

# CABINET

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**Wednesday, 24 November 2021 at 5.30 p.m.**  
**C1, 1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London,**  
**E14 2BG**

## UPDATED APPENDIX

**The meeting is open to the public to attend.**

**Contact for further enquiries:**

Matthew Mannion, Democratic Services,  
1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London, E14 2BG  
Tel: 020 7364 4651  
E-mail: [matthew.mannion@towerhamlets.gov.uk](mailto:matthew.mannion@towerhamlets.gov.uk)  
Web: <http://www.towerhamlets.gov.uk>

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Strategic **delivery** KPI  
performance report  
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The Strategic Plan is the key link in the 'Golden Thread' and used to inform directorate, service and team planning. It also sets out how the council will deliver the objective and priorities set out in the new Tower Hamlets Plan developed by the Tower Hamlets Strategic Partnership.

The council is looking to deliver the following priorities and outcomes over the next three years.

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

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

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

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

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

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

## Priority 1

People are aspirational,  
independent and have  
equal access to  
opportunities



Outstanding education and economic opportunities support people to thrive in our changing and challenging environment. We want to ensure that everyone has the best possible opportunities and life chances.

**What we have delivered**

Our Workpath employment service and business and enterprise services are continuing to support residents and local businesses to thrive and survive post-Covid-19 challenges.

Between April and September this year a total of 373 small and medium enterprises (SMEs) received practical business advice and support, including business support advice via masterclass webinars. Topics included human resources essentials for small businesses owners; help with accessing funding and networking. Our Thriving High Streets 3 fund has provided financial support to over 50 local businesses. Our weekly business support newsletter, designed to provide up-to-date news on grants, webinars, training and other business support initiatives, is now reaching over 7,000 business in the borough.

We have continued to manage the government's coronavirus grant funding to local businesses. Since the start of the pandemic, we have distributed over £200 million in grants and reliefs to over 5,000 local businesses in the retail, hospitality and leisure sectors – those hardest hit by lockdown. We also answered over 900 enquiries from businesses on how to access support and navigate the wide array of support schemes.

**What difference we have made**

Young people have been hit hardest by the economic impact of Covid-19. Kickstart is a new programme funded by the Department for Work and Pensions and is aimed at supporting young people who are currently unemployed, and facing long term unemployment, by providing funding for employers to offer placements for 16-24 years olds who are currently in receipt of Universal Credit. The six-month placements will give young people a chance to develop new skills, gain new experiences and show what they have to offer, and it is hoped that many of the placements will lead to permanent full-time roles and apprenticeships.

We have secured 550 placements funded through our Kickstart gateway consortium, and so far, we have secured jobs for 210 young Tower Hamlets residents and 78 non-residents. This includes placements in social media consultant roles at Carrington Blake who are based in Canary Wharf. Trinity Art Gallery have taken on placements within their gallery as technicians and to support their social media promotion. Manorfield Primary School has recruited over 14 teaching and learning assistants. As a local employer, the council will be recruiting around 50 participants and will support them to gain the relevant skills needed to progress to permanent

employment. We have identified jobs in our parks, transport, children and family services and Workpath and other departments. Placements will commence towards the end of September.

Our Tackling Poverty team supported many residents in our borough to secure benefits worth a total of £23,400 in Employment and Support Allowance (ESA), where they were unable to work either due to being vulnerable to Covid-19 or because of self-isolation.

With our partners, we secured a grant worth £90,000 from Historic England. It will be used to revitalise our high streets over the next three years by creating and delivering community-led cultural activities, including in Petticoat Lane market, as part of the High Streets Heritage Action Zone on Wentworth Street. This funding is part of a wider cultural programme in high streets across England which aims to make our high streets more attractive, engaging and vibrant places for people to live, work and spend time. The programme of events includes bi-monthly activities and an annual Festival of Petticoat Lane.



We have created a Mayor's Covid Recovery Fund worth £3 million aimed at kickstarting the economic, health and social recovery from Covid-19 in the borough and getting people back into our high streets and shopping again.

high streets.

We announced a Thriving High Streets investment package worth £320,000 to support local businesses and enterprises, helping our high streets and markets to recover from the Covid restrictions. Our Thriving High Streets 3 fund aims to address issues of reduced customer footfall, reduced occupancy rates in our markets, and a reduced supply of entry level training and employment opportunities for residents. Over the course of the year, we are providing advice and guidance for existing high street businesses to improve their online offer, set-up covid-safe outdoor dining spaces, and customer click & collect and delivery services. We have provided food hygiene advice to 19 businesses so far this year. We are also delivering start-up advice to at least 25 unemployed residents to help them develop their idea, create a business plan and test trade on local markets. We will also work with local cultural organisations to plan and deliver a programme of cultural and family events on key local



High quality provision to support the learning, development and care of young children prepares them for school and their futures. We want children and young people to live in a safe environment, ensuring the best health and development outcomes.

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### What we have delivered

We put children and young people at the heart of what we do so that they have the best possible life chances.

We remain committed to ensuring more children access an internet connection and digital device so that they can participate in online learning. We know that access to online learning enables children to continue their learning at home and during the holidays. We have now helped to distribute over 10,833 laptops from the Department for Education. We have received donations through Just Giving worth £184,388. Last year we donated 280 laptops. In September we donated 60 refurbished laptops to be used by pupils at Harry Gosling primary school.

We have recently received funding, through the Project ADDER (addiction, diversion, disruption, enforcement and recovery) programme to help us tackle youth exploitation and violence. We are setting up the programme to provide specialist support for young people who are at risk of going into crime or being exploited through crime. We will also use the funding to establish an 18-24 Navigators Team aiming to reduce drug-

related offending and actively engage young people into treatment and other positive activities.

To coincide with International Car Free Day, we delivered car free street parties for thousands of children at six schools. Activities included disco bikes, toys from the Museum of Childhood to play with and a BMX show. The school street party events were in celebration of the work being done with primary schools to encourage school pupils and their parents to walk, cycle and scoot to school. Creating School Streets is helping us to create the conditions to improve children's health and safety.

### What difference we have made

A key priority of ours is to ensure children and young people are safe from harm and feel supported to achieve their aspirations. With our partners we launched a Violence, Vulnerability and Exploitation Strategy which sets out the borough's approach to tackling criminal and sexual exploitation and serious violence affecting children and young people. Our strategy focusses on preventing violence through a whole-systems approach where different partners work alongside young people, families and the community to deliver

evidence-based interventions to keep young people safe, to reduce risk and strengthen the protective factors in their lives.

We know that 28 per cent of children in the borough are in low-income households before housing costs, rising to 56 per cent when housing costs are taken into account. That's why one of the key recommendations arising from our recently approved Poverty Review is about how we can help create a bright future for the new generation. The review looks at how we can work with partners so that children from low-income households can achieve good educational outcomes and enjoy the same standards of physical and mental health as their national peers. The next steps include formalising borough-wide partnerships and setting up actions and interventions that will help us to achieve better outcomes for children and young people.



We are committed to improving the health and wellbeing of our local population and the care services they receive. We are working in partnership with others to deliver joined-up person-centred services.

### What we have delivered

We have produced a new Safe Communities Community Engagement Strategy with health and community partners. The strategy focusses on ensuring that important information about the test and trace programme reaches all sections of our community and that all high-risk groups have easy access to testing.

In July we launched a new integrated information and advice service that will run across health, social care and social welfare. It brings together a range of support services in one place, as well as being the front door for adult social care. The service is supporting our residents with health, social care and social welfare information and advice, including housing, welfare and benefits, consumer issues and general advocacy. We have set up an online help portal which will make it easier for residents to access support and for support to be coordinated. The service will help residents remain independent and healthy for longer by providing early help and better coordination of service delivery.

We have coproduced a draft vision and strategy for Adult Social Care. This will be out for public consultation between September and October and is due to be agreed in November. In September we will set up an improvement programme in social care which will be linked to the adult social care strategy.

We are continuing work to reprocure home care which will be based on an outcome-based commissioning model.

In adult social care we have supported people with care and support needs to have care at home. We are positively meeting our targets with less permanent admissions for adults aged over 65.

In adult safeguarding we are working well in meeting desired outcomes of adults in the safeguarding process ensuring that what is important to them is the focus, ensuring we are meeting the principles of making safeguarding personal.

Social care continue to support informal carers in their roles and have seen an increase in the number of carers assessments being completed. Our performance on those supported by

Reablement who remain at home after hospital discharge has improved considerably. We continue to support people with very complex clinical needs when discharged from hospital.

### What difference we have made

In line with national trends, levels of Covid-19 started to increase again. We have continued to support the NHS Covid-19 vaccination programme through the vaccination helpline, community clinics and promotion of access to all clinics in community pharmacies, primary care and mass vaccination sites. There has been specific focus on groups with lower uptake including 18–40-year-olds and Black African and Caribbean communities. We have also brought our rapid testing service in house, expanded its reach and responsiveness to Covid hotspots through a targeted locality-based model. We have continued our outreach and engagement programmes targeted at groups at high risk of the impacts of Covid including commissioned work with Bangladeshi, Somali communities and people living with disabilities.



Levels of Covid-19 in the borough have been similar to or below London levels. 209,000 residents have received their first dose overall and 178,000 have been fully vaccinated with two doses. At the end of September at least 430,000 rapid tests have been taken by Tower Hamlets residents.

With healthcare professionals, we set up more community clinics. We launched a #Ihadmyjab campaign, asking people to take a photo and share it on social media with their vaccine story to encourage others to take up the vaccine offer. We are continuing to engage with hard-to-reach communities and work with partners and community leaders to provide information on safety and efficacy. Our Covid ambassadors have reached out to people in bars, entertainment centres and sports facilities, distributing masks and encouraging vaccine take up. As a result of this partnership working, we have seen the proportion of eligible adult take up significantly improved. We recently held a four-day music and food 'vaccine festival' event in Langdon Park encouraging young adults to get jabbed.



We cannot deny that this is a borough of contradictions. We are supporting residents to access the economic opportunities by tackling inequalities in employment, health and housing.

#### What we have delivered

We have provided a range of essential advice and practical support and financial assistance for low-income families who have been experience hardship.

Since the beginning of the pandemic, we have paid over £1,727,000 to vulnerable residents on low incomes who have had to self-isolate due to Covid-19. The £500 Test and Trace support payment was introduced by the government to support people on low incomes who are unable to work from home and would lose their income by self-isolating. In addition, we have distributed around £284,000 to 434 residents through our own resident support scheme for low-income families.

We have been improving our digital offer for residents who need welfare advice. We have recently updated our online documentation and guidance for council tax and housing benefits. We have also revised and simplified the content of our other website pages so they are clear and easier to understand.

We undertook a poverty review looking at what we had done to support residents who are living on a low income, focussed on child poverty and pensioner poverty.

Over 200 people took part in discussions and consultations. Recommendations from the review focussed on establishing better working relationships with our partners to make sure residents get the help available to them financially if they are in financial difficulty.

We are delivering a number of initiatives to continue our fight to reduce rough sleeping and homelessness amongst our residents. We have commissioned a new complex needs service for street homeless providing 31 new accommodation units. We launched our Homelessness Transformation Programme to increase the number of households the council is assisting to prevent and relieve homelessness and minimise the use of expensive temporary accommodation. We are investing in new staff and tools to work with households at an early stage, before they reach crisis point, to help them retain their existing home or find a new one, including accommodation in the private rented sector. We have commissioned a new specialist employment service for the homeless, called BEAM, to assist benefit capped households in temporary accommodation into sustainable employment. We have recruited more staff in our housing options service including an additional temporary

accommodation rent officer who is specialising in supporting residents to maximise their income on benefits and reduce rent arrears.

#### What difference we have made

The economy is still recovering from the effects of the pandemic, so we are continuing to support families who are struggling to put food on the table and manage their finances.

There are just over 15,000 children in our borough who are eligible for free school meals, representing a third of all children. We are addressing the need to support families who find providing extra food during school holidays a challenge through our holiday hunger scheme. Over Easter we distributed 26,300 food boxes containing ingredients for five meals and recipes and fun activity booklets, through the Covid winter grant and the DfE Holiday activities and food programme. Over the summer half term, we delivered approximately 27,000 meals breakfast bags containing five healthy breakfasts for all eligible children. Over the summer holidays we put on 52 holidays clubs across the borough with activities and at least one healthy hot meal provided to participants.



Via our Covid Local Support Grant we distributed 17,500 vouchers worth £10, £25 and £30 over each of the holiday programmes to families with children eligible for free school and any children identified by schools as being vulnerable to food poverty over holiday periods.

