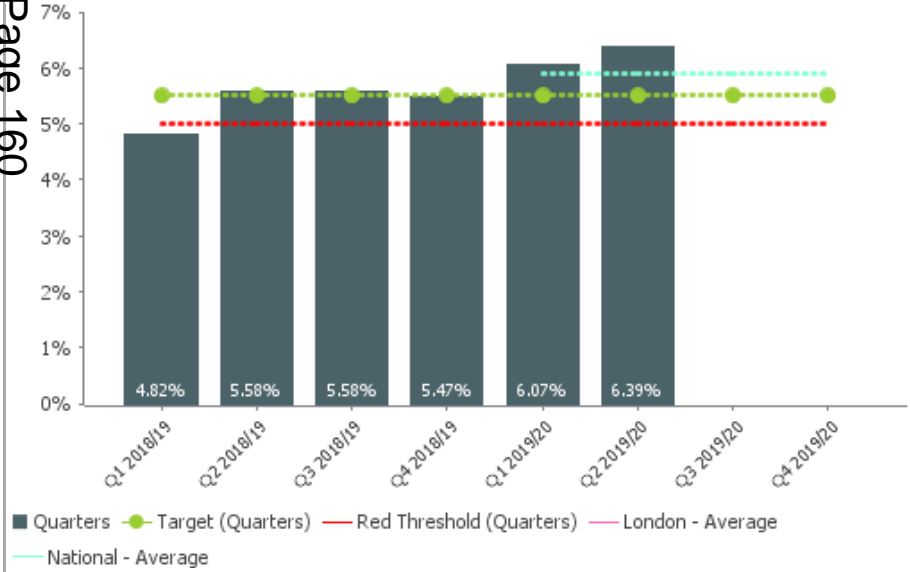
This question was introduced in the 2018/19 residents' survey. Latest outturn relates to the Annual Resident Survey published in Summer 2019. The next survey is due to take place in early 2020 with results expected to be included in the end of year report for 2019/20.

✔ Drug users (opiate users) successfully completing treatment

This indicator looks at successful addiction recovery. It shows the proportion of opiate users that left drug treatment successfully (free of drug(s) dependence) who do not return to treatment again within 6 months expressed as a proportion of the total number of opiate users in treatment. It is well evidenced that cessation of drug use reduces re-offending significantly, reduces infection transmission and improves health and well-being.

<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Deputy Mayor and Cabinet Member for Community Safety and Equalities	Q2 2019/20		↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Community Safety	Strategic	5.5%	6.39%	✔ Green

Performance data trend chart



Latest note

The current data (6.07% in Q1, and 6.39% in Q2) shows we are exceeding the target of 5.5%. This indicator looks at successful addiction recovery.

Example of resident impact: A, a 35 year old South Asian male with a long history of Drug and Alcohol use, was referred to Reset treatment by Probation in November 2018 following a conviction for assault. A had a history of ADHD since childhood for which he was on medication. A reported issues related to anger particularly following use of alcohol. A was in a relationship, and had a one year old child who had some Children and Families services involvement as a 'child in need'. At assessment A reported that he was unemployed. Following assessment A was referred for anger management by the Probation Service and engaged in treatment for his alcohol dependency by Reset. A completed both the Anger Management course and his engagement with Reset successfully in August 2019. Though there are recommendation by Children and Families services to attend parenting course for both parents, the Child in Need Case has been closed. A is now drug and alcohol free, and currently in employment. Supervision with probation ongoing

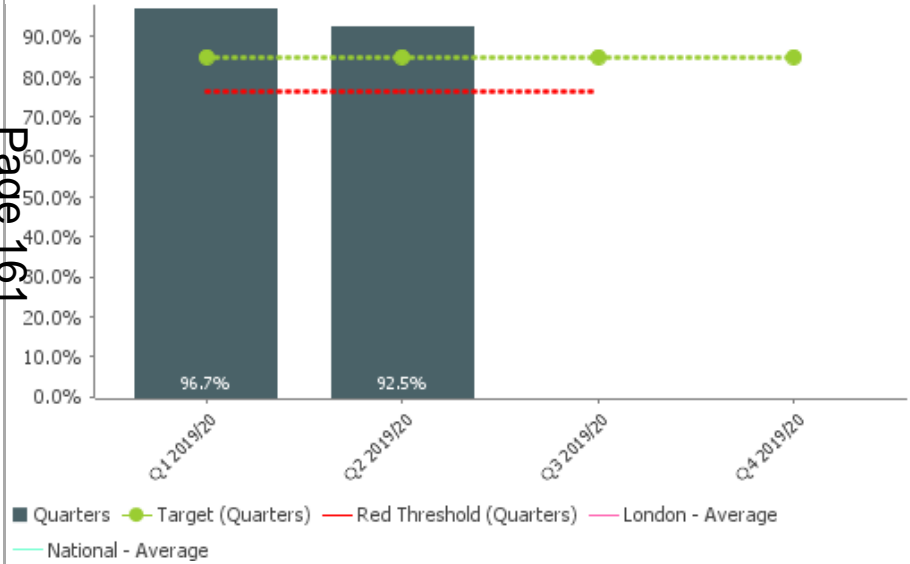
Page 160

✔ Victims of violence against women and girls or hate crime who feel safer after engaging with victim support

This indicator measures the effectiveness of the council's commissioned services from Victim Support. The council commissions two services; one to support victims of serious hate crime and one to support those who have experienced domestic abuse. The measure is derived from the results of a self-completion satisfaction survey that all those who have used the service are invited to complete and forms part of the contract monitoring of the commissioned service.

<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Deputy Mayor and Cabinet Member for Community Safety and Equalities	Q2 2019/20		↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Community Safety	Strategic	85.0%	92.5%	✔ Green

Performance data trend chart



Latest note

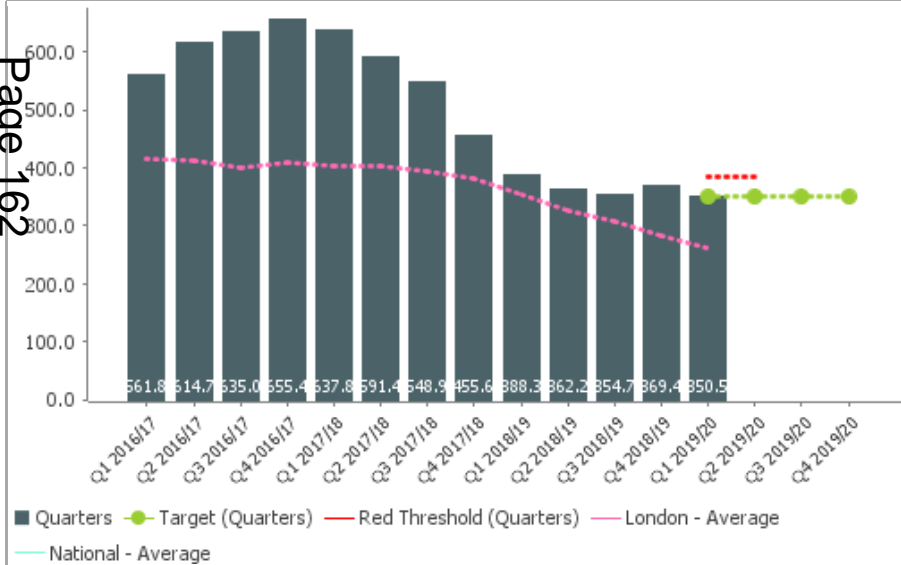
The current data (96.7 % in Q1, and 92.5% in Q2) shows we are exceeding the target of 85.0%. This indicator reflects the effectiveness of the council's commissioned services in supporting victims of domestic abuse and serious hate crime in terms of making them feel safer after support.

⚠️ Young people entering the youth justice system for the first time

This measure looks at the number of young people who enter the youth justice system for the first time in their lives. The measure is calculated quarterly for a rolling 12 month period and is expressed as a rate per 100,000 people in the relevant age group. This standardisation enables comparison to other areas.

<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Children, Schools and Young People	Q1 2019/20		↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Youth and Commissioning	Strategic	350.0	350.5	⚠️ Amber

Performance data trend chart Latest note



Why is performance off target?

We are very close to the target, only exceeding the target by 0.5. Target is 350 and the current figure is 350.5. The current figure of 350.5 first time entrants entering the youth justice system for the first time in their lives is the lowest figure to date (99 over 28247).

The average of the last 4 quarters (2018/2019) was 369. The FTE rate has been successfully reduced on a consistent basis since 2016-17 onwards. This shows that the Youth Offending Service continues to make great progress reducing the number of first-time entrants.

The measure is calculated quarterly for a rolling 12 month period and is expressed as a rate per 100,000 local youth population figure for 10-17 year olds. 317 was the figure for the Tower Hamlets YJB YOT family average, based on an average including 10 other Borough's for Q1 2019/20, which means we are 9th out of a total of 11 Youth Offending Services.

PLEASE NOTE the data is taken from the latest available YJB YDS national report for Apr-Jun 2019. The data itself covers the period of Apr 18 - Mar 19.

What actions will be taken?

A fully staffed YOT prevention team will continue to offer a consistent Triage service to

divert low risk young people from entering the justice system for the first time.



When will performance be on track?

The current direction of travel indicates that the YOT is working towards meeting the current target of 350.


Note


Please note that the data for this indicator is drawn from national policing data to ensure it is in line with national reporting. National policing data is available six months in arrears. Please note that the data covers a rolling 12 month period; the figure reported for Q1 2019/20 covers the period April 2018 - March 2019. The next quarterly release will cover July 2018 - June 2019 and will be available in November 2019.


Strategic plan delivery


Strategic Plan activity		Note
Action 7.1 	Provide education and awareness-raising to prevent and tackle issues including violence against women and girls, safeguarding and exploitation	Our Community Safety Teams for Prevent & Hate Crime continue to deliver targeted educational and awareness training to prevent and tackle violence, and safeguard vulnerable people from exploitation. During quarter 2 we ran:
Directorate	Lead Officer	<ul style="list-style-type: none"> • 35 workshops reaching 715 individuals to raise awareness of Prevent; • 22 outreach & briefing sessions reaching 1,277 individuals within community organisations, the council and our partner organisations; • 14 training sessions delivered to 212 professionals to raise awareness of hate crime, domestic violence and violence against women and girls (VAWG); • 4 councillors and 31 professionals are now VAWG Champions.
Children and Culture Directorate; Health, Adults and Communities Directorate	Richard Baldwin; Claudia Brown; Ann Corbett	
Portfolio Owners	Cabinet Member for Adults, Health and Wellbeing; Cabinet Member for Children, Schools and Young People; Deputy Mayor and Cabinet Member for Community Safety and Equalities	
		Work is underway for our ambitious 16 Days of Activism against Gender Based Violence and the White Ribbon Campaign Day which takes place on 25th November 2019.
Strategic Plan activity		Note
Action 7.2 	Run a new specialist substance misuse project and get more people into treatment programmes, so that more people get the help they need	Our new specialist substance misuse service is now up and running. The new treatment provider - Change, Grow, Live (CGL) - is set to provide a persons' centred recovery support service by the end of October to adults misusing drugs and alcohol.
Directorate	Lead Officer	Alongside this, a new substance misuse investigation team set up in August and funded by the Mayor's Office for Policing and Crime (MOPAC), has: <ul style="list-style-type: none"> • supported 30 civil/criminal orders, • made 128 voluntary referrals for ASB related to substance misuse incidents.
Health, Adults and Communities Directorate	Ann Corbett	
Portfolio Owners	Deputy Mayor and Cabinet Member for	

