
Tower Hamlets Strategic Plan 2018-21



Working together with the community
for a fairer, cleaner and safer borough
2018/19 end of year monitoring report



Priority 1

People are aspirational, independent and have equal access to opportunities

st Outcome 1
People access a range of education, training and employment opportunities

Actions	2	0	3	0
PIs	1	1	2	0

st Outcome 2
Children and young people are protected so they can realise their potential

Actions	1	0	3	0
PIs	1	4	3	0

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

Actions	3	0	4	0
PIs	1	0	4	0

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

Actions	0	0	5	0
PIs	1	2	1	0

Priority 2

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

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

Actions	0	0	5	0
PIs	0	2	0	1

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

Actions	2	0	2	0
PIs	1	0	2	2

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

Actions	1	0	6	0
PIs	1	0	3	1

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

Actions	2	0	5	0
PIs	0	0	0	1

Priority 3

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

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

Actions	2	0	3	0
PIs	1	1	1	3

st Outcome 10
The council works collaboratively across boundaries in strong and effective partnerships to achieve the best outcomes for our residents

Actions	0	0	3	0
PIs	0	0	0	9

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

Actions	2	0	4	0
PIs	2	0	1	1

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

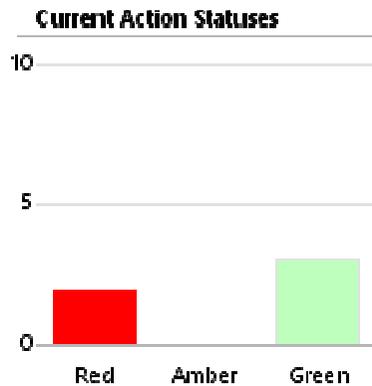
We want a thriving local economy and for our residents to be enabled to benefit from the unprecedented business growth in the borough. We will support local entrepreneurs and establish a Commission to examine what actions can be taken to support and enhance the local economy throughout the Brexit process and beyond. We will work with our partners to remove barriers to employment, providing excellent education, training and job brokerage, supporting 5,000 residents into employment through the WorkPath service.

With the Tower Hamlets Education Partnership we will continue to further improve educational attainment and outcomes, and to strengthen soft skills and the post 16 offer for those entering sixth forms, colleges or apprenticeships.

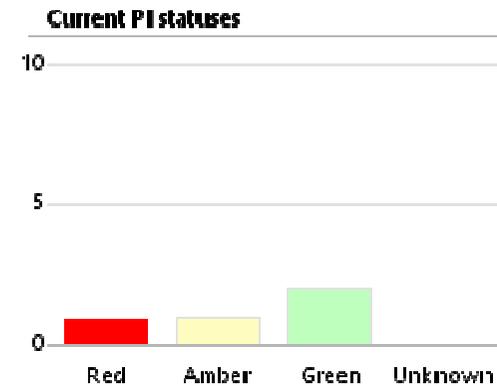
We will work with businesses to generate work placements, supporting them to create 1,000 apprenticeship opportunities, opening pathways into sustainable employment at or above the London Living wage. We will ensure that local childcare provision is better matched to the needs of families by supporting actions to provide additional services, with the aim of ensuring that sufficient childcare and early education spaces are provided where they are needed.

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart

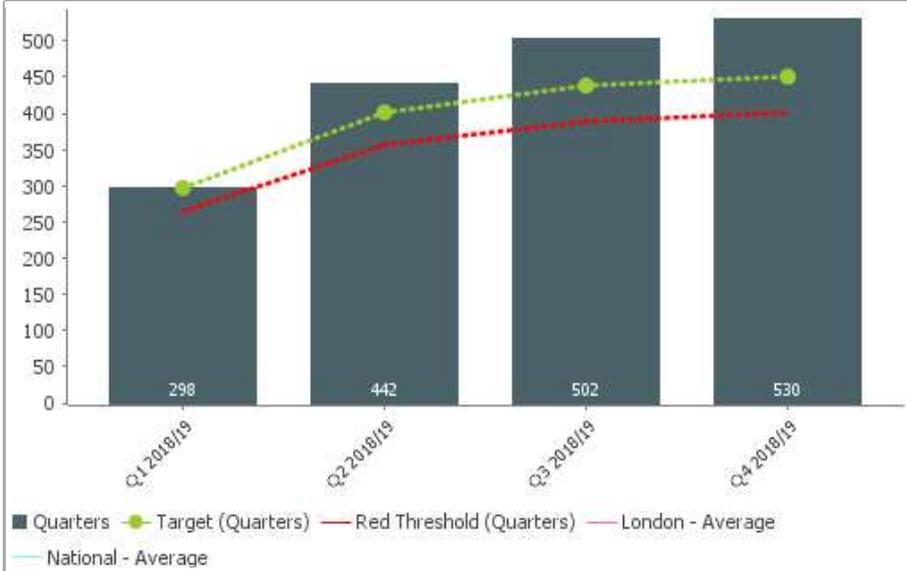


M1.3 Businesses supported

This measure is an annual count of the local businesses that have received support through enterprise and business support programmes commissioned by the council.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Work and Economic Growth	Q4 2018/19			↓	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Growth and Economic Development	Strategic	No	450	530	🟢 Green

Performance data trend chart



Latest note

28 businesses were supported this quarter bringing the total number supported over the course of the year to 530. Target exceeded.

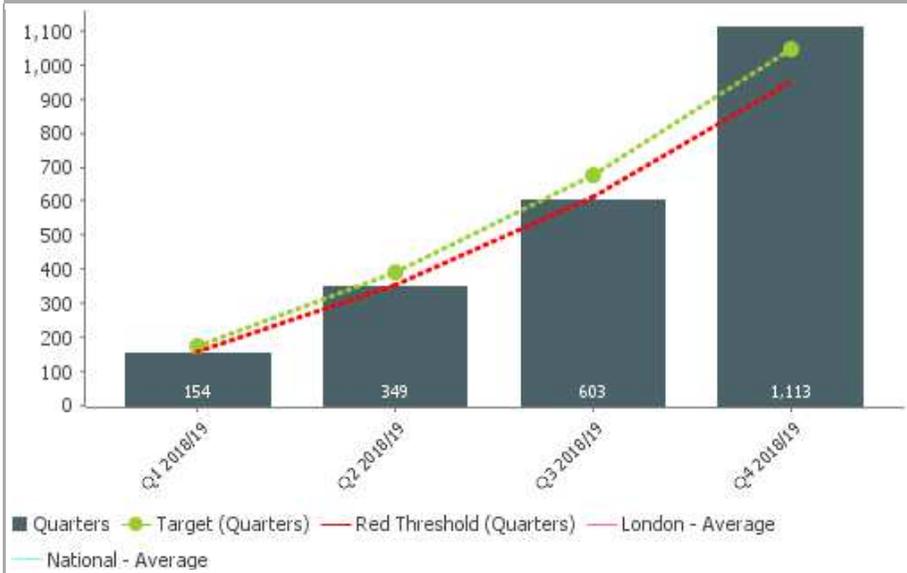
✓ M1.4 Residents supported into sustainable work by the WorkPath Partnership

This measure is a count of the number of residents supported into sustainable work through support from the WorkPath partnership, consisting of the council's WorkPath service and a range of internal and external partners. Sustainable work is defined as a minimum of 16 hours per week for four weeks.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Work and Economic Growth	Q4 2018/19			↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Growth and Economic Development	Strategic	No	1,045	1,113	✓ Green

Performance data trend chart

Latest note



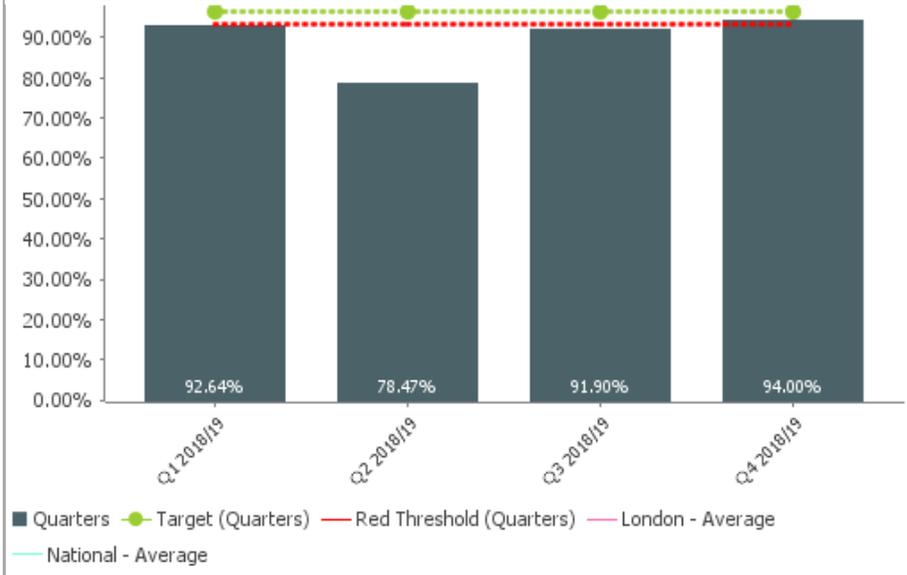
Target exceeded.

M1.2 Young people who are in education, employment or training

This indicator measures the proportion of 16 to 19 year olds who are in Education, Employment or Training (EET) at certain points in the year. The annual outturn for this measure is calculated as an average of December, January and February figures in accordance with national guidance.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Work and Economic Growth	Q4 2018/19			↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Growth and Economic Development	Strategic	No	96.40%	94.00%	Amber

Performance data trend chart



Latest note

Why is performance off target?

Young WorkPath has been working hard to support young people at risk of not being in education, employment or training. As a result of our intervention work, we have moved 369 young people considered not in education, training or employment, or whose post-school destination was unknown onto further learning or an apprenticeship. Although we did not meet our target, we have made improvement on the Q3 figure and we are above our minimum set target of 93.20%. We have not met our aspirational target on this measure for reasons that some young people are hard to reach during what is a difficult transitional time.

What actions will be taken and who is doing this?

Young WorkPath is already working with New City College, South Quay College and schools and delivering a full programme of information, advice and guidance and employability programmes. The service is also developing a new range of careers events and information sharing across digital channels including a virtual careers service. We will be undertaking research to identify the aspirations of school leavers and we will use this information to shape additional support interventions.

When will performance be back on track?

The performance of these new services will be monitored throughout the 2019-20 reporting year.

M1.1 Pupils who are attending school regularly

This indicator measures the proportion of primary and secondary school pupils who attend school regularly. Regularly is defined as attending 90% of the time.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Children, Schools and Young People	March 2019			▬	↓
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Education and Partnership	Strategic	No	91.3%	89.9%	Red

Performance data trend chart Latest note



Why is performance off target?

The latest attendance data for March, covering the academic year 2018/19 to date, was only 0.4% below the ambitious target of 91.3% set for 2018/19 (it should be noted that the target and minimum expectation are the same for this indicator). It should also be noted that the 2017/18 outturn (based on the academic year) for Tower Hamlets was 90.6%, the second highest rate in Inner London, and above the national average of 88.8%.

What actions will be taken?

The Attendance and Welfare Service continue to provide support to improve school attendance and maintaining high attendance rates is a continuing focus for schools.

Who is doing this?

The Attendance and Welfare Service and schools will continue to work on reaching this performance target.

When will it be back on track?

Attendance remains high, and it is expected that there will be a return to the previously reported strong performance later in the academic year.

Strategic plan delivery

RAG	Activity	Latest note
	<p>Activity 1.1 We will deliver a range of ESOL, basic skills, apprenticeship & employment initiatives across the borough to help residents into work, including those from disadvantaged groups, and to our most vulnerable groups for whom we have a statutory responsibility</p>	<p>This year 575 residents have gained job outcomes as a result of interventions by the WorkPath service and a further 538 residents were supported into a job by one of our partners in the wider WorkPath partnership.</p> <p>We aim to support young people to access the labour market by maximising the creation and take up of apprenticeship opportunities. 534 young people have gained an apprenticeship or employment this year through the help of Young WorkPath. We have appointed an Apprenticeship Generation Manager to help us deliver the Mayor’s apprenticeship commitment of 1,000 over the course of his Mayoralty.</p> <p>One of the ways we are supporting residents to be job ready is by introducing the Basic Key Skills Builder (BKSB) test. This test assesses skill levels for English, Maths, and Information & Communication Technology (ICT). Undertaking the functional skills assessment, and identifying existing skills and aspirations allows for relevant course placement and sector targeting. Since November 2018, 194 clients completed the assessment and the results have been used to enhance the training and support package we have provided for them. An additional 85 residents have undertaken the pre-employment ‘Working Start’ programme which provides targeted support for women in health care, residents aged 50+ and childcare.</p> <p>The Young WorkPath is delivering a full range of information, advice and guidance, and employability programmes with a focus on supporting young people who are risk of not being in education, training or employment (NEET). We are running engagement, referral and support activities directly and in partnership with New City College and South Quay Colleges, special educational needs (SEN) department and schools.</p>
	<p>Activity 1.2 We will develop and deliver the Growth Strategy, including a programme of support for local businesses</p>	<p>We have developed a new Growth and Economic Development (GED) Plan which aims to drive improvements in employment for local residents and support the conditions of growth for business.</p> <p>In partnership with Hackney Council, we have been successful in our bid to the London Legacy Development Corporation for funding to establish a Creative Enterprise Zone (CEZ) for Hackney</p>

RAG	Activity	Latest note
		<p>Wick and Fish Island. The CEZ will bring investment into the area which is aimed at protecting and strengthening this established creative community. The project is likely to involve an element of funded business support, the scope of which is currently being determined in discussions between local stakeholders, the council and the GLA.</p> <p>As part of the CEZ we will explore the provision of affordable workspace, business support to the cultural and creative industries, as well as help for local people looking to access opportunities in the creative sector.</p> <p>This year we delivered a range of enterprise support projects to businesses to support our thriving local economy. 530 businesses received support through the enterprise and business support programmes commissioned by the Council. We also helped several enterprises to find suitable accommodation. And we provided grants and assistance for businesses to improve their retail and marketing performance. Collectively businesses have told us that they have generated approximately £8.2m in increased sales as a result of this support.</p>
	<p>Activity 1.3 We will implement a programme of improvement initiatives to High Streets and Town Centres, including the roll out of Wi-Fi</p>	<p>Our new High Streets and Town Centres Strategy was adopted by Cabinet in October 2018. The Strategy sets out our approach to improving the competitiveness of key local high streets and town centres in the borough and how we aim to create vibrant, dynamic and sustainable places.</p> <p>Throughout the year we have been making improvements to the markets and town centres in the borough, including Middlesex Street, Petticoat Lane, Brick Lane and Bethnal Green Market. Some of the projects we have been working on include: creating pleasant walking routes around the Queen Mary London University campus at Mile End; installing more aesthetically pleasing shutters on Council-owned shops; reducing graffiti; improving cycle storage; and progressing plans for the Banglatown arch in Brick Lane. These works have been undertaken as part of our Thriving High Streets programme which is now 80% completed. We have secured funding from the GLA to deliver the remaining 20% of improvement works in the next six months.</p> <p>We are revising our plans for a programme of improvements to Whitechapel market and the surrounding retail environment as a result of funding decisions by TfL because of the Crossrail delays. As a result we have made a bid to central government for funding to contribute to a comprehensive street makeover.</p>

RAG	Activity	Latest note
		<p>Following legal challenges experienced by other local authorities in taking forward free Wi-Fi, we will be exploring alternative routes to deliver town centre Wi-Fi and improved digital access for residents in our high streets. In the meantime, we will continue to deploy free public Wi-Fi for residents, visitors and guests to public buildings such as; Idea Stores, libraries, children's centres, community & day centres, youth centres and council offices.</p>
	<p>Activity 1.4 We will work with partners to improve educational attainment and progress for our children and young people</p>	<p>We have completed our consultation to identify spending priorities for the DfE Special Provision Fund grant. The funding will be used to make mainstream provisions more accessible, expand specialist provision, and to develop new resource bases within mainstream schools. A number of expansions have already been planned. Additional work has also been undertaken to improve nursery school support including improving access to Speech and Language Therapy.</p> <p>We have also been working to improve the number of post 16 places available for pupils with special educational needs and disabilities. The external review of provision for pupils with Social, Emotional and Mental Health needs has been completed. Following on from this review we will look at working with specialist providers, mainstream schools and Alternative Provisions to ensure capacity and pathways for all pupils with SEMH needs. A proposal is already being developed to expand Bowden House. The council is also working with Phoenix and the DfE to develop Phoenix College which will provide a new 16-25 provision for pupils with communication and interaction needs. The actions in this area are not yet complete due to the time required to develop the new provisions.</p> <p>We have been working to ensure that we have identified those pupils with the potential to reach the higher standards in all subjects at Key Stage 1. A conference for Year 2 teachers was held which focused on using data to identify groups in need of further support, this included looking at providing challenge for those pupils who are more able. Subsequently leadership consultants have visited all schools and supported with the identification of more able pupils.</p> <p>We have taken a number of other actions to continue to drive high attainment in our schools. Support materials on language structures to support problem solving and reasoning have been trialled and have now been shared with schools to strengthen teacher subject knowledge in reasoning and problem solving in mathematics in Key Stages 1 and 2. Additional support is being provided to schools to prepare for the introduction of the Key Stage 2 times table tests; schools have been notified about the pilot that will be available for Summer 2019 and the maths consultant</p>

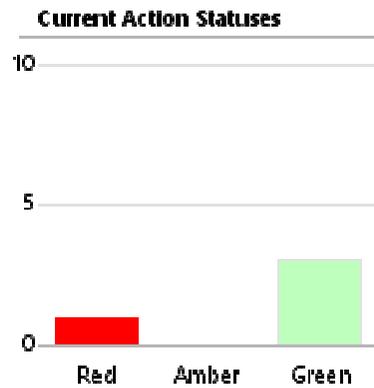
RAG	Activity	Latest note
		is encouraging participation. In addition subject networks and a Post 16 and Curriculum Deputies network have been set up to help reduce variation in outcomes at Key Stages 4 and 5. Schools have also been able to get support in this area from leadership consultants.
	Activity 1.5 We will ensure that there are sufficient childcare and early education spaces provided in Tower Hamlets	<ul style="list-style-type: none"> • We have mapped out the need for future childcare and early education spaces using our Childcare Sufficiency Assessment. The 2017/18 Assessment was used to secure £0.964m of capital funding. The 2018/19 Assessment will be published as planned in May 2019. • The Mayor’s Early Years Summit was held on 30th November 2018. We have used the outcomes from the summit to help develop the council’s services, commissioning and approach to early childhood education, care, training and employment.

Outcome 2 Children and young people are protected so they can realise their potential

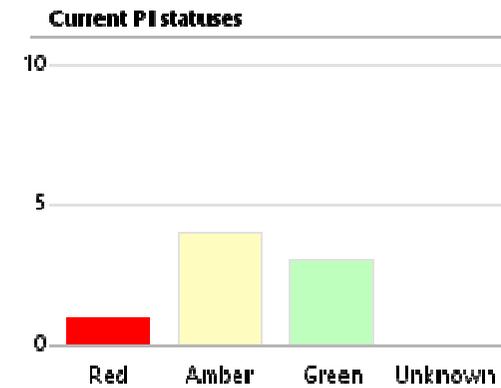
We want children and young people to be able to live in a safe environment, ensuring the best health and developmental outcomes. We are on a journey of improvement in our Children's Social Care Services and despite making significant progress we are not complacent about the challenge ahead. We will continue to prioritise early intervention and prevention through our work on early help, ensuring effective safeguarding and tackling inequality. We will support the recruitment and development of highly skilled workers to support our children, young people and their families. Thousands of our young residents (aged 12-19) will continue to have free access to activities, including sport, games, arts, music, at state of the art facilities including our youth hubs.

