

<b>Cabinet</b>  30 January 2018	 <b>TOWER HAMLETS</b>
<b>Report of:</b> Will Tuckley, Chief Executive	<b>Classification:</b> Unrestricted
<b>Quarter 2 Mid-year Strategic Performance Monitoring report</b>	

<b>Lead Member</b>	<b>Mayor John Biggs</b>
<b>Originating Officer(s)</b>	Sharon Godman, Divisional Director Strategy, Policy and Partnership
<b>Wards affected</b>	All Wards
<b>Key Decision?</b>	No
<b>Community Plan Theme</b>	<b>One Tower Hamlets</b>

## Executive Summary

This paper provides details of the Council's progress in delivering the 2017/18 Strategic Plan and the Council's performance against strategic measures during the same period.

## Recommendations:

The Mayor is recommended to:

1. Review the performance of the strategic measures at mid-year, including those measures where the minimum expectation has been missed (appendix 1); and
2. Review progress in delivering the Strategic Plan at the mid-year point, including those activities that are flagged as delayed and overdue (appendix 2).

## 1. REASONS FOR THE DECISIONS

- 1.1 The Council's Performance Management and Accountability Framework sets out the process for monitoring the Strategic Plan and performance measures which are reported regularly to the Corporate Leadership Team and Cabinet.
- 1.2 This report promotes openness, transparency and accountability by enabling Tower Hamlets' residents to track progress of activities that matter most to

them and their communities.

## **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. INTRODUCTION**

- 3.1 This report summarises the Council's performance during quarter two of 2017/18 (July-September 2017) in delivering year two of its three year strategic plan. The year two plan, which was agreed by Cabinet in April 2017, builds on the Council's achievements in year one of the plan (2016/17) and sets out ambitious plans to achieve the outcomes detailed in the Strategic Plan.
- 3.2 This report notes the significant progress made during Quarter 2 2017/18 in delivering year three of the Strategic Plan and achieving the associated stretch targets set in the strategic measures. Appendix 1 sets out in detail how the Council has performed during Quarter 2 against the basket of 41 strategic measures that can be reported on this quarter. Appendix 2 provides progress to date information on the activities and key deliverables in our Strategic Plan.

## THE STRATEGIC PLAN

3.3 The Strategic Plan is on track to be delivered with evidence of improving performance. Table 1 summarises overall performance against Strategic Plan activities and strategic measures by priority outcome areas.

Priority 1: Creating opportunity by supporting aspiration and tackling poverty				
Measures	Green 5	Amber 4	Red 13	N/A 3
Actions	Completed 0	On Target 25	Delayed 0	Overdue 0

  

Priority 2: Creating and maintaining a vibrant, successful place				
Measures	Green 6	Amber 1	Red 4	N/A 2
Actions	Completed 0	On Target 18	Delayed 1	Overdue 0

  

Priority 3: Working smarter together as one team with our partners and community				
Measures	Green 2	Amber 1	Red 2	N/A 0
Actions	Completed 1	On Target 4	Delayed 1	Overdue 0

Table 1: Performance by priority outcome area

3.4 Performance Measures are ranked as “Green” where the stretch target has been achieved, “Amber” where the minimum expectation target has been achieved, but the stretch target has not, and “Red”, where the minimum expectation target has not been achieved. As can be seen from Table 1, 19 Strategic Measures are rated as Green or Amber against target, whilst 19 are rated as Red. A further three measures are not suitable for RAG rating. The Council has made a decision not to set targets for “Key Stage 4 Attainment 8 for Looked After Children”, “Households Living in Temporary Accommodation” and “Total Notifiable Offences”, and so a RAG assessment cannot be made.

- 3.5 Strategic Activities are ranked as “Completed” (Green) where the activity planned for 2017/18 is complete, “On Target” (Yellow) where an activity is on target to be delivered by the deadline set, “Delayed” (Amber) where an activity is substantially complete, or where a milestone is overdue but the commentary indicates that the milestone will be completed by the end of financial year, and “Overdue” (Red) where an activity will not be completed in the 2017/18 financial year, or at the time of reporting.
- 3.6 There are eleven strategic measures where the minimum expectation has not been met and there has been deterioration in performance compared to the same period last year. In addition there are two strategic activities where there has been delay ie. the expected completion date has been missed. Analysis on performance issues is provided in section four of this report.
- 3.7 Seven of the thirteen under-performing strategic measures will be subject to performance improvement activity through the Children’s Services Improvement Board. The remaining four under-performing measures and two delayed activities, will be referred to the Performance Improvement Board.