	Community Safety and Equalities	The aim of the Team is to use a support and compliance model, utilising powers provided by the Anti-Social Behaviour Crime and Policing Act 2014 to direct complex drug and alcohol users into treatment.
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<i>Strategic Plan activity</i>		<i>Note</i>
Action 7.3 	Make it easier for residents to report ASB to the council	We have completed our review of the customer journey process experienced by victims of ASB by co-producing recommendations with residents and partners. We are now working to implement those recommendations by further improving information on our webpages, simplifying reporting of ASB and improving the overall customer journey. We are improving awareness of how to report ASB via the Safer Together Gold Campaign. Our ASB Investigators now work on a geographical basis, and are aligned to the relevant police Safer Neighbourhood Teams. This means they can work much more closely with the police and residents to achieve resolutions to complex ASB issues
<i>Directorate</i>	<i>Lead Officer</i>	
Health, Adults and Communities Directorate	Ann Corbett	
<i>Portfolio Owners</i>	Deputy Mayor and Cabinet Member for Community Safety and Equalities	


<i>Strategic Plan activity</i>		<i>Note</i>
Action 7.4 	Continue partnership working with the Police to carry out geographic drugs operations ('Operation Continuum') so that drugs markets are continually disrupted	We work in partnership with the police to carry out targeted drugs operations in locations in the borough as part of Operation Continuum. We continue to enforce our powers under the Anti-Social Behaviour Act legislation to tackle on-street drug dealers and their vehicles by issuing Community Protection Warnings, and Community Protection Notices. In Q2, this has resulted in: <ul style="list-style-type: none"> • 104 CPWs issued • 12 CPNs issued for breaching a CPW • 6 prosecutions for breaching a CPN This work is supported by information of serious and organised crime group mapping insights for improved intelligence-led operations. 88% of people issued a CPW have not come to notice of police again for drugs matters. This is a new initiative working with Tower Hamlets police team and is generating interest in London.
<i>Directorate</i>	<i>Lead Officer</i>	
Health, Adults and Communities Directorate	Ann Corbett	
<i>Portfolio Owners</i>	Deputy Mayor and Cabinet Member for Community Safety and Equalities	

<i>Strategic Plan activity</i>		<i>Note</i>
Action 7.5 	Invest in CCTV, Police personnel and other resources to proactively tackle crime and ASB, enabling us to identify hotspots and take swift action	We continue to invest in CCTV, police personnel and other resources to tackle crime and ASB. Our council funded partnership taskforce of police officers has: <ul style="list-style-type: none"> • made a total of 113 arrests; • issued 152 ASB warnings; • issued 16 Penalty Notices for Disorder • seized 13 vehicles.
<i>Directorate</i>	<i>Lead Officer</i>	
Health, Adults and Communities Directorate	Ann Corbett	
<i>Portfolio Owners</i>	Deputy Mayor and Cabinet Member for Community Safety and Equalities	We have developed our business case for investment to upgrade the CCTV system and this is now going through its approval process. Our CCTV room helped the police make a total of 243 arrests between April and September 2019. We have started our recruitment drive for Tower Hamlets Enforcement Officers (THEO) to attract new staff to the THEO service. We are also looking at the systems, processes and structures of the service to make sure it can deliver the best possible outcomes for residents.

<i>Strategic Plan activity</i>		<i>Note</i>
Action 7.6 	Hold perpetrators of crime and abuse to account, using the full spectrum of our enforcement powers when needed	Under the enforcement powers of the ASB Crime & Policing Act 2014, we are using our powers to hold perpetrators of crime and abuse to account. During quarter 2, we issued: <ul style="list-style-type: none"> • 1 Premises Closure notice to close a drugs address; • 3 Partial Premises Closure Orders; • 1 Community Behaviour Order; • 5 injunctions; and • 1 Community Protection Warning.
<i>Directorate</i>	<i>Lead Officer</i>	
Health, Adults and Communities Directorate	Ann Corbett	
<i>Portfolio Owners</i>	Deputy Mayor and Cabinet Member for Community Safety and Equalities	Our Community Multi Agency Risk Assessment Conference (CMARAC) is using its full

		range of powers to safeguard ASB vulnerable victims in their own home which resulted in 2 housing evictions of ASB perpetrators during quarter 2.
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<i>Strategic Plan activity</i>		<i>Note</i>
Action 7.7 	Work closely with the community to prevent, identify and tackle crime, ASB, abuse and community tensions	<p>Our ambitious work programme to tackle ASB, community tensions and prevent crime continues in quarter 2. Working with residents we:</p> <ul style="list-style-type: none"> • facilitated a Community Action Day in Rectory Gardens in Limehouse with the ward councillor and local residents to clear-up and rejuvenate the park and stop it becoming a magnet for ASB; • developed "Action Taken" leaflet to help residents understand what we are doing to reduce crime and ASB and to highlight the successes we have had; • we have another Community Action Day in the near future on the Hereford Estate working in partnership with local ward councillors, local residents and in partnership with Tower Hamlets Homes. <p>An evaluation of the effectiveness and impact of the Community Action Days held to date will be presented at the next Mayor's Crime & ASB Board for a decision about extending the programme to cover the rest of the wards in the borough.</p> <p>Our Independent Prevent Advisory Group continues to help us co-produce our work to prevent extremism. In September two guest speakers from the Home Office and the Counter Terrorism Command Unit helped the group build up knowledge for effective scrutiny, and set funding priorities based on evidence.</p>
<i>Directorate</i>	<i>Lead Officer</i>	
Health, Adults and Communities Directorate	Ann Corbett	
<i>Portfolio Owners</i>	Deputy Mayor and Cabinet Member for Community Safety and Equalities	

<i>Strategic Plan activity</i>		<i>Note</i>
Action 7.8 	Provide personalised support for victims, including new specialist support to victims of knife crime at the Royal London Hospital	<p>We have an extensive Knife Crime Action Plan and a number of innovative projects. In quarter 2, our hospital based Community Safety Violent Crime Reduction Project offered support to 69 victims of violence - 13 of these young adults live in Tower Hamlets. Out of these thirteen, five young people agreed to accept additional support and continue to engage with the project. The Project aims to reduce repeat victimisation, reduce knife</p>
<i>Directorate</i>	<i>Lead Officer</i>	

Health, Adults and Communities Directorate	Ann Corbett	crime, safeguard and support those who wish to exit a criminal lifestyle.
<i>Portfolio Owners</i>	Deputy Mayor and Cabinet Member for Community Safety and Equalities	<p>We have an extensive range of interventions in place for safeguarding victims of domestic abuse. In quarter 2, three referrals were made to our new sanctuary service. The Scheme may be described as a multi-agency victim support scheme designed to help families at risk of abuse to stay in their own homes. Our Independent Domestic Violence Advocates (IDVA) provided specialist support to 140 victims of domestic abuse.</p> <p>We are working with the Police, Beyond the Streets and Streetlights UK, and Safeguarding Teams to support women working in the sex trade with information and refer them to support services.</p>

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

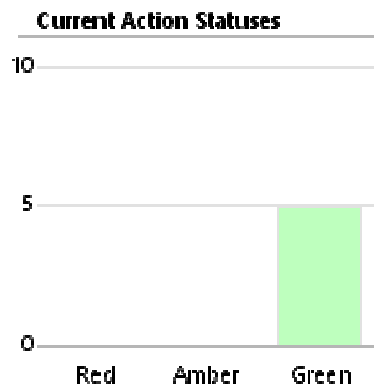
Tower Hamlets is a place with a rich history- from its beginnings as an historic docks and manufacturing area it has grown and developed at a faster rate than anywhere else in the UK. This culturally rich and diverse area faces unique challenges as it moves from a place of deprivation to become an extension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

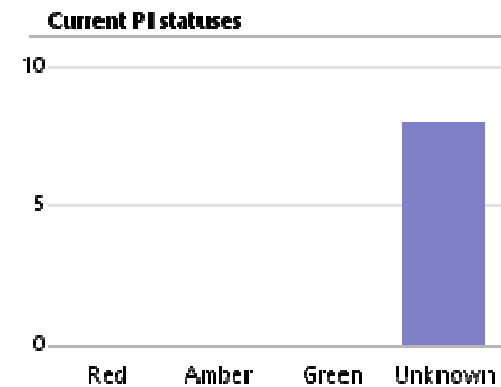
In February 2019, the government published its Integrated Communities Action Plan which we will use to develop Council's Cohesion Plan to help embed cohesion in all our business. This will have a focus on building positive relationships valuing diversity, supporting equality of opportunity and enhancing a sense of belonging.

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart



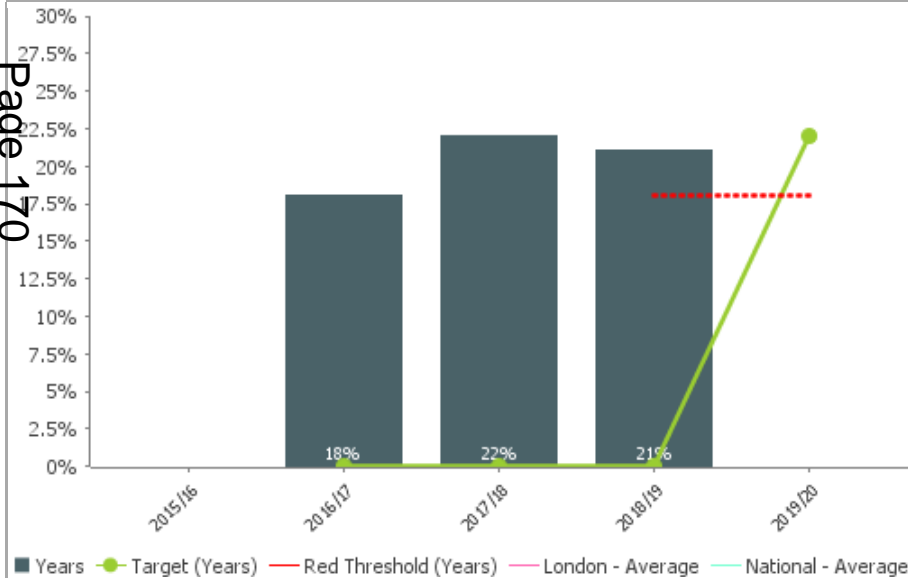
? Residents' level of volunteering

This measure is taken from the council's residents survey and is expressed as a percentage of respondents who answered yes to the statement 'over the last 12 months, how often, if at all, have you taken part in any volunteering activities? By volunteering, we mean giving unpaid help through groups, clubs, schools or organisations for the benefit of others'.

Lead member	Last update	Short term trend arrow	Long term trend (DOT)	
Cabinet Member for Work and Economic Growth	2019/20	?	?	
Lead officer	Type	Target	Actual	RAG rating
Divisional Director Strategy, Policy and Partnership	Strategic	22%		? Unknown

Performance data trend chart

Latest note



Latest outturn relates to the Annual Resident Survey published in Summer 2019. The next survey is due to take place in early 2020 with results expected to be included in the end of year report for 2019/20. The London comparator is taken from the Survey of Londoners (June 2019).

