

# Cabinet

**Monday, 1 August 2022 at 5.30 p.m.  
C1, 1st Floor, Town Hall, Mulberry Place, 5 Clove  
Crescent, London, E14 2BG**

## Supplemental Agenda 1

- 7. ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT**
- 7.1 Annual strategic delivery and performance reporting – 2021/22 (Pages 3 - 40)**

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<p><b>Cabinet</b></p> <p>1 August 2022</p>	 <p><b>TOWER HAMLETS</b></p>
<p><b>Report of:</b> Will Tuckley, Chief Executive</p>	<p><b>Classification:</b> Unrestricted</p>
<p><b>Annual Strategic Performance Reporting – 2021 to 2022</b></p>	

<b>Lead Member</b>	<b>Mayor</b>
<b>Originating Officer(s)</b>	Sharon Godman, Director Strategy, Improvement and Transformation Stephen Bramah, Corporate Head of Strategy and Improvement Abidah Kamali, Senior Strategy and Policy Officer
<b>Wards affected</b>	All wards
<b>Key Decision?</b>	No
<b>Forward Plan Notice Published</b>	1 <sup>st</sup> June 2021
<b>Reason for Key Decision</b>	This report has been reviewed as not meeting the Key Decision criteria.
<b>Strategic Plan Priority / Outcome</b>	All

### Reasons for Urgency

This report was not published in the main Cabinet pack because of continuing work to finalise the report. It is important that the report is published and noted by the Mayor and Cabinet on 1 August and as close as possible to the period being monitored (April 2021 – March 2022). It is therefore not advisable to delay the report further to September 2022.

### Executive Summary

- 1.1 This report for noting provides the Mayor in Cabinet with an update on the council’s strategic performance indicator set underpinning the Strategic Plan. It is the final strategic performance report for the four-year cycle from 2018-19 to 2021-22. Future reports will report on the delivery of the Strategic Plan 2022 to 2026.

### Recommendations:

The Mayor in Cabinet is recommended to:

1. Note the performance against the strategic performance indicator set for

2021-22;

2. Note that this is the final report for the four-year delivery cycle from 2018-19 to 2021-22.

## **2 REASONS FOR THE DECISIONS**

- 2.1 Our Performance & Accountability Framework sets out the process for monitoring the timely and effective delivery of the Strategic Plan. In line with the framework, Cabinet receives regular update reports to ensure oversight of strategic performance.
- 2.2 This report for noting promotes openness, transparency and accountability by enabling Tower Hamlets residents to track council performance.
- 2.3 This report was not published in the main Cabinet pack because of continuing work to finalise the report. It is important that the report is published and noted by the Mayor and Cabinet as close as possible to the period being monitored (April 2021 – March 2022). It is therefore not advisable to delay the report further to September 2022.

## **3 ALTERNATIVE OPTIONS**

- 3.1 The Mayor in Cabinet may decide not to review the performance information. This is not recommended as the Mayor and Members have a key role in reviewing and challenging underperformance and to utilise performance information to inform resource allocation.

## **4 DETAILS OF THE REPORT**

### *4.1 Background*

- 4.2 The Strategic Plan is the council's main business plan. This report provides the Mayor in Cabinet with an update on the performance indicators underpinning the plan for the period 2021-22.

- 4.3 The Strategic Plan for 2021 to 2024 was underpinned by a set of 76 performance measures.

### *Annual Residents Survey*

- 4.4 The set of strategic plan performance indicators includes 16 indicators that are derived from the Annual Residents' Survey (ARS). In 2021-22, we had to make changes to the ARS as we did in 2020-21. The survey was due to take place in January 2022 but had to be postponed again due to the restrictions in response to the Omicron variant which made it impossible to carry out the survey using face to face interviews. It is now expected to take place later in 2022. Results are therefore not available for the ARS derived indicators.

#### 4.5 *Performance summary*

4.6 Our performance in 2021-22 has been shaped by the pandemic response and recovery. We re-opened services in stages over the course of the year, following the Government guidance and the Covid-19 roadmap to cautiously lift restrictions in England.

4.7 At the end of quarter 4 2021 to 2022, 25 performance indicators have met or are exceeding their target and 11 are between the target and the minimum expectation, while 14 are falling short. One has a mixed rating as it has two aspects to it. Two indicators are reported as data only. We are unable to report the results of 23 indicators.