With our partners we are delivering a range of advice and guidance on maximizing income on benefits both online and face to face and this work has achieved a positive outcome for many low-income families. Between April-September 2021, our in-house Tackling Poverty team have achieved a positive outcome for 159 households. Residents were awarded a total of £546,182 in Universal Credit, £60,918 in discretionary housing payments and £110,048 in housing benefits or council tax reduction relief. Other smaller income awards were for those eligible carers allowance, attendance allowance and employment support allowance.

Through our Local Community Fund funded advice Tower Hamlets project, we provided over 10,000 resident clients with social welfare information and advice. Of those assisted, 2,216 achieved an increase in income and the

total amount of increased and or backdated achieved was over £15.7m (April-September).

As of end of 2020/21 (our most recently audited data published by the Department of Levelling Up, Housing and Communities, (formerly MHCLG) showed that we had worked with 1,935 households who had been assessed by our housing options service as being owed a prevention or relief of homelessness duty. We prevented or relieved the homelessness of 959 households. This work includes supporting people on the streets into accommodation, mediating a return home to friends and family where relationships have broken down, reinstating tenants unlawfully evicted, and finding safe homes for individuals experiencing domestic violence.

## Priority 2

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



We need to manage and reduce air pollution, carbon emissions, and the levels of waste produced by a growing population. We are working with our communities to change behaviours and protect our environment.

**What we have delivered**

Tower Hamlets has the fifth highest levels of air pollution in London and around 40% of our residents live in areas that breach EU and government guidance on safe levels of air pollution. We are working with the local community, local and government agencies to support lower pollution levels and manage traffic congestion across the borough.

We held anti-idling workshops at Thomas Buxton and Manorfield primary schools, raising awareness about the harmful effects of air pollution. While parents may understandably prioritise safety in their travel planning, we want to make sure that drivers around schools are mindful of the effect of exhaust fumes on respiratory health so getting students to get their parents to promise not to leave their engines running outside the school is a great way to keep the air around the school cleaner and healthier. Our environmental health teams visited idling hot spot areas in the borough and spoke to over 50 drivers about the effects of idling, encouraging them to turn off their engines when stationary.

We are continuing to undertake actions

that will decarbonise our buildings and transport fleet as part of our response to reduce harmful emissions from our buildings and fleet. We are installing air source heat pumps to replace gas boilers in four of our buildings. This £1.4m project is being partly funded by the Public Sector Decarbonisation Scheme and will reduce emissions from our buildings by 109 tonnes. We are looking at other buildings to see how we can decarbonise those and installing solar panels on suitable buildings. We are also working towards decarbonising our transport fleet as soon as possible and convert the fleet to electric vehicles.

This year we are continuing with our programmes to make the local environment more appealing, increasing the cleanliness and quality of parks and public spaces to counteract the detrimental impact of the pandemic on physical and mental health of our residents.

We are implementing new arrangements to improve street cleansing. Using data and insight, we have identified four areas in the borough that will benefit from additional street washing. We are funding this work out of the Late Night Levy we charge licence holders. We use this to fund activities and resources that benefit

the late night economy, concentrating our efforts in Brick Lane, Boundary Street, sections of Wapping, Commercial Street and in Arnold Circus. We have installed five more smart bins in Brick Lane, and we will be installing another 15 more later in the year.

Despite the easing of lockdown, there are still many residents who are working from home. We have seen significant increase in the volume of household waste collected. We are working with our materials sorting contractor to target contamination within recycling bags. We have continued to work on our estates recycling project which aims to improve the recycling bin infrastructure and facilities on estates, to increase recycling by making resources and information more available to residents, and to tackle contamination by creating awareness within residents and caretakers about the importance of recycling correctly. We have completed improvements on 25 Tower Hamlets Homes estates, and we are now investigating options to access additional funding to progress a wider roll out of improvements around the borough.



We have committed £266,750 to give our high streets a makeover via a series of Big Clean Ups. This funding is part of our Mayor's £3m Covid Recovery Fund. The Big Clean Ups will include deep cleaning of pavements, graffiti removal and shopfront improvements. Our first Big Clean Up took place in August at Arnold Circus which has been highlighted as a grot hotspot.

The Mayor pledged to plant 1,000 trees across the borough over a three-year period. We have recently concluded our public consultation on the third year of our street tree planting programme. We are currently constructing tree pits and we are aiming to plant over 300 trees between October and March, adding to the 700 already planted over the past two years.

### What difference we have made

Research shows that one in three car trips in our borough are less than 1.2 miles. Through our Liveable Streets programme we are making changes to our environment to enable more people to choose to walk and cycle by making it a safe and enjoyable way to travel.

During August 2021 we implemented calming measures in certain sections of Brick Lane (Underwood Road, Buxton, Hunton, Deal and Woodseer streets) to restrict sections on certain evenings and all weekends traffic. By reducing traffic at peak times, we are not only helping to create a safer and much more enjoyable environment but also helping local businesses use more outdoor space and attract visitors and shoppers back into the area. These changes will be reviewed and the impact on traffic, residents and businesses assessed and reported on.

We have started construction on the Old Ford Road West Liveable Streets programme and have started a public consultation on the Shadwell Liveable Streets programme. Barkantine Liveable Street works will be completed towards the end of 2021. We have started Liveable Streets works in Bow, and we will be starting construction for Old Ford Road West, Liveable Streets in December.

The recent Liveable Streets works in Old Bethnal Green Road have created a School Street for the children at Elizabeth Selby Infants' School. The works include improvements to Old Bethnal Green Road and surrounding streets, including upgraded street

lighting, CCTV, new trees, and more greenery.

Before works began, our data showed that more than 8,000 vehicles a day travelled along Old Bethnal Green Road, impacting road safety and air quality outside local schools and nurseries. Now, Elizabeth Selby Infants' School benefits from quieter streets around its pupil entrance in Pollard Street, and the wider and more level pavements are a welcome boost for those with pushchairs, using wheelchairs or other mobility aids. The new segregated cycle paths and continuous crossings have also made it safer and more enjoyable to walk, scoot or cycle. Local schools have also been learning about the design of the roads and pupils have personal journey planners to help them map out safer, quieter routes to school. Children from the infants' school designed banners to highlight the benefits of the quieter roads.

We have also created school streets at three other primary schools: Cubitt Town, John Scurr, and Bonner. Twenty-two school streets have been created benefitting approximately 10,800 pupils. The changes we have made include safer crossings, restricting traffic at the start and end of the school day, wider

pavements, and planting trees and other plants to filter pollution. This year we plan to build more school streets, and we have recently launched consultation for several new schemes.



People find accessing good quality, affordable housing difficult in a borough with a fast-growing population, low-income levels for many, and a growing private rented sector with high rents and house prices.

### What we have delivered

Working with social housing landlords and other partners, we are delivering more quality, affordable homes for residents. This year we have granted planning permission to build 20 new council homes, 15 in Gill Street and 5 at Rushmead, and 41 new homes in Whitehorse Road, enabling us to build on our commitment to deliver more quality, affordable homes for residents.

We want to ensure that the growth and regeneration in our borough contributes to our vision of making Tower Hamlets a good place to live, and that benefits are shared fairly by all residents. Between April and September, the council resolved to grant permission to develop in eight strategic locations as identified in our Local Plan.. These developments will bring much needed regeneration benefits to our borough. One of these is a site in Bethnal Green that is expected to provide retail and office uses, including affordable workspaces, providing more employment opportunities in the borough.

Permission for development on land at Blackwall Yard E14 will see 898 new residential units (including 263 affordable homes), and a new two form entry

primary school. Redevelopment of the grade 11 listed Blackwall Yard Graving Dock will provide flexible commercial space as well as landscaping and public realm improvements. This scheme includes improvements to the public highway around Blackwall Lane and cycle parking enhancements at East India DLR station.

Permission for development on a site at Byng Street and Bellamy Close and a site at Stroudley Walk are expected to deliver a couple of hundred new homes including affordable housing, a new playpark and enhanced public space, as well as access to employment opportunities for our residents via local labour in construction and procurement. The other sites are at Trafalgar Way E14, Asda Crossharbour District Centre, North Quay Aspen Way, and Brick Lane / Woodseer Street. Note: Regeneration benefits from strategic planning permissions can often take several years to realise due to the length of time it can take to complete these developments.

### What difference we have made

Residents' safety is paramount. We are continuing to deliver our programme of estate fire safety improvement initiatives.

We have been issuing tenders for the next round of fire risk assessment and remedial works and we have been working with Tower Hamlets Homes to ensure their duties that their building safety managers undertake meet the standards as set out in the new Fire Safety and Building Safety Bills.

We have recently completed 115 new council homes in Barchester Street, Poplar. The development also includes 10 wheelchair adaptable units funded by Tower Hamlets Council, 4 disabled parking spaces, as well as landscape improvements within a secure central courtyard providing cycle storage and a communal garden for residents

We have rehoused 304 overcrowded families into more appropriately sized accommodation. The number of residents in temporary accommodation has been slowly reducing. Since April we moved 268 residents out of temporary accommodation and into affordable sustainable homes. We achieved this by working with landlords to enable social distanced or virtual viewings.



Contributing to the Mayor's commitment to delivering 2,000 new council homes across the borough, we have started building 53 new council homes at Barnsley Street in Bethnal Green. This development will provide 100% affordable social rent homes and wheelchair accessible housing to support families in the borough. This development will provide one, two and three bedroom flats across three separate blocks and is expected to be completed in Summer 2023.

We are redeveloping a former garage site in Wapping Lane, which will provide 18 new council homes for rent. These 100% affordable homes will have a mix of 1, 2 and 3 bedrooms, new landscaping at street level and will replicate the design of the historic wharf buildings in Wapping. This block will be known as Altab Ali House, after Altab Ali a young man who was killed as a result of a racially motivated hatred over 40 years ago. Construction is due to be completed in February 2022.

We have recently completed 115 new council homes in Barchester Street, Poplar. The development also includes 10 wheelchair adaptable units funded by Tower Hamlets Council, 4 disabled parking spaces, as well as landscape

improvements within a secure central courtyard providing cycle storage and a communal garden for residents.

To manage the level of growth in our borough we have been delivering new infrastructure which will meet the needs of residents, workers and visitors. Between April and June 2021 we spent £277,521,968 on several major schemes including over £9m on delivering three new bridges. We have spent over £848,000 on improving our parks and open spaces, including for sports facilities, inclusive playgrounds and biodiversity and community gardening projects. We have spent a significant amount of infrastructure funding on areas in Liveable Streets Phase 1, part of our wider public realm improvement programme.

Tower Hamlets is a vibrant, diverse and exciting place. We want everyone to feel safe and enjoy all that it has to offer. We are working with residents and the police to tackle the linked issues of violence, anti-social behavior, and drugs and alcohol.

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



### What we have delivered

We are making Tower Hamlets safer by working with our public sector partners and our communities.

We have recently been awarded £1m per annum for the next 2 years to provide additional interventions and projects to tackle substance misuse in the borough. This will also help build on our successful partnership with the Police. The funding is through a targeted two-year intervention programme called ADDER funded by the Home Office and Public Health England (now OHID). Since 2017 we have worked closely in partnership with the police to tackle the supply side of the drug market as well as providing help and support to those who need it through our RESET outreach, treatment and recovery services. Central East Basic Command Unit, which covers the boroughs of Hackney and Tower Hamlets, have also been awarded £1m in funding per annum for the next two years for additional law enforcement activity. Since 2017 there have been 1,318 arrests for sale and supply of drugs through our successful joint operation with the Police called Continuum. The additional funds will allow for more help, diversion and support plus additional targeted law

enforcement activity against street and mid level drug markets and organised crime groups.

### What difference we have made

We are committed to reducing the harm ASB causes in communities.

Providing reassurance after Covid restrictions were fully lifted, our council-funded police officers, known as the Partnership Taskforce undertook additional patrols and weapons sweeps around the borough. This action coincided with Antisocial Behaviour Awareness Week in July. Our Partnership Taskforce have also been helping to make the borough by clearing graffiti and litter, carrying out unannounced visits to premises for licensing issues and sales of illegally traded tobacco and nitrous oxide, as well as taking part in cycling patrols to disrupt drug dealing from bikes, enforcing Public Spaces Protection Orders and byelaws and in issuing fines to offenders.

We held two engagement and briefing sessions at Bethnal Green underground station, Isle of Dogs Police Station, and Mile End Leisure Centre. These form part of a programme of resident engagement, enabling residents concerned with anti-

social behaviour with opportunities to report issues.