#### Strategic Measures off target and deteriorating

- Key Stage 2 achievement – percentage of children achieving the national standard – looked after children (para 4.8.1)
- Key Stage 4 (GCSE) Attainment 8 (para 4.8.2)
- Key Stage 2 Achievement & Key Stage 4 Attainment 8 – gap for White British Children (paras 4.8.4-4.8.6)
- Number of adoptions and special guardianship orders granted for looked after children (para 4.8.12)
- Percentage of looked after children in the same placement for two years or more (para 4.8.13)
  
- Overall employment rate – gap between the borough and London average (para 4.8.7)
- Reducing the gap between the borough employment rate and the employment rate for women and for BME residents (paras 4.8.8-4.8.9)
- Level of street and environmental cleanliness: litter, graffiti and fly-posting)
- Number of working days / shifts lost to sickness absence per employee (para 4.12.13)
- Proportion of households who considered themselves as homeless, who approached the local authority’s housing advice service(s), and for whom

housing advice casework intervention resolved their situation (para 14.12.6)

#### Delayed Strategic Activities

- Engage and communicate effectively with local people (strategic activity 2.4.1) (para 4.13.3)
- Deliver the One HR Plan (strategic activity 3.4) (para 4.14.2)

3.6 Section four of this report highlights areas of achievement and provides analysis and explanation for all “Red” rated Strategic Measures, and Strategic Actions which are overdue.

## **4. ANALYSIS BY PRIORITY AREA**

4.1 The Council’s Strategic Plan sets out the priorities and outcomes that the Mayor and his administration have been elected to deliver. These are underpinned by the Council’s transformation programme, medium term financial strategy and drive to deliver better outcomes for local people.

4.2 Based on an understanding of the local community, their views and the opportunities and challenges facing the borough the Council has identified three priorities for 2016 to 2019. These are:

Priority 1: Creating opportunity by supporting aspiration and tackling poverty

Priority 2: Creating and maintaining a vibrant, successful place

Priority 3: Working smarter together as one team with our partners and community

4.3 Within the Strategic Plan and its associated Delivery Plan, the Council identified a wide range of strategic performance measures and strategic activities to contribute to achieving the three priorities.

4.4 This section of the report provides analysis of how successful the Council was in delivering the performance and actions that it planned, providing analysis and commentary by priority area.

### **Priority 1 Creating opportunity by supporting aspiration and tackling poverty**

#### **4.5 Achievements:**

4.5.1 The *number of businesses supported through Council activities is 335* exceeding our mid-year target of 250. This outcome has been supported by

the Council's work to *"implement a programme of business support for Tower Hamlets businesses and entrepreneurs"* (strategic activity 1.1.2). In addition, we support businesses to access local markets through supply chain work and where appropriate supports them to locate suitable property to start or move to the borough. There is now a new package of 'Business Ready' projects in New Start up, Retail marketing, Supply Chain and Growth which will assist more businesses to develop and grow, thus creating further local opportunities. The New Entrepreneurship programme has also been launched which will accelerate output comparative to the previous financial year. In addition to supporting 335 businesses, we have also assisted 4 Enterprises in finding suitable accommodation. 110 business pre-starts supported culminating in 30 enterprises being created. In addition, 82 businesses were supported through training courses to improve their retail and marketing performance. £214,193.15 of new sales was generated in Q2 through the 'Supply Tower Hamlets' project. This project helps businesses build capacity in order to improve opportunities to successfully bid for contracts.

- 4.5.2 The *Council's WorkPath Partnership* has supported 416 Tower Hamlets residents into employment. Although below the Council's stretch target of 550, this can be partly explained by partners aligning their recording and reporting to the WorkPath delivery model and definition of sustainability (16hrs per week, for at least 4 weeks). It is anticipated that employment outputs will pick up in the second half of the financial year.
- 4.5.3 This work is supported by the Council's work to support *"residents into good-quality, well paid jobs"* (Strategic Activities 1.2.1 and 1.2.2). Key Council services and external partners, including the Supporting Stronger Families, Job Centre Plus, Poplar HARCA, Housing Options, the Careers Service, Drug and Alcohol Team, Integrated Offender Management project (Probation service) and Ideas Stores are working well together, to identify those residents who would benefit most from support, such as economically inactive and long-term unemployed groups of residents, women and BAME.
- 4.5.4 A Training Provider has recently appointed to deliver construction training and has already delivered training to 93 residents which will further equip them in gaining employment in the industry. Pre-employment training funding has been approved to continue previous sector specific and generic training for example, Teaching Assistant, Mid Meal supervisor training, SIA (security industry). This Section 106 funded pre-employment training is for a total of £530,244 over two years to train 1,112 residents, equating to an average cost per resident trained of around £477. Funding of £555,000 over three years, has

been secured to increase the capacity of ESOL training delivered by the IDEA Stores and also a sector specific ESOL tutor has been recruited.