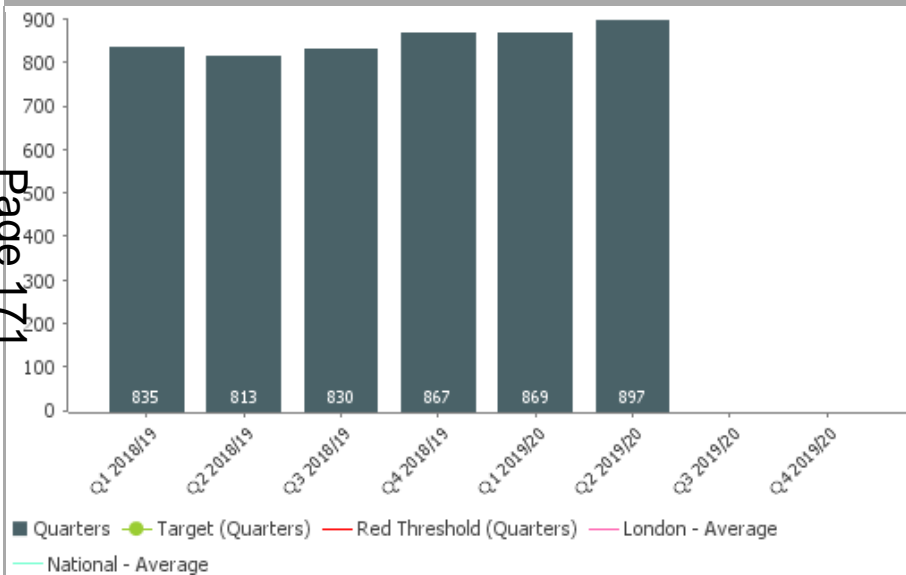
Level of Hate Crime

MOPAC Local Borough Police Priority - Number of offences of hate reported to the Police including Disability, Faith, Homophobic, Racist and Transgender. This is a 12 months rolling measure.

<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Deputy Mayor and Cabinet Member for Community Safety and Equalities Executive Mayor	Q2 2019/20		?	?
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Community Safety	Strategic		897	Data Only

Performance data trend chart

Latest note



The rolling 12 months figures show that Tower Hamlets has the 4th highest level of recorded hate crime in London by volume. The numbers are up 10% (84 offences) on the previous year made up by comparative increases in faith, homophobic and race hate offences. Despite the increase Tower Hamlets improved from having the 3rd highest level to 4th highest level by volume.

In Q2 (as opposed to in the rolling 12 months), Tower Hamlets had the 6th highest volume of recorded hate crime in London. Westminster, Lambeth, Hackney, Camden and Southwark all had higher volumes. There have been no 'hate' critical incidents reported, and there has been no reason to convene the Tension Monitoring Group during the past quarter.

We are undertaking a range of activities to improve community cohesion, reduce tension, but also to encourage and improve reporting (which may lead to higher levels of recorded crime of previously unreported incidents). Examples include:

- National Hate Crime Awareness Week – a series of activities including a Peace Walk
- No Place for Hate Forum and annual action plan
- No Place for Hate Campaign, Pledge Competition, and Champions
- Disability Hate Crime Project to tackle under reporting
- London Muslim Centre Hate Crime Ambassadors Project to encourage

reporting of Islamophobia

- Hate Incidents Panel which ensures a coordinated response to hate crime cases
- Challenging prejudice amongst young people through Youth Council and Youth Champions

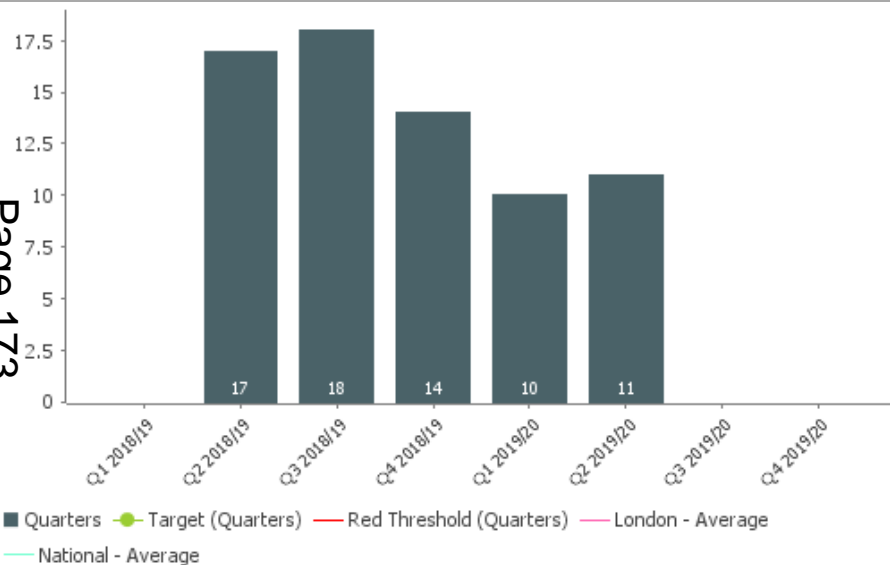


Level of hate crime (Disability)

MOPAC Local Borough Police Priority - Number of offences of hate reported to the Police relating to disability

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities Executive Mayor	Q2 2019/20			
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Community Safety	Strategic		11	Data Only

Performance data trend chart	Latest note
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See commentary under overall hate crime measure.

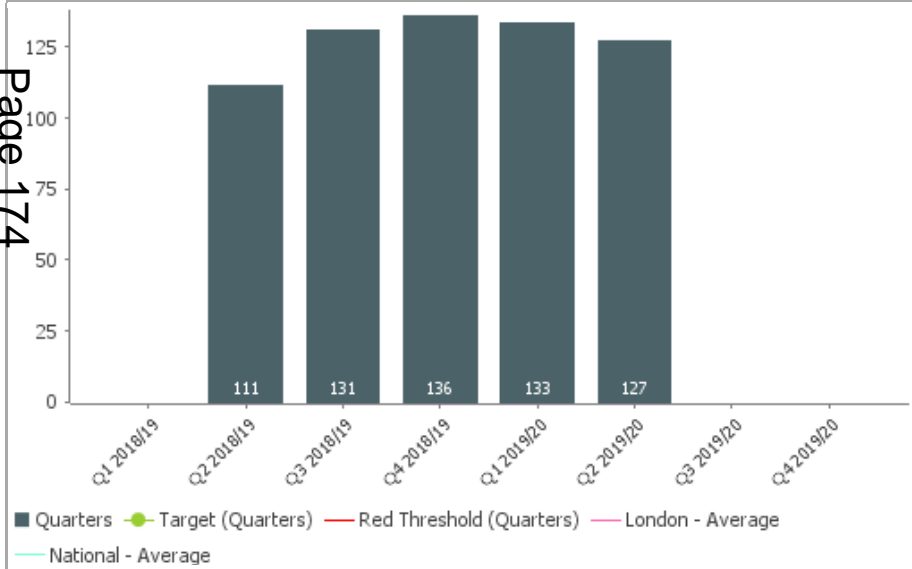


Level of hate crime (Faith)

MOPAC Local Borough Police Priority - Number of offences of hate reported to the Police relating to faith

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities Executive Mayor	Q2 2019/20		↑	↑
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Community Safety	Strategic		127	Data Only




Performance data trend chart	Latest note
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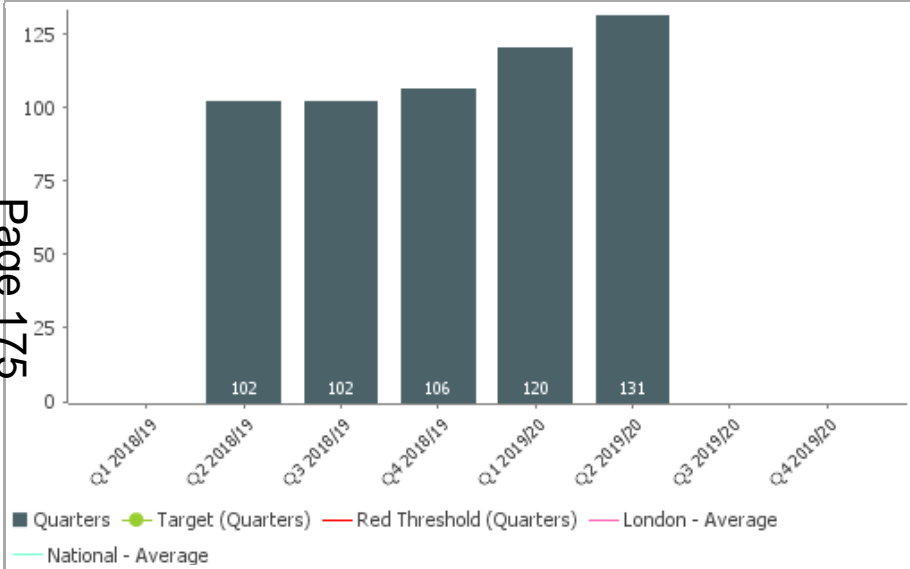
See commentary under overall hate crime measure.

 **Level of hate crime (Homophobic)**

MOPAC Local Borough Police Priority - Number of offences of hate reported to the Police relating to homophobia

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities Executive Mayor	Q2 2019/20			
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Community Safety	Strategic		131	 Data Only

Performance data trend chart *Latest note*



See commentary under overall hate crime measure.

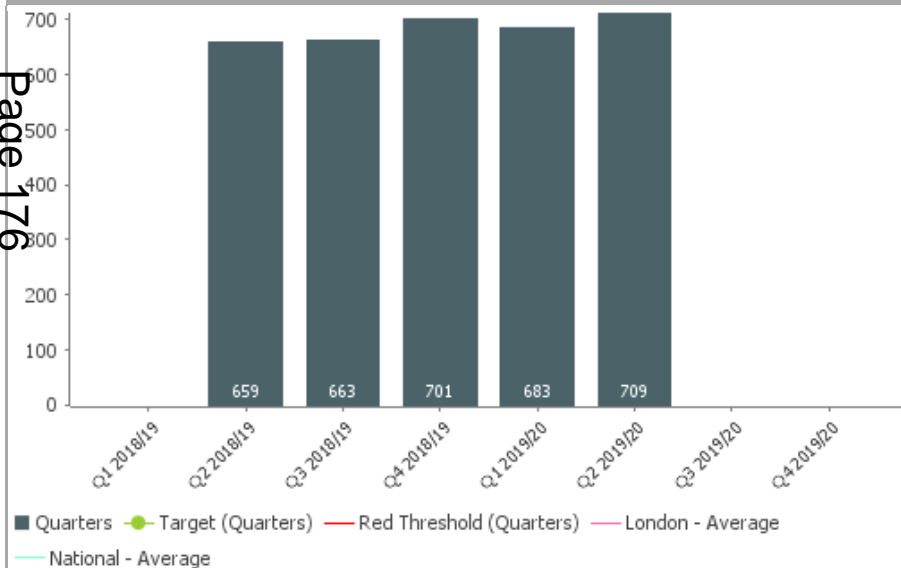


Level of hate crime (Racist)

MOPAC Local Borough Police Priority - Number of offences of hate reported to the Police relating to racism

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities Executive Mayor	Q2 2019/20			
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Community Safety	Strategic		709	Data Only




Performance data trend chart	Latest note
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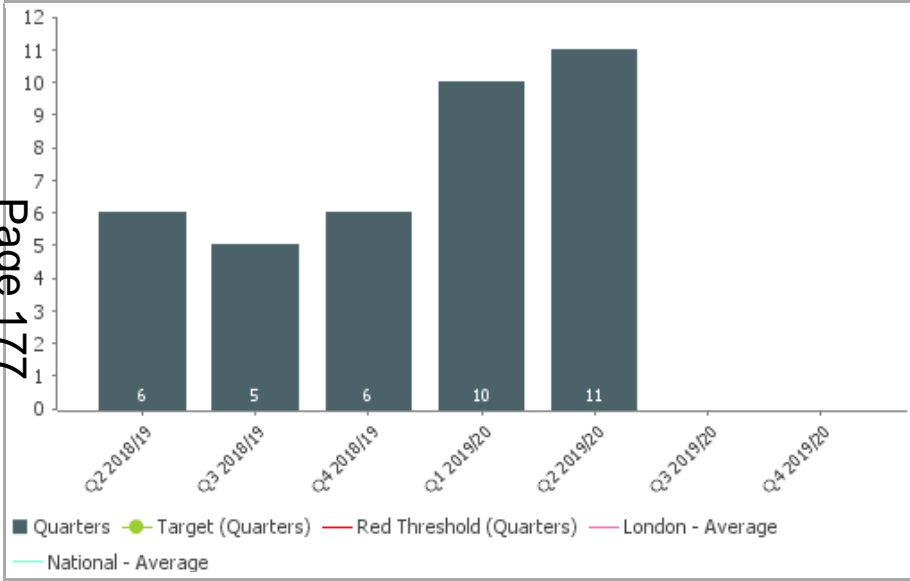
See commentary under overall hate crime measure.