Ensuring that people feel safe travelling, working or going out at night is of paramount importance to us. We are making women's safety a priority by signing up to the Mayor of London's Women's Night Safety Charter. This initiative is part of a wider Tackling Violence Against Women and Girls strategy. Councillors Amina Ali and Bex White have become our nominated Night Safety Champions, supported by eight other councillors and the Mayor. We have delivered 23 women's safety sessions, attended by 376 members, professionals and members of the public. We have trained 14 Violence Against Women and Girls (VAWG) champions.



We are one of the most vibrant and diverse communities in the UK. Local people are proud of how our many communities work together and they value the rich cultural offer that comes with this mix of influences.

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#### **What we have delivered**

We celebrate our diverse communities, promote cohesion and work in partnership to react quickly when tensions arise.

With our partners we have put on a series of engaging events which are aimed at helping to entice shoppers and visitors back to high streets in the borough. As part of this, in July we hosted a free arts festival organised by Whitechapel Gallery. Nocturnal Creatures transformed the famous gallery and nearby historic and outdoor spaces with installations, films, live performances, music, and food experiences. These events, funded through our Thriving High Streets 3 programme included Street Feat, a summer festival celebrating the art, music, food and fashion that make Redchurch Street special. Over the summer we hosted other events such as a community mural called 'Welcoming Back Our Locals' led by Rich Mix, including workshops and street stalls, and a photography exhibition at Oxford House, Four Corners Gallery and shop windows in Bethnal Green Road.

#### **What difference we have made**

We want our borough to continue to be a place where people feel they belong and where people feel they get on well together and have an equal voice.

In September 2020 we set up the Tower Hamlets Black, Asian and Minority Ethnic (BAME) Inequalities Commission to take radical steps to dismantle long-standing structural racism. This year we have pledged to become an anti-racist borough by 2025. We held an event which was attended by representatives from Barts Health Trust, East London Business Alliance, London Muslim Centre, No Place for Hate forum and Tower Hamlets Community Volunteer Centre at the Town Hall to share ideas on how to achieve an anti-racist workplace.

## Priority 3

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



Tower Hamlets is a vibrant, diverse and exciting place. We want everyone to feel safe and enjoy all that it has to offer. We are working with residents and the police to tackle the linked issues of violence, anti-social behavior, and drugs and alcohol.

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

Everyone who lives, works, studies, visits or does business in Tower Hamlets will use a council service in some form. We work with our residents to improve our services and design them around people.

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

Making change happen is easier when we work together with others. The Tower Hamlets Partnership brings together the public, private, voluntary and community sectors to improve the lives of our residents.

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

Our improvement journey has seen us take huge strides forward. We will build on our successes, reflect on where we could have done better, and we have put in place the building blocks to improve continuously.



**What we have delivered**

In the first half of this year over 35,200 residents called our dedicated telephone hotline for local people who either want help while self-isolating or who need information and advice about vaccinations.

We are continuing to make improvements to our IT infrastructure so that our staff can concentrate on providing excellent public services more effectively and efficiently. That work includes improving our internet connectivity and implementing more modern infrastructure.

In April we published our Tower Hamlets partnership plan annual report and the Tower Hamlets partnership's priorities going forward for 2021-2023. Focussing on recovery from the impact of the pandemic, particularly on inequalities the Partnership's key areas of work will be on health and wellbeing; the economy; bouncing back' and climate change.

**What difference we have made**

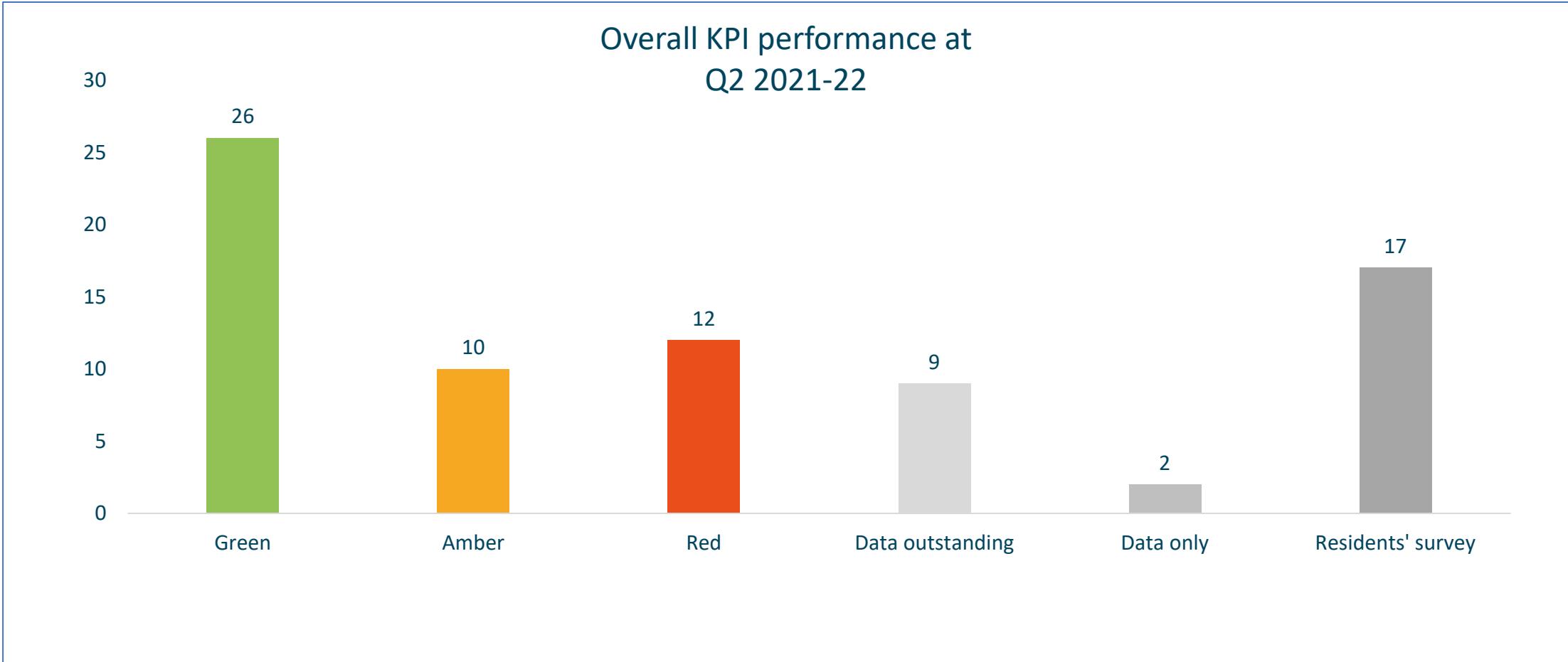
The internet and digital technology have transformed how we work, socialise, and consume, as well as how we learn, entertain and access information and services. However, access and use across the borough is unequal, and many residents remain digitally excluded - meaning some people lack internet access and/or have low levels of digital literacy. Those who are excluded can be limited or unable to participate fully in society and are at a disadvantage, particularly as the Covid-19 pandemic and subsequent lockdowns has rapidly accelerated the shift towards digital technology. At the beginning of the year, we undertook a series of workshops with our partners to review digital inclusion in Tower Hamlets. The review identified actions that we and partners can take to ensure the benefits of the internet and digital technologies are available to everyone. Findings of this review has been used to produce our Digital Inclusion Strategy and Action Plan.

In May we marked the 'topping out' of our new Town Hall at the former Whitechapel Hospital site in the heart of the borough. Reaching this milestone

shows the good progress we have made and means we are on track to make the savings this project will deliver, as well as provide a fantastic new space for residents to access services. We will be moving more teams from other council buildings into the new Town Hall, along with other bodies including Tower Hamlets Homes and the Clinical Commissioning Groups (CCG), so residents have one place to go to get things done. In addition, the ground floor will be for public and SME use, with meeting rooms and shared spaces with access to services.

# **Our performance**

## Strategic Plan performance indicators



Outcome	Measure number	Indicator name	Short description	Outturn 2020/21	Quarter target 2021/22	Quarter minimum expectation 2021/22	Outturn Q1 2021/22	Outturn Q2 2021/22	Last updated	Year on year trend	RAG status
ONE	1	<b>Percentage of eligible children living in low income families accessing early years provision</b>	The percentage of eligible 2 year olds accessing early years provision	<b>NEW</b>	55.00%	49.50%	41.3%	N/A	Q1	N/A	<b>Data outstanding</b>
ONE	2	<b>Percentage of secondary pupils attending school regularly</b>	The percentage of secondary school pupils who attended at least 90% of their possible sessions.	<b>82.9%</b>	90.2%	81.18%	82.6%	82.7%	Q2	↓	<b>AMBER</b>
ONE	3	<b>Percentage of 16-17 year olds in education, employment or training</b>	The proportion of 16-17 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.	<b>95.0%</b>	94.0%	84.6%	94.3%	92.7%	Aug-21	↓	<b>AMBER</b>
ONE	4	<b>Percentage of Idea Store Learning learners who pass their course</b>	The percentage of adult Idea Store learners who completed their course successfully. Counting number of courses	<b>97.0%</b>	97.0%	87.3%	100.0%	98.0%	Q2	↓	<b>GREEN</b>

Outcome	Measure number	Indicator name	Short description	Outturn 2020/21	Quarter target 2021/22	Quarter minimum expectation 2021/22	Outturn Q1 2021/22	Outturn Q2 2021/22	Last updated	Year on year trend	RAG status
ONE	5	<b>Number of small and medium, and new enterprises supported through the council's business programmes</b>	The number of businesses in the borough involved in participating in any of the enterprise support projects that the council runs.	<b>1,069</b>	350	315	288	373	Q2	↑	<b>GREEN</b>
ONE	6	<b>Number of young people (16-24) supported into employment via the Kickstart programme</b>	Cumulative measure. Straight count of the number of TH residents who secure a job through our Kickstart programme. This will also include any residents who may have secured jobs through another Kickstart gateway contract	<b>NEW</b>	230	207	111	210	Q2	N/A	<b>AMBER</b>
ONE	7	<b>Percentage of residents who complete their job preparation training with the Workpath service</b>	Workpath is a unique employment service for Tower Hamlets residents, providing a wide range of training and support to help people overcome their often multiple barriers to getting into work. Counting number of courses successfully passed / completed.	<b>NEW</b>	50.00%	45.00%	48.58%	54.54%	Q2	N/A	<b>GREEN</b>

Outcome	Measure number	Indicator name	Short description	Outturn 2020/21	Quarter target 2021/22	Quarter minimum expectation 2021/22	Outturn Q1 2021/22	Outturn Q2 2021/22	Last updated	Year on year trend	RAG status
ONE Page 27	8	<b>Number of residents supported into employment by the Workpath service</b>	Workpath is a unique employment service for Tower Hamlets residents, providing a wide range of support to help people overcome their often multiple barriers to getting into work. Counting the number of adults supported into employment by the council's Workpath Service. Cumulative measure.	<b>326</b>	157	99	225	441	Q2	↑	<b>Data only</b>

Outcome	Measure number	Indicator name	Comment
ONE	1	<b>Percentage of eligible children living in low income families accessing early years provision</b>	This is a termly measure. Summer term was reported in Q1. Autumn term ends in December and therefore the outturn will be reported at the end of Q3.
ONE	2	<b>Percentage of secondary pupils attending school regularly</b>	The latest available data is for the summer term. School attendance is reported termly and the next update will be at the end of Q3 covering the autumn term. Whilst secondary school attendance in Tower Hamlets is at or above national levels, we have not met our target. Secondary school attendance has been seriously affected by Covid-19 due to high degree of parental anxiety. A large number of families in Tower Hamlets have two levels of vulnerability - being a member of Black and minority ethnic communities and having extended family members living with them who have underlying health conditions. We expect attendance to increase as Covid-19 cases reduce and with the roll out of the vaccination programme. Our attendance welfare service has been working with targeted schools to support them to tackle entrenched cases of persistent absence. We are also looking at how we can further reduce absence through enforcement activity.
ONE	3	<b>Percentage of 16-17 year olds in education, employment or training</b>	The latest available data is for August 2021. 92.7 per cent of young people in the borough are in education, employment and training. We have not met our target of 94 per cent but exceeded the minimum expectation. During the months of July and August school and college leavers are in 'transition' and waiting for their GCSE, A level and BTEC results before they move into sixth form, college, jobs, apprenticeships and traineeships in September. The number of young people in 'transition' during this period increases and will decline as the service confirms destination details during the autumn term. We are still tracking and following up young people to establish their destination, including obtaining destination data from schools, colleges and other providers. In addition, we have seen a real decline in traineeships and apprenticeships over the past year however these are now slowly coming back. It is too early to predict the impact of Covid-19 on this year's school/college leavers. The picture will change as the economy opens up and job and apprenticeship vacancies emerge. The service will be able to confirm the picture as we conclude our destination data exercise and submit our official figures to the DfE in February 2022.
ONE	4	<b>Percentage of Idea Store Learning learners who pass their course</b>	The latest available date is for the summer and covers learners who took an Idea Store learning adult learner course between April and July. In the summer term, 885 residents enrolled achieving 98 per cent pass rate. We exceeded our target of 97 per cent.