- 4.5.5 The *proportion of people with mental health problems in employment* has increased to 6.3%. Our target of 5.9% has been exceeded and our performance compared to this time last year has increased. There have been 920 adults aged 18-64 who have received Care Pathway Approach mental health services in the period. 58 of them were in employment. This achievement is supported by Council activity to *“tackle health-related employment issues”* (strategic activity 1.4.5). A programme of activities to support people into the workplace, people with a range of needs including disability, on JSA/ESA benefit, the long term unemployed of more than 2 years, care leavers, and ex-offenders. The Council is on track to achieve the London Healthy Workplace Charter ‘achievement’ status. The number of employees in Tower Hamlets who have been trained as Mental Health First Aiders has increased to 300 so far.
- 4.5.6 There have been continued successes in educational attainment. 68% of reception aged children in Tower Hamlets achieved a *“good level of development on the Early Years Foundation Profile”*. Whilst the stretch target of 69% was not achieved, the outturn represents an improvement of almost two percentage points compared to last year’s performance, and there is just a one percentage point gap between our performance and the national average.
- 4.5.7 Provisional results from the Department for Education indicate that attainment is strong at Key Stage two, GCSEs and at Key Stage 5. *The percentage of children who achieved the national standard at Key Stage 2* was 67% (provisional). The stretch target (63%) has been exceeded, and represents an impressive improvement on last year’s performance. Performance in *Progress 8* exceeded expectation. There has been an increase in the Progress 8 measure from 0.15 to 0.26, bringing the provisional measure for LBTH above the London average. And the average grade at Key Stage 5 (A Level) for academic qualifications has improved to C, from a C- last year.
- 4.5.8 These achievements have been supported by the Council’s activities to *“improve educational aspiration and attainment”* (strategic activity 2.1.3). Almost all (95%) of schools are now members of the Tower Hamlets Education Partnership; targeted challenge, support and intervention is being provided to primary schools where needed. A newly created team of improvement consultants are starting support at secondary level.

4.5.9 There has been strong progress in the Council's ambition to *support all young people to access enrichment and social activities*. The youth service is undergoing redesign which will shape the offer to provide a more responsive service. Outcomes are expected to include: more young people will be better able to access holistic and supportive opportunities across the borough; young people will feel more optimistic about their futures; and more young people will have increased their critical thinking skills.

4.5.10 The Council is making good progress on delivering its objective of enabling *more residents to live healthy and independently for longer*. Activities undertaken to increase the independence and resilience of our communities (strategic activity 1.4.4) has supported a reduction in the "*Proportion of people over 65 receiving long term support, per 10,000 population*" to 1,183.6 (or 1,799 people). Our target has been exceeded and performance is better than last year. This achievement is supported by the implementation of three Council strategies (Practice Framework for Adult Social Care, the Ageing Well Strategy, and the Adults Learning Disability Strategy). Activities involve working in partnership with other agencies and better assessment and provision of equipment which enable people to live in their own home with support.

4.5.11 The *Average time between a child entering care and moving in with adoptive family* has reduced to 612 days; the stretch target has been missed by just 2 days (Strategic Measure). This measure is calculated as a three year rolling average. There have been 26 adoptions between April 2015 and September 2017, and two from April-September 2017. It has taken 612 days on average to complete adoption for the three year rolling period. There has been a small but pleasing improvement (21 day) since the last quarter period. This achievement has been supported by our activities to "ensure better outcomes for looked after children and young people" (strategic activity 1.3.4). The PAST (Permanency & Adoption Support Team) managers are looking to place children with adopters as quickly as possible from the date of the placement order. We are also working with adopters to consider the fostering to adopt option now available.

#### 4.6 **Areas for Improvement**

4.7 From the 23 Strategic Measures in the Strategic Plan, 9 measures (39%) are below the minimum expectation and have deteriorated since the corresponding quarter for the previous year. Of the 25 Activities in the Strategic Plan, 1 activity (4 %) has been flagged as being delayed.

4.8 Paragraph 4.8.1 – 4.8.10 provides analysis of these seven measures.

4.8.1 **Key Stage 2 Achievement – percentage of Looked After Children achieving the national standard.** Eleven percent of Looked After Children achieved the KS2 national standard in reading, writing and maths. However there are only nine children in this cohort in Tower Hamlets. Repeating last year's performance was especially challenging this year, as six in the cohort had SEN needs and were not expected to reach national standard based on prior attainment, and another child left the country during the school year and did not sit the relevant exams.

4.8.2 **Key Stage 4 (GCSE) Attainment 8.** Provisional results indicate that the average point score against the basket of 8 GCSE subjects was 47.00, the minimum expectation has been missed and the score is lower than last year. Changes to the grading system for English and mathematics (from A\* - U to a 1 - 9 numeric system) are acknowledged to have affected the 2016/17 result. These provisional results do show that the impact of the changes has not been as great in Tower Hamlets as nationally, locally the headline Attainment 8 result declined by 3.2 points compared with a 4.0 point decline nationally. This has meant that the LA continues to be above the national average as are 11 of the 17 in the borough.

4.8.3 Attainment 8 measures the average achievement of pupils in up to 8 qualifications including English, maths, three qualifications that count in the English Baccalaureate and three further GCSE qualifications or non-GCSE qualifications approved by the DfE.