### **5 EQUALITIES IMPLICATIONS**

5.1 The council's Strategic Plan (2021 – 2024) focused on meeting the needs of the diverse communities living in Tower Hamlets and ensuring that everyone can play their part in a vibrant and cohesive community. A number of the strategic performance indicators assess the impact on different groups and communities and the extent to which we are closing the gap in outcomes.

### **6 OTHER STATUTORY IMPLICATIONS**

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

- Best Value Implications,
- Consultations,
- Environmental (including air quality),
- Risk Management,
- Crime Reduction,
- Safeguarding.
- Data Protection / Privacy Impact Assessment.

#### 6.2 *Best Value (BV) Implications*

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

#### 6.4 *Sustainable action for a greener environment*

- 6.5 Strategic Plan Outcome 5 of the Strategic Plan (2021 – 2024) - People live in a borough that is clean and green is dedicated to taking sustainable action for a cleaner environment. Performance indicators focus on key areas of sustainability, including air quality, waste and carbon emission.
- 6.6 *Risk management implications*
- 6.7 In line with the council's risk management strategy, the information contained within the strategic indicator monitoring assist the delivery of targets set out in the Strategic Plan (2021 – 2024). Regular monitoring reports keep progress under regular review.
- 6.8 *Crime and disorder reduction implications*
- 6.9 Strategic Plan (2021 – 2024) outcomes 7 - People feel safer in their neighbourhoods and anti-social behaviour is tackled and 8 – People feel they are part of a vibrant and cohesive community are dedicated to crime and disorder reductions. Indicators under these outcomes relate to the perception of safety and community cohesion.
- 6.10 *Safeguarding implications*
- 6.11 Strategic Plan (2021 – 2024) Outcome 2 - Children and young people are protected so they get the best start in life and can realise their potential is dedicated to keeping children and young people safe from harm. Indicators under this outcome relate to safeguarding children and protection.
- 6.12 Strategic Plan (2021 – 2024) Outcome 3 - People access joined-up services when they need them and feel healthier and more independent is our key outcome in relation to safeguarding vulnerable people. The indicators relate to the health and wellbeing of residents, as well as supporting greater choice and independence for those requiring adult social care.

## **7 COMMENTS OF THE CHIEF FINANCE OFFICER**

- 7.1 This report sets out the performance position for the Strategic Plan at the end of quarter 4 2021 to 22. There are no direct financial implications arising from the recommendations of this report

## **8 COMMENTS OF LEGAL SERVICES**

- 8.1 The report provides performance information. It is consistent with good administration for the council to consider performance related monitoring information. This also assists the council achieve Best Value and may demonstrate continuing improvement.
- 8.2 When considering its performance, the council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the

public sector equality duty). The council's targets are formulated by reference to its public sector equality duty and monitoring performance against those targets should help to ensure they are delivered.

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

### **Linked Report**

- None

### **Appendices**

- Appendix 1: Performance indicator outturns – 2021-22

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

- None

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

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Annual Strategic Performance Reporting 2021-22

Outcome	Measure number	Indicator name	Short description	Outturn 2020-21	Target 2021-22	Minimum Expectation 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Outturn 2021-22	Last updated	Year on year trend	RAG status
ONE	1	Percentage of eligible children living in low income families accessing early years provision	The percentage of eligible 2 year olds accessing early years provision	NEW	55.0%	49.5%	41.3%	N/A	N/A	51.9%	51.9%	Q4	N/A	AMBER
ONE	2	Percentage of secondary pupils attending school regularly	The percentage of secondary school pupils who attended at least 90% of their possible sessions.	82.9%	90.2%	81.18%	82.6%	82.7%	85.3%	85.3%	85.3%	Q4	↑	AMBER

Annual Strategic Performance Reporting 2021-22

Outcome	Measure number	Indicator name	Short description	Outturn 2020-21	Target 2021-22	Minimum Expectation 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Outturn 2021-22	Last updated	Year on year trend	RAG status
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%	95.2%	96.4%	<b>96.4%</b>	Q4	↑	<b>GREEN</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 successfully passed.	<b>91.0%</b>	97.0%	87.3%	100.0%	98.0%	96.0%	94.0%	<b>94.0%</b>	Q4	↑	<b>AMBER</b>

Annual Strategic Performance Reporting 2021-22

Outcome	Measure number	Indicator name	Short description	Outturn 2020-21	Target 2021-22	Minimum Expectation 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Outturn 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>	600	540	288	373	512	1161	<b>1,161</b>	2021-22	↑	<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>	469	422	111	210	1,800	1,838	<b>1,838</b>	Q4	N/A	<b>GREEN</b>