Outcome	Measure number	Indicator name	Comment
ONE	5	<b>Number of small and medium, and new enterprises supported through the council's business programmes</b>	This quarter, 68 SMEs and new enterprises received support through a range of business programmes bringing the total number of businesses supported so far this year to 373. There was less masterclass delivery this quarter as we reallocated our resources to initiating Pivot 2, Creative Cultural Freelancers programme and the Business Adaptations project. Our Enterprise Business Support Newsletter is now reaching an average of 7,000 businesses in the borough every week. We exceeded our target of 350. This is a cumulative measure.
ONE	6	<b>Number of young people (16-24) supported into employment via the Kickstart programme</b>	So far this year 210 young Tower Hamlets residents were supported into employment via the council's own Gateway Consortium, with a further 78 non-TH residents also supported through our Gateway. We have missed our in-year target by ten people. In the same way that our Workpath service has supported young people who live in other boroughs into Kickstart jobs, we know that other Gateway providers will be supporting young Tower Hamlets residents into Kickstart jobs too. We are reaching out to other Gateway providers so that we can start reporting these job successes in future reports. This is a cumulative measure.
ONE	7	<b>Percentage of residents who complete their job preparation training with the Workpath service</b>	979 job preparation training and intervention activities with our Workpath clients have taken place so far this year, helping them to gain the skills they need to enter the jobs market. Interventions included interview preparation, application support, coaching, and barriers to employment and skills assessments. This is a cumulative measure.

Outcome	Measure number	Indicator name	Comment
ONE Page 30	8	<b>Number of residents supported into employment by the Workpath service</b>	Given the uncertainty with the economy, we plan to track our progress rather than assess our performance against target. The target is advisory only. Cumulative measure.

Outcome	Measure Number	Indicator Name	Short description	Outturn 2020/21	Quarter target 2021/22	Quarter minimum expectation 2021/22	Outturn Q1 2021/22	Outturn Q2 2021/22	Last updated	Year on year trend	RAG status
TWO	9	<b>Percentage of Education Healthcare Plan assessments completed within the statutory timescales of 20 weeks</b>	The percentage of Education Healthcare Plan assessments complete within 20 weeks.	<b>NEW</b>	26%	23.40%	43.01%	41.2%	Q2	↓	<b>GREEN</b>
TWO	10	<b>Children with child protection plans receiving timely visits</b>	Percentage of children on a child protection plan receiving a visit with 10 working days. This measure is a snapshot of those children open at the end of the quarter and subject of child protection plans.	<b>NEW</b>	95.0%	90.0%	94.56%	87.1%	Q2	↑	<b>RED</b>
TWO	11	<b>Families who are seeing the benefits of being supported before problems escalate</b>	The percentage of families who achieved improved outcomes through Early Help support.	<b>N/A</b>	70.0%	63.0%	70.0%	67.6%	Q2	↓	<b>AMBER</b>
TWO	12	<b>Percentage of pupils who are regularly attending primary school in reception year</b>	The percentage of pupils in Reception who attended at least 90% of their possible sessions.	<b>76.0%</b>	80.50%	72.45%	77.0%	77.3%	Q2	↑	<b>AMBER</b>

Outcome	Measure Number	Indicator Name	Short description	Outturn 2020/21	Quarter target 2021/22	Quarter minimum expectation 2021/22	Outturn Q1 2021/22	Outturn Q2 2021/22	Last updated	Year on year trend	RAG status
TWO	13	<b>Percentage of pupils who are regularly attending primary school in Years 1-6</b>	The percentage of pupils in Years 1-6 who attended at least 90% of their possible sessions.	<b>84.0%</b>	95.00%	85.50%	85.2%	86.2%	Q2	↑	AMBER
TWO Page 32	14	<b>Long term looked after children who are in stable placements</b>	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.	<b>72.7%</b>	72.0%	65.0%	67.8%	63.5%	Q2	↓	RED
TWO	15	<b>Young people engaging with the youth offer who achieve a recorded outcome</b>	The percentage of young people who are engaged with the with the council's and council commissioned youth centres who achieve a recorded outcome.	<b>35.6%</b>	29.0%	26.1%	25.9%	23.1%	Q2	↓	RED

Outcome	Measure Number	Indicator Name	Comment
TWO	9	<b>Percentage of Education Healthcare Plan assessments completed within the statutory timescales of 20 weeks</b>	An Education Healthcare Plan (EHCP) is a legally binding document outlining a child or young person's special educational, health, and social care needs. We met our target of completing EHCPs within statutory timescales, improving outcomes for 56 children / young people.
TWO	10	<b>Children with child protection plans receiving timely visits</b>	In Q2 (Sept 2021) there was a noticeable increase in the number of children with child protection plans compared to Q1 and this had meant an increase in capacity and pressures within the Children's Social Care service. Additionally, staff absences due to sickness and annual leave during the summer months are also reasons that has meant the target for children with child protection plans receiving timely visits was not met. There has recently been an increase in staffing in recognition of the rising volume of children requiring services. The Children's Social Care management information (CSCMI) scorecard and monthly performance surgeries with team managers remain pivotal in the reiteration of expectations that children should receive timely visits. Children where visits had been missed have received increased scrutiny from increased scrutiny from both senior managers and child protection chairs to ensure those children are safe, and if issues of non engagement has been identified, resulted in presentation and consideration for escalation processes, for example, at our legal planning meetings. Team Managers and Heads of Service will continue to scrutinise weekly data to ensure this is followed up. We anticipate that performance on this measure will be back on track by the next quarter (Q3).
TWO	11	<b>Families who are seeing the benefits of being supported before problems escalate</b>	<p>The pandemic saw a significant reduction in the ability of the Early Help Service to carry out whole family assessments. Although we have now moved to seeing families face to face, this also coincided with a significant restructure of the Early Help Service which involved some transition processes that resulted in a decrease in numbers of families assessed.</p> <p>We are monitoring the number of assessments completed by the family support workers as part of supervision and we are confident that the newly embedded Early Help structure and return of home visits will contribute to an improvement on this measure. With the described action in place, we anticipate performance will be back on track by the next reporting quarter.</p>
TWO	12	<b>Percentage of pupils who are regularly attending primary school in reception year</b>	The latest available data is for the summer term. School attendance is reported termly and the next update will be at the end of Q3 covering the autumn term. This year we have set ourselves a more challenging attendance target and whilst we missed our target of 80.5 per cent, the percentage of regular attenders is now slowly improving. Reception attendance has been seriously affected by Covid-19 due to high degree of parental anxiety. A large number of families in Tower Hamlets have two levels of vulnerability - being a member of Black and minority ethnic communities and having extended family members living with them who have underlying health conditions. We expect attendance to increase as Covid-19 cases reduce and with the roll out of the vaccination programme. Our attendance welfare service has been working with targeted schools to support their improvement. Our early years services are focussing on working with families with children who are persistently absent from school.

Outcome	Measure Number	Indicator Name	Comment
TWO	13	<b>Percentage of pupils who are regularly attending primary school in Years 1-6</b>	The latest available data is for the summer term. School attendance is reported termly and the next update will be at the end of Q3 covering the autumn term. We have missed our target of 95 per cent however the proportion of regular attenders has been slowly improving over the past year. Primary school attendance has been seriously affected by Covid-19 due to high degree of parental anxiety and the large number of families in Tower Hamlets who have two levels of vulnerability - being a member of the Black and Minority Ethnic (BAME) communities and having extended family members living with them who have underlying health conditions. Our attendance welfare service has been working with targeted schools to support their improvement. It is worth noting however, that there may need to be a higher level of legal enforcement of attendance in the coming academic year.
TWO Page 34	14	<b>Long term looked after children who are in stable placements</b>	<p>Q2 performance for this measure is below target because of disruptions of placements for a number of large sibling groups in particular in the reporting period. These placement moves were unplanned and arose due to the complex needs of some of the children and the necessity in ensuring subsequent placements with carers who are better able to meet their needs. Stringent procedures that include explicit authorisation from the Service Manager for Regulated Services and Resources regarding all placement moves continues to be in place and practice. There is also an increased focus on long term fostering matches to ensure children remain secure and in stable placements.</p> <p>We continue to monitor performance as part of the monthly children's social care management information reporting and performance surgeries with Managers. We hope to be on target by the end of the 2021-22 reporting year because we anticipate a number of children would have met the threshold for either two continuous years in placement or adoptive placements by then.</p>
TWO	15	<b>Young people engaging with the youth offer who achieve a recorded outcome</b>	We have not met our Q2 target. Not all of the provider contracts that we expected to be using at this point are set up yet. Performance is above the targets we have with the contracts that are currently in place. We expect performance to pick up when the remaining contracts are in place.

Outcome	Measure Number	Indicator Name	Short description	Outturn 2020/21	Quarter target 2021/22	Quarter minimum expectation 2021/22	Outturn Q1 2021/22	Outturn Q2 2021/22	Last updated	Year on year trend	RAG status
THREE	16	<b>People who are more independent after being supported through reablement services.</b>	Reablement is a short term service provided to people leaving hospital or current service users who may have deteriorated following a fall or a spell of illness. Reablement 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.	55.0%	75.00%	67.50%	47.4%	52.1%	Q2	↓	RED
THREE	17	<b>Residents' self-reported level of physical activity</b>	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.	29.0% (2018/19)	31.88%	26.12%	N/A	N/A	2020/21	N/A	Residents' survey
THREE	18	<b>Residents' self-reported level of health</b>	This measure is taken from the council's residents' survey. It is expressed as the percentage of respondents who report their health as being 'very good' or 'good'.	77.0% (2018/19)	79.48%	74.52%	N/A	N/A	2020/21	N/A	Residents' survey

Outcome	Measure Number	Indicator Name	Short description	Outturn 2020/21	Quarter target 2021/22	Quarter minimum expectation 2021/22	Outturn Q1 2021/22	Outturn Q2 2021/22	Last updated	Year on year trend	RAG status
THREE	19	<b>Number of people using social care who receive direct payments as part of self directed support</b>	This measure is derived from the Adult Social Care Outcomes Framework (ASCOF). Direct payments are an indication of individuals having choice and control of their services.	22.4%	650	630	583	595	Q2	↑	RED

Outcome	Measure Number	Indicator Name	Short description	Outturn 2020/21	Quarter target 2021/22	Quarter minimum expectation 2021/22	Outturn Q1 2021/22	Outturn Q2 2021/22	Last updated	Year on year trend	RAG status
THREE	20	<b>Overall satisfaction with care and support services</b>	This measure is taken from the statutory annual service user survey and used as a benchmarking metric nationally for service quality. It is expressed as a percentage where the numerator is all respondents who say they are 'extremely', 'very' or 'quite satisfied' and the denominator is the total number of responses to the question	<b>86.7% (latest data 19/20) - no survey in 20/21</b>	88%	84%	N/A	N/A	N/A	N/A	<b>Residents' survey</b>
THREE Page 37	21	<b>Overall contribution of care and support services to quality of life</b>	This measure demonstrates the contribution of care and support services to the quality of life of service users. It is derived from the statutory annual service user survey question "Do care and support services help you to have a better quality of life?". The measure is expressed as the percentage of those who answer 'yes' to the question.	<b>93.2% (19/20) - no survey in 20/21</b>	94%	89%	N/A	N/A	N/A	N/A	<b>Data outstanding</b>
THREE	22	<b>Number of people who are signposted to find appropriate advice and support in the wider community that helps them to maintain their independence</b>	PLACEHOLDER - this measure will derive from a KPI for the new Advice, Information and Guidance contract that will be in place from July 2021. It is a measure of the effectiveness of advice and signposting services in enabling people to self-manage their health and wellbeing.	<b>NEW</b>	65%	62%	N/A	N/A	N/A	N/A	<b>Data outstanding</b>