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart



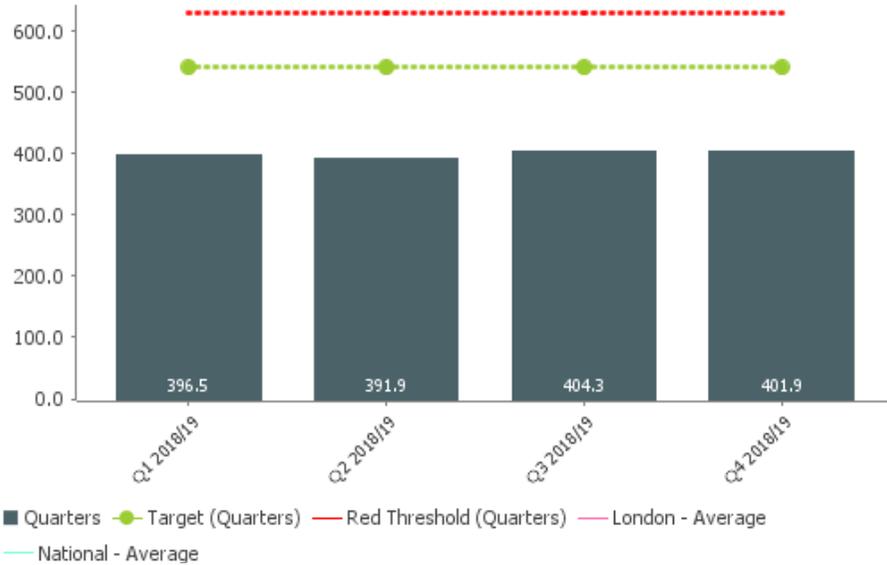


M2.2 Time to adoption

This measure looks at the average number of days it takes from a child being taken into care to moving in with an adoptive family.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Children, Schools and Young People	Q4 2018/19			↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Children's Social Care	Strategic	No	540.0	401.9	🟢 Green

<i>Performance data trend chart</i>	<i>Latest note</i>
-------------------------------------	--------------------



This measure has met the target set.



M2.4 Timeliness of child protection reviews

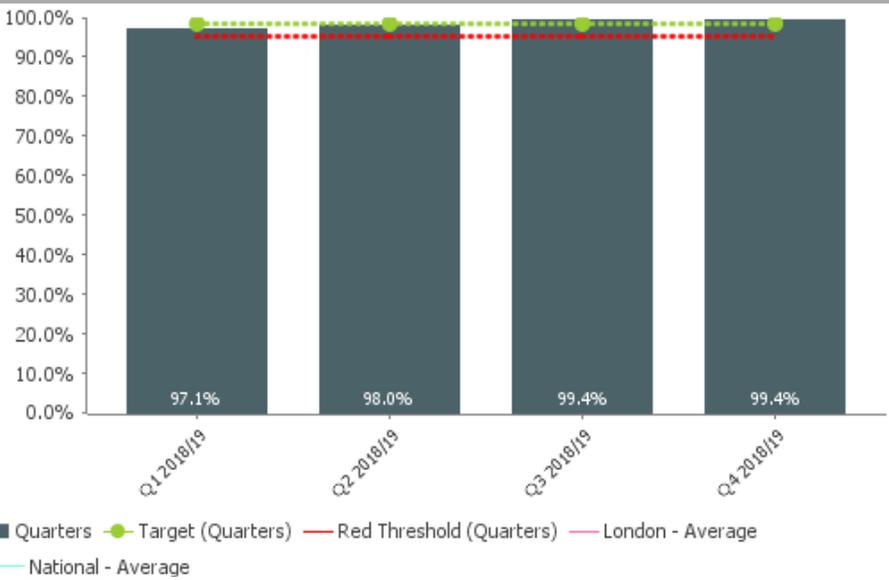
The government has set statutory timescales within which councils have to complete child protection reviews. This measure looks at the percentage of reviews which have been completed within the required timescales.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Children, Schools and Young People	Q4 2018/19			▬	⬆
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Children's Social Care	Strategic	No	98.5%	99.4%	🟢 Green

Performance data trend chart

Latest note

This measure has met the target set.

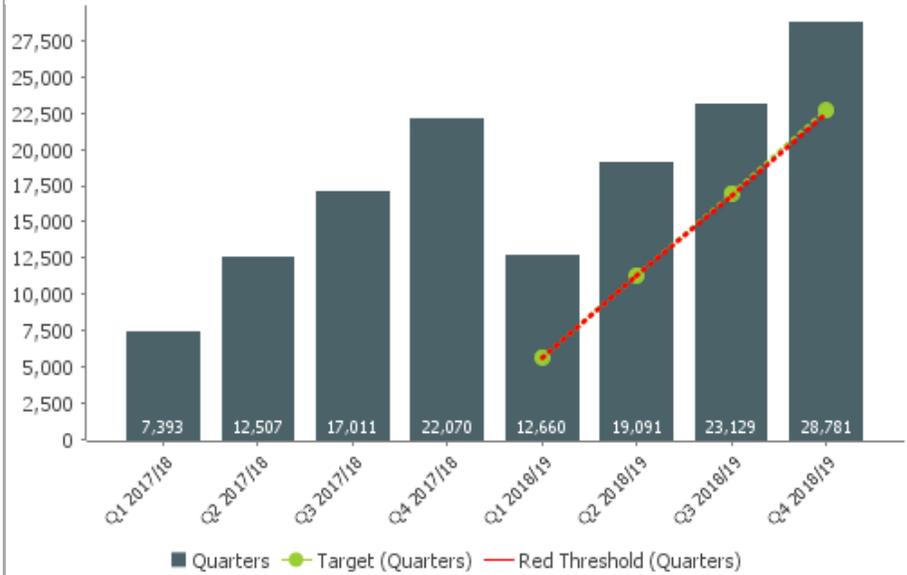


✓ M2.6 Number of individual children and adults who have visited the Council's children's centres

This measure is an annual cumulative count of the individual children and adults reached by the council's children's centres. It is not a count of visits but of individual users.

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People	Q4 2018/19			↑	↑
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Education and Partnership	Strategic	No	22,670	28,781	✓ Green

Performance data trend chart Latest note



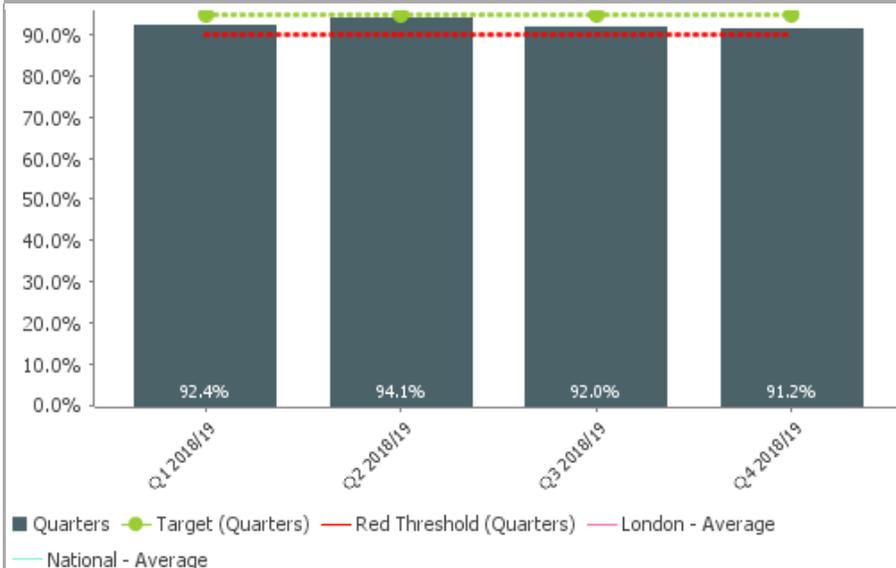
Target exceeded.

M2.1 % of children's social care single assessments completed within 45 days

Children's social care single assessments are expected to be completed within 45 days. This measure looks at the percentage of assessments completed within the expected timescales.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Children, Schools and Young People	Q4 2018/19			↓	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Children's Social Care	Strategic	No	95.0%	91.2%	Amber

Performance data trend chart



Latest note

Why is performance off target?

The Local Authority continues to ensure decisions are made within children's timeframe to consider future harm or likelihood of harm which informs the assessment and intervention plans. We made noticeable progress on this measure when compared to the outturn for the previous year and met our minimum set target of 90%. This is despite an increase in the number of assessments completed during the year; we completed 5,371 assessments during 2018/19 compared to 4,961 in 2017/18.

What actions will be taken and who is doing this?

The Children Social Care Assessment teams will continue to ensure that assessments of children in need are carried out in a timely manner with an aim to achieve the aspirational target of 95%.

When will performance be back on track?

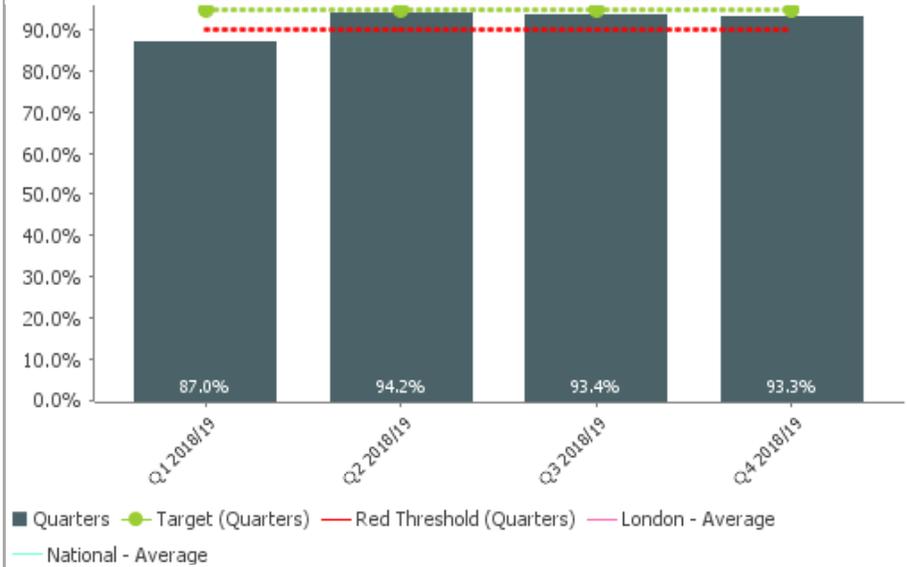
Performance in this area will continue to be monitored closely in the 2019-20 reporting year.

M2.3 % of children with a child protection plan receiving a child protection visit within the past 4 weeks

All children with a child protection plan are expected to be seen by a social worker at least once every four weeks. This measure looks at the percentage of children with a child protection plan who have been visited in the last four weeks.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Children, Schools and Young People	March 2019			↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Children's Social Care	Strategic	No	95.0%	93.3%	Amber

Performance data trend chart



Latest note

Why is performance off target?

It should be noted that performance on this measure in the last six months has consistently been over the minimum target of 92%, and in some months we have met and exceeded the overall target of 95%. Throughout Q4, there were noticeable increases on the number of children subject of protection plans and this would have possibly contributed to the target not being met.

What actions will be taken and who is doing this?

The Children Social Care service will continue to monitor this area to ensure children subject of protection plans are indeed visited in a timely manner.

When will performance be back on track?

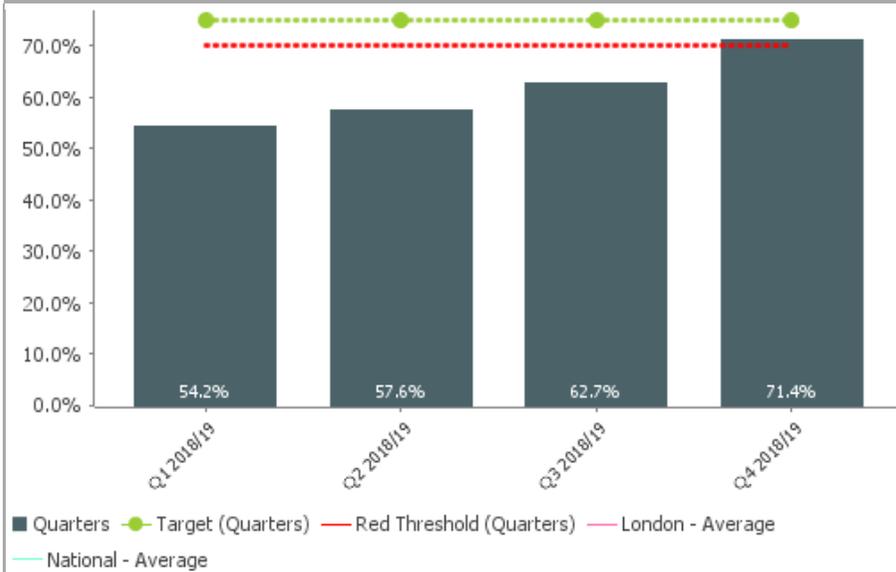
Performance will continue to be monitored closely in the 2019-20 reporting year.

M2.7 Care leavers in employment, education or training

This indicator measures the proportion of 17 to 21 year old care leavers who are in Education, Employment or Training (EET). The measure is based on tracking the progression of care leavers in the age group.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Children, Schools and Young People	Q4 2018/19			↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Children's Social Care	Strategic	No	75.0%	71.4%	Amber

Performance data trend chart



Latest note

Why is performance off target?

We have made noticeable progress during Q4 on this target. We achieved a performance of 71.4% which is an improvement on the Q3 figure and above our minimum set target of 70%. We have not met our aspirational target on this measure for reasons that some young people are hard to reach during what is a difficult transitional time.

What actions will be taken and who is doing this?

The new 'Through Care' service was launched in April 2019 and will be pivotal in our overall response to improving outcomes for our Care Leavers. There will be focused work and links built with key organisations and partners in ensuring targeted care leavers are in education, employment or training. In addition a post 16 Electronic Pupil Education Plan (EPEP) has been created and launched with full training for staff. A post 16 education worker will also be embedded in the Virtual School; these changes will ensure a continuity of approach along the full educational journey.

When will performance be back on track?

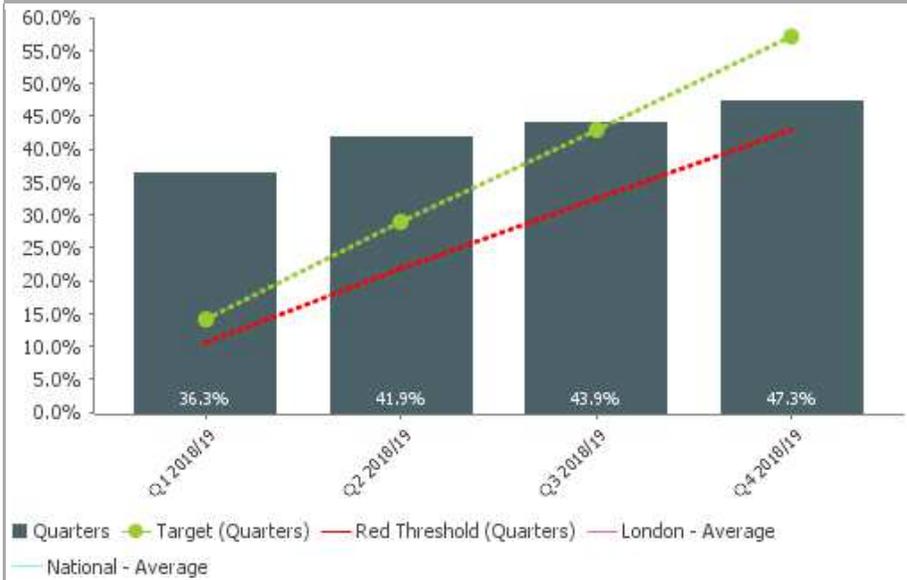
It is anticipated that the targeted work will begin in May 2019, and monitored throughout the 2019-20 reporting year.

M2.8 % of users who regularly attend youth services

This measure is the percentage of all youth centre users who attend regularly. Regularly is defined as meaning five attendances or more. The measure looks at attendance from the beginning of the financial year to date.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Children, Schools and Young People	Q4 2018/19			↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Youth and Commissioning	Strategic	No	57.0%	47.3%	Amber

Performance data trend chart



Latest note

Why is performance off target?

The service reached 7,671 young people (contacts) by the end of Quarter 4, around 31% of the target population. The National Youth Agency (NYA) recommends that a target of 25% of the youth population should be reached by Youth Services, a target we have exceeded. The number of young people participating regularly in Youth Service activities is broadly in line with what we would expect based on the NYA's guidelines and our population figures. However the percentage of those reached who attend regularly has not met the challenging target of 57%, in part because of the high number of contacts recorded. It should be noted that the performance for 2018/19 is above that recorded for 2017/18 which was 43.1%. There were also more young people regularly attending; 3,632 young people were recorded as regularly attending by the end of Q4 2018/19 compared to 2,795 by the end of 2017/18.

What actions will be taken and who is doing this?

The Youth Service are continuing to focus on converting contacts into participants.

When will performance be back on track?

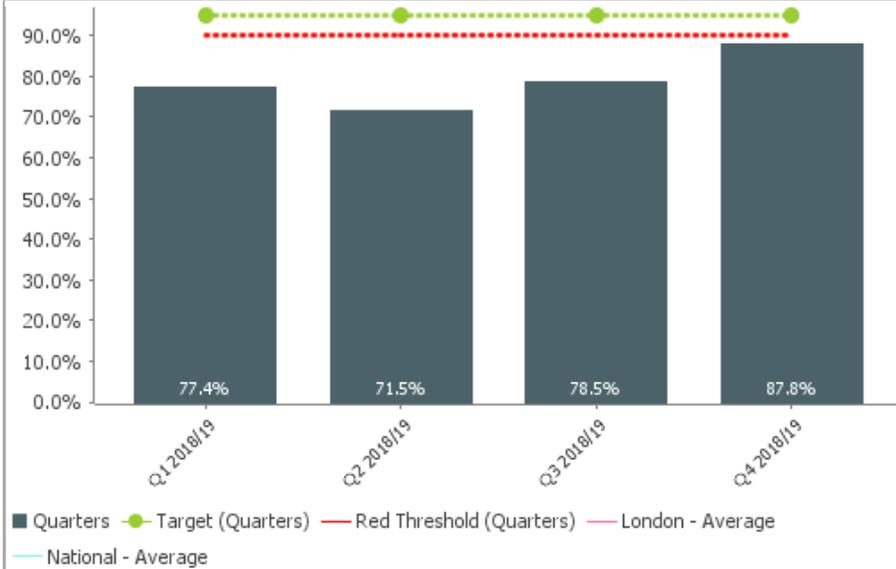
All participants are expected to re-register for the new financial year so the performance in this area will continue to be closely monitored as the year progresses.

M2.5 % of children in need visited within the last 4 weeks

All children in need (CiN) are expected to be seen by a social worker at least once every four weeks. This measure looks at the percentage of children in need who have been visited in the last four weeks.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Children, Schools and Young People	Q4 2018/19			↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Children's Social Care	Strategic	No	95.0%	87.8%	Red

Performance data trend chart



Latest note

Why is performance off target?

Throughout Q4, there were noticeable increases in the number of children referred to Children Social Care for an assessment of needs. This could have contributed to visit timeliness being missed on a number of cases. Although we have not met target for this measure, it should be noted that we made noticeable progress during Q4 when compared to the previous quarter because performance improved to 87.8% as a result of strong management challenge.

What actions will be taken and who is doing this?

The Children Social Care service will continue to focus and monitor this area to ensure child in need visits are carried out in a timely manner.

When will performance be back on track?

Performance in this area will continue to be monitored closely in the 2019-20 reporting year.