Annual Strategic Performance Reporting 2021-22

Outcome	Measure number	Indicator name	Short description	Outturn 2020-21	Target 2021-22	Minimum Expectation 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Outturn 2021-22	Last updated	Year on year trend	RAG status
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>	75.00%	67.50%	48.58%	54.54%	81.81%	92.3%	<b>92.3%</b>	2021-22	N/A	<b>GREEN</b>
ONE	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>	630	396	225	441	836	852	<b>852</b>	2021-22	↑	Data only

Annual Strategic Performance Reporting 2021-22

Outcome	Measure Number	Indicator Name	Short description	Outturn 2020-21	Target 2021-22	Minimum Expectation 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Outturn 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>	53%	47.70%	43.01%	41.2%	35%	29.2%	<b>29.2%</b>	2021-22	↓	<b>RED</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%	94.4%	93.9%	<b>93.9%</b>	Q4	<b>N/A</b>	<b>AMBER</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%	61.0%	TBC	<b>TBC</b>	Q2	<b>N/A</b>	<b>N/A</b>

Annual Strategic Performance Reporting 2021-22

Outcome	Measure Number	Indicator Name	Short description	Outturn 2020-21	Target 2021-22	Minimum Expectation 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Outturn 2021-22	Last updated	Year on year trend	RAG status
TWO	12	Percentage of pupils who are regularly attending primary school in reception year	The percentage of pupils in Reception who attended at least 90% of their possible sessions.	76.0%	80.50%	72.45%	77.0%	77.3%	63.7%	66.7%	66.7%	Q4	↓	RED
TV	13	Percentage of pupils who are regularly attending primary school in Years 1-6	The percentage of pupils in Years 1-6 who attended at least 90% of their possible sessions.	84.0%	95.00%	85.50%	85.2%	86.2%	81.6%	81.9%	81.9%	Q4	↓	RED

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Outcome	Measure Number	Indicator Name	Short description	Outturn 2020-21	Target 2021-22	Minimum Expectation 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Outturn 2021-22	Last updated	Year on year trend	RAG status
TWO	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%	68.2%	64.8%	<b>64.8%</b>	Q4	↓	<b>RED</b>
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>	50.0%	45.0%	25.9%	23.1%	45.0%	37.7%	<b>37.7%</b>	2021-22	↑	<b>GREEN/ RED</b>

Annual Strategic Performance Reporting 2021-22

Outcome	Measure Number	Indicator Name	Short description	Outturn 2020-21	Target 2021-22	Minimum Expectation 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Outturn 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.	<b>55.0%</b>	75.00%	67.50%	47.4%	52.1%	54.0%	52.7%	<b>52.7%</b>	2021-22	↓	<b>RED</b>
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.	<b>29.0% 2018-19</b>	31.88%	26.12%	N/A	N/A	N/A	N/A	<b>N/A</b>	2018-19	N/A	<b>ARS</b>
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'.	<b>77.0% 2018-19</b>	79.48%	74.52%	N/A	N/A	N/A	N/A	<b>N/A</b>	2018-19	N/A	<b>ARS</b>

Annual Strategic Performance Reporting 2021-22

Outcome	Measure Number	Indicator Name	Short description	Outturn 2020-21	Target 2021-22	Minimum Expectation 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Outturn 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.	593	650	630	583	595	614	593	593	2021-22	➡	RED
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.	86.7% (latest data 19-20) - no survey in 20-21	88%	84%	N/A	N/A	N/A	85.8%	85.8%	2021-22	⬇	AMBER

Annual Strategic Performance Reporting 2021-22

Outcome	Measure Number	Indicator Name	Short description	Outturn 2020-21	Target 2021-22	Minimum Expectation 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Outturn 2021-22	Last updated	Year on year trend	RAG status
THREE	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%</b> <b>(19-20) - no survey in 20-21</b>	94%	89%	N/A	N/A	N/A	88.2%	<b>88.2%</b>	2021-22	↓	<b>AMBER</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>	This 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	69.0%	33.6%	<b>54.60%</b>	2021-22	N/A	<b>RED</b>
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>NEW</b>	83%	76%	86.1%	88.3%	89.6%	N/A	<b>N/A</b>	Q3	N/A	<b>N/A</b>

Annual Strategic Performance Reporting 2021-22

Outcome	Measure Number	Indicator Name	Short description	Outturn 2020-21	Target 2021-22	Minimum Expectation 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Outturn 2021-22	Last updated	Year on year trend	RAG status
THREE  Page 19	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>1155</b>	1200	1100	284	598	825	1260	1260	2021-22	↑	<b>GREEN</b>