Outcome	Measure Number	Indicator Name	Short description	Outturn 2020/21	Quarter target 2021/22	Quarter minimum expectation 2021/22	Outturn Q1 2021/22	Outturn Q2 2021/22	Last updated	Year on year trend	RAG status
THREE	23	<b>% of closed section 42 enquiries where desired outcomes expressed were achieved. (Making Safeguarding Personal)</b>	This is a measure from the Safeguarding Adults Collection and relates to Making Safeguarding Personal. The numerator is the total number of clients who expressed their desired outcomes where those outcomes were fully or partially achieved.	<b>76.8%</b>	83%	76%	86.11%	88.3%	Q2	N/A	<b>GREEN</b>
THREE	24	<b>Number of people engaging with smoking cessation service who quit smoking</b>	Number of self-reported successful quitters at 4 weeks. Successful quitters are those smokers who successfully quit at the four-week follow-up. A client is counted as a 'self-reported 4-week quitter' when assessed four weeks after the designated quit date, if they declare that they have not smoked, in the past two weeks. It is expected that 80% of the quits should be verified with a carbon monoxide reading (NICE Guidance).	<b>826 (Q1 - 3 20/21 total)</b>	250	225	284	294	Q2	N/A	<b>GREEN</b>

Outcome	Measure Number	Indicator Name	Comment
THREE	16	<b>People who are more independent after being supported through reablement services.</b>	<p>Performance against this measure improved slightly during Q2 but remains below target. Our short term reablement and rehabilitation services continue to be highly rated. That performance is below target for this measure indicates pressures on the health and care system. We continue to see high volumes of hospital discharges and people needing more ongoing support following an initial period of rehabilitative or reablement support upon leaving hospital. At the end of Q2 there are 169 people who have short term care packages, the highest level so far this year. Not all of these were 'new' clients but the numbers indicate demand pressures in the system. In Q2, 301 care packages following a hospital discharge were set up. The recent ADASS activity survey, published in July 2021 notes that across the country, social care activity has stepped up both due to work to avoid hospital admissions and follow up support on discharge.</p> <p>We have restarted the more normal reablement service duration of 6 to 8 weeks and will continue to monitor the situation closely and activity relating to hospital discharge. Adult social care locality teams are working closely with the hospital SW team, clinical staff and commissioned services. This is hard to estimate given likely autumn and winter pressures; the situation will remain closely monitored.</p>
THREE	17	<b>Residents' self-reported level of physical activity</b>	We were unable to carry out our normal annual residents' survey and instead conducted a mid pandemic residents' survey. Results cannot be compared to previous years.
THREE	18	<b>Residents' self-reported level of health</b>	We were unable to carry out our normal annual residents' survey and instead conducted a mid pandemic residents' survey. Results cannot be compared to previous years.

Outcome	Measure Number	Indicator Name	Comment
THREE  Page 40	19	<b>Number of people using social care who receive direct payments as part of self directed support</b>	<p>The target for this measure is now a numerical one rather than a percentage of adult social care clients. The target is 650. At the end of Q2 there were 595 clients who are active users of direct payments, an increase of 12 since the end of Q1 (583). Performance on this measure has remained consistent at around 22 per cent of adult social care long term service users taking up a Direct Payment. There are a number of reasons for performance being off track including the process of setting up direct payments being perceived as complicated and another barrier can be the length of time taken for staff to set up a direct payment compared to a managed service.</p> <p>The direct payments working group is overseeing the rollout of a number of 'test and learn' initiatives to make direct payments easier to access and to improve uptake. Challenging but realistic targets have been set for teams across adult social care for setting up new direct payments. In Q3 we will commence a piece of insight work to understand why some people decide to revert to a commissioned service after a short period of time using a direct payment to help us to better understand the challenges from a service user perspective. Historically, performance has been below target for a number of years. We don't expect to see substantial impact in terms of an increase in uptake until later in the year (Q4). Performance is being closely monitored.</p>

Outcome	Measure Number	Indicator Name	Comment
THREE	20	<b>Overall satisfaction with care and support services</b>	This measure is from an annual statutory survey that will not be reported until the end of the financial year.
THREE Page 41	21	<b>Overall contribution of care and support services to quality of life</b>	Annual measure
THREE	22	<b>Number of people who are signposted to find appropriate advice and support in the wider community that helps them to maintain their independence</b>	Data expected in Q3 as the new Age UK service started at the end of July.

Outcome	Measure Number	Indicator Name	Comment
THREE	23	<b>% of closed section 42 enquiries where desired outcomes expressed were achieved. (Making Safeguarding Personal)</b>	88.3 per cent of closed section 42 enquiries where desired outcomes expressed were achieved. We exceeded our target of 83 per cent. This achievement equates to 158 vulnerable adults having been safeguarded from abuse or neglect.
THREE	24	<b>Number of people engaging with smoking cessation service who quit smoking</b>	Q2 figure is provisional based on number of people signed up to the service. This indicator will be updated mid-November when full quit data is available and received from our partners.

Outcome	Measure Number	Indicator Name	Short description	Outturn 2020/21	Quarter target 2021/22	Quarter minimum expectation 2021/22	Outturn Q1 2021/22	Outturn Q2 2021/22	Last updated	Year on year trend	RAG status
FOUR	25	<b>Residents' self-reported level of health for groups experiencing health inequalities - BAME residents</b>	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'.	<b>76.8% (2018/19)</b>	79.36%	74.40%	N/A	N/A	2020/21	N/A	<b>Residents' survey</b>
FOUR	26	<b>Residents' self-reported level of health for groups experiencing health inequalities - residents from C2, D, E socio-economic groups</b>	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'.	<b>68.3% (2018/19)</b>	71.1%	65.6%	N/A	N/A	2020/21	N/A	<b>Residents' survey</b>
FOUR	27	<b>Proportion of residents who complete their job preparation training with the Workpath service who are women</b>	Workpath is a unique employment service for Tower Hamlets residents, providing a wide range of support to help people overcome their often multiple barriers to getting into work. Measuring the proportion of residents supported into work by the workpath (actual number) who are female. Cumulative measure.	<b>NEW</b>	45%	41%	48.5%	47.7%	Q2	N/A	<b>GREEN</b>

Outcome	Measure Number	Indicator Name	Short description	Outturn 2020/21	Quarter target 2021/22	Quarter minimum expectation 2021/22	Outturn Q1 2021/22	Outturn Q2 2021/22	Last updated	Year on year trend	RAG status
FOUR	28	<b>Proportion of residents who complete their job preparation training with the Workpath service who are from BAME backgrounds</b>	Workpath is a unique employment service for Tower Hamlets residents, providing a wide range of training and support to help people overcome their often multiple barriers to getting into work. Measuring the proportion of residents supported into work by the Workpath who are from Black, Asian and minority ethnic (BAME) backgrounds. Cumulative measure.	<b>NEW</b>	85%	77%	84.2%	98.6%	Q2	N/A	<b>GREEN</b>
FOUR	29	<b>Proportion of residents who complete their job preparation training with the Workpath service who have disabilities</b>	Workpath is a unique employment service for Tower Hamlets residents, providing a wide range of support to help people overcome their often multiple barriers to getting into work. Measuring the proportion of residents supported into work by the Workpath who have a disability or health problem. Cumulative measure.	<b>NEW</b>	15%	14%	13.2%	17.3%	Q2	N/A	<b>GREEN</b>

Outcome	Measure Number	Indicator Name	Short description	Outturn 2020/21	Quarter target 2021/22	Quarter minimum expectation 2021/22	Outturn Q1 2021/22	Outturn Q2 2021/22	Last updated	Year on year trend	RAG status
FOUR	30	<b>Proportion of residents who complete their job preparation training with the Workpath service who live in the most deprived postcode areas</b>	Workpath is a unique employment service for Tower Hamlets residents, providing a wide range of support to help people overcome their often multiple barriers to getting into work. Measuring the proportion of residents supported into work by the Workpath who from deprived postcodes. Deprived postcodes has been defined postcodes in the bottom 3 deciles according to the Index of Multiple Deprivation (IMD). Cumulative measure.	<b>NEW</b>	70%	63%	73.2%	73.4%	Q2	N/A	<b>GREEN</b>

Outcome	Measure Number	Indicator Name	Short description	Outturn 2020/21	Quarter target 2021/22	Quarter minimum expectation 2021/22	Outturn Q1 2021/22	Outturn Q2 2021/22	Last updated	Year on year trend	RAG status
FOUR	31	<b>Average annual income increase for residents receiving benefit maximisation support</b>	This indicator measures the average annual increase in benefits achieved for residents who were supported to maximise their income on benefits (including backdated appeals and new benefits) (£). This is a demand-led service and therefore target represents the average achieved for residents over the past four years. However it should be noted that changes to welfare eligibility could reduce the amounts achieved.	<b>£5,720.86</b>	£6,130.7	£5,517.6	£6,578.38	£5,993.21	Q2	↑	<b>AMBER</b>
FOUR	32	<b>Number of residents who are better off after receiving benefit maximisation support</b>	Numerator of measure above: Average annual income increase for residents receiving benefit maximisation support	<b>NEW</b>	1990	1791	2774	N/A	Q2	N/A	<b>GREEN</b>

Outcome	Measure Number	Indicator Name	Short description	Outturn 2020/21	Quarter target 2021/22	Quarter minimum expectation 2021/22	Outturn Q1 2021/22	Outturn Q2 2021/22	Last updated	Year on year trend	RAG status
FOUR	33	<b>Households whose homelessness has been prevented or relieved</b>	Percentage of households whose homelessness was prevented or relieved via the Housing Options Service or through any funded initiative. Of those whose cases were closed in that quarter. Cumulative measure. Based on statutory returns.	<b>44.9%</b>	50.00%	45.0%	43.0%	N/A	Q1	↓	<b>RED</b>

Outcome	Measure Number	Indicator Name	Comment
FOUR	25	<b>Residents' self-reported level of health for groups experiencing health inequalities - BAME residents</b>	We were unable to carry out our normal annual residents' survey and instead conducted a mid pandemic residents' survey. Results cannot be compared to previous years.
FOUR Page 48	26	<b>Residents' self-reported level of health for groups experiencing health inequalities - residents from C2, D, E socio-economic groups</b>	We were unable to carry out our normal annual residents' survey and instead conducted a mid pandemic residents' survey. Results cannot be compared to previous years.
FOUR	27	<b>Proportion of residents who complete their job preparation training with the Workpath service who are women</b>	So far this year we have undertaken 467 job preparation training and intervention activities with Workpath clients in this cohort. The range of activities are summarised in measure number 7.



Outcome	Measure Number	Indicator Name	Comment
FOUR  Page 50	30	<b>Proportion of residents who complete their job preparation training with the Workpath service who live in the most deprived postcode areas</b>	So far this year we have undertaken 79 job preparation training and intervention activities with Workpath clients in this cohort. The range of activities are summarised in measure number 7.

Outcome	Measure Number	Indicator Name	Comment
FOUR	31	<b>Average annual income increase for residents receiving benefit maximisation support</b>	<p>This measure combines the efforts of our Tackling Poverty Team and the Local Community Fund (LCF) funded services that we commission in supporting our residents to maximise their income. LCF-funded services: in Q2 a total of 1,324 clients were assisted to maximise their income. The total amount achieved was £7,109,375.52, equating to £5,369.61 average annual income, against their target of £,216.20 per person. Tackling Poverty Team: in Q2 a total of 159 clients achieved an increase in income after being assisted by the Tackling Poverty team. The total amount of income increased and/or backdated as a result of this help is £5,687.69 average annual income, against their target of £5,000. Overall: The average annual income increase for residents receiving benefit maximisation support is £5,687.69.</p> <p>LCF partners suspended face to face services and transitioned to a highbred telephone and online service. This continues although some agencies are now reverting back to face to face advice for vulnerable clients as we all look to find a way out of Covid 19. This has affected some targets due to the halt of drop-in services and a decreased service due to many of our service users, largely from the BAME community possessing digital and language, as well other multiple barriers affecting their ability to engage in all our services, but this is improving. All advice agencies have seen a greater demand for advice without the staffing or volunteers to help support the demand, this is solely due to the loss of the volunteers throughout this pandemic. This has had a massive impact on the number of clients all agencies have been able to see and respond to. We have again seen a change in case matters affecting individuals, such as housing ejections, PIP appeals, growing debt issues, benefits issues and DWP overpayments created by the pandemic resulting in sudden losses of income, thus resulting in a surge of UC claims, homelessness and mental health. The need of food bank, gas and electricity vouchers and other financial support continues to rise into 2021. All partners in the consortium continue to reach out to residents through a hybrid support service offering phone, SMS, email, video link and face to face advice. Support also includes help with forms where clients are unable to read or write, any issues they may have with UC verification and inability to log into their UC accounts. We will monitor the situation over the coming months.</p>
FOUR	32	<b>Number of residents who are better off after receiving benefit maximisation support</b>	<p>This quarter 1,407 residents received benefit maximisation support that left them financially better off (2,774 to date). So far this year, 159 residents were helped by our Tackling Poverty team and 2,615 by our LCF funded services. This is a cumulative measure</p>