Strategic plan delivery

RAG	Activity	Latest note
	<p>Activity 2.1 We will redesign services to ensure children and young people are safeguarded effectively and can access the right service at the right time to stop their needs escalating</p>	<p>We launched the Early Help Hub in October and a new free Early Help training programme is in place to ensure that council staff and partner agencies have the necessary skills to support families, in line with our Early Help Strategy. We also developed a new youth offer which was produced in consultation with young people, parents and community stakeholders. In addition a range of services are working together to plan and deliver safety initiatives for school streets for 50 primary schools, with actions being tailored to the individual issues identified for schools.</p> <p>We have worked with partners to ensure that the most appropriate services are delivered to the most vulnerable children with a focus on collaboration, whilst minimising duplication. We have also redesigned our commissioning and reporting tools to better capture the outcomes that our services deliver, there have already been clear successes with this revised approach with insights being generated that will inform future commissioning activity.</p>
	<p>Activity 2.2 Improve our engagement with children and young people so they feel empowered and included in decision making</p>	<p>We have carried out a number of consultation activities with children and young people throughout the year, including work on the priority areas for the new Children and Families Partnership Strategy. Consultation work with young people shaped the four key outcomes for the Youth Service which have now been embedded within the Youth Service contracts. The Youth Voice Counts event, our annual engagement event, has now been scheduled for Wednesday 17th April 2019. The Participation Team is leading this piece of work with the newly elected young mayor and their five deputies.</p> <p>The majority of commissioning activities in 2018/19 included consultation or co-production with children and young people to ensure their voice was meaningfully heard, for example young people contributed to the scoring exercise for the Advocacy and Return Home Interviews tender. Work has been undertaken during the year to set up a Young Commissioners Team (YCT). The recruitment and training of Young Commissioners will commence in Spring 2019, the team will contribute to commissioning exercises undertaken in 2019/20.</p> <p>The children with disabilities team (CWD) continues to roll out the use of personal budgets via direct payment for the support of children with disabilities. Social care and health piloted a small</p>

RAG	Activity	Latest note
	Activity 2.3 Work with partners to formulate a robust and proactive response to all forms of exploitation of children in Tower Hamlets	<p>number of children to be provided support through a single direct payment, which was successful.</p> <p>The Multi-Agency Exploitation Team works effectively with the Community Safety and Youth Justice teams, the police and others to tackle all forms of exploitation. Daily briefings are used to gather and share intelligence, disrupt perpetrators, and prevent violence and gang related activity. The team is co-located with a gangs co-ordinator, child sexual exploitation co-ordinator, representatives from St. Giles Trust, and the Metropolitan Police gangs unit. It continues to demonstrate its value in keeping young people safe and in improving the quality of information to guide threshold decision making.</p>
	Activity 2.4 Develop a social work academy, incorporating our new model of social work, to ensure we have a strong, sufficient and effective workforce	<p>We launched our Social Work Academy on 5th December 2018 with attendees from children's social care, partner universities and other agencies, following on from the commencement of the academy in October. The Academy will deliver a three year programme to support our newly qualified social workers so that Tower Hamlets becomes one of the best places to be a social worker.</p> <p>Our Children's Services Workforce Strategy Group includes a broad range of initiatives that are designed to tackle the challenges of reducing overall turn-over of staff and reduce reliance on Agency staff. Our focused recruitment campaign has been successful; we exceeded our target for the recruitment of experienced social workers before the end of the financial year. We also exceeded our target for the conversion of agency workers to permanent members of staff.</p>

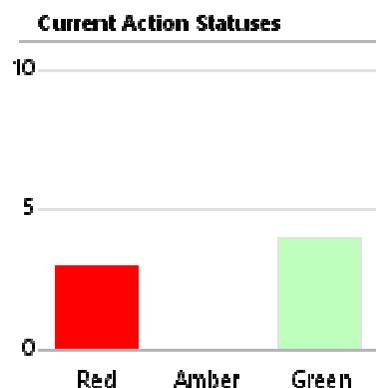
Outcome 3 People access joined up services when they need them and feel healthier and more independent

Good health is important for wellbeing but we know that our population experiences some of the lowest healthy life expectancy in the country. Childhood obesity levels in Tower Hamlets are significantly higher than national levels, and there is evidence of widespread nutritional deficiencies. Obesity in adulthood is also prevalent as are conditions such as cancer, circulatory and respiratory disease.

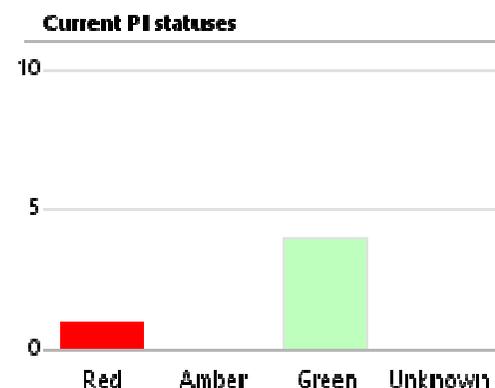
Risky behaviours such as illegal drug use also impact on health and longevity. There are relatively high numbers of residents with a learning disability or with a serious mental health condition. The older population of the borough is relatively small but growing, and we expect demand for social care to increase in future. We want to address the wider determinants of physical and mental health to prevent health issues from occurring. When they do occur, we want to intervene at an early stage and empower people to be as independent as possible. To this end we will promote healthy lifestyles and work to ensure that when people do require care and support, it is readily accessible, of the highest possible standard and personalised to meet individual need. We will work closely with partners in the local NHS through the Tower Hamlets Together (THT) partnership to integrate adult social care, children’s social care and health services to offer more holistic and effective care to residents and to give people greater control over their daily lives and the services they access. Sporting and cultural activities are also a key to health and wellbeing across all ages and communities and the council will aim to deliver and facilitate programmes and events in good quality, accessible facilities.

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart



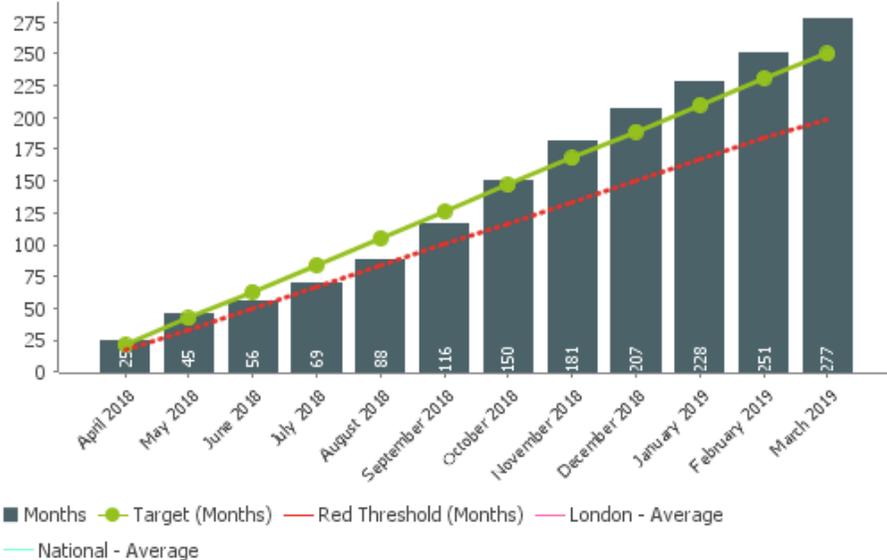


M3.2 Carer Assessments completed in current year to date

This measure is a count of carer assessments completed in the year to date.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Adults, Health and Wellbeing	March 2019			↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Adults Social Care	Strategic	No	250	277	🟢 Green

<i>Performance data trend chart</i>	<i>Latest note</i>
-------------------------------------	--------------------

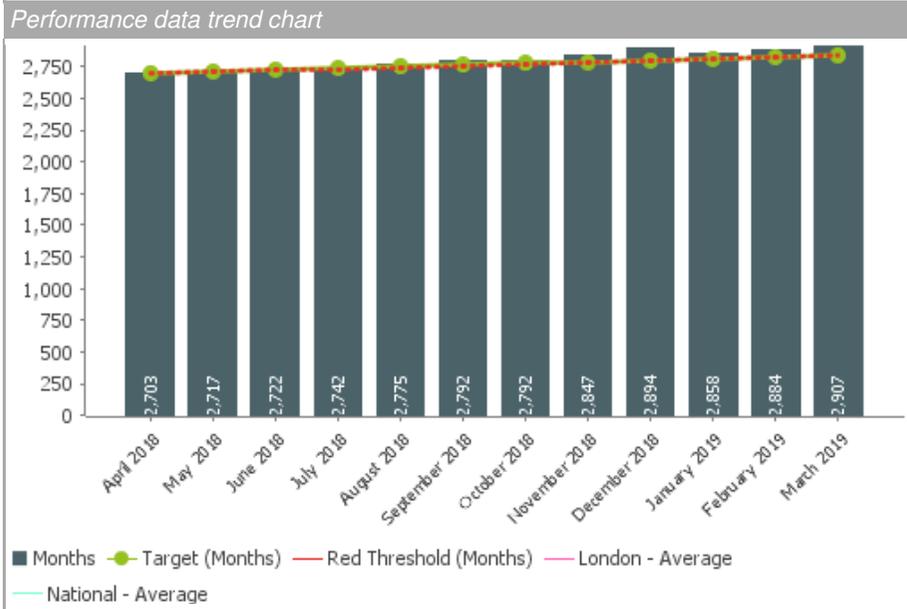


Annual target exceeded.

M3.3 Residents supported by assistive technology

This measure is a count of the number of residents currently supported through assistive technology. The measure is a snapshot, which means the figure is the number of residents supported at a specific point in time. Assistive technology includes a range of physical and technological aids and adaptations that enable people to remain independently in their homes for longer.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Adults, Health and Wellbeing	March 2019			↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Adults Social Care	Strategic	No	2,840	2,907	Green



Latest note

Annual target exceeded.

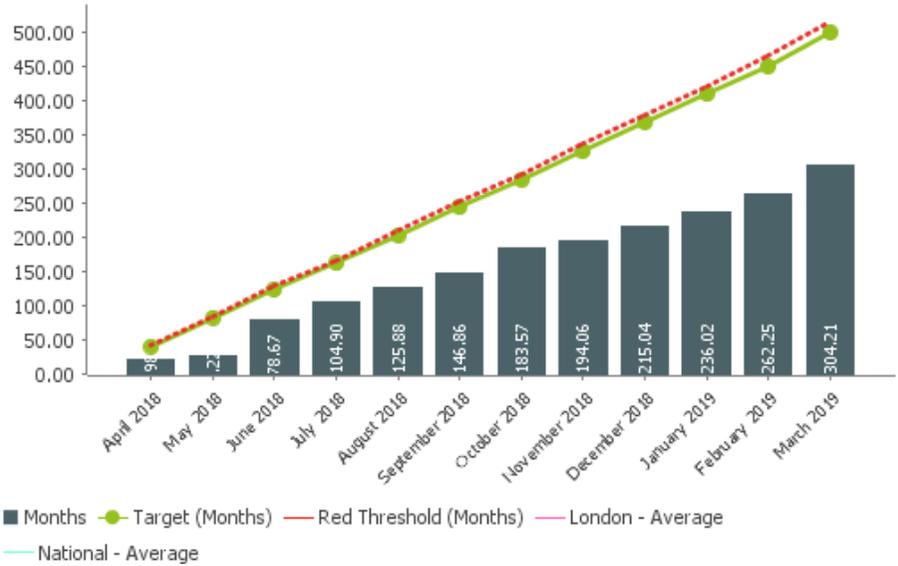


M3.4 Long-term support needs met by admission to residential and nursing care homes, per 100,000 population for 65+ (ASCOF 2A Part 2)

This measure looks at the proportion of older people receiving long-term support by being admitted to residential or nursing care. The measure is a national indicator which is calculated as a ratio per 100,000 residents over the age of 65 and is based on all admissions for the year to date.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Adults, Health and Wellbeing	March 2019			↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Adults Social Care	Strategic	No	499.00	304.21	Green

Performance data trend chart *Latest note*

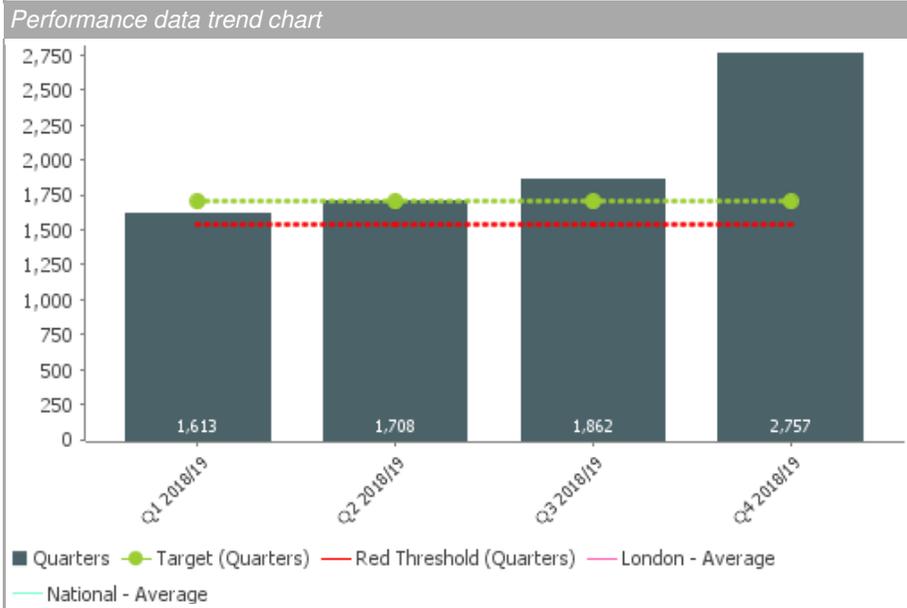


Annual target exceeded.

✓ M3.5 Number of NHS Health Checks completed in quarter for patients aged 40-74

This measure is a count of the number of patients aged 40 - 74 who attended their NHS Health Check. Everyone in this age group is expected to have an NHS Health Check once every five years. Targets are calculated on the basis that 1/5 of the population in the age group would be due to attend in any given year.

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Cabinet Member for Adults, Health and Wellbeing	Q4 2018/19			↓	↓
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Director of Public Health	Strategic	No	1,703	2,757	✓ Green



Latest note

Target exceeded.

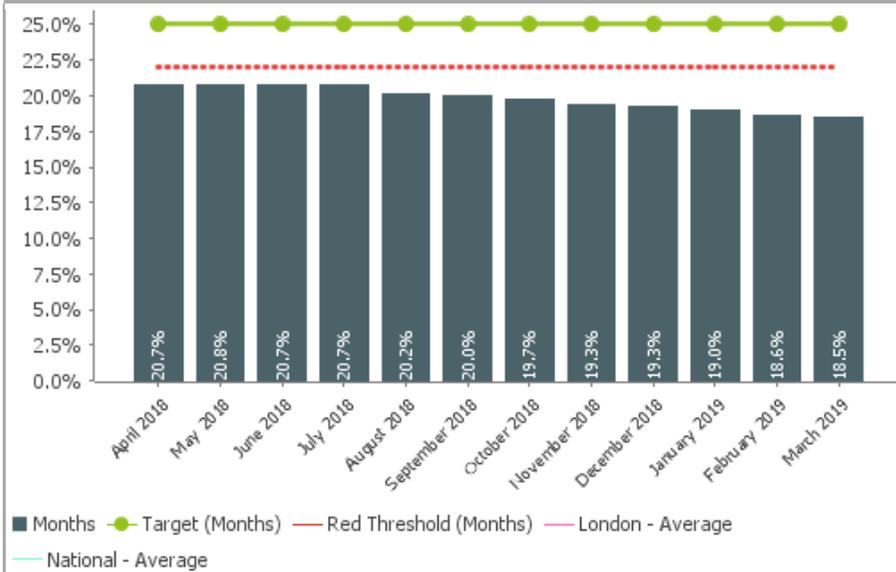


M3.1 Direct Payments for adult social care users and carers

Direct payments enable service users to structure and buy their care themselves through a budget allocated to them. This measure is the current percentage of people who are receiving their community-based care in the form of a direct payment. (ASC:1C part 2a)

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Adults, Health and Wellbeing	March 2019			↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Adults Social Care	Strategic	No	25.0%	18.5%	Red

Performance data trend chart Latest note



Why is performance off target?
 The number of service users and carers receiving direct payments has remained relatively constant throughout the year though significantly below target levels. A number of issues throughout the year have impacted on performance including a longstanding backlog of cases awaiting services being set up following referral from brokerage to our previous external Support Service provider.

What actions are being taken?
 A new Direct Payment Support Service contract has now been awarded and becomes operational in April 2019. There is a plan to have a new marketing drive in Q1 (2019/20) to increase the take up of Direct Payments with the introduction of the new Direct Payment Pre-Payment cards going live in April.

When will it be back on track?
 It is anticipated that the pre-payment card will make direct payments simpler and more accessible and thus increase uptake. Performance is expected to improve during Q1 2019/20.

Who is responsible?
 David Jones, Interim Divisional Director, Adult Social Care

Strategic plan delivery

RAG	Activity	Latest note
	Activity 3.1 We will empower adults social care users and carers by enabling them to exercise greater control over their care and support	<p>We have both promoted and improved access to Direct Payment schemes. We completed a pilot for an extended offer of direct payment to carers and a revised carer's assessment promotes direct payments to medium or high needs carers. We have also awarded a new Direct Payment Support Service contract.</p> <p>For the next financial year, new prepayment card packages will be introduced in April to make it easier for carers to receive direct payments alongside a new marketing drive to increase uptake of this package.</p>
	Activity 3.2 We will further develop the integration of health and social care services and pathways to ensure that people are cared for in the most appropriate setting	<p>We have restructured our Adult Social Care service into four geographic localities, mirroring the structure of healthcare teams. We continue to embed this model, which has been fully costed.</p> <p>We will continue to integrate services in the upcoming financial year by moving to a formal "Joint Committee" that will act as the main financial vehicle for enhancing integrated commissioning. Final draft proposals and pooled budget areas are going to be presented to the Director of Integrated Commissioning at the end of April.</p>
	Activity 3.3 We will support carers to stay healthy and have a life outside caring, preventing unpaid care from breaking down	<p>We have improved carers support and training. We have developed a contract with the Carers Centre that began in December and purchased two resources from Carers UK to support both carers and employers. Furthermore, we completed a pilot of a new carer needs assessment in November. We will review this pilot in the upcoming year with stakeholders to develop workshops for adult social care staff so they become more familiar with using the assessment.</p> <p>In April 2019 we launched The Carer's Academy which provides an annual training programme as well as consistent support. A draft guidance for staff, carers and providers is on track to be published in summer 2019 to support a whole systems approach.</p>
	Activity 3.4 We will prevent and tackle loneliness and social isolation	<p>We are currently operating LinkAge Plus from locations across the borough giving residents over the age of 50 access to a variety of activities and a dedicated outreach service to help prevent social isolation and improve physical and mental well-being. We also provide lunch clubs for older</p>

RAG	Activity	Latest note
		<p>residents across the borough as well as five day services, giving residents the opportunity to go and socialise with other residents in their local area. We are also working with local residents, community groups, and other stakeholders to produce a new look day service provision in 2019, with key elements such as increased outreach and access to financial and benefits advice at the top of the agenda for this. We have also delivered more than 190 Book Break sessions since April across our Idea Store network, following the National Reader Organisation model for therapeutic reading groups to improve mental well-being.</p>
	<p>Activity 3.5 We will drive innovation and promote independence by utilising technology to support vulnerable adults and carers</p>	<p>We have increased the number of residents benefitting from assistive technology by 5.7% since April 2018 (2858 residents). We have also increased the variety of technologies readily available to residents from 5 to 12 devices. They range from medication alarms, distress pendants to motion sensors sensitive to falls. In particular, we introduced a new devices to assist residents with Parkinson's Disease by preventing falls and assist in their movement.</p> <p>To promote these new developments, we opened the Independence East demonstration facility to allow residents to experience the available range of assistive technology and to provide training to all our social care staff. In the next year, we will establish the Equipment Hub, which will deliver assisted technology, additional information and advice and the trusted assessor programme.</p>
	<p>Activity 3.6 We will reduce levels of poor nutrition, overweight, obesity and dental carries in children and young people</p>	<p>Work is underway on the development of a children's healthy weight strategy following on from the insight gained from the JSNA factsheet and other analytical work. The next steps are a series of Outcomes Based Accountability workshops that will be held with key partners in April and May 2019.</p> <p>Alongside this we have been carrying out a number of activities to improve child health in partnership with our local schools. We have completed an informative schools dashboard and this has been successfully piloted with selected schools. The dashboard will be rolled out to all schools in 2019. We have successfully supported the Healthy Mile programme, a health promotion project to encourage primary school children to undertake at least 15 minutes of exercise per day so that they are more active and have improved health. We have the highest number of schools of any London borough participating in the programme.</p> <p>We hosted a pan-London workshop where representatives from boroughs across London, as well as Public Health England, attended to discuss a joint approach to the School Superzones Devolution pilot. Superzones are areas of 400m radius around secondary schools where action is</p>

RAG	Activity	Latest note
		taken to protect young people's health and encourage healthy behaviours through targeted intervention. The Superzone's current proposal is to maximise the voice of the child through public realm developments; this will be developed further in 2019.
	Activity 3.7 We will improve our sport, cultural and recreational offer to residents	<p>The Sport, Leisure & Culture Division organised an extensive summer programme of activities that attracted 19,351 attendances, in excess of 165 free activities were delivered over 853 hours during the six week period.</p> <p>To date 21 primary and secondary events have taken place as part of the School Games Programme. A Primary School PE and Sport Conference was also organised in March with 35 school representatives in attendance. The handover to the two School Games Organisers has taken place. The council maintains an advisory and monitoring role to help support the delivery of the programme.</p>

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

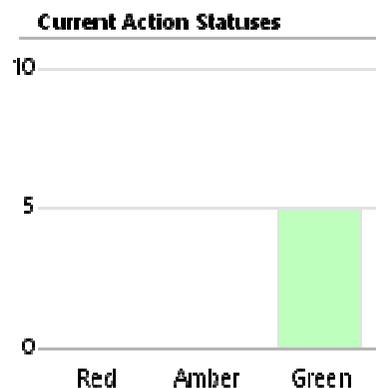
We want our residents to have opportunities and the support they need to be free from poverty and to enjoy the benefits of a prosperous borough. In Tower Hamlets the greatest inequalities are experienced by people in terms of their health, employment and housing. Poverty is often the underlying challenge and close to a third of children are living in families below the poverty line - the highest rate nationally and well above the London average. But people also experience systemic inequalities, needing support to improve their household income and to overcome barriers to having better health, career opportunities and decent housing.