 **Level of hate crime (Transgender)**

MOPAC Local Borough Police Priority - Number of offences of hate reported to the Police relating to transphobia

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities Executive Mayor	Q2 2019/20			
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Community Safety	Strategic		11	 Data Only




Performance data trend chart *Latest note*



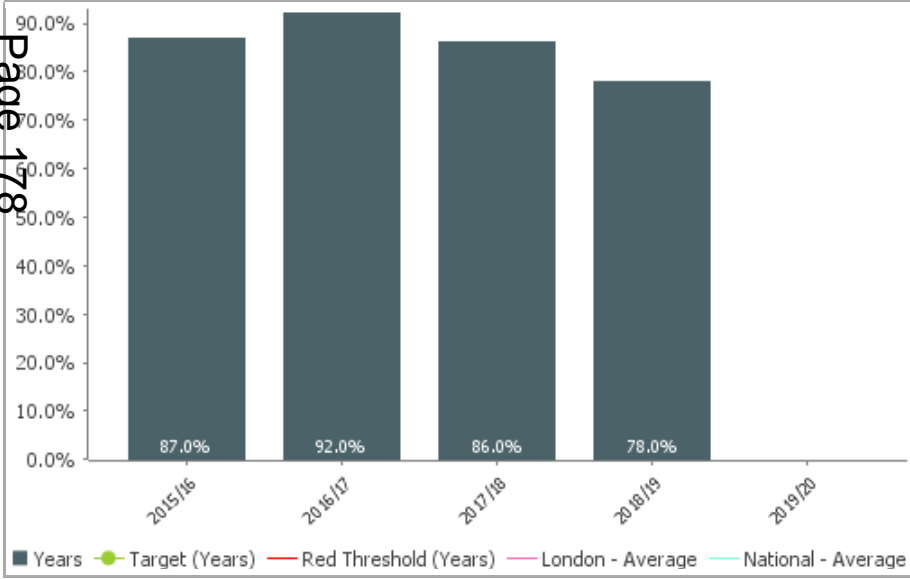
See commentary under overall hate crime measure.

Residents' perception of people from different backgrounds getting on well

This measure is taken from the council's residents survey and is expressed as the percentage of respondents who feel that 'people from different backgrounds who get on well together'

Lead member	Last update	Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities Executive Mayor	2018/19		
Lead officer	Type	Target	Actual
Divisional Director Strategy, Policy and Partnership	Strategic		78.0%
			 Data Only


Performance data trend chart Latest note




Latest outturn relates to the Annual Resident Survey published in Summer 2019. The next survey is due to take place in early 2020 with results expected to be included in the end of year report for 2019/20.


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Strategic plan delivery

<i>Strategic Plan activity</i>		<i>Note</i>
Action 8.1 	Work with stakeholders and communities to tackle emerging tensions and issues within and between communities including those generated by hate crimes or extremism	Community tension is monitored on a weekly basis, however, no incidents have led to increased tension requiring the Tension Monitoring Group to convene. Levels of hate crime are monitored by the Community Safety Partnership and overseen by the Hate Crime Forum.
<i>Directorate</i>	<i>Lead Officer</i>	
Health, Adults and Communities Directorate	Ann Corbett	
<i>Portfolio Owners</i>	Deputy Mayor and Cabinet Member for Community Safety and Equalities	

<i>Strategic Plan activity</i>		<i>Note</i>
Action 8.2 	Roll out community-led improvement projects & programmes including supporting the voluntary & community sector to deliver services and bring people together	The Local Community Fund, a new programme of funding for voluntary and community sector (VCS) organisations, will replace the existing Mainstream Grants programme in October 2019. Under the new Local Community Fund, Cabinet have approved funding arrangements for 50 projects. In September, our Grants Determination Sub-Committee, who are in charge of making the final decision on funding arrangements, agreed to extend the funding of 17 organisations under the former Mainstream Grants Programme. This helps to protect services for residents that were impacted by the change. Across all of our funding streams, we are assisting organisations relating to the following areas: Inclusion / Health and Wellbeing, Digital Inclusion and Awareness, Advice and Information, Employment and Skills, and Community Safety.
<i>Directorate</i>	<i>Lead Officer</i>	
Governance Directorate	Sharon Godman	
<i>Portfolio Owners</i>	Cabinet Member for Resources and the Voluntary Sector; Deputy Mayor and Cabinet Member for Community Safety and Equalities; Executive Mayor	We are currently working with key partners to develop our new Voluntary and Community Sector Strategy. We are liaising with community researchers to develop a plan for

		engagement with the wider public. We have also undertaken consultation with Voluntary and Community Sector organisations at the premises forum.
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<i>Strategic Plan activity</i>		<i>Note</i>
Action 8.3 	Improve services for refugees and people fleeing harm	We have undertaken engagement with council services to understand access to services for refugees and those fleeing harm to map out and develop our current understanding. The next phase of this will be to work with external organisations to understand the experience of these groups and things we can learn from best practice in other areas.
<i>Directorate</i>	<i>Lead Officer</i>	
Governance Directorate	Sharon Godman	
<i>Portfolio Owners</i>	Deputy Mayor and Cabinet Member for Community Safety and Equalities; Executive Mayor	

<i>Strategic Plan activity</i>		<i>Note</i>
Action 8.4	Deliver projects to support integration of new communities	We have an additional 23 Controlling Migration Fund (CMF) participants enrolled on our English for Speakers of Other Languages (ESOL) programme, Conversation Club courses and volunteering programmes through local providers. Our new Welcome to Tower Hamlets guide was printed and evaluated by CMF learners, CMF volunteers, ESOL learners and volunteers in the borough, staff and external stakeholders. A total of 170 participants took part in the evaluation of the guide. Feedback from the evaluation of the welcome guide will be used to produce a final digital version, which will be available in November 2019. We have continued to run our Cohesion Programme. The programme is designed to increase engagement and interaction between people from different backgrounds in Mile End and Aldgate East. Through local volunteers, we released a film called 'The Aldgate East Stories' which was screened in different venues in Aldgate East including at the Genesis Cinema. We ran our end of event project event for Aldgate East on 28th September 2019.
<i>Directorate</i>	<i>Lead Officer</i>	
Governance Directorate	Sharon Godman	
<i>Portfolio Owners</i>	Deputy Mayor and Cabinet Member for Community Safety and Equalities; Executive Mayor	

<i>Strategic Plan activity</i>		<i>Note</i>
Action 8.5	Deliver initiatives to celebrate	Over the summer we ran our maior events programme in parks and open spaces to bring

▶	diverse cultures of our borough	residents together. In total we ran 20 events and 63 activities across 14 parks. We are on track to surpass our target for the year to support over 100 events in parks, with 154 processed to date and approximately 143,000 attendees.
<i>Directorate</i>	<i>Lead Officer</i>	
Children and Culture Directorate; Governance Directorate	Sharon Godman; Judith St John	At the beginning of August we held our 'A Great Day Out' event in Victoria Park. This is a free yearly event with a great offering of live music, fairground rides, educational activities and culturally inclusive activities. The event was attended by over 5,000 participants. As part of the event we worked in partnership with a local Bengali artist and a Somalian art organisation (Numbi Arts). Guests took part in workshops to learn traditional Somali finger weaving using willow and recycled newspapers.
<i>Portfolio Owners</i>	Cabinet Member for Culture, Arts and Brexit; Deputy Mayor and Cabinet Member for Community Safety and Equalities; Executive Mayor	<p>We have launched a series of three Bowls taster sessions (one in August and two in September) held at Victoria Park Bowls Club. These have combined music, entertainment, food and drink with bowls try outs. The events were designed to encourage more membership at the club with an emphasis on attracting a new and diverse audience.</p> <p>We launched our Oval night market in mid-May and there have been a total of three events, the most recent of which was in July. The markets combine live music, workshops, urban street food and craft stalls by small enterprises from Tower Hamlets. They promote creative and cultural activity in the borough.</p> <p>We have been planning our programme for Black History Month in October and our hugely popular fireworks event in November.</p>

Outcome 9 People say we are open and transparent putting residents at the heart of everything we do

Our customers 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 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.

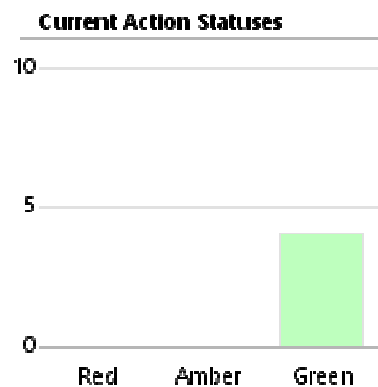
We will be 'digital by default' (which means that this will generally be the main way that people contact or do business with us for straightforward matters). Every customer should feel that they have received excellent customer service when dealing with us. Customers should be able to easily connect 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 customers 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 vast 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.

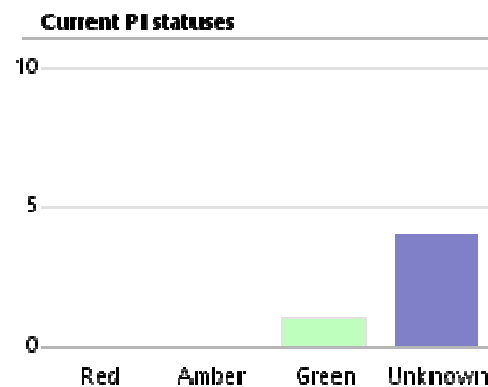
Through positive delivery of our Community Engagement Strategy, we want to strengthen our relationship with local people by enabling them to be actively involved in the design and delivery of services.

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart





Residents' perception of being kept informed by the Council

This measure is taken from the council's residents survey and is expressed as the percentage of respondents who agree a great deal or to some extent with the statement 'the council keeps residents informed about what it is doing'.