Annual Strategic Performance Reporting 2021-22

Outcome	Measure Number	Indicator Name	Short description	Outturn 2020-21	Target 2021-22	Minimum Expectation 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Outturn 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	N/A	N/A	<b>N/A</b>	2018-19	N/A	<b>ARS</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	N/A	N/A	<b>N/A</b>	2018-19	N/A	<b>ARS</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%	50.0%	49.6%	<b>49.6%</b>	2021-22	N/A	<b>GREEN</b>

Annual Strategic Performance Reporting 2021-22

Outcome	Measure Number	Indicator Name	Short description	Outturn 2020-21	Target 2021-22	Minimum Expectation 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Outturn 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.	<b>NEW</b>	85%	77%	84.2%	98.6%	82.5%	86.6%	<b>86.6%</b>	2021-22	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.	<b>NEW</b>	15%	14%	13.2%	17.3%	15.1%	15.4%	<b>15.4%</b>	2021-22	N/A	<b>GREEN</b>

Annual Strategic Performance Reporting 2021-22

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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).	<b>NEW</b>	70%	63%	73.2%	73.4%	80.1%	81.5%	<b>81.5%</b>	2021-22	N/A	<b>GREEN</b>
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>NEW</b>	£6,130.7	£5,517.6	£6,578.4	£5,967.1	£5,716.2	£5,950.4	<b>£5,950.4</b>	2021-22	N/A	<b>AMBER</b>

Annual Strategic Performance Reporting 2021-22

Outcome	Measure Number	Indicator Name	Short description	Outturn 2020-21	Target 2021-22	Minimum Expectation 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Outturn 2021-22	Last updated	Year on year trend	RAG status
FOUR	32	<b>Number of residents who are better off after receiving benefit maximization support</b>	Numerator of measure above: Average annual income increase for residents receiving benefit maximisation support	<b>NEW</b>	3980	3582	1,367	2,774	4,051	5,162	<b>5,162</b>	2021-22	N/A	<b>GREEN</b>
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>	50.0%	45.0%	43.0%	46.8%	N/A	N/A	N/A	Q2	N/A	<b>N/A</b>

Annual Strategic Performance Reporting 2021-22

Outcome	Measure Number	Indicator Name	Short description	Outturn 2020-21	Target 2021-22	Minimum Expectation 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Outturn 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%	92.9%	97.0%	<b>97.0%</b>	2021-22	↑	<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 2019 baseline).	<b>22.0%</b>	50% (reduction on baseline (equating to 4,500tCT <sub>2</sub>	45.0%	N/A	N/A	N/A	N/A	<b>N/A</b>	2020-21	N/A	<b>N/A</b>

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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>19.3%</b>	22.0%	20.5%	20.8%	20.5%	18.6%	N/A	<b>20.0%</b>	Q3	↑	<b>RED</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>	45.3%	36.1%	27.0%	40.6%	40.6%	54.4%	<b>54.4%</b>	2021-22	↑	<b>GREEN</b>

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FIVE	38	<b>Proportion of the population who live in low traffic neighbourhoods</b>	The % of the borough population who live within the boundaries of low traffic neighbourhoods. Population based on Census data.	N/A	6 LTNs		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
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 which aim to reduce air pollution. Including initiatives aimed at school children, residents and businesses in the borough. Initiatives and events as outlined in our Air Quality Action Plan.	NEW	376	338	214	303	365	504	504	2021-22	N/A	GREEN

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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	N/A	N/A	<b>N/A</b>	2018-19	N/A	<b>ARS</b>
SIX	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%	47.3%	41.8%	<b>41.8%</b>	2021-22	↑	<b>AMBER</b>

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SIX	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%	21.8%	32.3%	<b>25.0%</b>	2021-22	↓	<b>RED</b>
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>	540	486	158	268	360	470	470	Q4	N/A	<b>RED</b>

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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%	52.8%	51.0%	<b>51.0%</b>	Q4	↓	<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 number of households currently living in temporary accommodation. The measure is a snapshot. Reporting official publicly reported data.	<b>2,696</b>	2,850	3,166	2,654	2,577	TBC	N/A	<b>N/A</b>	Q2	N/A	<b>N/A</b>
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	5.0	7.0	<b>6.7</b>	2021-22	N/A	<b>GREEN</b>

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SIX Page 30	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>	100%	82.0%	7.0%	20.6%	28.6%	68.0%	<b>68.0%</b>	2021-22	N/A	<b>RED</b>