The number of people claiming in work benefits has increased and Welfare Reform is estimated to affect over 40,000 (45 per cent) of all working age households in the borough.[1] Through our Tackling Poverty Fund we will continue to protect those residents struggling to make ends meet and provide more support for schemes to help residents out of poverty and into employment.

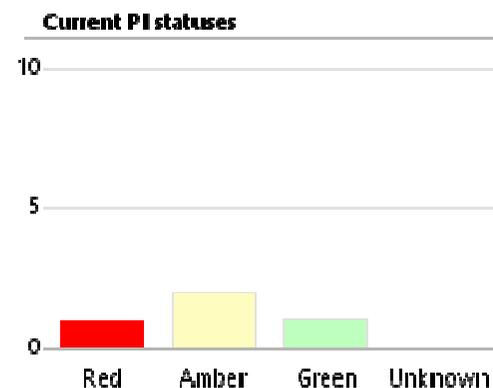
The benefit cap has made it very difficult for workless households to be able to find or maintain affordable accommodation within the borough. We will strive to improve access to affordable housing for residents through our actions to further increase the number of homes. Our adult learning and employment skills offer will include targeted provision for those furthest from the labour market, providing support towards decent employment for those in most need.

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart

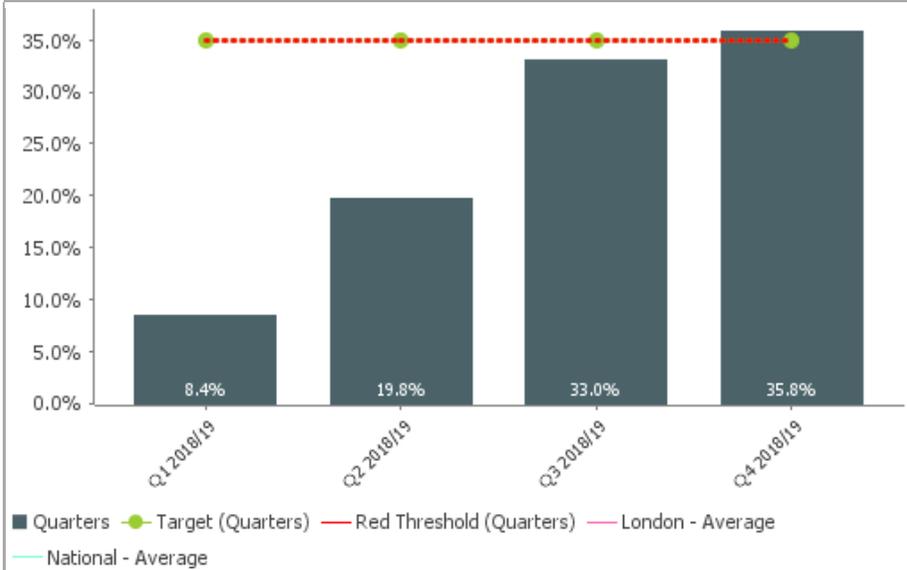


✓ M4.4 Proportion of affordable housing secured through the planning process

The council has a policy that 35% of all habitable rooms in new developments of ten units or more are expected to be classed as affordable (below market rent or intermediate housing such as shared ownership). This measure is the percentage of habitable rooms classed as affordable based on planning permissions granted. The measure is cumulative and includes all relevant planning permissions granted in the year to date. This specific measure is not looking at affordable homes actually built but instead considers how effective the council is at requiring developers to meet their affordable housing obligations at decision stage.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Deputy Mayor and Cabinet Member for Regeneration and Air Quality	Q4 2018/19			↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Planning and Building Control	Strategic	No	35.0%	35.8%	✓ Green

Performance data trend chart



Latest note

Target met.

M4.1 Women supported into sustainable work

This measure is a count of the number of female residents supported into sustainable work through support from the council's WorkPath service. Sustainable work is defined as a minimum of 16 hours per week for four weeks.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Work and Economic Growth	Q4 2018/19			↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Growth and Economic Development	Strategic	No	320	263	⚠ Amber

Performance data trend chart



Latest note

Why is performance off target?
 810 women engaged with the WorkPath service for the first time during 2018/19 resulting in 263 women supported into sustainable job starts. Of those, 215 women were from the BME community and 41 were lone parents. Whilst the target was not achieved, the minimum expectation of 258 was exceeded.

The WorkPath Service is focussed on those furthest from the labour market (i.e. long term unemployed and economically inactive residents potentially with multiple barriers to employment). Our measure records employment of 16 hours per week or more. This definition does not always reflect the needs of this particular group of residents engaged with the service as many are requiring a 'gentle' reintroduction to employment and/or more flexible employment due to other commitments such as childcare. The service achieved 66 (20%) additional job starts that did not meet the definition.

What actions will be taken and who is doing this?
 Supporting residents furthest away from the labour market can be a lengthy process. The WorkPath service continues to provide support help remove barriers to employment.

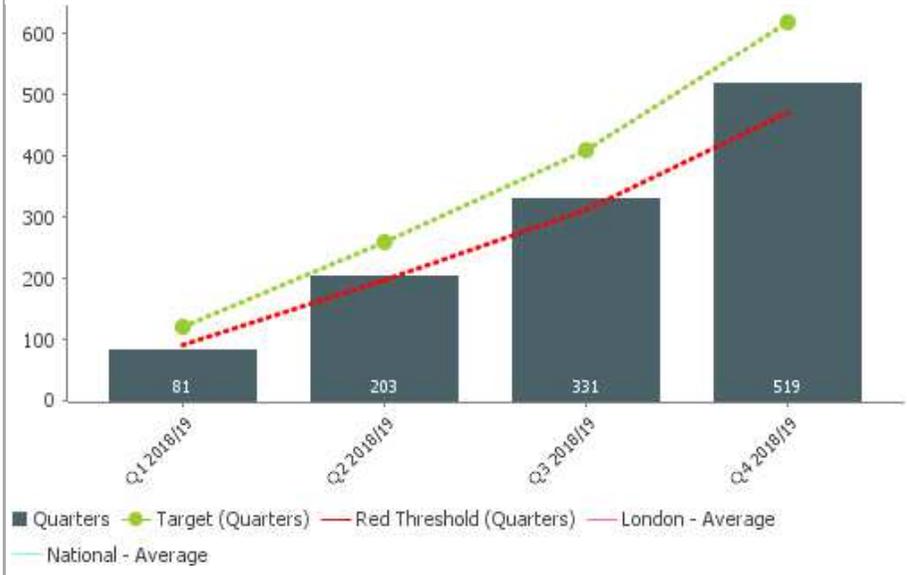
When will it be back on track?
 The service will strive to achieve future targets in 2019/20.

M4.2 Residents from BAME backgrounds supported into sustainable work

This measure is a count of the number of residents from Black, Asian and minority ethnic (BAME) backgrounds supported into sustainable work through support from the council's WorkPath service. Sustainable work is defined as a minimum of 16 hours per week for four weeks.

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Cabinet Member for Work and Economic Growth	Q4 2018/19			↑	↑
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Growth and Economic Development	Strategic	No	620	519	⚠ Amber

Performance data trend chart



Latest note

Why is performance off target?
 1,482 BAME residents engaged with the WorkPath service for the first time during 2018/19 resulting in 519 sustainable job starts. A further 87 BME residents gained employment with support from the Service however these jobs do not meet our definition of sustainable. There are a further 62 job outcomes for which evidence of employment is being pursued.

The WorkPath Service is focussed on those furthest from the labour market (i.e. long term unemployed and economically inactive residents potentially with multiple barriers to employment). This definition does not always reflect the needs of this particular group of residents engaged with the service as many require a 'gentle' reintroduction to employment due to barriers faced (eg. lack of language skills or qualifications).

What actions will be taken and who is doing this?
 Supporting residents furthest away from the labour market can be a lengthy process. The WorkPath service continues to provide support help remove barriers to employment. A Somali Community Development Officer was recruited in conjunction with Adult Learning during 2018/19 to support with the engagement and to promote ESOL as well as other opportunities offered through Idea Store learning and WorkPath.

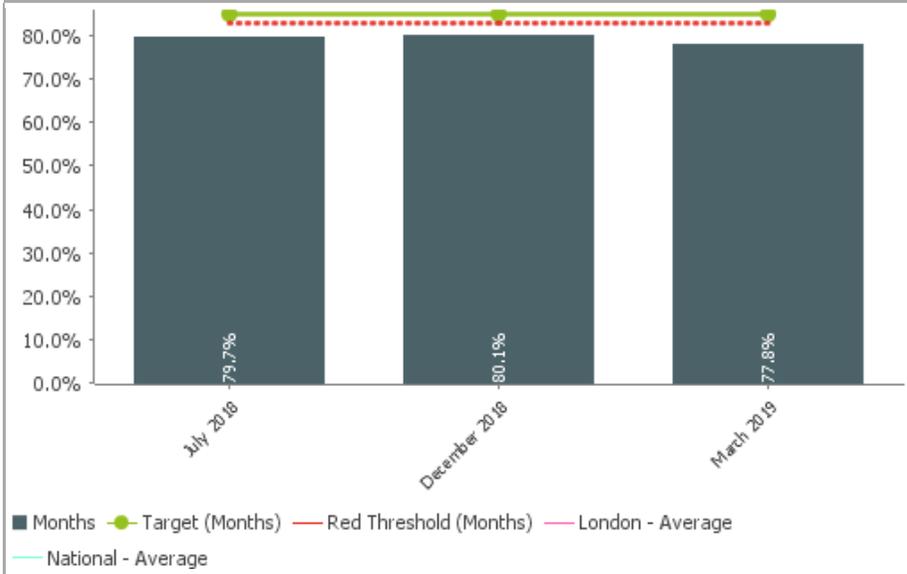
When will it be back on track?
 The service will strive to achieve future targets in 2019/20.

M4.3 Adult learning reach

The council's Idea Store Learning service offers a range of courses aimed at raising skills and aspirations. The measure looks at the percentage of learners who are from the 30% most deprived postcode areas as identified through the national Index of Multiple Deprivation (IMD). The measure is calculated per term as the academic year does not line up with the council's corporate reporting year. There are only three points during the year when this measure is calculated - once at the end of each term. Learners attending multiple courses or learning activities are only counted once in each term.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Culture, Arts and Brexit	March 2019			N/A	↓
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Customer Services	Strategic	No	85.0%	77.8%	Red

Performance data trend chart



Latest note

Why is performance off target?
 Quarterly performance for Q4 has dropped by approximately 2 percentage points from Q3 however, there has been a slight increase in the number of learners enrolled which has been offset by a slight reduction in the number of learners enrolled from deprived postcodes. Small variations amongst number of learners are likely to occur with different start patterns throughout the quarter. Although at 77% this measure is below target for the performance year, we can draw comparisons with the rest of London average of 35% and as a result we come out favourably.

What actions will be taken and who will be doing this?
 This is a new indicator introduced in 2018/19 and the target was based on limited historic data and was very challenging indeed. Now that we have gathered one whole year of data and are able to understand our level of performance more accurately, we will re-baseline our target for 2019/20. In 2015/2016, 74% of Idea Store Learning learners came from the bottom three deciles of the English Indices of Multiple Deprivation. This demonstrates that performance has improved since then and that a target in the mid to high 70% region is more appropriate.

When will it be back on track?
 We will continue to monitor performance against our revised target.

Strategic plan delivery

RAG	Activity	Latest note
	Activity 4.1 We will launch our in-house advice and support service for households moving to Universal Credit to help them manage the transition more effectively	<p>We have successfully launched our in-house advice and support service for households moving to Universal Credit to help them manage the transition more effectively. Across 11 locations within the borough, 521 clients have been provided with assistance and over £200k of projected annual Universal Credit has been awarded.</p> <p>In addition, the Child Poverty Action Group (CPAG) has been commissioned to carry out a survey which will help the Council to better understand the impact of transition to UC on households with children. The use of such intelligence is key to our organisation providing a more tailored service to our customers and residents and will inform decision making in the future.</p>
	Activity 4.2 We will run an awareness and engagement campaign for Universal Credit prior to its introduction in relevant postcodes and liaise directly with DWP on complex cases	<p>The roll out of Universal Credit to residents in the borough has been delayed by the Department for Work and Pensions (DWP). In December the Council launched a new Residents' Support Scheme, replacing the previous Crisis Grant scheme. The scheme aims to support residents who are either in or at risk of being in crisis, are in need of immediate help and have no source of financial support available to them. As part of the service, we are signposting residents to other sources of support that may be available to ensure they can get the maximum help. This includes referral for advice/assistance with financial, debt and/or welfare benefits.</p> <p>We are offering advice and support services to households affected by the move to Universal Credit in 11 locations: Poplar and Hoxton's Job Centre Plus, Mowlem, Meath Gardens and Overland Children's Centres, Financial Health Centre, Poplar Food Bank, Look Ahead rehabilitation centre, Workpath, Idea Stores Whitechapel and Watney Market. Since October we have assisted 521 clients and over £20,500 in backdated Universal Credit have been claimed.</p>
	Activity 4.3 We will use our planning powers to secure affordable and accessible housing within new developments	<p>Our new Local Plan sets ambitious affordable and accessible housing targets. The plan has recently been reviewed by a Planning Inspector and we are consulting on modifications until 9th May. We continue to assess planning applications against existing policies and where decisions are made by the council, we have successfully secured high levels of affordable housing and housing that is wheelchair accessible.</p>
	Activity 4.4 We will develop a broad adult learning and employment skills offer,	<p>The WorkPath service and wider WorkPath partnership continue to support residents into employment. 519 black and ethnic minority residents, and 263 female residents were supported by</p>

RAG	Activity	Latest note
	including targeted provision for those furthest from the labour market	<p>the WorkPath provision into sustainable job starts so far this year. Of those, 135 were from a BAME background.</p> <p>A Somali Community Development Officer has been recruited in conjunction with Adult Learning to support with engagement and promote ESOL and other opportunities delivered by Idea Store learning and WorkPath. The courses are: vocational ESOL for Childcare; English and Maths for women in Health and Social Care; English and Maths for Working Start Childcare; and Focus on Health and social Care (Level 1 English).</p>
	<p>Activity 4.5 We will deliver the second phase of the Somali Task Force, including the establishment of a community hub with a Somali focus, and deliver a Somali graduate programme</p>	<p>Physical work on the new Somali Hub at Granby Hall has now started. The venue will be a new dedicated community space for cultural and community activities. The estimated completion date is November 2019.</p> <p>The Council provides mentoring support to Somali young people into jobs through a Somali graduate programme. 72 graduates are engaged in our Somali graduate programme and so far two graduates have secured an internship / work experience placement and eight have secured jobs. So far we have engaged 30 employers about this programme.</p> <p>With our partners at ELBA, we are providing mentoring support to help Somali young people into jobs through the Somali graduate programme. Around 90 graduates have engaged in the programme and around 50 are registered with the WorkPath and are being offered employment support such as receiving updates on live vacancies via London Works and external partners as well as interview coaching and access to application support and review.</p>

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

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

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

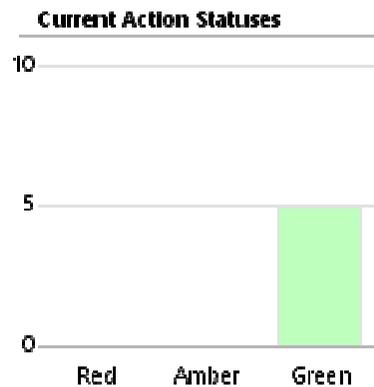
We want the borough to be a clean and attractive place but litter, fly tipping and graffiti on our streets has a detrimental impact on life for residents and visitors. We will tackle these through more efficient and effective services, backed up with investment and enforcement when necessary.

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

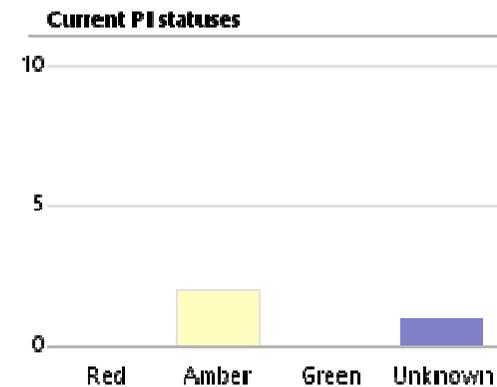
We are committed to protecting and maintaining our parks and open spaces and the council will continue to invest in the public realm to create attractive, liveable, well-maintained neighbourhoods.