Outcome	Measure Number	Indicator Name	Comment
FOUR	33	<b>Households whose homelessness has been prevented or relieved</b>	<p>The level of households applying to the council as homeless or threatened with homelessness increased significantly in Q1 2021/22. There were 540 new applications in total. This is the highest number since Q2 2019/20. The rise in demand can be attributed two factors. Firstly, homelessness or the threat of homelessness from the social rented and the private rented sector saw a significant increase as a result of the lifting of the eviction ban as of 1st June 2021 which had been in force since April 2020. There was also a significant increase in family homelessness in Q1 2021/22, which had been largely suppressed as a result of Covid-19. In summary the target has not been met because whilst the number of households who had their homelessness prevented or relieved by the council is not dissimilar to pre-Covid-19 performance levels, the higher demand in this quarter has meant proportionately a lower number of households being assisted.</p> <p>In April 2021 we embarked on a 3 year Homelessness Transformation Programme, a key objective of which is to Increase 'upstream' early homeless prevention. Upstream prevention includes undertaking mediation with landlords and hosts to help households retain their existing home, minimising disruption to schooling and employment, and enabling households to benefit from ongoing support from local community, personal networks and local service provision. It also reduces the use of costly temporary accommodation. The Programme will also increase the use of the Private Rented Sector (PRS) to help households whose homelessness isn't prevented to settle into a new home suitable to their needs, and keep to a minimum the upheaval and stress that comes with being homelessness and the uncertainty of not having a place to call home. The programme includes a wide range of measures including introducing additional staffing to support upstream prevention, particularly with families, and a new maximum 3 offer PRS policy to help homeless households to evaluate the pros and cons of often limited options and to promote choice. In response to the end of the eviction ban, recruitment has commenced for an additional Housing Adviser to support tenants at risk of eviction in private rented accommodation, and an additional Money Adviser for households at risk of eviction due to rent arrears. Provisional internal performance data, which remains subject to validation, indicates an improvement in performance in Q2 2021/22.</p>

Outcome	Measure Number	Indicator Name	Short description	Outturn 2020/21	Quarter target 2021/22	Quarter minimum expectation 2021/22	Outturn Q1 2021/22	Outturn Q2 2021/22	Last updated	Year on year trend	RAG status
FIVE	34	<b>Level of public realm cleanliness (litter)</b>	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.	<b>86.13%</b>	92.0%	82.8%	95.4%	92.7%	Q2	↑	<b>GREEN</b>
FIVE	35	<b>Level of CO2 emissions generated by the council's activities</b>	Level of CO2 emissions generated by council activities (measuring % reduction from the baseline).	<b>22.0%</b>	N/A	N/A	N/A	N/A	2020/21	N/A	<b>Data outstanding</b>

Outcome	Measure Number	Indicator Name	Short description	Outturn 2020/21	Quarter target 2021/22	Quarter minimum expectation 2021/22	Outturn Q1 2021/22	Outturn Q2 2021/22	Last updated	Year on year trend	RAG status
FIVE	36	<b>Level of household recycling</b>	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.	<b>19.5%</b>	22.0%	20.5%	20.8%	N/A	Q1	↑	<b>AMBER</b>
FIVE	37	<b>Proportion of primary school pupils benefiting from a school street at their school</b>	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.	<b>21.8%</b>	27.0%	24.3%	27.0%	40.6%	Q2	↑	<b>GREEN</b>

Outcome	Measure Number	Indicator Name	Short description	Outturn 2020/21	Quarter target 2021/22	Quarter minimum expectation 2021/22	Outturn Q1 2021/22	Outturn Q2 2021/22	Last updated	Year on year trend	RAG status
FIVE Page 55	38	<b>Proportion of the population who live in low traffic neighbourhoods</b>	The % of the borough population who live within the boundaries of the liveable streets project/s. Population based on Census data.	0%	6LTNs		N/A	N/A	Q4	N/A	<b>Data outstanding</b>
FIVE	39	<b>Residents engaged with initiatives which contribute to reducing air pollution</b>	Air pollution is a major environmental risk to health. Influencing behavioural change by measuring the number of residents engaged with initiatives	<b>NEW</b>	188	169	2.14	3.03	Q2	N/A	<b>GREEN</b>

Outcome	Measure Number	Indicator Name	Comment
FIVE	34	<b>Level of public realm cleanliness (litter)</b>	480 transects of land have been assessed to date and 445 of those have been assessed as meeting or exceeding the cleanliness standard. This is a cumulative measure.
FIVE	35	<b>Level of CO2 emissions generated by the council's activities</b>	Annual measure

Outcome	Measure Number	Indicator Name	Comment
FIVE	36	<b>Level of household recycling</b>	<p>Latest available data relates to Q1 2021-22. The overall waste collections and waste tonnage trends continued to be affected by the lockdowns and restrictions put in place because of the pandemic. Restrictions were eased in Q1, and this enabled businesses such as restaurants, pubs, and shops to partially re-open. The recycling rate in Q1 is 20.8 per cent, which shows a big recovery compared to the same period last year when the rate was 17.4%. In Q1 21,843.04 tonnes of household waste were collected and 4,538.60 tonnes of this was recycled, reused, or composted. This shows a 6 per cent decrease of the total household waste collected and an increase of 11.24 per cent of the recycling tonnage collected compared to Q1 2020-21. Total household waste collected though remains 18.3% higher than pre-pandemic levels in 2019/20. The tonnage at the reuse and recycling centre shows a recovery from the same period last year increasing by 44.7.8 per cent (the RRC was closed for a good part of Q1 last year). However, tonnage is still lower than pre-pandemic levels with a decrease of 9.79 per cent of the items disposed of. We are working with our Materials Sorting Contractor, to target contamination. We are monitoring the performance of the recycling rounds and identifying which ones regularly have higher levels of contamination. We are identifying estates that show recurrent contamination reports and we will target these estates and work with managing agents and residents to reduce contamination and improve recycling. We are producing a communication plan and campaign materials to support residents to recycle more. Although the recycling rate is below target, we have obtained the highest recycling since the beginning of the pandemic which shows signs of recovery. Total household waste tonnage is still higher than pre-pandemic levels. Some people have returned to their workplaces, but there are still a lot of people that continue working and staying at home and shopping online. We predict this will continue at current levels for the rest of 2021-22 as people continue to work from home. However, the situation with Covid-19 is continually changing and we will continue to monitor waste tonnages collected closely.</p>
FIVE	37	<b>Proportion of primary school pupils benefiting from a school street at their school</b>	<p>We have now delivered school streets to 22 schools: Arnhem Wharf Primary School, Ben Jonson, Blue Gate Fields, Bonner, Canary Wharf College East Ferry, Cayley, Chisenhale, Clara Grant, St. Peter's CE, Harry Gosling, Cubitt Town, Culloden, Elizabeth Selby Infants' School, English Martyrs RC, Globe Primary, Harry Roberts Nursery, John Scurr, Lawdale Junior School, Malmesbury, Marner, Old Palace, Phoenix School, Seven Mills Primary School, St Luke's, Virginia.</p> <p>10,844 nursery and primary aged children (40.6 per cent of the primary population in Tower Hamlets schools) have benefitted from a cleaner, safer and more pleasant environment around their schools. It should be noted that further school street works are being carried out at three schools following consultation (Clara Grant, St Peters CE, Harry Gosling). In the next month or so we expect to start school street improvement works on a further three schools: St. Edmunds, Harbinger, and Hague.</p>

Outcome	Measure Number	Indicator Name	Comment
FIVE Page 58	38	<b>Proportion of the population who live in low traffic neighbourhoods</b>	We are mapping the low traffic neighbourhood / liveable street areas to identify the proportion of residents that live within each boundary. In addition, we are working to establish reporting methodology which will accurately reflect the street works and improvements that contribute towards this measure.
FIVE	39	<b>Residents engaged with initiatives which contribute to reducing air pollution</b>	One of the ways that we are tackling the issue of air pollution is through education, engagement and myth busting about engine idling. We engaged with 303 residents this quarter exceeding our target of 188.

Outcome	Measure Number	Indicator Name	Short description	Outturn 2020/21	Quarter target 2021/22	Quarter minimum expectation 2021/22	Outturn Q1 2021/22	Outturn Q2 2021/22	Last updated	Year on year trend	RAG status
SIX	40	<b>Residents' satisfaction with the area as a place to live</b>	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.	<b>70% (2018/19)</b>	72.2%	67.8%	N/A	N/A	2020/21	N/A	<b>Residents' survey</b>
SIX  Page 59	41	<b>Level of affordable homes permitted (by habitable rooms)</b>	The percentage of affordable homes by habitable room that have been given planning permission in the period. Counting habitable rooms is consistent with reporting with official reporting on the London Development Database (LDD) and our own policies. The % of habitable rooms measure will not equate to number of units because of housing need in the borough is for more family sized homes.	<b>31.6%</b>	50%	35%	37.27%	56.3%	Q2	↑	<b>GREEN</b>
	42	<b>Level of affordable homes completed (by habitable room)</b>	Percentage of completed homes (by habitable room) that are classed as affordable.	<b>25.9%</b>	50%	35%	0%	19.9%	Q2	↓	<b>RED</b>

Outcome	Measure Number	Indicator Name	Short description	Outturn 2020/21	Quarter target 2021/22	Quarter minimum expectation 2021/22	Outturn Q1 2021/22	Outturn Q2 2021/22	Last updated	Year on year trend	RAG status
SIX	43	<b>Homeless households moved into affordable, sustainable housing</b>	Moving residents out of temporary accommodation and into affordable, sustainable homes is a priority for the council. This indicator measures the number of all lets in the reporting period which were made to homeless households into social housing or into the private rented sector.	<b>NEW</b>	260	234	158	268	Q2	↑	<b>GREEN</b>
SIX	44	<b>Lettings to overcrowded households</b>	Measuring the number of lets to households on the common housing register (in Bands 1&2 but excluding homeless households) who have been rehoused.	<b>55.3%</b>	50%	45%	68.1%	56.5%	Q2	↑	<b>GREEN</b>
SIX	45	<b>Level of temporary accommodation use</b>	Moving towards target of reducing number of households in temporary accommodation to under 2,000 in three years time. This measure is a count of the	<b>2,696</b>	2,850	3166	2,654	N/A	Q1	↑	<b>GREEN</b>

Outcome	Measure Number	Indicator Name	Short description	Outturn 2020/21	Quarter target 2021/22	Quarter minimum expectation 2021/22	Outturn Q1 2021/22	Outturn Q2 2021/22	Last updated	Year on year trend	RAG status
SIX	46	<b>Number of regeneration outcomes secured</b>	Measuring provisions towards regeneration outcomes achieved through planning consents including strategic sites and allocations in the Local Plan. The eight regeneration outcomes are: Infrastructure and Place-making; Reducing inequalities and enhancing wellbeing; Making communities safer and more cohesive; Public realm and environment; Affordable housing; Employment; Enterprise; and, Town centres and markets.	<b>NEW</b>	5 (out of 8)	4 (out of 8)	6.3	7.4	Q2	N/A	<b>GREEN</b>
SIX	47	<b>Percentage of annual infrastructure target expenditure achieved</b>	We have an ambitious investment programme in infrastructure and local services including schools, homes and parks. In January 2021, Cabinet approved our budget for 2021/22 this equates to just over £200m (general fund budget). Measuring the percentage of infrastructure spend target achieved to date. Cumulative measure	<b>NEW</b>	40.0%	36.0%	7.0%	20.6%	Q2	N/A	<b>RED</b>

Outcome	Measure Number	Indicator Name	Comment
SIX	40	<b>Residents' satisfaction with the area as a place to live</b>	We were unable to carry out our normal annual residents' survey and instead conducted a mid pandemic residents' survey. Results cannot be compared to previous years.
SIX	41	<b>Level of affordable homes permitted (by habitable rooms)</b>	So far this year 158 homes by habitable room have been recorded onto our database, and 89 of those are affordable. This is a cumulative measure.
SIX	42	<b>Level of affordable homes completed (by habitable room)</b>	<p>360 affordable housing units, equating to 932 affordable habitable rooms out of a total of 4,693 (19.9%) have been completed by the close of Q2. We missed our minimum expectation of 35 per cent. Affordable housing completions delivered this quarter (measured by habitable rooms) include 585 completed at Wood Wharf, Prestons Road, 129 completed at Blackwall Reach, Naval Row, Prestage Way, and 87 completed at City Pride Public House, 15 Westferry Road.</p> <p>Housing completions are affected by a range of factors including build programmes that can vary considerably across different types of site and the cyclical nature of affordable housing grant allocations. Whilst the council does have a new homes programme, the construction of most residential development in the borough is led by the private sector and registered providers. The council has a role in facilitating development through the planning process but cannot directly influence the construction or completion of new homes by private developers, including the affordable component. The measure is reporting the percentage of affordable homes completed as evidenced by completion certificates issued by either an approved inspector or the council's building control department. There is typically a time lag between onsite inspection, practical completion so that occupiers can move in and the issue of certificates so the number of affordable homes completed in this period may increase if late arriving completion certificates are received.</p>

Outcome	Measure Number	Indicator Name	Comment
SIX	43	<b>Homeless households moved into affordable, sustainable housing</b>	Since the beginning of the year 136 households were moved into social housing and 132 were moved into homes in the private rented sector.
SIX	44	<b>Lettings to overcrowded households</b>	56.5 per cent of lets so far this year were to overcrowded households on the common housing register. The target was exceeded. This percentage represents lets for 304 families of the 538 total lets for this quarter to applicants on the housing register. This is a cumulative measure.
SIX	45	<b>Level of temporary accommodation use</b>	Q2 not yet been published by the Department for levelling up, housing and communities (DLUHC).. Q1 data shows that 2,654 households are living in temporary accommodation in our borough. We are committed to reducing this number to under 2,000 within the next three years and we are putting actions and procedures in place to help us achieve this aim.