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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.	313	350	385	303	267	N/A	N/A	267	Q2	↑	GREEN
SEVEN Page 31	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	29.3%	N/A	29.3%	Q4 2019/20	N/A	GREEN

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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	N/A	N/A	<b>N/A</b>	2018/19	N/A	<b>ARS</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	N/A	N/A	<b>N/A</b>	2018/19	N/A	<b>ARS</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>99.1%</b>	86.0%	77.4%	92.5%	76.5%	93.1%	93.9%	<b>90.9%</b>	2021/22	↓	<b>GREEN</b>

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SEVEN	52	<b>Drug users (opiate users) successfully completing treatment and not returning within 6 months</b>	<p>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. Data covers 18 months period and is published monthly. 12 months of successful completions followed by 6 months of re-presentation back into treatment.</p>	3.3%	4.50%	4.00%	3.3%	3.4%	3.2%	3.1%	3.1%	Q4	↓	RED
SEVEN	54	<b>Criminal justice clients successfully completing drugs and alcohol treatment</b>	<p>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. Data covers 12 months period and is published monthly.</p>	NEW	10.0%	9.0%	10.2%	10.6%	11.3%	13.2%	13.2%	Q4	↑	GREEN

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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	N/A	N/A	N/A	2018/19	N/A	ARS
EIGHT	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	1,539	1,556	1,556	2021/22	↓	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	N/A	N/A	N/A	2018/19	N/A	ARS

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EIGHT Page 35	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.	<b>98.0%</b>	80.00%	72.00%	100.0%	98.0%	98.0%	98.0%	<b>98.0%</b>	Q4	➡	<b>Green</b>
EIGHT	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	N/A	N/A	<b>N/A</b>	2018/19	N/A	<b>ARS</b>

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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.	56.0%	70.0%	60.0%	88.8%	86.2%	85.9%	85.8%	86.7%	Q4	↑	Green
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.	NEW	50.0%	40.0%	61.90%	67.3%	58.2%	56.8%	61.7%	Q4	N/A	Green
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'.	60.0% 2018/19	64.9%	59.1%	N/A	N/A	N/A	N/A	N/A	2018/19	N/A	ARS
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'.	57.0% 2018/19	59.9%	54.1%	N/A	N/A	N/A	N/A	N/A	2018/19	N/A	ARS
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'.	72.0% 2018/19	74.6%	69.4%	N/A	N/A	N/A	N/A	N/A	2018/19	N/A	ARS

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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%</b> <b>2018/19</b>	53.9%	48.1%	N/A	N/A	N/A	N/A	<b>N/A</b>	2018/19	N/A	<b>ARS</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	N/A	N/A	N/A	<b>N/A</b>	2020/21	N/A	<b>N/A</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>	761	692	364	588	881	891	<b>891</b>	2021/22	↑	<b>Green</b>
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%</b> <b>2018/19</b>	54.9%	49.1%	N/A	N/A	N/A	N/A	<b>N/A</b>	2018/19	N/A	<b>ARS</b>

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TEN	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>	350	380	91.1	147.5	238.9	372.1	<b>372.1</b>	Q4	↓	Amber
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	11.35	11.74	12.1	12.1	<b>12.1</b>	2021/22	↓	Red

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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%	17.4%	11.9%	<b>11.9%</b>	2021/22	↑	Amber
ELEVEN	72	<b>Percentage of top 5 % of earners who are women</b>	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.	<b>NEW</b>	50.00%	48.83%	48.2%	48.8%	47.8%	46.9%	<b>46.9%</b>	Q4	N/A	Amber
ELEVEN	73	<b>Percentage of top 5 % of earners from black and minority ethnic communities</b>	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.	<b>NEW</b>	35.0%	31.5%	32.6%	31.7%	32.1%	31.2%	<b>31.2%</b>	Q4	N/A	Red
ELEVEN	74	<b>Residents' perception of the council doing a better job than last year</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 that the council is doing a better job than a year ago.	<b>59.0% 2018/19</b>	61.9%	56.1%	N/A	N/A	N/A	N/A	<b>N/A</b>	2018/19	N/A	ARS

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ELEVEN	75	<b>Budget variance for the general fund</b>	This measure looks at the variance of the general fund actual spend against the budget to date.	<b>-0.20%</b>	+/-2.5%	+/-2.5%	0.20%	0.03%	0.03%	-0.05%	<b>-0.05%</b>	Q4	↑	Green
ELEVEN	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%	91.4%	92.8%	<b>88.4%</b>	Q4	↓	Green