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart

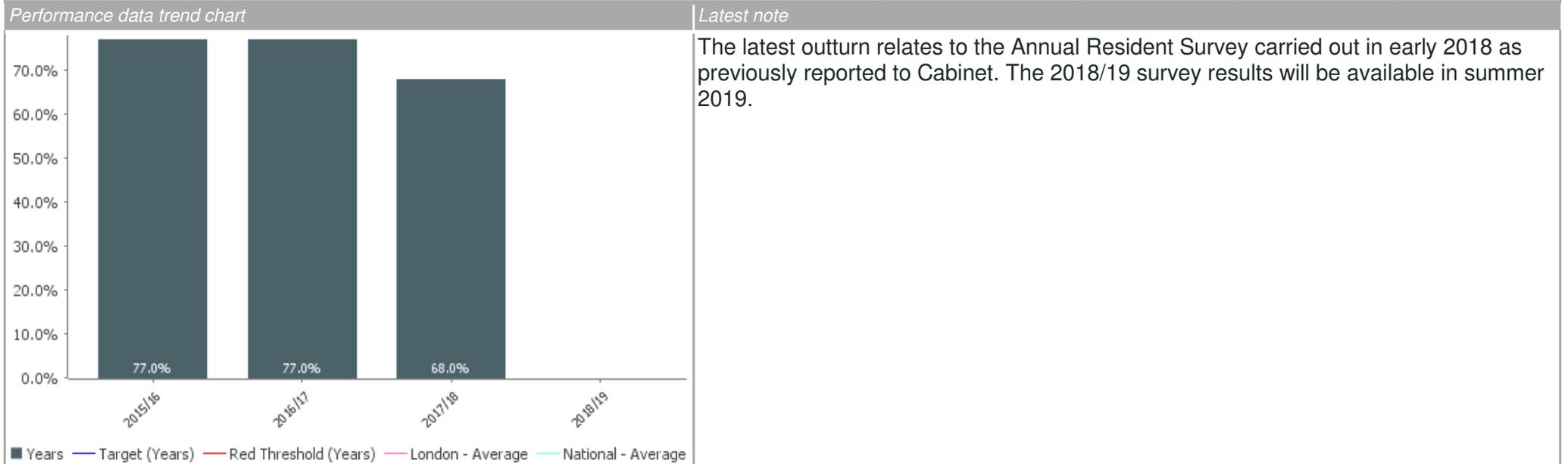




M5.2 Satisfaction with parks and open spaces

This measure is taken from the council's residents survey and is expressed as the percentage of respondents who rate parks and open spaces as good, very good or excellent.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Culture, Arts and Brexit	2017/18			↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Sports, Leisure and Culture	Strategic	No		68.0%	Data Only

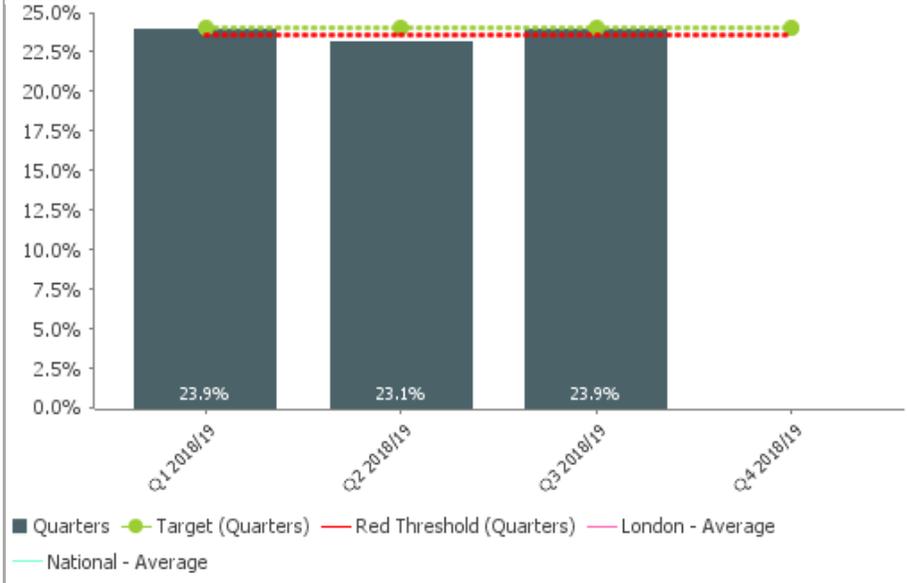


M5.1 Level of household recycling

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

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Environment	Q3 2018/19			↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Public Realm	Strategic	No	24.0%	23.9%	Amber

Performance data trend chart



Latest note

Why is performance off target?

Q4 data is not yet available. In Q3 2018/19, 18,691 tonnes of household waste was collected and of that, 4,472.51 tonnes was sent for reuse, recycling and composting. This means that performance for the period October to December is just 0.1 percentage point below target. As the end of year outturn is based on the cumulative totals for the whole year, our performance in Q3 has helped to narrow the gap and the cumulative total for the year is now only 0.3 percentage points below target. Over the last year there has been a realignment in the way our partners calculate waste and recycling which will have had an impact on our performance.

What actions will be taken and who is doing this?

Some of the initiatives we are undertaking to improve recycling performance include: making improvements to the waste and recycling storage facilities of approximately 2,200 blocks of flats in the borough; introducing re-usable, machine-washable recycling bag; and are in the process of developing an estate-based recycling incentive scheme with community rewards.

When will it be back on track?

We expect to see an improvement in performance recycling levels as the revised

collection rounds settle in and the improvements to the recycling arrangements on housing estates are established. The delivery of the actions within our recently adopted Waste Strategy will also contribute to improvements in recycling and help reduce waste arisings.

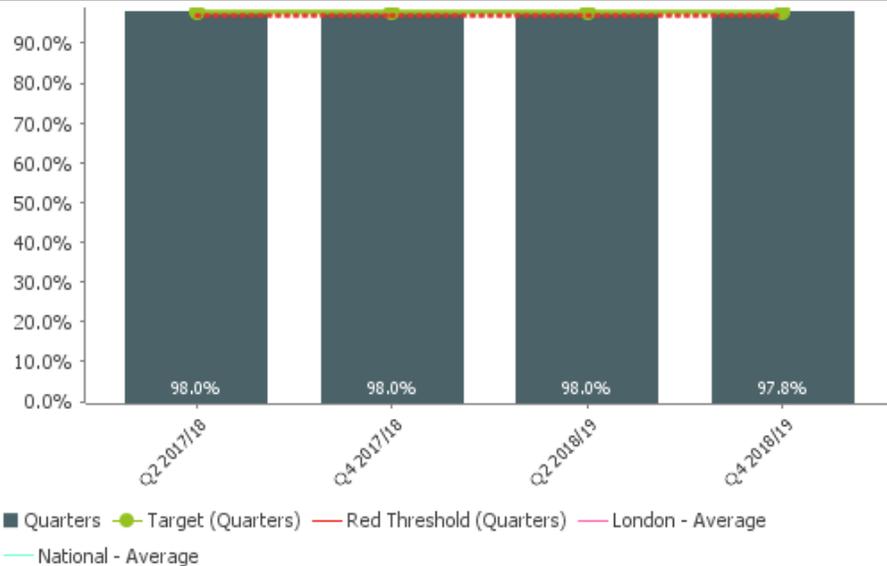


M5.3 Street cleanliness

This measure is based on a national methodology to assess the cleanliness of streets and the public realm. Surveys of a sample of areas are carried out twice a year across the borough. Both surveys are combined to get the annual result. Areas are scored against a national benchmark of cleanliness levels and the measure is expressed as the percentage of areas surveyed which meet or exceed the cleanliness standard.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Environment	Q4 2018/19			↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Public Realm	Strategic	No	98.0%	97.8%	Amber

Performance data trend chart



Latest note

Why is performance off target?

This measure is collected twice a year. The second survey shows that almost 98% of the streets surveyed were clean of litter. Streets identified in Weavers and Bethnal Green South wards failed in the second survey.

What actions will be taken and who is doing this?

On top of our regular cleaning regime, our contract management team is carrying out additional performance monitoring and quality control checks. A more targeted approach has been adopted to tackle high density litter problem areas and hotspots across the borough. In addition, regular review of street cleansing complaint data is carried out to help identify problem areas. We are working with Veolia to ensure improved standard of service delivery based on regular weekly reviews of performance.

When will it be back on track?

We expect to see improvements in standards of street cleansing from April 2019 with ongoing monthly performance reviews.

Strategic plan delivery

RAG	Activity	Latest note
	Activity 5.1 We will identify ways to reduce the carbon footprint and emissions from our activities	<p>Using the carbon fund we delivered a number of projects to reduce carbon emissions from homes, schools and our offices. Low income households benefitted from new boiler installations reducing carbon emissions and alleviating fuel poverty. Energy efficiency works in schools and offices have included lighting, heating upgrades, insulation and more efficient equipment. These projects have helped reduce energy costs and improve thermal comfort in schools, and refurbished council offices included energy efficiency works.</p> <p>Our grants programme of energy efficiency measures will continue in 2019/20.</p>
	Activity 5.2 We will develop a new Transport Strategy for the borough and make our borough one of the best in London to walk or cycle in, improving road safety and delivering a new parking policy	<p>We have implemented a range of initiatives in the borough to reduce the impact of traffic and improve road safety, especially for children and parents around our schools. Around Sir William Burrough School we have introduced a new zebra crossing and permanently closed a dead end road which has been resurfaced in colourful playground material. We have also installed a mural, reclaiming the street for pupils. Projects are being put together for Central Foundation, John Scurr, and Harry Gosling schools. Going forward, in 2019/20 we will deliver street scene transformation projects in a further 18 sites.</p> <p>In the new-year, we will be consulting with residents and other interested parties on our proposals to create Liveable Streets in 20 areas in the borough. We are working with TfL and Hackney Council to design a new cycle route from Hackney to the Isle of Dogs. We are also working with TfL on four new quiet routes in the west of the borough into central London. Public consultation on these proposals will be out in 2019.</p> <p>We have produced a new Local Implementation Plan (LIP3). This plan is the mechanism in which we are able to submit a bid for funding to Transport for London for financial support for schemes to improve our transport networks. We have submitted our LIP to Transport for London for their approval.</p>
	Activity 5.3 We will implement a range of air quality improvements (including transport technology improvements)	<p>The Zero Emissions Network (ZEN) is an air quality initiative supported by Tower Hamlets, Hackney and Islington councils. The scheme, funded by the Mayor's Air Quality Fund and Tower Hamlets, is set up to help businesses save money, reduce emissions and improve air quality by</p>

RAG	Activity	Latest note
	and the Zero Emissions Network)	<p>making changes in transport and building use and adopting more sustainable business practices. ZEN operates among businesses in the Spitalfields, Shoreditch and Clerkenwell areas of London, which combined together form the City Fringe. We are working to extend the duration of this project and the next round will also include the Canary Wharf area.</p> <p>Our Liveable Streets programme is designed to mitigate against the effects of traffic congestion and road safety problems, especially in areas around schools. Working with our partners we are identifying projects that will help to address the on-going traffic and safety concerns. A Traffic Management Review of the Wapping area has been completed and we are now consulting on the proposal to include a bus gate to remove rat running traffic from the area. The consultation on this proposal will run until the end of April. We have introduced traffic calming measures in Antill Road, Cheshire Street, and areas in Weavers, Bethnal Green and Bow. We will be starting a consultation on measures in Wapping and at Arnold Circus.</p> <p>The ultra-low emission zone (ULEZ) came into effect in the very west of the borough on 8th April and where necessary we have changed our fleet to ensure we are compliant with the new regulation. Our new vehicles are newer, less polluting diesel powered, and in time we will move to electric.</p>
	Activity 5.4 We will deliver a programme of cleanliness, waste and recycling improvements throughout the borough	<p>Our new Waste Management Strategy was approved at Cabinet in February 2019. We are now developing the new service which will start delivering in April 2020. The service will provide greater control and flexibility to improve street cleansing and waste/recycling. It will also allow for greater innovation in approach than outsourcing and increase the speed of providing necessary change to improve performance and street cleanliness.</p> <p>In January we undertook a cleanliness survey of our parks and streets. Results showed that the litter, detritus, fly-posting and graffiti in the borough are relatively low, with less than 3% of our public realm rated inadequate.</p> <p>This year we have made a number of improvements which will help us meet the Mayor's ambitions to improve recycling rates to 35% by 2022. These include working more closely with social housing providers and private landlords on minimum standards of service provision; creating a new Recycling Improvement and Engagement Team to deliver waste minimisation and recycling engagement programmes for residents, schools and community groups; revising the Council's</p>

RAG	Activity	Latest note
		current commercial waste services; and developing a pilot incentive scheme as part of our estates recycling project.
	Activity 5.5 We will improve our public realm including our parks and other open spaces, so that they are more attractive and better used	<p>In Tower Hamlets there are over 120 parks and green spaces for residents and visitors to enjoy. Improving our public realm including parks and other open spaces is a key priority.</p> <p>This year we have made improvements to a number of parks and playgrounds in the borough. These include Weaver’s Changing Rooms, Shandy Park, Warner Play, Jolly’s Green, Brick Lane Mosaic, Langdon Park BMX, Poplar Park, and Ropewalk Garden Gym. In Victoria Park Pool playground we have upgraded the splash pool filter pump and chlorination treatment system. The redesign of the rock stack has also been completed and we have installed a 900mm fence at the top of the slope for extra safety.</p> <p>Some of our longer-term projects will continue into 2019/20. They include Allen Gardens, Bartlett Park, Christchurch Spitalfields, Aberfeldy, Ford Square and Cavell Street Gardens. Following resident feedback we are redesigning our proposals for Ford Square and Cavell Street Gardens. Work is also being planned to improve sports facilities in our parks starting with Wapping Gardens. Over the coming months we will also carry out condition surveys of footways, carriageways and other street furniture in our parks and open spaces for future works.</p>

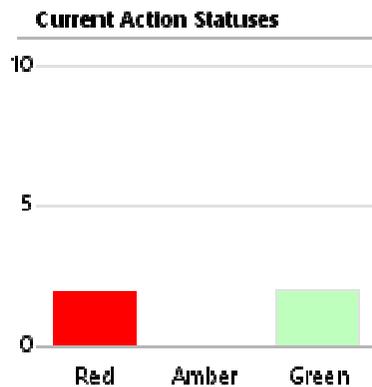
Outcome 6 People live in good quality affordable homes and well-designed neighbourhoods

We want the borough to be a place where people are proud to live and enjoy their lives. Accessing good quality, affordable housing is an ongoing challenge in a borough which has a fast growing population, low income levels for many households and a fast growing private rented sector with high private rents and house prices. Maximising the delivery of affordable homes and improving the quality and management across all housing tenures is therefore paramount. We will continue to increase the supply and delivery of affordable homes by building new council housing, supporting the delivery of new housing at affordable rent levels by registered providers, and maximising the number of affordable homes secured through the planning process. We will continue to drive up the quality of housing across all tenures, including the private sector, through increased licensing and enforcement, and will improve standards across social housing through stronger management.

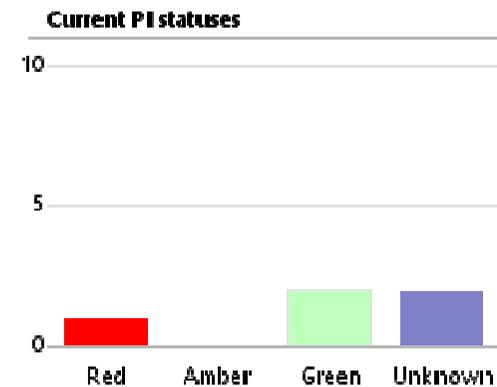
We will refresh our approach to Regeneration, including environmental improvements, across the borough; continuing our programme of estate regeneration and delivering the Better Neighbourhoods Programme, so that growth across the borough is coordinated and shaped in such a way that everyone shares the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

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart





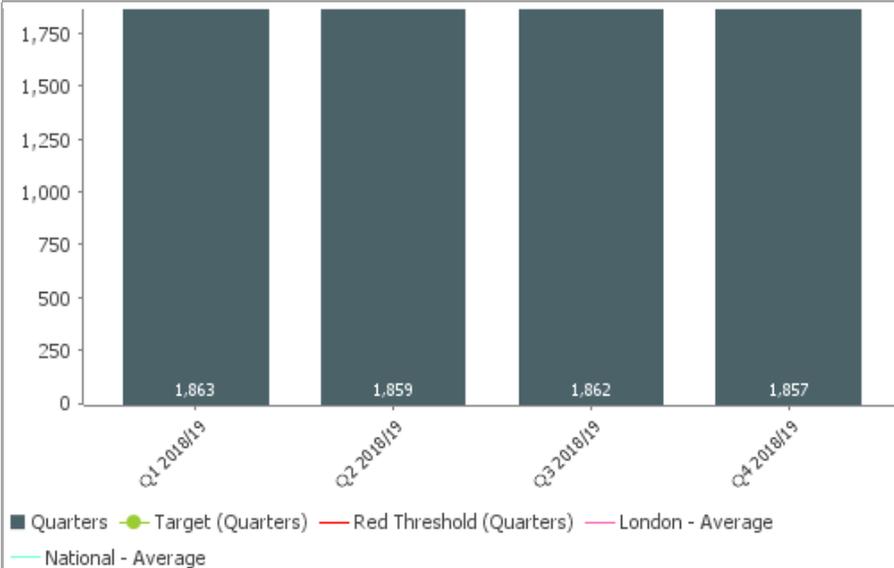
M6.4 Households living in temporary accommodation

This measure is a count of the number of households currently living in temporary accommodation. The measure is a snapshot. It is a data only measure without a target.

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Statutory Deputy Mayor and Cabinet Member for Housing	Q4 2018/19			↑	↑
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Housing	Strategic	No		1,857	Data Only

Performance data trend chart

Latest note





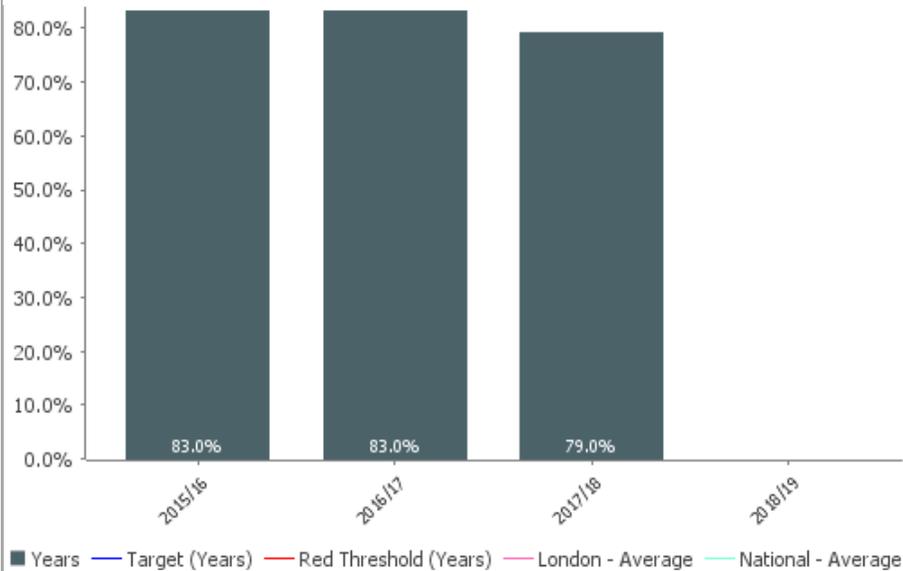
M6.5 Resident satisfaction with the area

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

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Cabinet Member for Environment Deputy Mayor and Cabinet Member for Regeneration and Air Quality Statutory Deputy Mayor and Cabinet Member for Housing	2017/18			↓	↓
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Strategic Director, PLACE	Strategic	No		79.0%	Data Only

Performance data trend chart

Latest note



The latest outturn relates to the Annual Resident Survey carried out in early 2018 as previously reported to Cabinet. The 2018/19 survey results will be available in summer 2019.



M6.2 Families re-housed from overcrowded conditions

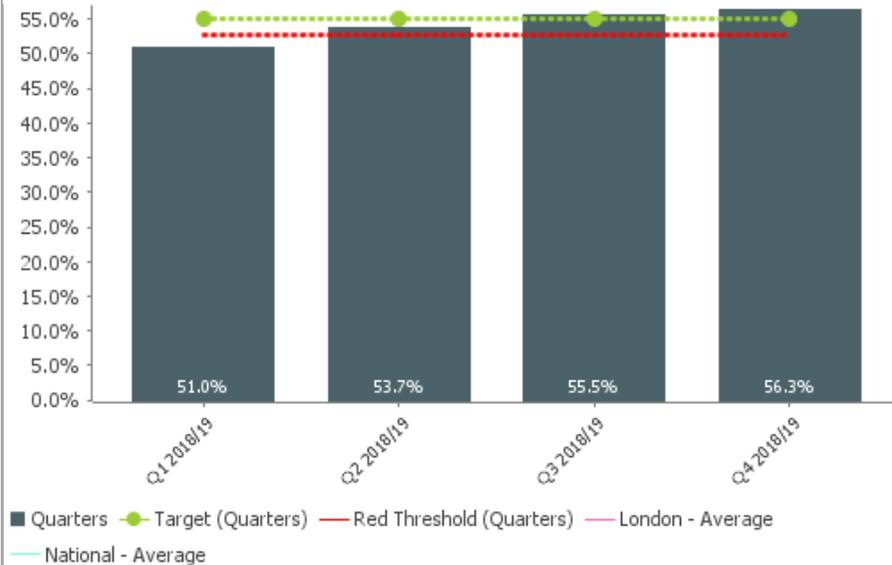
Overcrowding remains a problem in the borough and reducing overcrowding is a main aim of the council's housing service. The measure looks at new lettings in the most recent reporting period and assesses what percentage of lettings was to households previously living in overcrowded conditions.