4.8.4 **Key Stage 2 Achievement – attainment gap for White British Children.** 56% of white British children achieved the Key Stage 2 attainment standard; this is 11 points lower than attainment for the whole cohort. The cohort of white British children is relatively small at 310 children.

4.8.5 **Key Stage 4 (GCSE) Attainment 8 – attainment gap for White British Children.** The Attainment 8 score for Tower Hamlets as a whole was 47.9 points, the Attainment 8 score for white British children was 36.5 points – there is a gap of 11.46 points.

4.8.6 A range of intervention strategies were carried out in conjunction with schools to address educational under-attainment in white British working class pupils. Drawing on research about what makes a difference, the focus was on improving engagement with school, attendance and participation of pupils and

on engendering more positive relationships with parents. There were some benefits to the projects, but this did not show any impact on attainment data. The Council has commissioned a project from the Tower Hamlets Education Business Alliance which is currently under development and THEP will also be considering how best to address this national issue. Ethnic Minority Achievement data (2016) shows the size of the WB cohort: Of the 33,850 pupils at LBTH schools, 3,200 are from a WB background (9.5%) of all pupils.

**4.8.7 Overall employment rate - gap between the Borough and London average rate (working age) (percentage points).** The overall employment rate has decreased 4.1ppts since last quarter's reporting, whilst the London average has remained the same. The gap between TH and London has widened by 6ppts to 8.5ppts compared to last quarter. The TH employment rate is 64.13% whilst the London average rate is 73.7%. The total numbers in employment for TH is 145,700, which is a net decrease of 1,700 since last quarters reporting. The working age population for TH has increased 1.12% since last quarters reporting whilst the London average rate has seen a 0.1% decrease.

**4.8.8 Employment gap for women – gap between the borough employment rate and the employment rate for women**  
There has been a deterioration of 1.7ppts since last quarter's reporting, whilst the London average has decreased by 0.4ppts. The gap between TH and London has widened by 1.3ppts to 14.4ppts compared to last quarter. The TH employment rate is 52.6% whilst the London average rate is 67.0%. The total numbers of female residents in employment for TH is 56,700, which is a net decrease of 1,500 since last quarters reporting. The working age population female for TH has increased 1.0% since last quarters reporting whilst the London average rate has only seen a 0.026% increase.

**4.8.9 Employment gap for BME – gap between the borough employment rate and the employment rate for BME residents (Strategic Measure)**  
The employment rate for BME has decreased 0.9ppts since last quarter's reporting, whilst the London average has also decreased but only by 0.2ppts. The Gap between TH and London has widened by 0.8ppts to 14.0ppts compared to last quarter. The TH BME employment rate is 51.8% whilst the London average rate is 65.8%. The total numbers in employment for TH is 60,200, which is a net decrease of 3,600 since last quarters reporting. The working age population BME for TH has decreased by 4800 (3.9%) since last quarters reporting whilst the London average rate has seen a 0.2% decrease also 4800.

4.8.10 The data for the employment rate is taken from the Annual Population Survey. This provides survey based estimates, the methodology of which means that there may be significant variations in outturn from one quarter to the next. Furthermore, it is important to note that the confidence interval on the TH employment rate is 10.4% compared to 1.9% for London which means that the actual rate for Tower Hamlets could in fact be much higher.

4.8.11 There is a raft of activity undertaken by the Council and its partners to support residents into work. This quarter 217 residents have been supported into work. Achievements include:

- 70 more jobs recorded in Q2 2017/18, 61 more reported Job Starts for BME residents, 28 more reported for female residents, 28 more for BME female and 7 more Lone Parents compared to the same period in 2016/17
- 57 of the 241 (23.6%) jobs recorded by the WorkPath service that satisfied this measure's definition were 12 months + unemployed/economically inactive at the point of registering with the service compared to 32 out of 171 (18.7%) in Q2 2016/17
- 30 reported Jobs (12.4%) were of residents who had been underemployed (working part-time i.e. less than 16 hours a week) at the point of registration and supported in gaining new or additional employment, 11 of the 30 had been working less than 8 hours a week are now averaging 34 hours per week
- An increase in recorded Jobs achieving a salary between £16,001 and £28,000 from 68 reported Q2 2016/7 to 136 this quarter

4.8.12 **Number of adoptions and special guardianship orders granted for looked after children.** Thirteen looked after children have been adopted or are under a special guardianship order, missing the minimum expectation of 16. Our stretching target failed to take into consideration the composition of our care cohort, specifically the under 5 population who are more likely to be adopted. However the target will be achievable provided we can successfully negotiated the court process including timetabling. The situation in relation to adoption is further complicated by recent case law which directly impacts upon national understanding of good practice. This outcome has been supported by the Council's work to ensure better outcomes for looked after children and young people (Strategic Activity 1.3d). The sufficiency strategy will bring a revised emphasis to the use of special guardianship orders for children already in the care system. Other work supporting looked after children is the recently commissioned advocacy service which will ensure views and wishes are heard. In addition CAMHS support is being provided to 81 looked after children, and so far this year, a quarter of those have showed an improvement.