Outcome	Measure Number	Indicator Name	Comment
SIX	46	<b>Number of regeneration outcomes secured</b>	Measuring the regeneration improvements and benefits that development brings to the Borough by counting the number of regeneration outcomes each development has identified that it will deliver. There are eight regeneration outcomes which are set out in our Local Plan, we therefore are scoring strategic planning permissions out of eight. This quarter three strategic planning applications were permitted: Land at Blackwall Yard Blackwall Way; 2 Trafalgar Way; Asda Crossharbour District Centre; North Quay Aspen Way; and 140 146 Brick Lane and 25 Woodseer Street. We exceeded our target of achieving 5 of the 8 regeneration outcomes. Note: regeneration benefits from strategic planning permissions can often take several years to realise due to the length of time it can take to complete these developments.
SIX	47	<b>Percentage of annual infrastructure target expenditure achieved</b>	By the end of this quarter, 20.6 per cent of our infrastructure budget was spent. Whilst this is below our target, this percentage represents more than £40 million out of a budget of over £199 million this year. We have spent more than 20 per cent of the respective budgets for delivering our new Town Hall, works to council-owned assets and public realm improvements. However, we have spent less than expected in other areas of the capital programme, in part due to a change in market conditions and prolonged procurement, including the availability of materials and the delay in their supply, availability of labour and pressures on small and medium contractors resulting from increasing costs. This is an ambitious target and last year we achieved 79 per cent spend at the end of the financial year. We continue to aim for 100% spend by year end.

Outcome	Measure Number	Indicator Name	Short description	Outturn 2020/21	Quarter target 2021/22	Quarter minimum expectation 2021/22	Outturn Q1 2021/22	Outturn Q2 2021/22	Last updated	Year on year trend	RAG status
SEVEN	48	<b>Young people entering the youth justice system for the first time</b>	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.	N/A	350	385	N/A	N/A	Q3	↑	Data outstanding
SEVEN Page 65	49	<b>Young people reoffending rate</b>	This measure looks at a cohort of young people who received a pre-court or court disposal or were released from custody within the 3-month cohort date range. The measure calculates the percentage of young people in the cohort that had a proven reoffence (an offence that resulted in a further outcome). This is known as the binary reoffending rate. Typically, the data for this measure comes from the Police National Computer and is published by the MoJ (Ministry of Justice). To allow time for proven reoffences the cohort is always 18-24 months prior to the period being reported on by the MoJ.	N/A	33.7%	37.07%	N/A	N/A	Q3	N/A	Data outstanding

Outcome	Measure Number	Indicator Name	Short description	Outturn 2020/21	Quarter target 2021/22	Quarter minimum expectation 2021/22	Outturn Q1 2021/22	Outturn Q2 2021/22	Last updated	Year on year trend	RAG status
SEVEN	50	<b>Residents' concern about crime and anti-social behaviour</b>	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.	<b>48.0% 2018/19</b>	45.1%	50.9%	N/A	N/A	2020/21	N/A	<b>Residents' survey</b>
SEVEN	51	<b>Residents' feeling of safety in their local area</b>	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.	<b>86.0% 2018/19</b>	88.0%	84.0%	N/A	N/A	2020/21	N/A	<b>Residents' survey</b>
SEVEN	53	<b>Victims of violence against women and girls who feel safer after engaging with victim support</b>	This indicator measures the effectiveness of the council's commissioned service. The council commissions a service to support women and girls 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. This is a new measure, slightly changed from a previous one that used to include feelings of safety of Hate Crime victims as well.	<b>90.5%</b>	86.0%	77.4%	92.5%	77%	Q2	↓	<b>RED</b>

Outcome	Measure Number	Indicator Name	Short description	Outturn 2020/21	Quarter target 2021/22	Quarter minimum expectation 2021/22	Outturn Q1 2021/22	Outturn Q2 2021/22	Last updated	Year on year trend	RAG status
SEVEN	52	<b>Drug users (opiate users) successfully completing treatment and not returning within 6 months</b>	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.	<b>3.3%</b>	4.50%	4.00%	3.33%	3.4%	Aug-21	↑	<b>RED</b>
SEVEN	54	<b>Criminal justice clients successfully completing drugs and alcohol treatment</b>	This indicator looks at successful addiction recovery of clients coming through the criminal justice system. It shows the drug and alcohol users that left treatment successfully. It is well evidenced that cessation of drug use reduces re-offending significantly, and improves health and well-being.	<b>7.0%</b>	10.0%	9.0%	10.2%	N/A	Jun-21	N/A	<b>Data outstanding</b>

Outcome	Measure Number	Indicator Name	Comment
SEVEN	48	<b>Young people entering the youth justice system for the first time</b>	Ministry of Justice release data around six months in arrears. Latest available data is for Q3 2020-21. The number of young people entering the youth justice system for the first time for the rolling 12 month period to end of December 2020 was 98. Q4/year-end data expected late November 2021.
SEVEN	49	<b>Young people reoffending rate</b>	This data comes from the Ministry of Justice and their data release has been delayed. Q4/year-end data expected late November 2021.

Outcome	Measure Number	Indicator Name	Comment
SEVEN	50	<b>Residents' concern about crime and anti-social behaviour</b>	We were unable to carry out our normal annual residents' survey and instead conducted a mid pandemic residents' survey. Results cannot be compared to previous years.
SEVEN	51	<b>Residents' feeling of safety in their local area</b>	We were unable to carry out our normal annual residents' survey and instead conducted a mid pandemic residents' survey. Results cannot be compared to previous years.
SEVEN	53	<b>Victims of violence against women and girls who feel safer after engaging with victim support</b>	Satisfaction levels with the commissioned provider of victim support services have historically been very high. Since 2020 these services have been provided by Solace. Typically the service handles over 1,300 cases each year and achieves positive outcomes for women and girls who have experienced abuse. Satisfaction levels are captured from an ongoing survey of those whose cases have been closed each month. Performance has dipped this quarter due to capacity issues. The survey had been administered by volunteers working alongside the support provider who have now left which has meant reduced resource for managing the process. In Q2 only 17 surveys were completed (13 clients said they felt safer as a result of the service) compared to 53 in Q1 when 49 people said they felt safer. In the year to date, 70 surveys have been completed and of these 62 people stated they felt safer after using the service. In Q3 (2021/22) Solace are planning to recruit new volunteers to carry out this survey work. For assurance purposes it is better that someone other than the case worker completes the survey with the service users to minimise respondent bias. Until new volunteers are in post it is IDVA staff who will be obtaining feedback from clients. In the year to date, 70 surveys have been completed and of these 62 people stated they felt safer after using the service (88%). We anticipate that once capacity issues have been resolved, performance should be back on track by January 2022.

Outcome	Measure Number	Indicator Name	Comment
SEVEN	52	<b>Drug users (opiate users) successfully completing treatment and not returning within 6 months</b>	<p>The latest figures for August 2021 show that performance remains stable at 3.4 per cent, a rate slightly above the June results. While the current rate remains below the 4.5 per cent target, we anticipate improvements over the next few quarters. Our client numbers are high, and Tower Hamlets is the largest treatment system in London again. A total of 2,109 clients were in treatment in the 12 months up to August 2021. Out of those, around 60 per cent are opiate users. The rate of 3.4 per cent is based on 42 opiate clients completing treatment successfully in the in the period up to August 2021. The national rate continues to fall and stood now at 4.65 per cent in August 2021.</p> <p>The commissioning team is working with the provider to increase the number of successful completions, focusing on the identification of suitable individuals who can be discharged safely. Successful completions are also a key priority in the Reset Treatment service improvement plan 2021/22. Providers are focusing on service users nearing the end of treatment (in a planned way) and referring into Recovery Support Service to build recovery capital. The current discharge process at Reset Treatment is under review following discussions in team meetings as well as the developing together staff programme, including Motivational Interviewing training and other staff training. All of which will contribute to an increase in successful completions. However, Covid-19 risks remain real for some of our client cohort and discharging clients from their support network might do more harm than good. For that reason, discharge numbers have not returned to the pre Covid period.</p>
SEVEN	54	<b>Criminal justice clients successfully completing drugs and alcohol treatment</b>	Data reported when published by Public Health England.

Outcome	Measure Number	Indicator Name	Short description	Outturn 2020/21	Quarter target 2021/22	Quarter minimum expectation 2021/22	Outturn Q1 2021/22	Outturn Q2 2021/22	Last updated	Year on year trend	RAG status
EIGHT	55	<b>Residents' level of volunteering</b>	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'.	N/A	23.4%	18.6%	N/A	N/A	2020/21	N/A	Residents' survey
EIGHT Page 71	56	<b>Level of hate crime</b>	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.	1,140	N/A	N/A	1,313	1,358	Q2	N/A	Data only
EIGHT	57	<b>Residents' perception of people from different backgrounds getting on well</b>	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'.	78.0% 2018/19	80.4%	75.6%	N/A	N/A	2020/21	N/A	Residents' survey
EIGHT	58	<b>Percentage of Idea Store learners who pass their English for Speakers of Other Languages (ESOL) course</b>	This measure is a subset of the overall Idea Store learning measure in Outcome 1.	98.0%	80.00%	72.00%	100.0%	98.0%	Q2	↓	GREEN

Outcome	Measure Number	Indicator Name	Short description	Outturn 2020/21	Quarter target 2021/22	Quarter minimum expectation 2021/22	Outturn Q1 2021/22	Outturn Q2 2021/22	Last updated	Year on year trend	RAG status
EIGT Page 72	59	<b>Proportion of residents who have friends from other ethnic backgrounds</b>	This measure is taken from the council's residents survey and is expressed as the percentage of respondents who state that they have friends from different ethnic backgrounds to themselves.	<b>76.0%</b>	Not set	Not set	N/A	N/A	2020/21	N/A	<b>Residents' survey</b>

Outcome	Measure Number	Indicator Name	Comment
EIGHT	55	<b>Residents' level of volunteering</b>	We were unable to carry out our normal annual residents' survey and instead conducted a mid pandemic residents' survey. Results cannot be compared to previous years.
EIGHT Page 73	56	<b>Level of hate crime</b>	This is a contextual measure so no targets are set. The latest reported data is for the period 1 October 2020-30 September 2021. In total there have been: Racist and religious hate crimes - 1,161; Homophobic hate crimes - 169; Transphobic hate crimes - 28 We currently don't have data on other forms of reported hate crimes. Note that for the purposes of this measure we report the number of instances rather than the number of cases, a single hate crime report may have multiple categories listed.
EIGHT	57	<b>Residents' perception of people from different backgrounds getting on well</b>	We were unable to carry out our normal annual residents' survey and instead conducted a mid pandemic residents' survey. Results cannot be compared to previous years.
EIGHT	58	<b>Percentage of Idea Store learners who pass their English for Speakers of Other Languages (ESOL) course</b>	Data relates to Term C (April-July 2021) 2021. 81 learners enrolled on ESOL courses in term C with a pass rate of 98 per cent.

Outcome	Measure Number	Indicator Name	Comment
EIGHT page 74	59	<b>Proportion of residents who have friends from other ethnic backgrounds</b>	We were unable to carry out our normal annual residents' survey and instead conducted a mid pandemic residents' survey. Results cannot be compared to previous years.