Lead member	Last update	Short term trend arrow	Long term trend (DOT)	
Executive Mayor	2018/19	↓	↑	
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Communications and Marketing	Strategic		72%	Data Only

Performance data trend chart	Latest note
<p>70% 65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%</p> <p>72%</p> <p>2018/19 2019/20</p> <p>■ Years ● Target (Years) — Red Threshold (Years) — London - Average — National - Average</p>	<p>Latest outturn relates to the Annual Resident Survey published in Summer 2019. The next survey is due to take place in early 2020 with results expected to be included in the end of year report for 2019/20.</p>



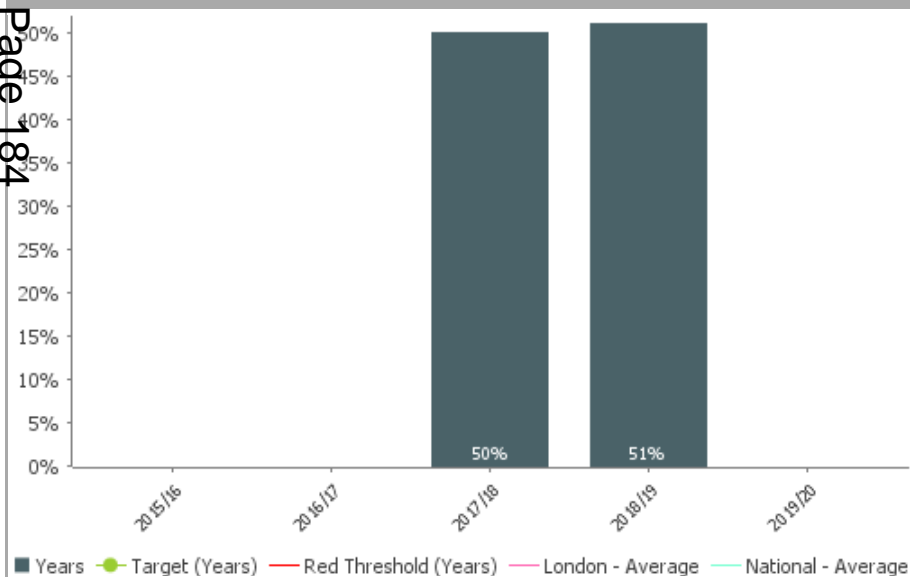
Residents' perception of Council transparency

This measure is taken from the council's residents survey and is expressed as the percentage of respondents who agree a great deal or to some extent with the statement 'the council is open and transparent about its activities'.

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Executive Mayor	2018/19		↑	↑
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Communications and Marketing Head of Information Governance Divisional Director Strategy, Policy and Partnership	Strategic		51%	Data Only

Performance data trend chart

Latest note



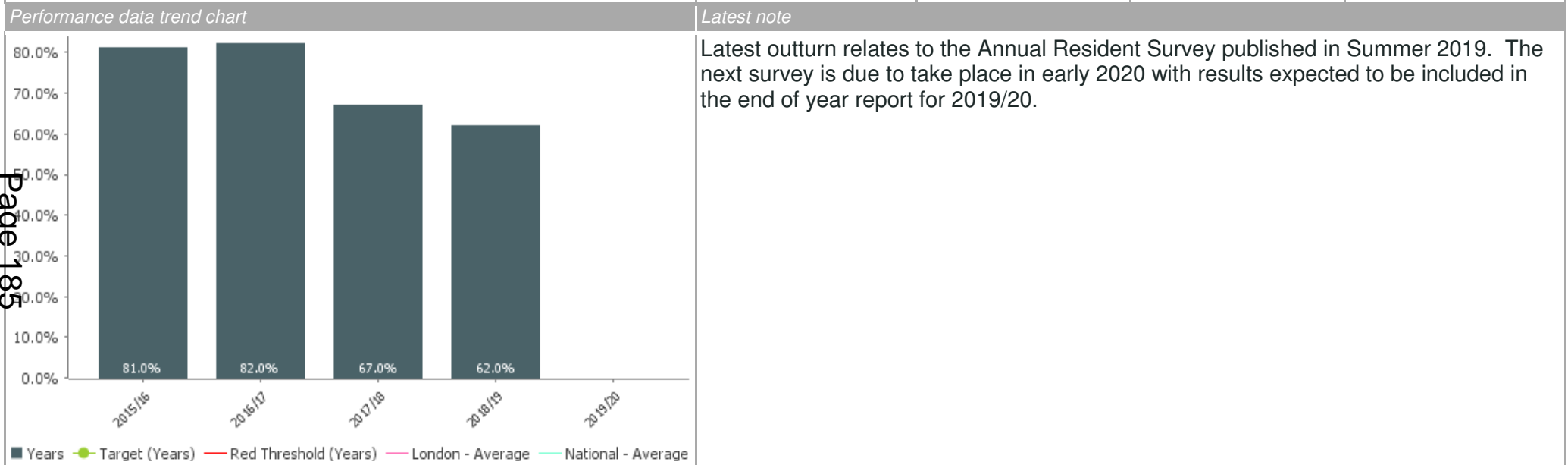
Latest outturn relates to the Annual Resident Survey published in Summer 2019. The next survey is due to take place in early 2020 with results expected to be included in the end of year report for 2019/20.



User satisfaction with libraries and Idea Stores

This measure is taken from the council's residents survey and is expressed as the percentage of respondents who use Idea Stores and libraries and rate them as good, very good or excellent.

<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Culture, Arts and Brexit	2018/19			
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Customer Services	Strategic		62.0%	Data Only





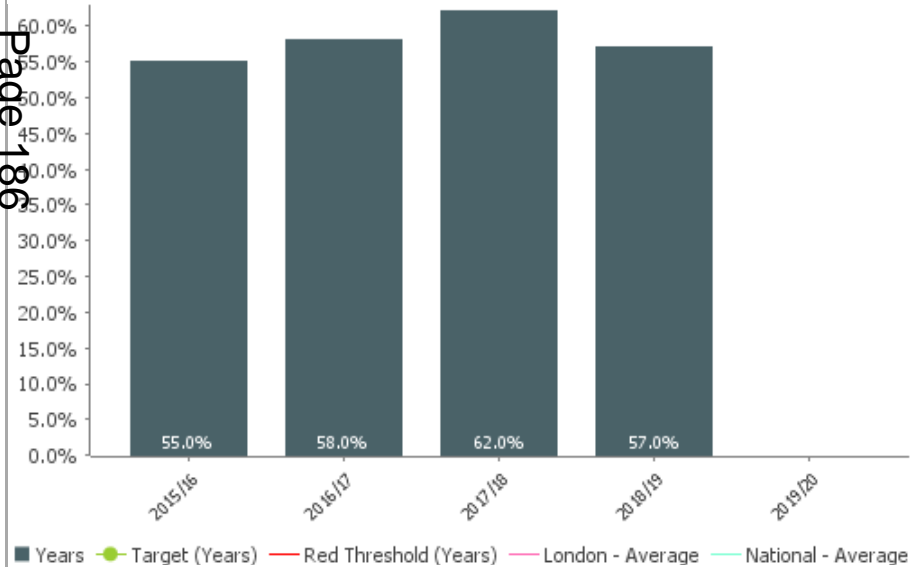
Residents' perception of being involved in decision-making

This measure is taken from the council's residents survey and is expressed as the percentage of respondents who agree a great deal or to some extent with the statement 'the council involves residents when making decisions'.


Lead member	Last update	Short term trend arrow	Long term trend (DOT)
Executive Mayor	2018/19		
Lead officer	Type	Target	Actual
Divisional Director, Communications and Marketing Divisional Director Strategy, Policy and Partnership	Strategic		57.0%
			Data Only

Performance data trend chart




Latest note



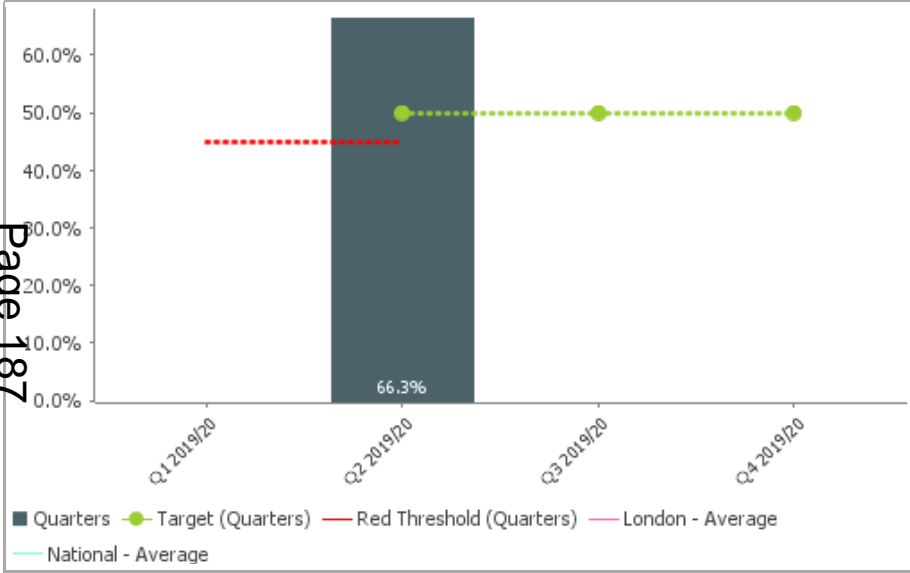
Latest outturn relates to the Annual Resident Survey published in Summer 2019. The next survey is due to take place in early 2020 with results expected to be included in the end of year report for 2019/20.

 **Service user satisfaction with the Council's online service offer**

This indicator measures the % of customers who are satisfied with the online customer experience.

<i>Lead member</i>	<i>Last update</i>	<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>	
Cabinet Member for Culture, Arts and Brexit	Q2 2019/20			
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Customer Services	Strategic	50.0%	66.3%	 Green

Performance data trend chart *Latest note*



Latest note

Strategic plan delivery

<i>Strategic Plan activity</i>		<i>Note</i>
Action 9.1	Work with internal and external stakeholders to deliver improvements in the Council's consultation and engagement approach	We are improving how we consult and engage our internal and external stakeholders. We have commissioned a new consultation hub, which will ensure there is a consistent standard of consultation and will offer new opportunities to engage digitally with residents. The site is currently under development. We are currently training our communications team to use the site and consultations will start to be added once the site is up and running and our staff are fully trained. Our communications team and strategy teams worked in partnership to produce a consultation and engagement handbook. The handbook advises staff on how to build effective and best practice consultation and engagement activities and will be shared with staff in due course.
<i>Directorate</i>	<i>Lead Officer</i>	
Governance Directorate	Andreas Christophorou; Sharon Godman	
<i>Portfolio Owners</i>	Executive Mayor	

<i>Strategic Plan activity</i>		<i>Note</i>
Action 9.2	Develop a digital strategy which supports our work to improve customer services through digital platforms	We have continued to migrate more of our services to self-service platforms. You can now book, re-schedule and cancel bulky waste collections online. Since this went live in mid-July we have had over 3,000 bulky waste submissions. This has the benefit of saving both time and money compared with making the requests via telephone or face-to-face. We have also created an online application form to join the housing register. This also went live in mid-July. To date there have been over 400 applications.
<i>Directorate</i>	<i>Lead Officer</i>	
Resources Directorate	Shazia Hussain	
<i>Portfolio Owners</i>	Cabinet Member for Culture, Arts and Brexit	

<i>Strategic Plan activity</i>		<i>Note</i>
Action 9.3	Develop initiatives to increase democratic participation by local communities	In August we began a review of our polling districts. The review is designed to see if the polling districts in Tower Hamlets are arranged to suit the needs of our voters. Our review is expected to be concluded at the end of January 2020.

<i>Directorate</i>		<i>Lead Officer</i>
Governance Directorate	Robert Curtis; Sharon Godman; Matthew Mannion	
<i>Portfolio Owners</i>	Executive Mayor	

The results of our Strengthening Local Democracy Review were released at the end of June. Throughout this quarter, we have been sharing these results with relevant internal stakeholders to strengthen and improve local democracy in Tower Hamlets. One of the recommendations was to engage more with new borough residents. We are currently developing a 'how to get involved' video and supporting the Council's 'Welcome to Tower Hamlets' booklet to increase democratic engagement with new residents. These are both expected to be completed next quarter.