- 4.8.13 Percentage of looked after children in the same placement for two years or more.** 65.5% of looked after children are in the same placement for two years or more. Our target of 71.6% has been missed; however performance is above both the national average and the average for our statistical neighbours. This outcome is supported by our activities to “ensure better outcomes for looked after children” (strategic activity 1.3.4). We have had some successes in improving stability whilst at the same time appropriately moving children from care and back into the community – an action which (perversely) adversely affects the stability data. In addition, stability is also supported through the work undertaken with looked after children and their foster carers through the individual bespoke packages and CAMHS interventions, an intervention which has resulted in 24 children in the cohort showing an improvement in their mental health.
- 4.8.14 There are no Strategic Activities relating to Priority one where the overall activity is flagged as delayed, however, there are several activities with deliverables which are delayed. Further analysis on those is provided below.
- 4.8.15 Provide adequate early help for the most vulnerable children and families, with a strong focus on safeguarding (strategic activity 1.3.1).** Progress is delayed in three of the five deliverables in this activity. Sharing birth notifications with children’s centres has been identified as a key way in which the Council can improve participation and attendance at children’s centres, especially amongst hard to reach parents and their families. There have been some data protection barriers to sharing this information however it is anticipated that this issue will be resolved by the end of the year.
- 4.8.16 Support more women and black and minority ethnic and disabled residents into employment (strategic activity 1.5.2).** The extension to the Woman in Health Working Start Programme has been delayed due to staff turn-over; however it is now on track. Cohort 4 of the Working Start women in health programme is now due to start in January and recruitment day for cohort 5 will be delivered in January. 13 out of 20 pre-apprenticeship placements have now begun for people with disabilities with another cohort of 10 starting in December.

## Priority 2 Creating and maintaining a vibrant, successful place

### 4.9 Achievements:

- 4.9.1 The Council has exceeded its recycling target with 29.1% of *household waste sent for reuse, recycling and composting*. Performance has improved since last quarter by 1.5ppts. This success has been supported by the activity to “improve waste management and recycling performance” (strategic activity 2.1.2). 10 public bring bank sites have been refurbished and frames put in place with signage that tells residents what they can and cannot recycle. The sites are being widely used and there is positive feedback from residents and management organisations. The sites have made it easier for residents to identify recycling points across the borough. Furthermore, we have scheduled all collections in the borough which are now live through the Council’s dedicated site. Residents can now look up their collection days online rather than call or email. This will in time also reduce the number of service requests and complaints as residents are now better informed.
- 4.9.2 The Council has successfully exceeded its targets for *street and environmental cleanliness in the level of detritus* on the borough’s streets (tranche 1). Just 1% of land surveyed was judged to be below acceptable levels; the target of 1.2% was exceeded. Nevertheless, the tranche survey results for detritus have been passed to Veolia to ensure that cleanliness issues do not arise in the same areas in the next survey. Council activity to “ensure that the borough is clean to the highest possible standards” (2.1.1) have contributed to this successful survey result.
- 4.9.3 The Council is committed to providing “*better quality homes for all*” (strategic priority 2.2). Our achievement of this commitment is demonstrated in successfully improving our performance on several key performance measures.
- 4.9.4 438 *affordable homes* have been delivered so far this year; so whilst the stretch target was not achieved, the minimum expectation was exceeded and performance was better compared to this time last year. Tower Hamlets has a strong track record of housing delivery and continues to provide among the highest numbers of affordable homes in the country.
- 4.9.5 The *number of affordable units provided as wheelchair accessible or adaptable* so far this year is 80. This achievement equates to 18% of all affordable units which is well above our target of 10%. Of these 80 units, 68 were for rented tenures and occupants have feedback how better off they are

living in homes designed and built to the best modern wheelchair accessible standards.

4.9.6 171 affordable / social rented housing completions for family housing have been achieved in the first half of this financial year, our target of 164 has been exceeded and we have increased on the number completed this time last year.

4.9.7 The number of overcrowded families rehoused to larger and more suitable accommodation at the end of Q2 is 506. This represents 55% as a percentage of total lets ending September (920), exceeding the target of 50%. The numbers of overcrowded families rehoused is also 75% more than this time last year (352). Analysis also shows that the number of overcrowded applicants on the housing list has reduced by 10% from 1 April 2014 to 1 April 2016 but the April 2017 figured showed a slight increase of 1.34% in the number of cases registered as being overcrowded. Nevertheless, an overall reduction of 8.66% is still a significant achievement.