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Statutory Deputy Mayor and Cabinet Member for Housing	Q4 2018/19			↑	↑
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Housing	Strategic	No	55.0%	56.3%	Green

Performance data trend chart

Latest note

Target met.





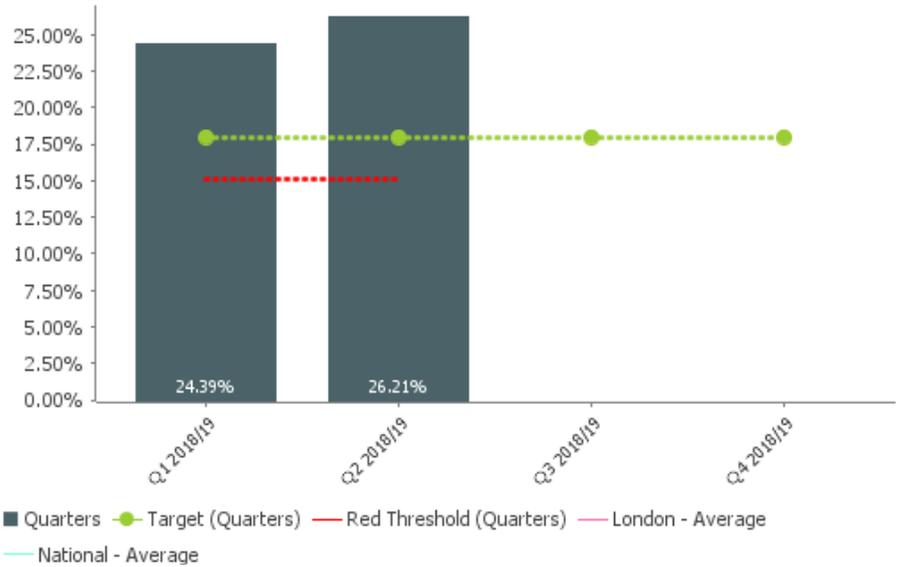
M6.3 Effectiveness of homelessness prevention

The council's housing advice service provides support and casework for households who consider themselves homeless. The measure looks at the percentage of households who received advice and support and for whom for whom housing advice casework intervention resolved their situation.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Statutory Deputy Mayor and Cabinet Member for Housing	Q2 2018/19			↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Housing	Strategic	No	18.00%	26.21%	🟢 Green

Performance data trend chart

Latest note



Latest available data relates to Q2 (to September 2018). In Q2 the service supported 538 households who considered themselves as homeless, and out of these, 141 households were prevented from becoming homeless

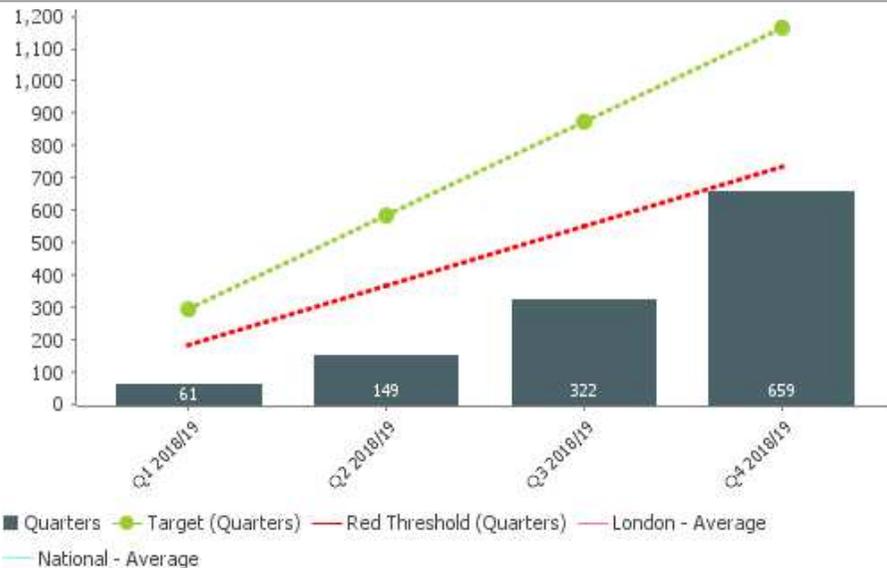
This measure traditionally reports one quarter in arrears, however reporting is further delayed this year because the service is implementing a new system to report statutory returns to the Ministry of Housing, Communities and Local Government (MHCLG). The revised requirements mean that many local authorities across the countries are reporting later than anticipated due to significant challenges in adapting existing processes to new requirements, which at present require substantial manual tracking and review.

M6.1 Affordable homes completed

This measure is a count of the total number of affordable homes completed in the year to date (gross number). Quarterly figures and targets are cumulative.

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Regeneration and Air Quality	Q4 2018/19			↓	↓
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Housing	Strategic	No	1,167	659	Red

Performance data trend chart Latest note



Why is performance off target?

659 affordable units were delivered in 2018/19. The service had already forecast a reduction in the overall number of affordable housing delivered this year. Affordable housing delivery is market driven, influenced by economic conditions, and not in the direct control of the council. The reduction was due to movements in a number of schemes completion schedules (mainly two Canary Wharf Group schemes slipping into the first quarter of 2019/20).

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

What actions will be taken and who is doing this?

There are no actions that the council team can take to influence construction programme timetables as they are RP and private developer-led.

When will it be back on track?

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

Strategic plan delivery

RAG	Activity	Latest note
	<p>Activity 6.1 We will increase the supply and delivery of all types of affordable homes, including new council housing, bringing empty properties back into use and making the most effective use of the existing stock</p>	<p>The Council is committed to doing what it can to tackle the housing crisis in the borough. 659 new affordable homes were delivered this year. A number of housing delivery schemes have slipped however we expect them to be completed before summer 2019.</p> <p>We are making the best use of limited space in the borough by using 'infill sites' to develop more council homes. We have started works on Baroness Road, Jubilee Street and Locksley A to build 77 new council homes with occupation expected in summer 2020. Other sites around the borough have been identified for future developments.</p> <p>Using Right-to-Buy receipts, we are enabling registered providers to purchase homes, keeping them from being sold on the open market, thus increasing our social housing stock for residents on the housing register. Over £1.8 million worth of Right to Buy receipts have spent this year. The money has bought seven affordable housing units, and three x 1 bed buy-backs (George Green Alms-houses). The money also forms part payment for 37 units at Times House (Peabody), and 20 units at Watts Grove (Swan) which are still under construction.</p> <p>We are in the final stages of producing a policy which will facilitate self-builders in the borough. Our officers are currently undertaking the relevant legal checks relating to the eight potential sites that have been identified for self-building in the borough. Subject to the appropriate approvals and sign off for land disposal, these sites will be advertised via the GLA's Small Sites programme in 2019/20.</p> <p>Under occupation of council homes is an issue we are tackling so that we can maximise rehousing opportunities for residents in need of social housing. We are doing this by training our staff to engage with and actively support tenants who wish to downsize.</p> <p>We are talking to home owners of empty properties with the aim of bringing them back into use. The Rating (Property in Common Occupation) and Council Tax (Empty Dwelling) Bill which is currently going through Parliament, has provision to enable councils to charge extra for empty properties and up to 300% extra for properties empty for 10 or more years.</p>

RAG	Activity	Latest note
		<p>Final figures are still being validated, but we know that through casework interventions we have prevented at least 221 households from becoming homeless this year.</p>
	<p>Activity 6.2 We will improve the quality & management of social & private housing in the borough through delivering the Better Neighbourhood programme, supporting housing associations in managing their stock & extending use of licensing & enforcement in the Private Se</p>	<p>With Tower Hamlets Homes, we are delivering a £25.512 million Council Housing Capital Programme. To date, 36 blocks of flats have been completed and two other blocks are expected to be completed by May 2019. The improvement works include window and roof repairs and renewals, communal decorations and lighting repairs, and balcony and walkway repairs. In addition new front entrance doors have been fitted for tenants. Our mechanical engineering programme has seen 13 lift installations/improvements; 19 entry door systems being installed; and 371 new domestic boilers fitted.</p> <p>So far this year over, £2.5 million has been spent on implementing a range of fire safety improvements in 1,719 of our blocks on estates. Our strengthened fire safety regulations are now being issued to developers.</p> <p>We have been providing support for private renters and landlords. At the last Private Renters' Charter Forum meeting in December, attendees heard from representatives from the Greater London Authority (GLA) about the Mayor of London's strategy for private renting and the Mayor's rogue landlord agent checker.</p> <p>We are continuously working to reduce the number of landlords who breach short term letting policy. Our officers met with several organisations including the GLA, Peabody Trust, other local authorities to agree how we can jointly lobby Government to deter anti-social and unlawful behaviour including unlawful holiday lettings.</p>
	<p>Activity 6.3 We will deliver a programme of regeneration on the Ocean estate, Blackwall Reach, Chrisp Street and Poplar Riverside</p>	<p>We have started on site for the second phase of the Blackwall Reach development to deliver 268 new homes. The design of the third phase of the Blackwall Reach development has been briefly paused so that any findings from the Government review of fire safety design can be incorporated. However this should not delay the completion of this development. Phase three will deliver around 324 new homes.</p> <p>We continue to work with residents and businesses that will be affected by the compulsory purchase order (CPO) of Chrisp Street Market. The CPO will enable the Council and its partners to regenerate the area including refurbishing the market, current shops, new buildings, more</p>

RAG	Activity	Latest note
		<p>affordable homes, a new cinema, restaurants, pocket parks, a large new community hub and extended Idea Store. The new Sure Start Children's Centre is scheduled to be completed by the end of May.</p> <p>This year we have delivered 225 new homes on the Ocean Estate (site H), including 121 that are classified as being affordable. There are 92 properties for affordable renting; 29 homes for shared ownership; and 104 homes for private sales.</p> <p>The Council and its partners have established a new Regeneration Board which will support the development of the Poplar Riverside Housing Zone. This scheme will consist of 10 development sites with around over 3,000 new homes in the first phase of development. To improve connections, the plans include options for bridges across the River Lea.</p>
	<p>Activity 6.4 We will manage housing infrastructure pressures through a new Local Plan</p>	<p>The emerging Local Plan is nearing adoption, with only the final stages left. This includes a six-week consultation on the main modifications to our new draft Local Plan, which began on 25 March and will finish on 9 May 2019. These responses will be provided to the government's Examiner for her consideration and will inform her final report to us. We anticipate adoption in Q3 of 2019/20. In the meantime, at each stage the plan gains increasing planning weight, providing a strong policy position to manage future growth.</p> <p>The Council continues to support a number of Neighbourhood Forums, as outlined in the Council's Neighbourhood Planning Service Offer. The council's website includes two helpful application guidelines for interested groups. In October, a new Neighbourhood Forum was created, the Poplar Regen Alliance. Consultation on a revised neighbourhood boundary for the East Shoreditch Neighbourhood Area opened on 14th March and concludes on 24th April. The Isle of Dogs Neighbourhood Forum has been redrafting their Neighbourhood Plan and started their first consultation (run by the Forum) on 3 April. The Council will continue to provide support and guidance to the Forum as they develop this plan through the required processes.</p> <p>This year the Mayor has launched his Regeneration Board, a major step forward in the council's approach to leading and managing growth. The governance arrangements have been completed for two area based boards. An interim Head of Regeneration and a small team of officers will shortly take up post and they will begin the task of defining the priorities for the area based approach and commissioning initiatives and projects.</p>

RAG	Activity	Latest note
		<p>We continue to deliver major infrastructure to support the needs of our growing population. Using section 106 funding from developers, we have been making improvements to our parks, schools and healthcare facilities.</p> <p>Funding has been made available to provide additional sixth form places at both Langdon Park and George Green schools and this work will be undertake next year. The pool playground in Victoria Park has been upgraded. This work includes a new filter pump, new fencing and the redesign of the Rock Stack.</p> <p>Our Maximising Health Infrastructure Programme uses development contributions to enhance health estates to deliver increases in clinical capacity space, increased patients list and new patient access through a number of premises improvements (GP Practices) and newly built health centres. This year we brought forward two new projects, including Goodman's fields, and Island Medical Centre, whilst continuing with work at Wellington Way Health Centre, Suttons Wharf Health Centre, and Aberfeldy Village Health Centre. These works also will include redesigning internal areas to make them more user-friendly, and upgrading technology and medical equipment.</p> <p>Community Infrastructure Levy funding will be used to build the South Dock Bridge. Initial consultation has taken place with local residents and businesses, and we will be consulting on the design during 2019.</p>

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

We want to ensure that residents feel safe in their homes and in the streets of Tower Hamlets. Through the Community Safety Partnership (CSP), we will work closely with the police and other partners to deliver initiatives and actions which improve safety in the borough. The CSP Plan sets out how we will address four key challenges – Anti Social Behaviour (including drugs and alcohol), Violence, Reducing Re-offending and Hate Crime, Community Cohesion & Extremism.

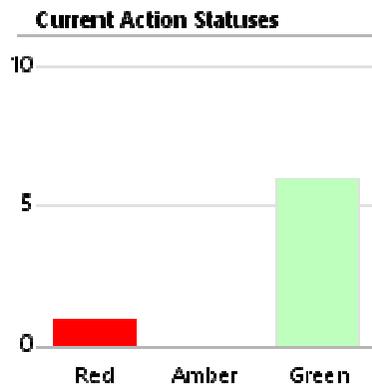
ASB and drug use remain areas of top concern for residents and our response to these problems includes improving reporting arrangements, enforcement action to reduce graffiti, littering, noise nuisance and street drinking, clearer treatment pathways for those with an addiction, and better support for victims. We will target and support offenders to stop re-offending, and take enforcement action against those who refuse our help, working with communities to involve them in solutions.

A Member-led Serious Violent Crime Taskforce will be set up to engage all stakeholders in the fight against serious violent crime, and we will expand the reach of our Rapid Response Service to engage residents aged 18-24 who are at risk of gang involvement.

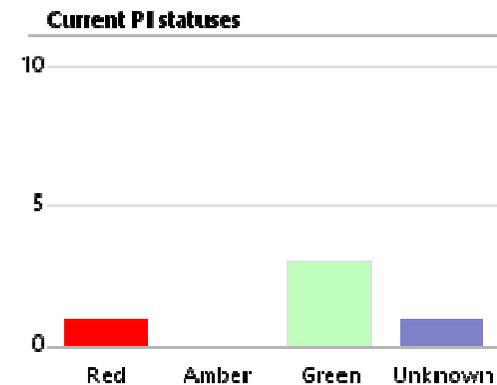
Whilst many of our residents agree that people from different backgrounds get on well together, the borough has seen increases in levels of hate crime in particular racist and religiously motivated hate crimes over the last two years. Our work to promote cohesion, such as the No Place for Hate campaign, will continue and we will provide support and protection for victims, including the publication of a Violence Against Women & Girls (VAWG) Charter.

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart





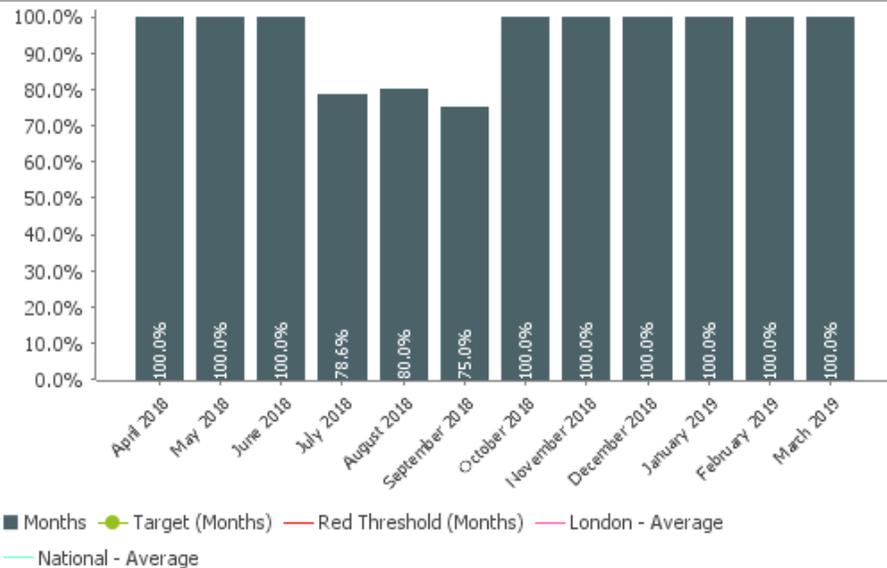
M7.3 Anti-Social Behaviour resolution

This measure looks at cases handled by the council's anti-social behaviour service and which had a positive outcome. The outcome of the case is assessed in the month a case is closed. The measure is expressed as a percentage of cases closed in the period and is a snapshot for the period only. A positive outcome includes a number of categories, including no repeat incidents. This is a data only measure.

Lead member		Last update			Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities		March 2019				
Lead officer		Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Community Safety		Strategic	Yes		100.0%	Data Only

Performance data trend chart

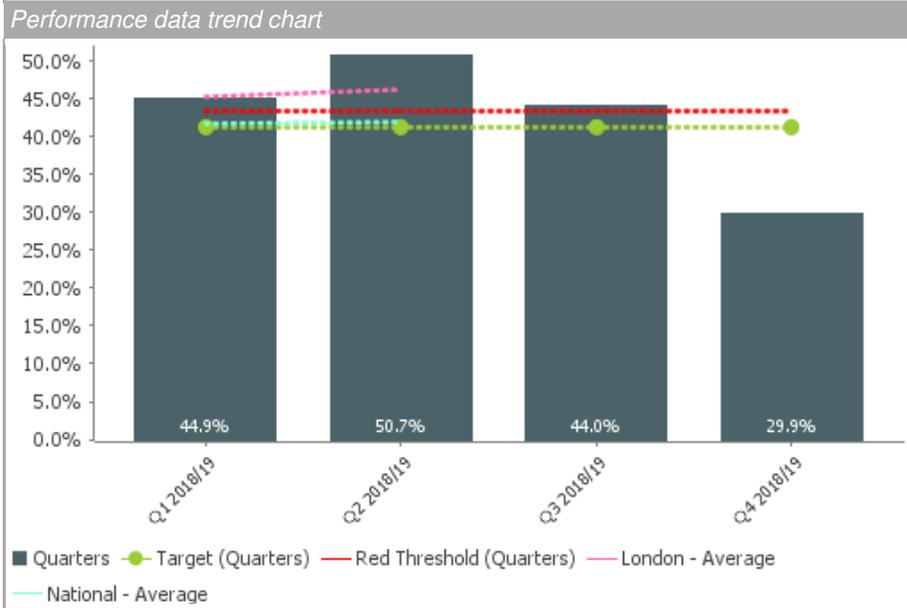
Latest note



 **M7.2 Reoffending by young people**

This measure looks at the level of reoffending among young offenders. All young offenders within any given quarter of a year are tracked for a period of 18 months. If proven reoffending occurs within this period, they will count towards this measure. The measure is expressed as a percentage of the total number of young offenders in the quarterly cohort. Latest quarterly data always looks at the cohort which entered tracking two years earlier.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Children, Schools and Young People	Q4 2018/19				
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Youth and Commissioning	Strategic	No	41.3%	29.9%	 Green



Latest note

Target met. The current reoffending rate, taken from the Police National Computer, is based on a 3 month cohort. This cohort changes every quarter. The current latest available cohort is for January to March 2017.