Outcome	Measure Number	Indicator Name	Short description	Outturn 2020/21	Quarter target 2021/22	Quarter minimum expectation 2021/22	Outturn Q1 2021/22	Outturn Q2 2021/22	Last updated	Year on year trend	RAG status
NINE	60	<b>Service user satisfaction with the council's online service offer</b>	This indicator measures the percentage of customers who are satisfied with the online customer experience.	<b>50.0%</b>	70.0%	60.0%	88.8%	76.3%	Q2	↑	<b>GREEN</b>
NINE	61	<b>Proportion of the most frequent council transactions completed online</b>	This indicator measures the percentage of most frequent council transactions that are completed online as oppose to over the telephone.	<b>NEW</b>	50.0%	40.0%	61.90%	67.3%	Q2	N/A	<b>GREEN</b>
NINE	62	<b>User satisfaction with libraries and Idea Stores</b>	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'.	<b>60.0% 2018/19</b>	64.9%	59.1%	N/A	N/A	2020/21	N/A	<b>Residents' survey</b>
NINE	63	<b>Residents' perception of being involved in decision-making</b>	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 decisions'.	<b>57.0% 2018/19</b>	59.9%	54.1%	N/A	N/A	2020/21	N/A	<b>Residents' survey</b>

Outcome	Measure Number	Indicator Name	Short description	Outturn 2020/21	Quarter target 2021/22	Quarter minimum expectation 2021/22	Outturn Q1 2021/22	Outturn Q2 2021/22	Last updated	Year on year trend	RAG status
NINE	64	<b>Residents' perception of being kept informed by the council</b>	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'.	<b>72.0% 2018/19</b>	74.6%	69.4%	N/A	N/A	2020/21	N/A	<b>Residents' survey</b>
NINE	65	<b>Residents' perception of council transparency</b>	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'.	<b>51.0% 2018/19</b>	53.9%	48.1%	N/A	N/A	2020/21	N/A	<b>Residents' survey</b>
TEN	66	<b>Children and young people accessing mental health services</b>	This measure gives the percentage of children and young people aged 0 - 18 who have a diagnosable mental health condition and are receiving treatment to support their mental wellbeing.	<b>27.1%</b>	35.0%	35.0%	N/A		2020/21	↓	<b>Data outstanding</b>
TEN	67	<b>Number of residents supported into employment by the Workpath partnership</b>	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.	<b>692</b>	381	343	364	588	Q2	↑	<b>GREEN</b>

Outcome	Measure Number	Indicator Name	Short description	Outturn 2020/21	Quarter target 2021/22	Quarter minimum expectation 2021/22	Outturn Q1 2021/22	Outturn Q2 2021/22	Last updated	Year on year trend	RAG status
TEN	68	<b>Resident satisfaction with council and partner response to anti-social behaviour (ASB)</b>	This measure is from the council's annual resident survey and shows the percentage of respondents who are satisfied with the council and partners response to ASB.	<b>52.0% 2018/19</b>	54.9%	49.1%	N/A	N/A	2020/21	N/A	<b>Residents' survey</b>
TEN Page 77	69	<b>Residential and nursing admissions (over 65s)</b>	This measure is from the Adult Social Care Outcomes Framework (ASCOF 2a pt 2) national set of metrics and is a key Better Care Fund indicator for assessing the effectiveness of integrated work across the local health and care system. It measures the number of council-supported older adults (65+) whose long-term support needs were met by a change of setting to residential and nursing care during the year (excluding transfers between residential and nursing care), as a rate per 100,000 population.	<b>330.8</b>	175	192.5	91.1	147.5	Q2	↓	<b>GREEN</b>

Outcome	Measure Number	Indicator Name	Short description	Outturn 2020/21	Quarter target 2021/22	Quarter minimum expectation 2021/22	Outturn Q1 2021/22	Outturn Q2 2021/22	Last updated	Year on year trend	RAG status
ELEVEN	70	<b>Council staff sickness absence rate</b>	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.	<b>12.73 days</b>	8 days	10.24 days	11.4%	11.7%	Q2	↑	RED
ELEVEN	71	<b>Council staff turnover rate</b>	Measuring the percentage of staff who have left the organisation in the rolling 12 month period. As a proxy of staff retention.	<b>11.7%</b>	10.00%	12.00%	13.8%	15.7%	Q2	↓	RED

Outcome	Measure Number	Indicator Name	Short description	Outturn 2020/21	Quarter target 2021/22	Quarter minimum expectation 2021/22	Outturn Q1 2021/22	Outturn Q2 2021/22	Last updated	Year on year trend	RAG status
ELEVEN	72	Percentage of top 5 % of earners who are women	Of all staff earning top 5 per cent, what per centage are women. Based on gross pay and excluding any school staff. Applies to permanent staff and staff who have been employed for over a year. Snapshot at end of each period.	NEW	50.00%	48.83%	48.2%	48.8%	Q2	N/A	AMBER
ELEVEN	73	Percentage of top 5 % of earners from black and minority ethnic communities	Of all staff earning top 5 per cent, what per centage are from black and minority ethnic communities. Based on gross pay and excluding any school staff. Applies to permanent staff and staff who have been employed for over a year. Snapshot at end of each period.	NEW	35.0%	31.5%	32.6%	31.7%	Q2	N/A	AMBER
ELEVEN	74	Residents' perception of the council doing a better job than last year	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.	59.0% 2018/19	61.9%	56.1%	N/A	N/A	2020/21	N/A	Residents' survey
ELEVEN	75	Budget variance for the general fund	This measure looks at the variance of the general fund actual spend against the budget to date.	-0.20%	+/-2.5%	+/-2.5%	0.20%	N/A	Q1	N/A	GREEN

Outcome	Measure Number	Indicator Name	Short description	Outturn 2020/21	Quarter target 2021/22	Quarter minimum expectation 2021/22	Outturn Q1 2021/22	Outturn Q2 2021/22	Last updated	Year on year trend	RAG status
ELEVEN Page 80	76	<b>Media and press view of the council</b>	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.	<b>91.6%</b>	80.00%	70.00%	79.7%	90.8%	Q2	↑	<b>GREEN</b>

Outcome	Measure Number	Indicator Name	Comment
NINE	60	<b>Service user satisfaction with the council's online service offer</b>	After completing an online transaction, we ask service users to rate their satisfaction with our service offer out of five. In Q2, 9,364 residents who completed an online form said they were satisfied with the council's online service offer (providing a rating of three or more out of five stars). We are now measuring satisfaction for over 40 online forms, including in the topic areas of council tax, refuse collection, planning, parking and anti-social behaviour.
NINE	61	<b>Proportion of the most frequent council transactions completed online</b>	In Q2 76,202 transactions were completed online.
NINE Page 81	62	<b>User satisfaction with libraries and Idea Stores</b>	We were unable to carry out our normal annual residents' survey and instead conducted a mid pandemic residents' survey. Results cannot be compared to previous years.
NINE	63	<b>Residents' perception of being involved in decision-making</b>	We were unable to carry out our normal annual residents' survey and instead conducted a mid pandemic residents' survey. Results cannot be compared to previous years.

Outcome	Measure Number	Indicator Name	Comment
NINE	64	<b>Residents' perception of being kept informed by the council</b>	We were unable to carry out our normal annual residents' survey and instead conducted a mid pandemic residents' survey. Results cannot be compared to previous years.
NINE	65	<b>Residents' perception of council transparency</b>	We were unable to carry out our normal annual residents' survey and instead conducted a mid pandemic residents' survey. Results cannot be compared to previous years.
TEN	66	<b>Children and young people accessing mental health services</b>	Data is currently reported at aggregated level by East London Foundations Trust (ELFT) for Tower Hamlets, Newham and City and Hackney. We are working with ELFT to agree the CAMHS data set, that will include borough level access.
TEN	67	<b>Number of residents supported into employment by the Workpath partnership</b>	588 Tower Hamlets residents have been supported into work by our Workpath partnership. We have exceeded our in-year target of 381. This is a cumulative measure.

Outcome	Measure Number	Indicator Name	Comment
TEN	68	<b>Resident satisfaction with council and partner response to anti-social behaviour (ASB)</b>	We were unable to carry out our normal annual residents' survey and instead conducted a mid pandemic residents' survey. Results cannot be compared to previous years.
TEN Page 83	69	<b>Residential and nursing admissions (over 65s)</b>	In Q2 we have reported 19 permanent admissions to residential care, the same number as Q1. This is a rate calculation and the population estimates for over 65s living in the borough are revised annually. We use the population data from our published statutory returns. We have now adjusted the population estimate figures according to the latest release. The estimated numbers of people over 65 living in the borough has increased. As a result performance on this measure is just within the target range. We are expecting high levels of demand on the health and care system in the autumn winter period, thus performance may slip due to winter pressures. We will continue to monitor this measure, working closely with partners in health to ensure as many people as possible who need care and support, particularly those discharged from hospital can remain at home or in suitable alternative accommodation including extra care sheltered housing where they can remain as independent as possible rather than being admitted to care and nursing homes.

Outcome	Measure Number	Indicator Name	Comment
ELEVEN	70	<b>Council staff sickness absence rate</b>	<p>Prior Covid-19 related absences have and continue to contribute to higher absence levels impacting on the overall performance target. Whilst there is a slight decrease in long terms absence this continues to remain at a high level (7.77 days per Fte).</p> <p>The following actions are still being undertaken to ensure the health and wellbeing of the workforce continue to be taken and embedded with regularly monitoring and update reports provided to each leadership team. Some of these items include:</p> <ul style="list-style-type: none"> <li>&gt;Monthly sessions with managers which focuses on long term and stress, depression, anxiety, mental health related absences cases. The outcome is to support individuals to work or consider appropriate alternatives that support them, and the organisation achieve its outcomes;</li> <li>&gt;Mental Health First Aiders available across the organisation;</li> <li>&gt;Covid-19 absence still monitored and captured to provide targeted support as and where required;</li> <li>&gt;Health &amp;Wellbeing support provided via our Occupational Health provider along with Employee Assistance Programme (EAP) and Physiotherapy Services as required;</li> <li>&gt;Health &amp; Wellbeing offers, support, and development sessions communicated and made available via various channels and through the Learning Hub;</li> <li>&gt;Relevant guidance and FAQs published for managers and staff on intranet.</li> </ul> <p>It is still anticipated that the above actions in the long term will have a positive impact in the reduction of overall absence. Also, to ensure this, a number of measures have been put in place to reduce the overall absence level to achieve 8 days per FTE absence over the next 18 months.</p>
ELEVEN	71	<b>Council staff turnover rate</b>	<p>A number of organisational reviews/changes have concluded resulting in departures from the organisation, which has inadvertently impacted on the performance target.</p> <p>Work continues, through the human resources and occupational development service with business leads/managers, to ensure business continuity and workforce planning is place. There is still a requirement to deliver MTFS savings. As a result, it is unlikely that the target will be met within the year due to high levels of changes and reviews which are resultant actions to help deliver savings.</p> <p>There are some retention improvements in place including a recruitment and selection policy that outlines the onboarding process into the organisation, a three day workforce development session held for the senior leadership team to help facilitate better workforce planning that will also enable talent management and retention, and workforce plans in hard to recruit areas to reduce turnover. These actions will facilitate potential applicants to the Council have a great experience of joining which enhances retention and invariably reduces turnover rates. These actions will continue to be monitored over the following year with an adjusted turnover target. Also, there is an expectation that the potential impact of a significant range of reviews will increase the turnover rate in the coming year for the organisation.</p>

Outcome	Measure Number	Indicator Name	Comment
ELEVEN	72	<b>Percentage of top 5 % of earners who are women</b>	During this Q2 there has been a higher number of female staff during this quarter, within the top percent of earners' salary range, who have left due to retirement, end of fixed term contracts and resignation as a promotional opportunity. A number of recruitments and appointment, within the top percent of earners' salary range, are currently being undertaken, this quarter, in line with the LBTH's inclusiveness. It is hoped and anticipated that recruitment into these roles will attract the appointment of women with the right skills and experiences..
ELEVEN	73	<b>Percentage of top 5 % of earners from black and minority ethnic communities</b>	There has been a number of organisational reviews/changes that have concluded resulting in departures from the organisation within the top 5% of staff who are BAME, which has inadvertently impacted on the performance target. However, there are a number of recruitment opportunities during this quarter which, in line with the Council Equality, Inclusion and Diversity principle, anticipated to have a positive impact on performance.
ELEVEN	74	<b>Residents' perception of the council doing a better job than last year</b>	We were unable to carry out our normal annual residents' survey and instead conducted a mid pandemic residents' survey. Results cannot be compared to previous years.
ELEVEN	75	<b>Budget variance for the general fund</b>	Latest available data is Q1. Q2 will be available once approved at Cabinet.

Outcome	Measure Number	Indicator Name	Comment
ELEVEN Page 86	76	<b>Media and press view of the council</b>	This quarter there were 1010 pieces of media on the council of which 918 were assessed as being positive, balanced or neutral in content.