4.9.8 The number of families in B&B accommodation for longer than six weeks is zero and has been since September 2016; the Council has achieved legal compliance on this indicator for 13 months in succession. It has sustained its position of being the most improved borough in London on the use of B&B. In addition to the health and educational benefits of reducing overcrowding in homes, the high number of lets to overcrowded applicants also has a positive impact on preventing homelessness because many applicants that do approach the Council as homeless are often from accommodation that is overcrowded.

#### 4.10 **Areas for improvement**

4.11 Of the 14 Strategic Measures in the Strategic Plan relating to Priority 2, four measures (29%) are below the minimum expectation and have deteriorated since the corresponding quarter for the previous year. Of the 19 Activities in the Strategic Plan relating to Priority 2, 1 activity (5%) is flagged as delayed.

4.12 Paragraph 4.12.1 – 4.12.7 provides analysis of these seven measures.

4.12.1 **Level of street and environmental cleanliness: litter, graffiti and fly-posting.** The minimum expectation has not been achieved for three of the four elements that make up street cleanliness; and there has been deterioration in performance compared to the same period last year. Seasonal changes in high footfall and busy food outlet areas such as Brick Lane are the most

common fail areas. A Blitz clean which took place in October was targeted at high litter areas. Much of the graffiti in the borough is on private property again in the Brick Lane area and in the industrial parts of the borough such as Wick Lane. This is something the Council will target with enforcement options to ensure graffiti is minimised. Graffiti on Council land or assets is another area that is being specifically targeted through the Blitz clean. Fly posting tends to rise during the summer period with advertising of services and events. An investigation has already been launched by the Council's THEO's into the worst offenders who will face enforcement action being taken against them or their establishment. Operation Bill Stickers started in mid-October and its primary focus will be flyposting on Council land assets.

4.12.2 There is one Strategic Activities relating to Priority two where the overall activity is flagged as delayed (engage and communicate effectively with local people). In addition there are several activities with deliverables which are delayed. Further analysis on those is provided below.

4.12.3 **Engage and communicate effectively with local people** (strategic activity 2.4.1). There has been a delay in developing the Community Engagement Strategy, the timetable of which has been put back in order to extend the consultation period. This has had a knock on impact on producing an action plan of delivery for year 1, for example providing support and capacity building to communities to empower them to come together to take action to improve their local neighbourhoods. The co-production with the voluntary sector, of a community engagement toolkit is also delayed, however preparatory research has already been undertaken and we will shortly be working the THCVS to develop a specification for the toolkit.

4.12.5 **Ensure that the borough is clean to the highest possible standards** (strategic activity 2.1.1). Two deliverables (out of five) are delayed but delivery is expected by the end of the financial year. The implementation of a PSI mobile solution to provide mobile technology for managing and monitoring service delivery was delayed due to contract negotiations which has had a knock on effect on implementation. Staff changes has affected the targeting of enforcement to address fly tipping and improve prosecution rates as a deterrent to future fly tipping. However, so far this year 443 FPNs have been issued for dumping. This action will improve cleanliness in the borough and save local authority resources.

**4.12.6 The proportion of households who seek assistance as homeless or threatened with homelessness, who approached the local authority's housing options service, and for whom casework intervention resolved their situation.** The minimum expectation was missed and there has been deterioration in performance compared to this time last year. This quarter there were 596 approaches from households who were homeless or threatened with homelessness, of which 92 preventions were made, equating to a prevention rate of 15.4% of new approaches. One of the reasons that the target has been missed is that there has been a significant decrease in the number of households approaching the Housing Options Service team for assistance; this may be due to the possibility of being placed in temporary accommodation outside of Tower Hamlets. Including the Sanctuary Scheme, there were 112 cases of homelessness prevention, of these 63 cases provided discretionary supported hostel accommodation for single homeless people.

Despite the difficulty in finding affordable accommodation in the private rented sector, there was an increase in the number of properties secured through a financial incentive to the landlord. Unfortunately, due to personnel issues the Housing Advice team performed under par this quarter but steps are being taken to address this and there are a number of outcomes pending which should be reflected in the next quarter's return. The Service continues to successfully prevent homelessness through negotiation and other assistance to remain in the private or social sector. This is despite evidence that private landlords are increasingly reluctant to let to benefit-dependent tenants and those on low to medium incomes because:

- Market rents are far above the LHA in Tower Hamlets, which has been frozen for the last four years.
- The reduction in the benefit cap to £23,000 in London from November 2016
- Research by Sheffield Hallam University found that only 20% of landlords indicated a willingness to let to HB claimants due to concerns about the gap between LHA rates and market level rents, uncertainty around the roll out and implications of universal credit and the payment of HB 6 weeks in arrears under UC. Recent experience of UC claimants has shown that the delay in UC payments has exceeded six weeks and it has been proposed in Parliament that this should be reduced to a four week period.

Despite this, the Options Service and Housing Strategy are nurturing good landlords and developing good working relations. In addition, the commissioned supported hostel provision has reduced leaving fewer options available for prevention. For example, the revised hostel commissioning plan

will result in fewer places and there is an increase in the use of beds for emergencies and assessments prior to move, neither of which can be counted as preventions.