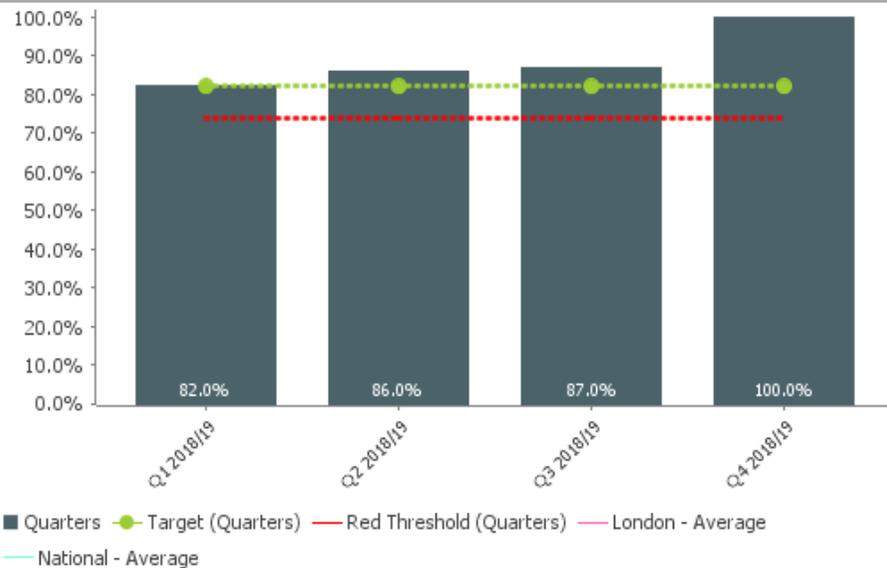
M7.4 Satisfaction with victim support services

The council commissions specific victim support services for victims of domestic violence and hate crime. This measure assesses the level of satisfaction of users engaging with council-commissioned victim support services.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Deputy Mayor and Cabinet Member for Community Safety and Equalities	Q4 2018/19			↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Community Safety	Strategic	No	82.0%	100.0%	🟢 Green

Performance data trend chart

Latest note



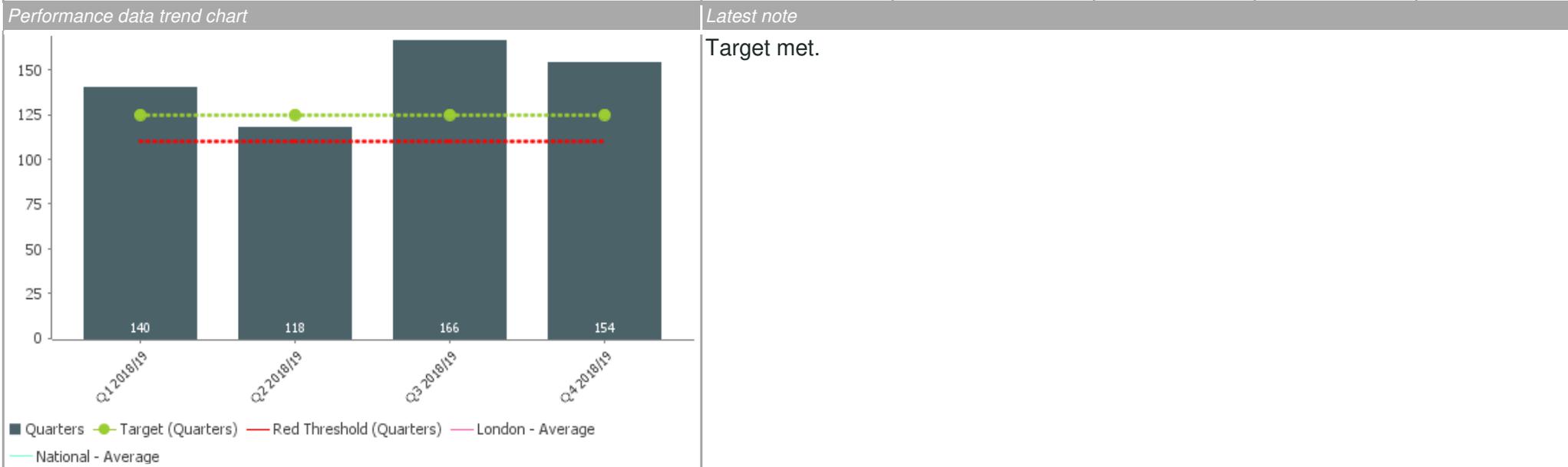
Client satisfaction data for Q4 shows that feedback was obtained from 58 of the 66 people who accessed the service during the quarter. Of the 58 who completed the questionnaire, 100% were satisfied with the service, 100% stated they felt safer as a result and 96% said they felt 'more confident'. All 58 (100%) of respondents said their coping strategies had improved.



M7.5 Residents causing drug or alcohol related crime or ASB required to engage in treatment programmes via criminal or civil orders

The council works closely with the police and other partners in the criminal justice system to reduce the impact of drugs on residents' lives. This measure is a quarterly count of the number of residents causing drug related crime or ASB who were required to engage with the council's drug and alcohol treatment services.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Deputy Mayor and Cabinet Member for Community Safety and Equalities	Q4 2018/19			↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Community Safety	Strategic	No	125	154	🟢 Green





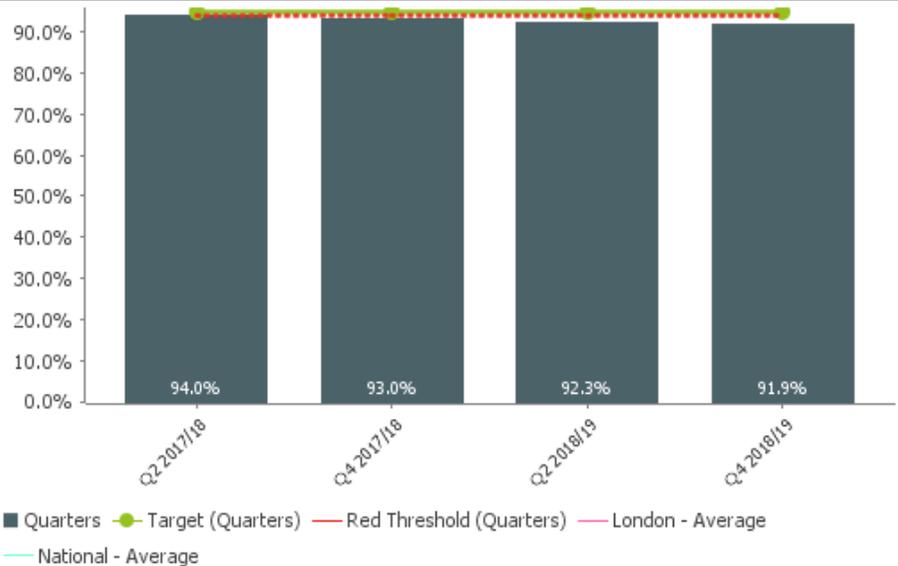
M7.1 Level of graffiti

This measure is based on a national methodology to assess the amount of graffiti in the public realm. Surveys of a sample of areas are carried out twice a year across the borough. Both surveys are combined to get the annual result. Areas are scored against a national benchmark of graffiti levels and the measure is expressed as the percentage of areas surveyed which meet or exceed the standard.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Environment	Q4 2018/19			↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Public Realm	Strategic	No	95.0%	91.9%	Red

Performance data trend chart

Latest note



Why is performance off target?

This is the second survey of street cleanliness in the borough this year. Almost 92% of streets surveyed were deemed to be clean to acceptable standards. Streets identified in Weavers, Bethnal Green and Bow East wards failed in the second survey.

What actions will be taken and who is doing this?

A more targeted approach has been adopted to tackle graffiti hotspots across the borough. The Council does not consent to any painting, writing, soiling, marking or other defacement on its property including footways without its prior express permission being obtained. Where graffiti is found on Council owned properties, street furniture etc. the graffiti will be removed.

When will it be back on track?

We expect to see improvements in standards of graffiti throughout quarter 1 with ongoing monthly performance reviews.

Strategic plan delivery

RAG	Activity	Latest note
	Activity 7.1 We will work with partners to tackle all violence including domestic abuse, serious youth violence and violence against women and girls	<p>Tackling serious violence remains a high priority for the Council. The Mayoral Statement of Action sets out the Council's approach to tackling serious violence in the borough and priorities for the coming year. Following the publication of our Violence Against Women and Girls (VAWG) Charter in autumn 2018, all staff across our Youth Services have completed awareness training.</p> <p>We have introduced a multi-agency Exploitation Team that ensures Police, Safeguarding and Community Safety Teams tackling gangs and youth violence are working together from the same location. We also created joint referral pathways with key partner organisations across the Council, the Police, the Voluntary Sector and Health Services to address Youth Violence.</p> <p>In December 2018 we completed our Partnership Knife Crime plan which is now being delivered jointly with the Metropolitan Police. Development of our Violence, Vulnerability and Exploitation Strategy is underway and will be completed by the end of 2019. The Strategy gives emphasis to the key issues facing the borough and how these can be tackled, these being Prevention, Intervention and Enforcement. It will also draw upon insight from the Joint Strategic Needs Assessment (JSNA) on violence that the Public Health team will complete by the end of July 2019.</p>
	Activity 7.2 We will provide support and protection for victims	<p>As part of the Community Multi-Agency Risk Assessment Conference, we identified and safeguarded vulnerable victims who were at risk from abuse. In addition, we responded to residents who reported anti-social behaviour to our service by assessing impacts and ensuring their safety. Consenting residents were also referred to Victim Support. Victim Support is also part of a newly developed referral pathway for Violence Against Women and Girls (VAWG) victims. In addition, a Domestic Violence One Stop Shop model operates every Thursday at Idea Store Whitechapel.</p> <p>We are working to improve our approach to reducing VAWG and have been consulting with key stakeholders. Cabinet received a report on the findings in March setting out the findings and how these will inform our new approach, which we will develop in 2019.</p>
	Activity 7.3 We will publish a VAWG Charter setting out the rights of victims and	<p>The Violence Against Women and Girls charter was published on 5th November 2018. It has been widely publicised to the local community and featured in national media. Our One Stop Shop</p>

RAG	Activity	Latest note
	the local support available	model for victims and their families continues to take place weekly at Whitechapel Idea Store
✔	Activity 7.4 We will extend the reach of our Rapid Response Service to better engage with those at risk of involvement in gang related violent crime	<p>In the past year we extended the reach of our Rapid Response Team (RRT) to engage more effectively with those at risk of becoming involved in violent crime. We now have a violent crime officer and caseworker in post at Royal London Hospital which enables us to contact those young adults who have been admitted to hospital with violent crime related injuries.</p> <p>The RRT is also now trained to engage with young adults whilst there previous focus was on children and young people. The RRT team was trained by the Safer London Gang Exit Service workers and now has detailed knowledge of services available for young adults at risk, referral routes and good practice. This provides a more holistic approach of support and intervention for those at risk.</p>
✔	Activity 7.5 We will work with partners and the community to tackle crime and anti-social behaviour associated with the illegal supply of drugs and the misuse of alcohol, including treatment of those with an addiction	<p>We continue to invest in the Partnership Taskforce (PTF) Police Officers though the team remains at 50% of full capacity. To date the PTF has carried out six 'Operation Continuum' operations across the borough resulting in a high number of arrests and treatment referrals. Our Community Multi-Agency Risk Assessment Case Conference (MARAC) set up in July 2018 to tackle anti-social behaviour (ASB) continues to meet on a quarterly basis. We are on track with our procurement process to re-commission Substance Misuse Services and a new contract will be in place by the end of October 2019. This year we introduced new enforcement pathways to make effective use of Statutory Tools available to us and to involve the Police, Housing Providers and other partners in tackling ASB. We continue to promote the 'Report It' function on the Council's website as a simple and effective route for residents to report ASB.</p>
✔	Activity 7.6 We will work with partners to reduce re-offending, focussing particularly on offences that have a big impact on the communities' feelings of safety and security	<p>Over the course of the year the Council has both implemented a range of new initiatives to combat anti-social behaviour and reviewed existing approaches. A review of CCTV is underway and linked to this is a proposal for a phased upgrade to new digital CCTV products over the next three years. Our revised resident survey is being launched in spring 2019 and we will use this to track how safe residents feel on a quarterly basis. Whilst there has been no new Mayor's Office for Policing and Crime (MOPAC) funding in recent months, we have confirmed that we will receive over £40,000 annually (2019-2021) through a London Crime Prevention Fund (LCPF) grant which will mostly pay for the Youth Justice Service's support officer role. This role is dedicated to preventing and reducing serious youth violence. We are evaluating the first year of the 'Neighbourhood Management' project designed to reduce drug related crime and anti-social behaviour (ASB). This project was introduced in May 2018 in the northwest of the borough and will run for at least another year.</p>

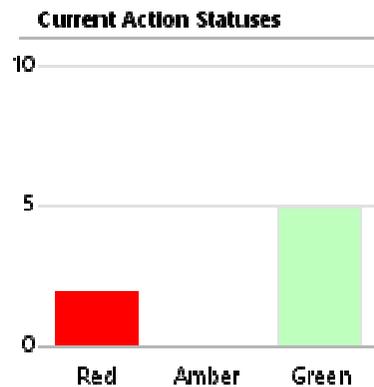
RAG	Activity	Latest note
	Activity 7.7 We will work with partners to address hate crime, tackle extremism and promote community cohesion in the borough	<p>Tower Hamlets was awarded the largest proportion of the Home Office's 'Building a Stronger Britain Together' grant funding programme to support the Council and its partners in implementing the national Counter Extremism strategy locally. The funding continues for 2019/20 and whilst all actions were completed for 2018/19 there remains much work to do in the coming year. The Prevent Advisory Group that was set up in 2018 continues to evolve and grow. Its fourth meeting was held in March 2019 and it is proving effective in expanding our community engagement network across broad sections of the local community. Our Prevent Champions campaign is proving successful and has attracted media attention both locally and nationally. Recently we have hosted visits from national and international government officials to learn from our work which is viewed widely as a best practice example. We have completed an extensive 'No Place for Hate' training and outreach programme to ensure that there is a strong Lesbian, Gay, Bisexual, Transgender, Queer, Questioning and Intersex (LGBTQI+) diversity component in the overall campaign.</p>

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

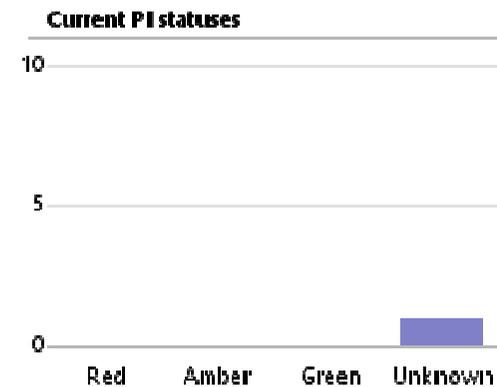
Our diversity is a source of great strength and something to be celebrated and nurtured, but it also presents us with challenges. Whilst 86% of residents say that people from different backgrounds get on well together, people have also told us that different communities in the borough lead 'parallel lives'. There is a growing focus on social integration both nationally and regionally; the Government released its Integrated Community Strategy Green Paper and the Mayor of London released its own social integration strategy for London in March this year. We welcome this and will be developing our local approach to community cohesion to build one community which reflects the national and regional strategies as well as local needs and priorities. Through this, we will work to build and sustain a culture of mutual respect and active engagement, where people look out for one another, and where there are real opportunities to understand and appreciate our differences so that they don't become barriers. We will welcome new communities moving into the borough; support them by offering advice, guidance and ESOL support; and help them with opportunities to volunteer in their local areas so that feel a part of the community. We will ensure that the role of Eastend women is celebrated and identify further steps to improve gender equality. We will support a range of events to bring together people from our diverse community.

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart

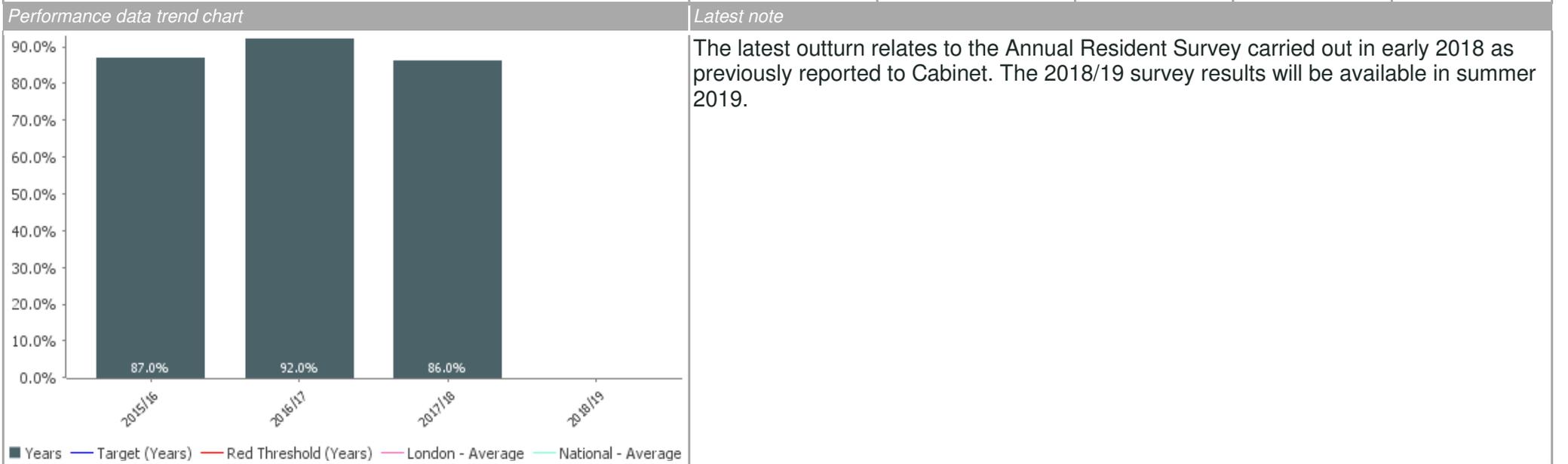




M8.1 Residents' view of community cohesion

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

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Deputy Mayor and Cabinet Member for Community Safety and Equalities	2017/18			↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director Strategy, Policy and Partnership	Strategic	Yes		86.0%	Data Only



Strategic plan delivery

RAG	Activity	Latest note
	Activity 8.1 We will work with local communities to bring people together to celebrate the diverse cultures of our borough and promote community cohesion	<p>We have delivered a number of pilot projects to bring people from different backgrounds together and support the development of positive relationships and a greater sense of belonging in their community. Our 3 cohesion projects in Aldgate East and 2 cohesion projects in Mile End have been delivered successfully in 2018/19 and will continue to take place within 2019/20.</p> <p>Over 2,500 people have participated in the programme since its launch in April 2018. Initial early impact information indicates that the projects are helping to build positive and stronger relationships between people of different backgrounds and to foster a greater sense of belonging.</p>
	Activity 8.2 We will work with faith communities to improve mutual understanding, increase tolerance and strengthen links between different faith communities and people of no belief	<p>We continue to engage with faith communities through the Tower Hamlets Inter Faith Forum (THIFF) and other faith-based organisations to identify and address the support needs of faith communities. The importance of this group is crucial to understanding and embracing the diversity of Tower Hamlets. The THIFF provides a great opportunity to celebrate the significant contribution that faith organisations have in the lives of people in Tower Hamlets.</p> <p>We are running a number of 'Faith in Schools' projects. These projects are due to complete in August 2019. The Excellent RE Project started in January with 13 schools being involved and 14 Ambassadors of Faith and Belief are receiving training. These ambassadors came from 5 different schools within the borough and primary schools now have the option to book ambassadors for visits.</p>
	Activity 8.3 We will actively engage with LGBT residents to improve service provision and representation	<p>We have actively engaged with LGBT residents to improve service provision and representation through the year by delivering on a number of projects. These projects have successfully been identified and addressed issues of concern for the LGBTQI+ community through the LGBTQI+ Forum. All 12 Community forum meetings have been held. The forum have provided input on LGBT issues to a number of strategies, consultations, policy development. A few examples are the No Place For Hate Forum; No Place For Hate Action Plan and TH Tension Monitoring Group.</p> <p>We have also been working with the East London Outreach Project (ELOP) which has been supporting LGBT networks at Barts Hospital, QMUL and working on dementia and cancer- to look at service provision for LGBT people.</p>