<i>Strategic Plan activity</i>		<i>Note</i>
Action 9.4	Deliver a Communications Strategy to tell the story about the Council	
<i>Directorate</i>	<i>Lead Officer</i>	
Governance Directorate	Andreas Christophorou	
<i>Portfolio Owners</i>	Executive Mayor	

Our communications team continues to work with internal and external partners to implement the 2019-20 Communications Strategy that was agreed in quarter one. This work contributes to the delivery of the council's key corporate campaigns and helps to promote the borough by empowering our staff and stakeholders to tell our story. We provided a council stall at Queen Mary University's Freshers' Fair and generated over 75 sign-ups to the council's e-newsletter, introduced hundreds of new students to the council and welcomed them to the borough. Our reach on LinkedIn continued to increase, aided by staff sharing and posting good news about the council. This has helped us welcome more than 400 additional followers. We are now running 'Place' features in Our East End publication. Place features tell the story of an interesting place within Tower Hamlets. In Septembers' addition we ran a feature on the Truman Brewery and included a community feature on an internationally renowned choreographer and dancer who produced an autobiographical documentary entitled 'The Curry House Kid' that was filmed around Brick Lane.

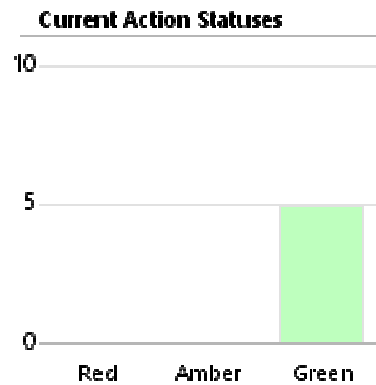
Outcome 10 People say we work together across boundaries in a strong and effective partnership to achieve the best outcomes for our residents

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 have 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.

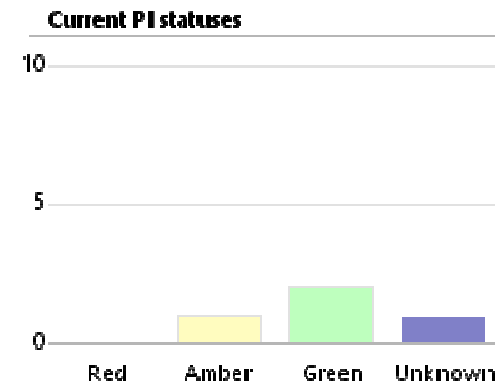
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Status summary for this strategic outcome

Strategic action status chart




Strategic measure status chart



Resident satisfaction with Council and partner response to anti-social behaviour (ASB)

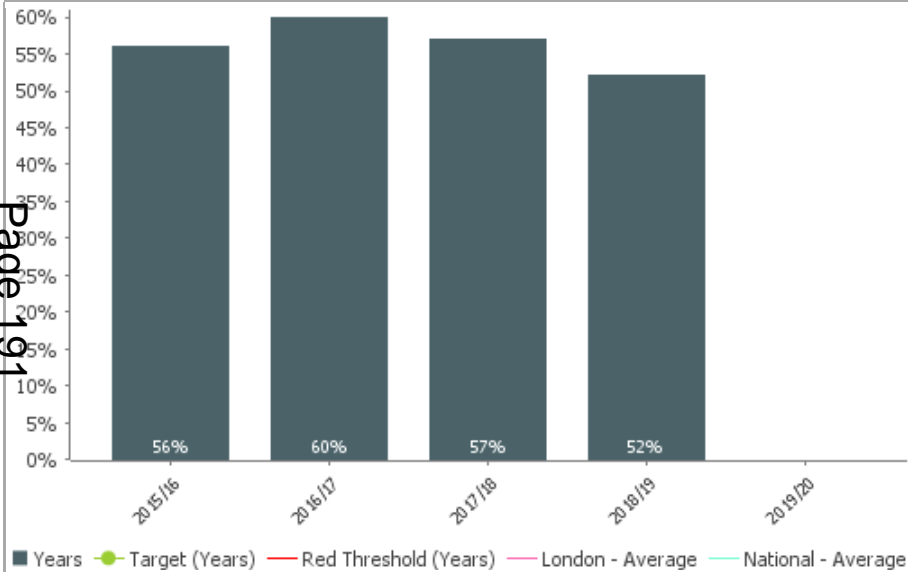
This measure is taken from the council's residents' survey and is expressed as the percentage of respondents who agree that the Police / public services deal with issues in the community

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities	2018/19		↓	↓
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Community Safety	Strategic		52%	 Data Only

Performance data trend chart

Latest note

The latest outturn relates to the Annual Resident Survey published in Summer 2019. The next survey is due to take place in early 2020.



✔ Residents supported into employment by the WorkPath partnership

This measure is a count of the number of residents supported into work through support from the WorkPath partnership, consisting of the council's WorkPath service and a range of internal and external partners. Cumulative measure.

<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Work and Economic Growth	Q2 2019/20		↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Growth and Economic Development	Strategic	350	365	✔ Green

Performance data trend chart | *Latest note*



So far this year we have evidence to show that the WorkPath partnership has supported 365 residents into work.

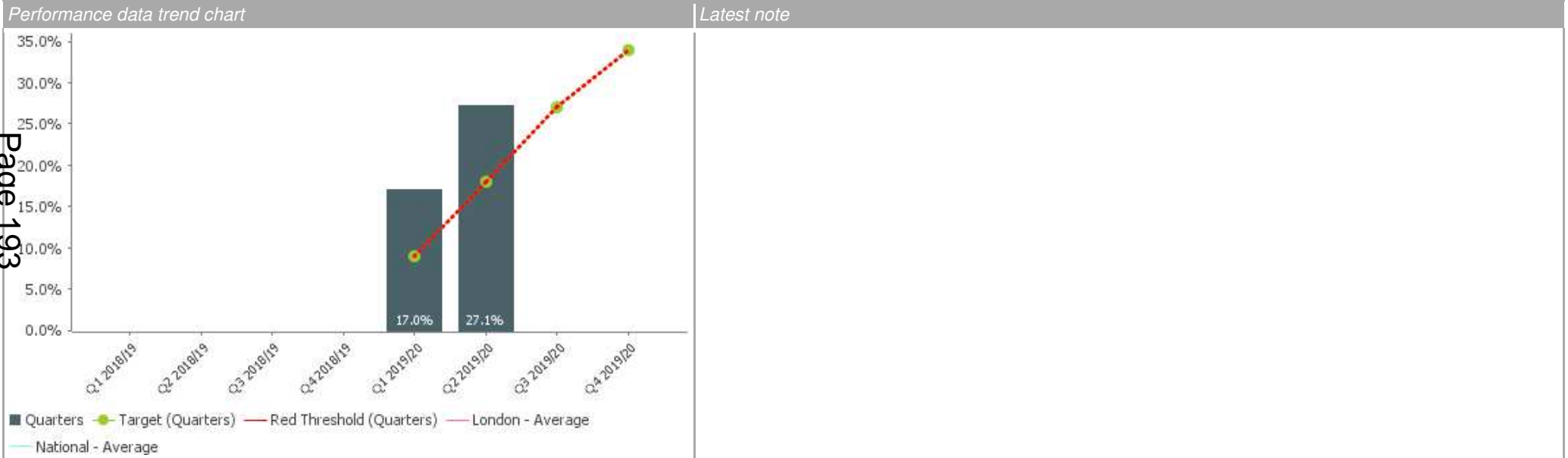
- 166 residents gained job outcomes as a result of interventions by the WorkPath service
- 130 young people gained apprenticeships and/or employment through the help of Young WorkPath
- 53 residents gained employment through the ESF/DWP funded Work and Health Programme delivered by Ingeus
- 16 job starts for residents from iTRES (the Council's internal temporary agency) outside those recorded with WorkPath

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✔ Children & Young People accessing Mental Health Services

This measure gives the percentage of children and young people aged 5 - 17 who have a diagnosable mental health condition and are receiving treatment to support their mental wellbeing..

<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Adults, Health and Wellbeing Cabinet Member for Children, Schools and Young People	Q2 2019/20		?	?
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Youth and Commissioning Divisional Director, Integrated Commissioning	Strategic	18.0%	27.1%	✔ Green



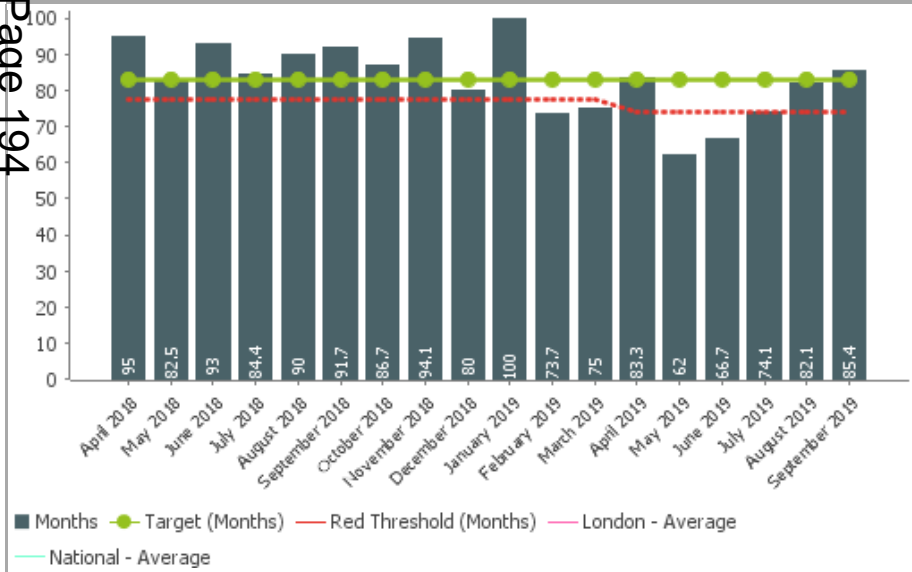


Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services (Effectiveness of Reablement Services)

2B Part 1: The proportion of older people aged 65 and over discharged from hospital to their own home or to a residential or nursing care home or extra care housing for rehabilitation, with a clear intention that they will move on/back to their own home (including a place in extra care housing or an adult placement scheme setting), who are at home or in extra care housing or an adult placement scheme setting 91 days after the date of their discharge from hospital.

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Adults, Health and Wellbeing	Q2 2019/20		↓	↑
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Adults Social Care	Strategic	83.1	82	Amber

Performance data trend chart



Latest note

Why is Performance off target?

The number of people who are discharged from hospital each month into a reablement service to help them regain their independence is quite small, therefore performance against this indicator tends to fluctuate. In quarter 2, of the 100 people who received a reablement service 82 are known to be living at home 91 days after discharge. This is just below the target of 83.1%. Note that the target has been revised upwards this quarter from 80% to 83% to reflect the confirmed performance level set out in the NHS Better Care Fund (BCF); a national funding programme that seeks to join up local health and social care services. Performance has improved steadily over the quarter. In September, 35 out of 41 people were at home 91 days after discharge (85.4%).

What are we doing?

The multi-disciplinary hospital discharge team is working to maximise the effectiveness of the reablement pathway. Our reablement service was recently re-inspected by the Care Quality Commission (CQC) - the independent regulator for health and social care services in England. It was rated as 'good'. Therefore we are confident that we are running a high quality reablement service and service users report high satisfaction levels.