**4.12.7 Manage development pressure through the preparation of a new Local Plan and provide effective local infrastructure, services and facilities** (strategic activity 2.1.4). (Two out of four deliverables are delayed). The Local Plan will comprise of detailed policies and site allocations to manage development and deliver supporting infrastructure. The Local Plan project timetable has been revised to allow for additional consultation. The Regulation 19 document is now out for statutory consultation and will be submitted to the Secretary of State in February 2018. The production of the CIL draft charging schedule is tied to the timetable for the Local Plan, it is likely that it will be submitted to the Planning Inspectorate for examination in Q2 2018-19.

**4.12.8 Promote community cohesion, bringing different parts of the community together, tackling divisions and encouraging positive relationships** (strategic activity 2.4.4). The overall project timeline for utilising developer contributions to deliver community cohesion projects have been put back due to purdah. This has affected arrangements for stakeholder engagement. Delivery groups have been scheduled and project outlines are due to go to tender in January. The delay in Government response to the Casey Review has delayed our work with the community to review and develop our approach to community cohesion and integration. A need for wider consultation and engagement has also been identified which means that the strategy is unlikely to be completed in the financial year. The delivery of a second community hub has also been delayed. The Tram Shed is being actively marketed for short term community use but a feasibility study is considering building work in the medium term to add a mezzanine floor. Once opened the community hub will offer local versatile, bookable spaces at affordable prices to residents and the wider community.

### **Priority 3 Working smarter together as one team with our partners and community**

#### **4.13 Achievements**

**4.13.1** There has been a further increase in overall customer satisfaction with telephone contacts, from 85.5% satisfaction in September 2016, to 90% satisfaction this quarter. This performance exceeded the Council's minimum expectation of 89%.

4.13.2 These improvements have been supported by the Council's work to "Deliver the Smarter Together transformation programme to ensure effective, responsive front line services and efficient and cost-effective support services enabled by ICT and a new Civic Centre" (Strategic Action 3.3). A continuous improvement plan aimed at driving up ICT performance has been put in place. Initial requirements for a 'my account' digital delivery option have been worked up with Members and we are working with other local authorities and the Government Digital Service to develop our understanding of the emerging standards and technologies and the approaches that are being successfully adopted elsewhere.

4.13.3 The Council has exceeded its stretch target for collection of both Council Tax and non-Domestic Business Rates, exceeding targets by 1.24 and 8.02 percentage points respectively.

#### 4.14 **Areas for Improvement:**

4.14.1 Of the 5 Strategic Measures in the Strategic Plan relating to Priority 3; 1 measure (20%) is below the minimum expectation and has deteriorated since the corresponding quarter for the previous year. Of the 6 Activities in the Strategic Plan relating to Priority 3, 1 activity (17 %) has been flagged as delayed delivery.

4.14.2 Paragraph 4.14.3 – 4.14.2 provides analysis of these seven measures.

4.14.3 **Number of working days/shifts lost to sickness absence per employee** (Strategic Measure). Sickness performance at the end of the second quarter 17/18 is 10.27 days. This represents an increase of 0.86 days against the 9.72 days reported at the end of Q1 of 17/18. This figure is 1.58 days above the higher 9 day target set earlier this year and 2.48 days above the 8.1 day target, which had been based on the 2nd Quartile performance figure across all London Boroughs. It has been recognised that the measures in place currently are not sufficiently achieving the outcomes expected i.e. sustained reduction in sickness absence, and that a different approach may yield better results. The Council's sickness management processes are now subject to a review in line with the outcomes based accountability framework. Corporate Leadership Team has recently agreed a new Employee Wellbeing Plan, which will be underpinned by a range of measures to improve health in the workplace being launched from November onwards. We have started a review of all formal sickness management cases with a view of putting in place wellbeing plans for affected members of staff. We have reviewed our occupational health service and are commissioning new ergonomic and

physiotherapy services. Alongside this, we are introducing a new offer to support staff going through career transition.

4.14.4 **Deliver the One HR Plan** (strategic activity 3.4). Following a review of industrial relationships in partnership with the trade unions, the first phase of the revision of employment policies and practices has begun. The review will cover conduct, performance and improvement, staff wellbeing, collective consultation, employee grievances, managing discipline and whistleblowing. There has been a delay in delivering a revised learning and development offer for all staff and managers. However a new learning management system is now procured and this is being piloted in one service area over the winter. A core training offer has been developed and it is expected that this will be launched in April. With regarding to delivering a range of activities to reduce staff sickness and improve wellbeing, the following activities are now taking place: A staff wellbeing plan has been developed; Occupational Health service will be reviewed to ensure it meets need. A review of the absence management procedure is taking place. In addition we are reviewing the way we are reporting sickness absence levels to focus on outcomes instead of compliance with procedures.