(See Outcome 3 '*People who are more independent after being supported through reablement services*' as this section contains a case study highlighting the difference that our reablement service makes to the lives of people with complex needs.)

When will performance be on track?

We expect to fully meet the target during Quarter 3 .

Who is responsible:

Claudia Brown, Divisional Director, Adult Social Care, LBTH and Warwick Tomsett, Joint Integrated Care Director, (LBTH & CCG)

Strategic plan delivery

Strategic Plan activity		Note
Action 10.1	Understand public sector investment, commitments and resourcing across Tower Hamlets	The Partnership Executive Group, comprising of senior officers from the council and other leaders of partner organisations (including the police, NHS, schools and universities, East London Business Alliance and many more), agreed to pilot a public sector spend analysis of English for Speakers of Other Languages (ESOL) provision in the borough so that partners could better understand the spread of provision and identify opportunities to join up budgets.
<i>Directorate</i>	<i>Lead Officer</i>	
Governance Directorate	Sharon Godman	
<i>Portfolio Owners</i>	Executive Mayor	We have now mapped the borough's ESOL provision and made this publicly available on the Council's website, allowing residents to access the relevant information online. We intend to present a summary of this work at a future Partnership Executive Group meeting, in order to identify whether this approach could be applied to other issues in the borough.

Strategic Plan activity		Note
Action 10.2	Deliver a Tower Hamlets place-based campaign	We have completed the research phase of our Tower Hamlet's Place based campaign. In July we presented our findings to the Tower Hamlets Partnership Board, which consists of key stakeholders who improve services and outcomes for local residents. The presentation focussed on our research findings, including modelling our approach on other place campaigns and outlining next steps.
<i>Directorate</i>	<i>Lead Officer</i>	
Governance Directorate	Andreas Christophorou	
<i>Portfolio Owners</i>	Executive Mayor	The Tower Hamlets Partnership Board has given approval to move to the design stage for the campaign which will start in quarter 3.

Strategic Plan activity		Note
Action 10.3	Develop a clear set of priorities for partnership working	We are transforming the Tower Hamlets Partnership so that it is equipped to face the challenges in 2020.

<i>Directorate</i>	<i>Lead Officer</i>	In June the Partnership Board met to take stock of the progress over the last year and identify how it should operate in the future. The council is now building on this information to develop a new programme with refreshed priorities for the partnership, which involves further outreach activity with the community and specific priority projects.
Governance Directorate	Sharon Godman	
<i>Portfolio Owners</i>	Executive Mayor	

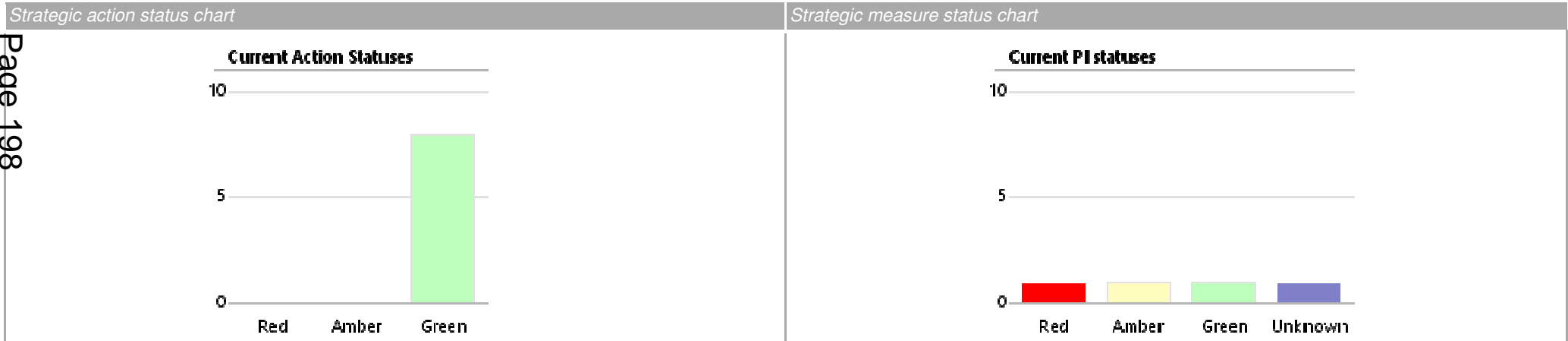
<i>Strategic Plan activity</i>		<i>Note</i>
Action 10.4	Work with partners to mitigate impact of Brexit on communities and stakeholders in Tower Hamlets	We are working with partners to prepare for Brexit. We set up a sub-group of the Partnership Executive Group (a group made up of the most strategic partners in the borough) comprising the business, health and education sectors to deliver specific recommendations from the Brexit Commission. This includes a reassurance campaign, borough-wide events and focussed attention on the digital, construction and health and care employment challenges.
<i>Directorate</i>	<i>Lead Officer</i>	
Governance Directorate	Sharon Godman	
<i>Portfolio Owners</i>	Cabinet Member for Culture, Arts and Brexit; Executive Mayor	

<i>Strategic Plan activity</i>		<i>Note</i>
Action 10.5	Improve collaborative working and integration with partners to drive improvements against the four priority areas of the Tower Hamlets Plan	We are working with partners to monitor the progress against the Tower Hamlets Plan. In September we launched the Tower Hamlets Plan Annual Report, which summarises the activity across the partnership to deliver the plan over the last year. It also agrees outcome measures, which helps us track progress against the outcomes we agreed in July 2018. We are continuing to use Appreciative Inquiries to improve our collaboration on borough-wide issues. In September we held an Appreciative Inquiry on Substance Misuse, involving additional partners from the judiciary, sheltered housing and drug policy forum.
<i>Directorate</i>	<i>Lead Officer</i>	
Governance Directorate	Sharon Godman	
<i>Portfolio Owners</i>	Executive Mayor	

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.

Status summary for this strategic outcome

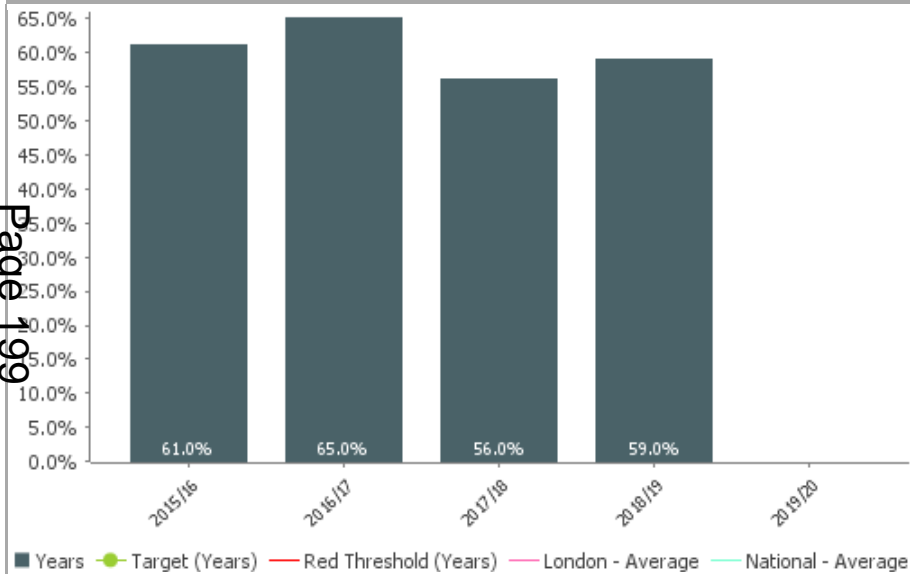


Resident view of the council doing a better job than a year ago

This measure is taken from the council's residents survey and is expressed as the percentage of respondents who agree a great deal or to some extent that the council is doing a better job than a year ago.

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Executive Mayor	2018/19			
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Communications and Marketing Divisional Director Strategy, Policy and Partnership	Strategic		59.0%	 Data Only

Performance data trend chart






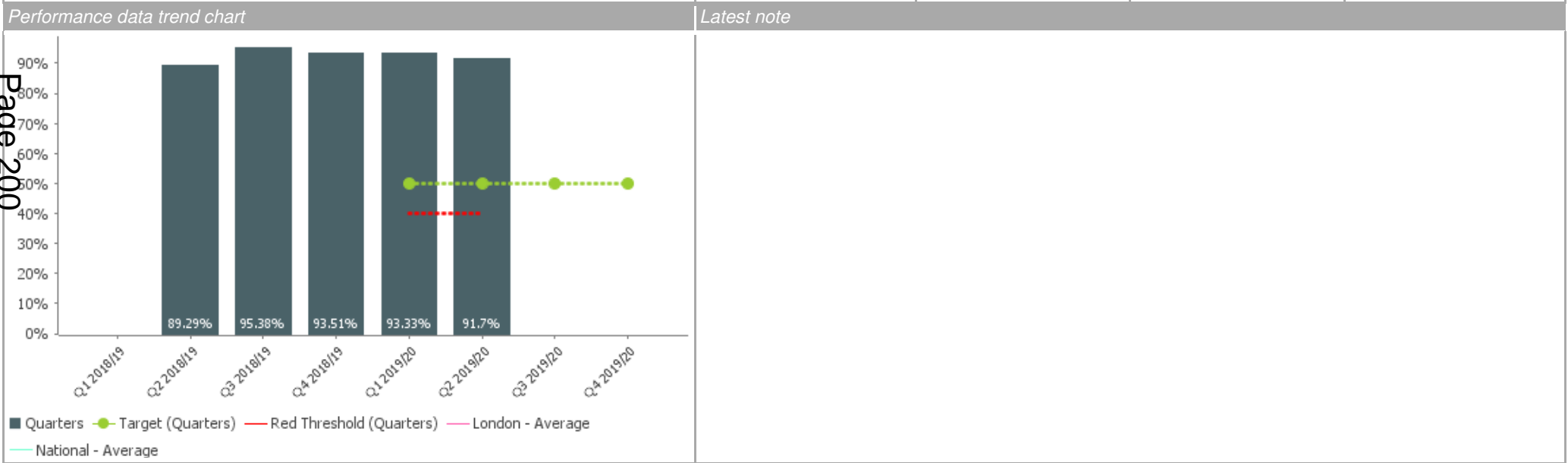
Latest note

The latest outturn relates to the Annual Resident Survey published in Summer 2019. The next survey is due to take place in early 2020.

 **Media and press view of the Council**

This measure looks at the percentage of positive and neutral media coverage (trade, local, regional, national and BME media) of the Council as an organisation, across a range of media platforms, that is either positive or neutral in tone.