## **5. COMMENTS OF THE CHIEF FINANCE OFFICER**

5.1 This report highlights progress in delivering strategic plan activities during 2017/18. The cost of the activities has been funded through the Councils General Fund Revenue and Capital budgets, agreed by full Council on the 24<sup>th</sup> February 2016. There are no additional financial implications arising from the recommendations within this report.

## **6. LEGAL COMMENTS**

6.1 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.

6.2 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 should help to ensure they are delivered.

## **7. ONE TOWER HAMLETS CONSIDERATIONS**

- 7.1 The Council's Strategic Plan and Strategic Measures are focused upon meeting the needs of the diverse communities living in Tower Hamlets and supporting delivery of One Tower Hamlets. In particular, strategic priorities include the reduction of inequalities and the fostering of community cohesion. The Strategic Measure set contains the measures "Proportion of people with mental health problems in employment"; "Employment gap for women: reducing the gap between the Borough employment rate and employment rate for women"; and "Employment gap for BME residents: reducing the gap between the Borough employment rate and employment rate for BME residents"
- 7.2 Data for Quarter 2 2017/18 shows that the employment gap for women and BME residents, performance did not meet the Council's minimum expectation for the quarter, however the Council's WorkPath service and wider WorkPath partnership continue to support residents into employment and there has been an increase of 70 more jobs recorded compared to this time last year. 290 (86% of the job starts recorded by the WorkPath service were for BME residents. There were 150 job starts for female residents arising from WorkPath activity, of those 121 were employment which was more than 16 hours per week.

## **8. BEST VALUE (BV) IMPLICATIONS**

- 8.1 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 is an important way in which that obligation can be fulfilled.

## **9. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

- 9.1 The Strategic Plan contains a number of environmental milestones within Priority Outcome 2 "Creating and maintaining a vibrant, successful place". The Strategic Measure set contains the measures "Percentage of household waste sent for reuse, recycling and composting"; "Level of street and environmental cleanliness – litter"; "Level of street and environmental cleanliness – detritus"; "Level of street and environmental cleanliness – graffiti"; and "Level of street and environmental cleanliness – fly posting". Data from the latest cleanliness survey shows that the Council met its stretch targets on the measures of recycling and detritus.

## **10. RISK MANAGEMENT IMPLICATIONS**

- 10.1 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.

## **11. CRIME AND DISORDER REDUCTION IMPLICATIONS**

- 11.1 The Strategic Plan contains a number of crime and disorder items under Priority Outcome 2 “Creating and maintaining a vibrant, successful place”. The Strategic Measure set contains the measure “Total Notifiable Offences” (TNOs). Data for the period April-September shows that there were 16,692 TNOs. TNOs are all offences under United Kingdom law where the police must inform the Home Office by completing a crime report form for statistical purposes.
- 11.2 Whilst the responsibility to tackle and reduce crime lies with the Metropolitan Police Service, the Council has for a considerable amount of time been supplementing the local Police in the borough, by funding an additional number of Police officers to address key crime and disorder priorities (Drugs, ASB and Prostitution) for the Council and in turn residents.
- 11.3 The Council continues to fund a team of 5 PC’s and 1 Police Sergeant, known as the Partnership Task Force, to tackle key crime and ASB hotspots within the Borough. The Council has recently committed £3m over 3 years to increase Council funded Police Officers to 39, to tackle crime and ASB. 14 police officers will be responsible for tackling crime on estates and 25 additional officers will work across the borough.

## **12. SAFEGUARDING IMPLICATIONS**

- 12.1 The Strategic Plan contain a number of items relating to safeguarding adults and children falling under Priority 1: “Creating opportunity by supporting aspiration and tackling poverty”. The Strategic Measure set contains the measures “Percentage of children’s social care contacts completed within 24 hours”; “Percentage of children’s social care assessments completed within 45 days”; “Percentage of children on a child protection order visited within the last 4 weeks”; and “Percentage of child protection reviews completed in time”. Performance against these measures is currently below the Council’s minimum expectation.
- 12.2 As outlined in paragraph 3.7, the Council has developed an Improvement Plan for Children’s Services which was submitted to the Secretary State for Education in July 2017 and established a Children’s Services Improvement Board which will deliver the strategic oversight and challenge required to ensure that appropriate, timely change and impact is being delivered according to the Improvement Plan.
- 12.3 Against the Strategic Measure “Proportion of people over 65 receiving long term support, per 10,000 population”, performance is currently better than the Council’s stretch target, with 1183.6 per 10,000 people over 65 receiving support, against a stretch target of 1305.

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## **Linked Reports, Appendices and Background Documents**

### **Linked Report**

- NONE

### **Appendices**

- Appendix 1 - provides detailed analysis of the Council's 2017/18 Strategic Measures performance
- Appendix 2 - provides the Council's 2017/18 Strategic Plan monitoring

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

- NONE

### **Officer contact details for documents:**

Sharon Godman, Divisional Director Strategy, Policy and Partnership