<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Executive Mayor	Q2 2019/20			
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Communications and Marketing	Strategic	50%	91.7%	 Green



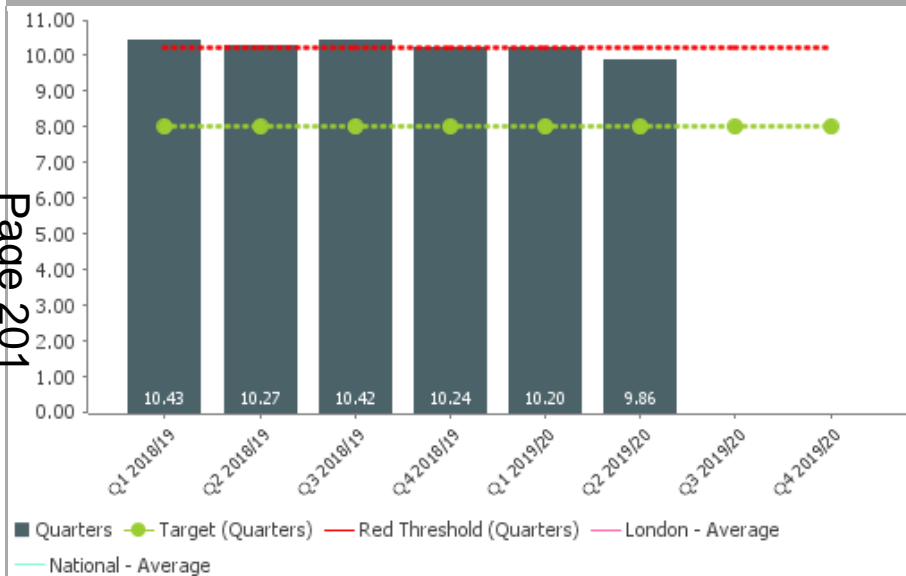
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▲ Council sickness absence

This measure looks at the average number of sickness absence days per full-time equivalent employee over the past 12 months. The measure is reported monthly as a rolling 12 month figure.

<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Resources and the Voluntary Sector	Q2 2019/20		▲	▲
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Human Resources	Strategic	8.00	9.86	▲ Amber

Performance data trend chart



Latest note

Why is performance off target?

Performance is now better than the minimum expectation of 10.24 days but continues to fall short of the target of 8.0 days. Sickness absence levels are calculated on a 12 months rolling basis and the calculation includes those who have left the organisation. Sickness levels are reducing but levels of absence from earlier in the current 12 months period mean that, overall, performance continues to fall short of the target. Performance improvements for this indicator will be gradual as a result. Sickness levels have reduced by 0.4 days when compared to Q2 2017/18.

What actions will be taken and who will be doing this?

Our Human Resources (HR) team are launching a new Sickness Absence Management software system called 'First Care'. We are planning on launching First Care in November and we hope it will improve productivity, streamline administrative processes and enhance the way we support our employees through sickness absence. We are undertaking an Improvement and Efficiency review of sickness absence. A scoping document has been completed and the full review will be taking place in December. This will help us identify where improvements can be made. Our Intelligence & Performance team will continue to monitor sickness absence data using our Organisational Health dashboard. This uses Power BI software to drill down into the data and analyse it intelligently to identify where improvements can be made.

When will it be back on track?

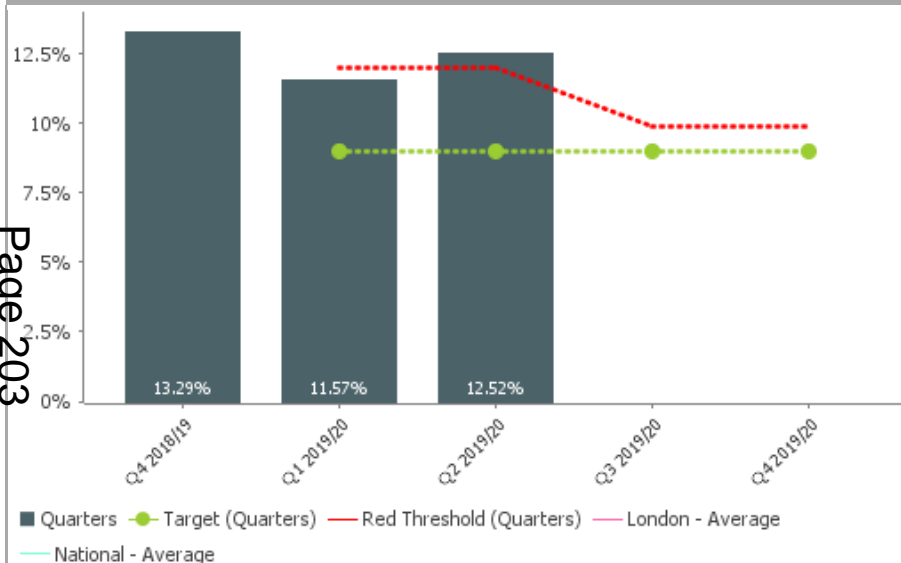
We will continuously monitor whether our actions outlined above have a positive impact on our sickness absence rates. We have already seen improvements and expect this to continue into the future. It is difficult to predict when this measure will be on track, however, in the last six months sickness absence rates have fallen from 10.24 to 9.86 and we will continue to find ways of reducing this further. It is likely to be a gradual change as reporting is calculated on a 12 month rolling basis.

Council staff turnover rate

Measuring the percentage of staff who have left the organisation in the rolling 12 month period. As a proxy of staff retention.

Lead member	Last update	Short term trend arrow	Long term trend (DOT)	
Cabinet Member for Resources and the Voluntary Sector	Q2 2019/20	↓	↓	
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Human Resources	Strategic	9%	12.52%	Red

Performance data trend chart



Latest note

Why is performance off target?

The 9% target is an aspirational and stretching target given that the average turnover for the last 3 years from 2015-18 has been between 16.05% and 10.82%. A number of things are likely to have had an impact on the staff turnover rate including team restructures and the uncertainty of Brexit.

The current labour market shows that for some of our core roles, staff are able to secure higher salaries in the outer London area. Historically labour competition has been inner London only.

What actions will be taken and who will be doing this?

A number of reviews are in place across the organisation and there is increased management of sickness and staff matters. Work to stabilise the workforce, create baseline establishments for the organisation in all areas and work to improve the recruitment experience are all contributing factors to reducing future turnover rates.

When will it be back on track?


We will continuously monitor whether our actions outlined above have a positive impact on our retention rates.


Strategic plan delivery

Strategic Plan activity		Note
Action 11.1	Deliver the Smarter Together Transformation Programme	<p>The Smarter Together Programme, which encompasses most of the council's transformational change, is proceeding broadly to plan for this year. Whilst we have had some challenges this quarter we continue to see progress. Progress this quarter includes:</p> <ul style="list-style-type: none"> • Re-tendering for the secondary schools catering contract. • Several key customer journeys are now available online • Rolled out replacement multi-functional devices (printer / scanner / copier) across the whole estate.
Directorate	Lead Officer	
Resources Directorate	Teresa Heaney	
Portfolio Owners	Executive Mayor	

Strategic Plan activity		Note
Action 11.2	Deliver improvements to how we use our land and buildings	<p>In September we took a significant in improving how we use our land and buildings. On 20th September we officially broke ground for our new town hall in Whitechapel at the historic Royal London Hospital building. As part of the ground breaking ceremony, the Mayor buried a time capsule for future generations.</p> <p>We have now completed our initial review of the existing property portfolio to understand the property needs of our services in the future. As a result, we have identified around £400k of efficiency opportunities. Further activity will include, a second round of looking at our businesses, and reviewing our advertising spaces.</p> <p>The refurbishment works at our community hub at Granby Hall will be completed by the end of November and will be open in December. The refurbishment works at Raines House community hub are expected to be completed by the end of March and with an opening date scheduled for April.</p>
Directorate	Lead Officer	
Place Directorate	Alan Mccarthy	
Portfolio Owners	Cabinet Member for Resources and the Voluntary Sector	

Strategic Plan activity	Note
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Action 11.3 	Improve the IT infrastructure and modernise applications to enable innovation	We are making a number of IT infrastructure changes which will enable us to deliver smoother, faster and more efficient services for our customers.
<i>Directorate</i>	<i>Lead Officer</i>	We are seeking to improve digital connectivity in the borough and have been investigating options for delivering superfast broadband and fibre networks in Tower Hamlets. Tower Hamlets Homes will be nominating potential pilot sites to conduct non-intrusive surveys. Finalisation of the wayleave agreements by fibre operators and the council will permit the rollout of fibre across the council's social housing stock. An independent review of the telephony service has been completed and presented to senior staff in IT and Customer Services. Next steps will be decided soon.
Resources Directorate	Adrian Gorst	
<i>Portfolio Owners</i>	Cabinet Member for Resources and the Voluntary Sector	

<i>Strategic Plan activity</i>		<i>Note</i>
Action 11.4 	Develop a modern workforce within the Council through culture change	We have continued to develop our Organisation and Culture programme, which seeks to improve our organisational culture. Work over the last quarter has included the development of a revised staff awards scheme, targeted follow up with teams where engagement scores were low in the staff survey, and the design of 'temperature check' surveys which will be rolled out from November. A revised Personal Development Review (PDR), which seeks to enhance staff development, has also been implemented which includes a structured review of each member of staff's strengths and development needs in relation to the council's behaviours framework. Our Adult Social Care team has formally joined the Social Work Academy, which aims to inspire and develop the next generation of social workers in the UK. Collaboration with the Social Work Academy will ensure that we maximise joint learning and development opportunities.
<i>Directorate</i>	<i>Lead Officer</i>	
Resources Directorate	Amanda Harcus	
<i>Portfolio Owners</i>	Cabinet Member for Resources and the Voluntary Sector	

<i>Strategic Plan activity</i>		<i>Note</i>
Action 11.5	Embed Outcomes Based Budgeting across the Council	We are now using Outcomes Based Budgeting for our budget setting process for 2020-23. This enables the allocation of funding to best support the achievement of our strategic priorities and outcomes.
<i>Directorate</i>	<i>Lead Officer</i>	
Resources Directorate	Kevin Bartle	

Portfolio Owners	Cabinet Member for Resources and the Voluntary Sector
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Strategic Plan activity		Note
Action 11.6	Deliver a programme of service reviews to improve operational effectiveness	<p>We have produced an initial scoping document outlining how we will conduct our Improvement & Efficiency Review on Human Resources – Sickness Absence. We have decided to postpone the review until December as we are trialling a new Sickness Absence Management software system called ‘First Care’. The First Care pilot has been launched in September and we hope it will improve productivity, streamline administrative processes and enhance the way we support our employees through sickness absence. The postponed review will analyse the effectiveness of the First Care pilot.</p> <p>Our Improvement & Efficiency review on market services is currently in its scoping stage. The review will focus on improving branding, marketing, appeal and offer of selected markets. It is expected to be completed in the next quarter. We will begin our review on Street Care after the completion on the markets review. Our reviews on Community safety and Special Education Needs and Disability (SEND) services will begin in 2020.</p>
Directorate	Lead Officer	
Governance Directorate	Sharon Godman	
Portfolio Owners	Executive Mayor	

Strategic Plan activity		Note
Action 11.7	Review business intelligence processes and procedures to support better outcomes for local people	<p>We have begun to develop our requirements specification for new business intelligence tools and I infrastructure with staff across the organisation. We will finalise this in the next quarter and assess different products to determine our future corporate business intelligence solution.</p> <p>As part of a bigger project to review all enabling functions in the council in line with our new target operating model, we have developed plans for a major exercise to understand how staff currently develop and supply business intelligence and data to services across the organisation.</p>
Directorate	Lead Officer	
Governance Directorate	Sharon Godman	
Portfolio Owners	Executive Mayor	

Strategic Plan activity		Note
Action 11.8	Change our approach to performance management to focus	We have now rolled out our outcome-based performance management arrangements for our Strategic Plan across the council. The delivery of our outcomes is overseen by delivery

	on better outcomes for residents	teams of officers from across the organisation, making sure we focus on what makes a difference to residents rather than our organisational structures. We are now using an outcome-based performance approach in the development and refresh of all strategies.
<i>Directorate</i>	<i>Lead Officer</i>	
Governance Directorate	Sharon Godman	
<i>Portfolio Owners</i>	Executive Mayor	

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