RAG	Activity	Latest note
		<p>To demonstrate the success of our approach of actively engaging with LGBT residents we delivered a number of events in Q4 events which were held for LGBT History Month in the month of February. This year the theme was Peace, Activism and Reconciliation and is a month-long recognition of lesbian, gay, bisexual and transgender history. The full programme of events held over the year included events to mark International Day Against Homophobia, Pride, World AIDS Days and LGBT History Month.</p>
	<p>Activity 8.4 We will work with residents to develop a strategic approach to cohesion and social integration that meets local needs including funding work to address the impact of development on community cohesion</p>	<p>We have drafted a community cohesion framework which takes into account the Government's 'Integrated Communities Strategy Green Paper' and the Greater London Authority's social integration strategy as well as local community cohesion priorities. However, we are unable to progress any further at this time as key information required from central Government has not yet been published.</p> <p>Although the Government has released an Action Plan for its Integrated Communities Strategy in February 2019 we are still awaiting a White Paper version of the Strategy as this will need to be reflected in our local Framework. We have used the Greater London Authority's framework to draft the Council's Community Cohesion Framework in order to ensure that there is progress on the development of the framework.</p>
	<p>Activity 8.5 We will roll out a programme of support for refugees and new migrants to help them play a fuller role in the borough, reducing barriers between new and existing residents</p>	<p>We have run a number of projects to enable newly arrived migrants to play a fuller role as residents of the borough. We supported 95 migrants through dedicated pre-ESOL and ESOL classes. This exceeded initial expectations by some way.</p> <p>62 migrants undertook at least 2 hours of volunteering opportunities on a weekly basis, helping them to improve their language skills and become familiar with the borough. Our 'Welcome to Tower Hamlets' face-to-face programme will continue into 2019/20.</p>
	<p>Activity 8.6 We will actively monitor and tackle emerging tensions and issues within and between communities including those generated by hate crimes and or extremism</p>	<p>With our partners we have established a Tension Monitoring Group (TMG) which meets on a regular basis to proactively discuss cohesion related tensions in the borough and to inform measured and unified preventative actions and responses. Since the 1st April, there have been several instances where the group has met at short notice because there has been an incident with the potential of raising community tensions, for example spikes in crime, acid attacks, an anti-Semitic tweet, and a potential visit by well-known right-wing extremist. The work of the group is ongoing. All actions from meetings in this quarter are complete.</p>

RAG	Activity	Latest note
	Activity 8.7 We will celebrate the history and heritage of the borough and all its people	<p>Throughout 2018/19 we delivered or supported a large number of events to celebrate the history and heritage of the borough.</p> <p>In July, we hosted the Boishaki Mela, which was attended by over 45,000 people and over the summer we supported community events in our parks and open spaces. Our Local History Library and Archives Service hosted a successful exhibition celebrating the contribution of Tower Hamlets women to the Suffrage movement. We held a successful programme of arts and cultural events to celebrate Black History Month in October and in November we co-hosted a Diwali event at York Hall, which attracted people from many backgrounds.</p> <p>Between January and March we celebrated Chinese New Year and commemorated Holocaust Memorial Day, Altab Ali Day and Martyrs' Day.</p>

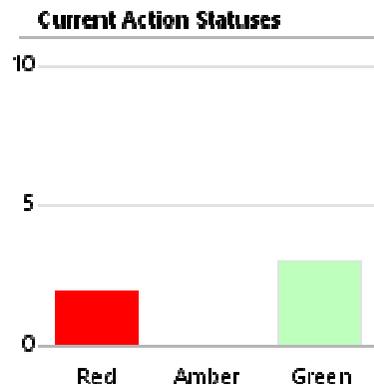
Outcome 9 People say we are open and transparent putting residents at the heart of everything we do

We want our services to be accessible to all our residents including those who face inequality. We will redesign our services around our customers' needs, consolidating and simplifying the way we do things and embracing technology to make the most of our resources. We are investing in making our infrastructure fit for purpose, and by improving our web site and digital service we plan to support a shift from phone and face-to-face customer contact to online contact and transactions. This transfer will make information about the council and its services more open and transparent and enable us to focus our attention on better supporting our more vulnerable residents.

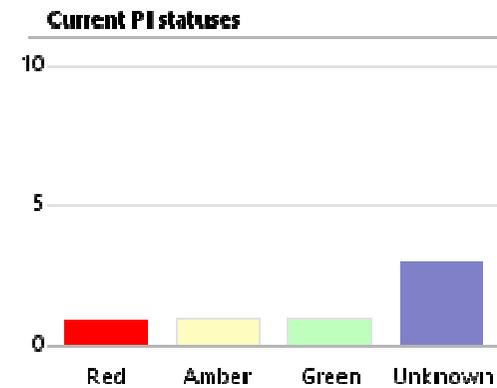
Our Community Engagement Strategy 2018-21, developed with our partners and the wider community, seeks to enable strong, active and inclusive communities who can influence and shape the borough in which they live and work.

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart

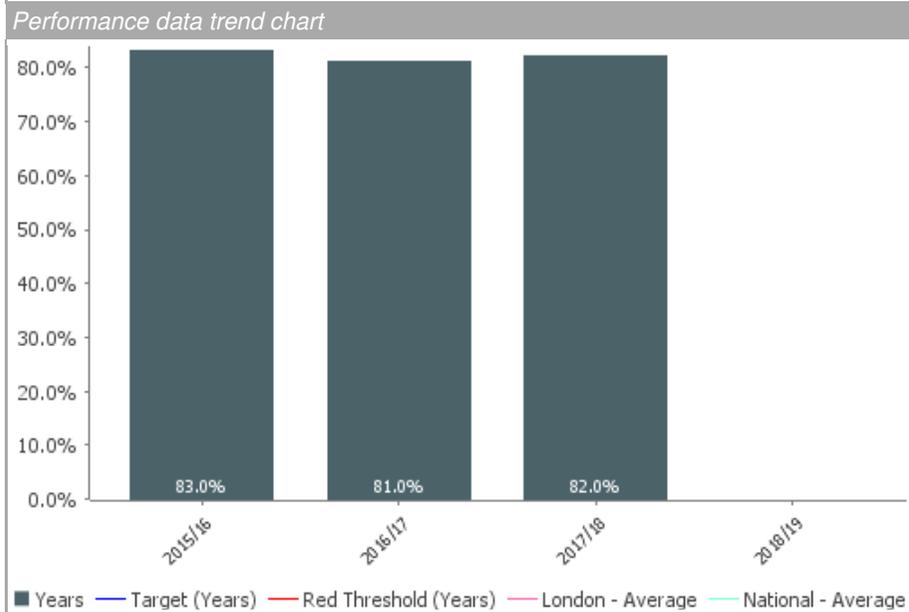




M9.3 User satisfaction with libraries and Idea Stores

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

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Culture, Arts and Brexit	2017/18				
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Customer Services	Strategic	Yes		82.0%	Data Only



Latest note

The latest outturn relates to the Annual Resident Survey carried out in early 2018 as previously reported to Cabinet. The 2018/19 survey results will be available in summer 2019.



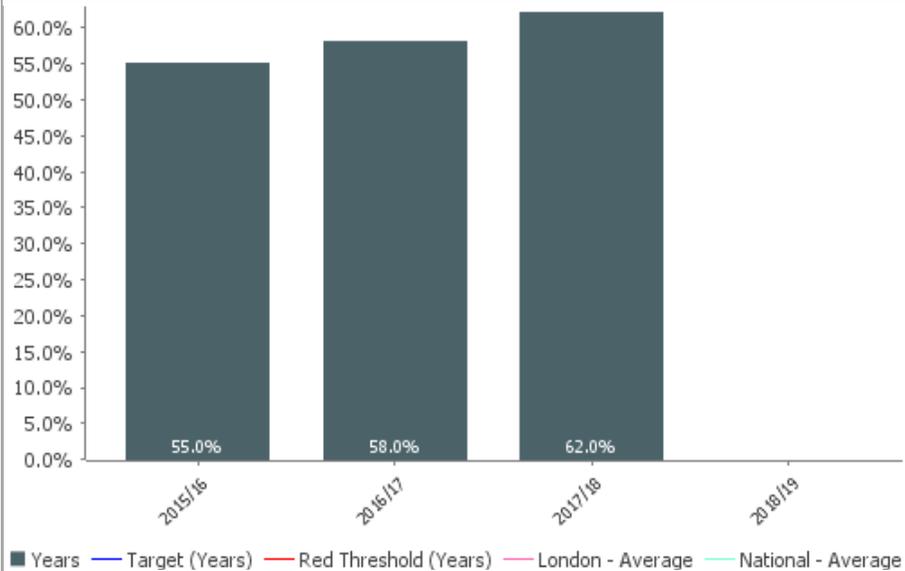
M9.4 Residents' perception of being involved in decision-making

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

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Executive Mayor	2017/18			↑	↑
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Chief Executive	Strategic	No		62.0%	Data Only

Performance data trend chart

Latest note



The latest outturn relates to the Annual Resident Survey carried out in early 2018 as previously reported to Cabinet. The 2018/19 survey results will be available in summer 2019.



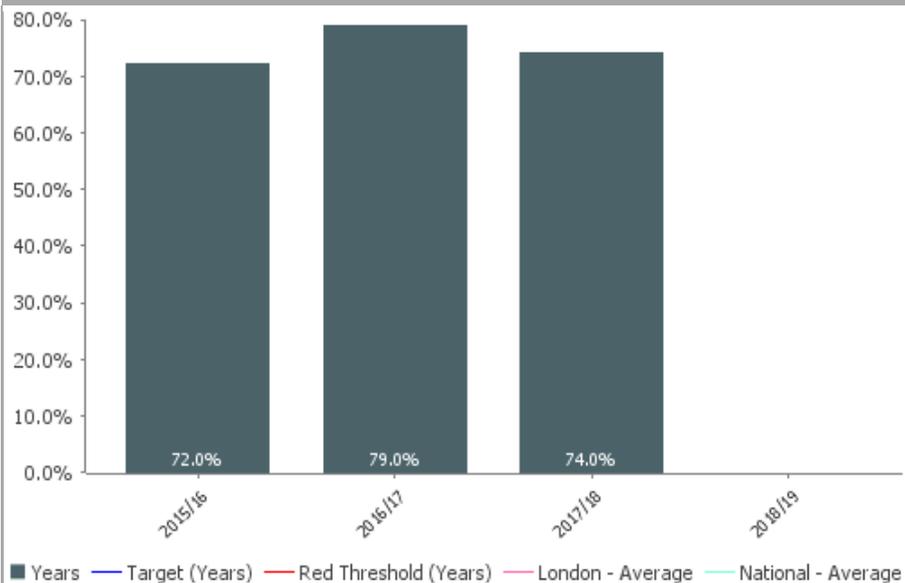
M9.5 Resident trust in the council

This measure is taken from the council's residents survey and is expressed as the percentage of respondents who trust the council.

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Executive Mayor	2017/18			↓	↓
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Chief Executive	Strategic	No		74.0%	Data Only

Performance data trend chart

Latest note



The latest outturn relates to the Annual Resident Survey carried out in early 2018 as previously reported to Cabinet. The 2018/19 survey results will be available in summer 2019.

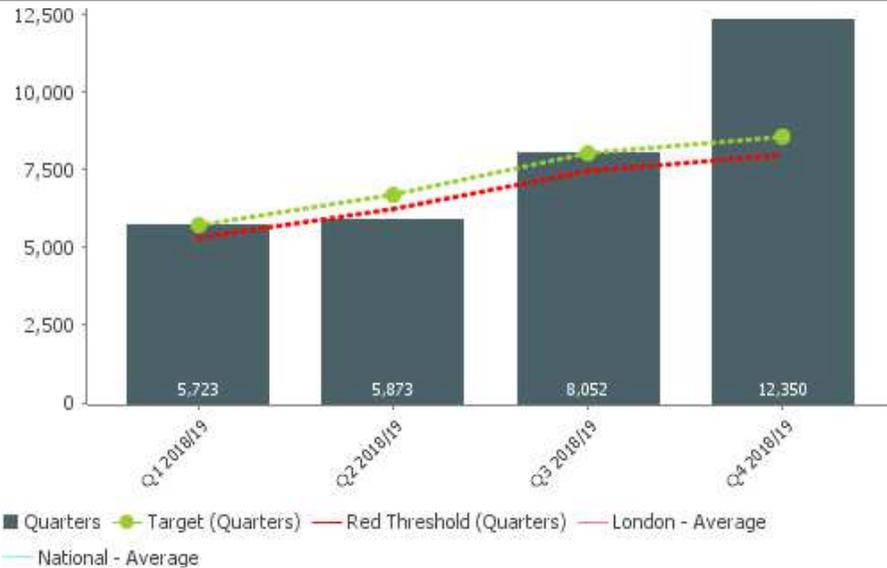


M9.6 Subscribers to the council newsletter

This measure is a snapshot count of the current number of subscribers to the council email newsletter.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Executive Mayor	Q4 2018/19			↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Communications and Marketing	Strategic	No	8,585	12,350	🟢 Green

<i>Performance data trend chart</i>	<i>Latest note</i>
-------------------------------------	--------------------



Target met.

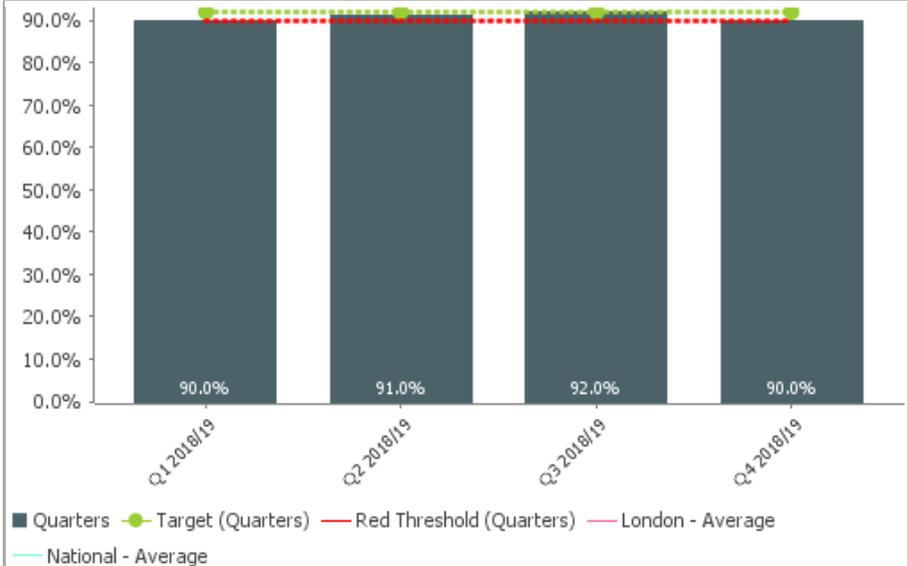
Our residents' e-newsletter audience has increased remarkably by 53 per cent in the fourth quarter of 2018/19. This has contributed towards our strong annual growth of 115 per cent, which has been achieved through a concerted and dedicated effort throughout Q3 and Q4 to drive engagement and grow subscriber numbers. We have exceeded our end of year target while maintaining engagement with our readers. In Q4, we achieved our best average open rate (52 per cent) and our average click rate increased to 12 per cent. Both of these key metrics are significantly above UK local government benchmarks, and are also higher than the top performing 20 per cent. Given our rapidly increasing audience, these figures are very positive and show that we are maintaining focus on quality growth. We are well positioned for significant growth in 2019/20 and our newsletter tool, Granicus, is continuing to enable us to engage with more residents and reach new audiences.

M9.1 Council contact centre customer satisfaction

The council's customer contact centre provides residents with access to core council services and advice. At the end of calls, customers are asked to complete a brief satisfaction survey. This measure looks at the proportion of respondents who rate their customer experience positively. The measure is expressed as a percentage of all respondents and is based on all responses in the quarter.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Culture, Arts and Brexit	Q4 2018/19			↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Customer Services	Strategic	No	92.0%	90.0%	Amber

Performance data trend chart



Latest note

Why is performance off target?
 Telephone customer satisfaction target was achieved at 90%, which is 2 percentage points below the last quarter (Q3). In Q4, a total of 1,668 customers took the customer satisfaction survey in January – March 2019, and 1,496 rated our response as 'good', 135 rated our response as 'average', and 37 as 'poor'.
 Some of the reasons for the performance going down can be attributed to the following:

- Staff training on new services such as council tax impacted cover on the phone
- Higher levels of staff absence
- Issues with switchboard/voice recognition system for which the Divisional Director has put in place an improvement plan.

What actions will be taken and who will be doing this?
 An interim Contact Centre manager was appointed on 11 March 2019 to oversee and improve performance of the call centre. Two part-time managers (= 1 FTE) were appointed from 8 April 2019. This will result in effective team management and support for staff to improve performance.

When will it be back on track?
 The service will strive to be back on target for the first quarter of the performance year, 2019/20.



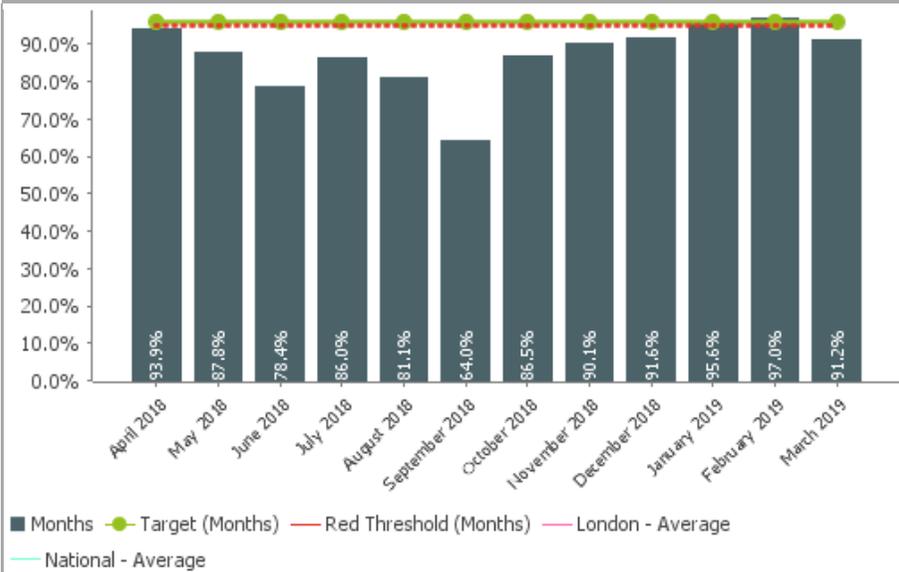
M9.2 Timeliness of Freedom of Information requests

The council is required to respond to Freedom of Information requests within 20 business days. This measure looks at the percentage of all requests closed within the period which were closed within the required timescale. The measure is calculated for the year to date.

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Executive Mayor	2018/19			↓	↓
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Head of Information Governance	Strategic	No	96.0%	86.6%	Red

Performance data trend chart

Latest note



Why is performance off target?
 Quarterly performance has continued on its upward trend in performance with an increase from 89% in Q3 to 94% for Q4 of requests being responded to on time. This has had a positive impact on the year to date figure which now stands at 86% but remains below the minimum expectation and target. For the quarter as a whole, performance has exceeded 90% and in February reached 97% which is above the target of 96%.

What actions will be taken and who will be doing this?
 Given this trend, it is hoped that we are able to maintain this level in the future. The volume of requests responded to in the period has remained stable. This improvement has come as a result of new staff becoming more familiar with the process and systems allowing them more time to focus on supporting services to respond in a timely fashion. The graph shows monthly performance while the overall performance figure shown above is for the year to date. Staff within the service will continue to receive the necessary level of support required to ensure that they respond to Freedom of Information requests within the expected period.

When will it be back on track?
 Although there was a slight dip in performance in March, we had reached target in February and this is part of an upward trend in performance that we are likely to see continuing into the first quarter of 2019/2020.

Strategic plan delivery

RAG	Activity	Latest note
	Activity 9.1 We will redesign our services around our customers' needs, consolidating and simplifying the way we do things	<p>We have successfully begun the process of redesigning our services around our customers' needs by simplifying the way we do things. We have managed to complete a number of projects that will provide ease of access to our residents such as being able to make an appointment online with registrars, apply and renew parking permits, make an application online for housing benefits and register online for council tax.</p> <p>We are on course to deliver the Council's Customer Strategy which continues to improve the customer journey and enable our customers to have a consistent experience. In addition, we are now able to make the Council an easier place to reach as we now have a single contact number which went live on the 25th of January 2019.</p>
	Activity 9.2 We will improve our customer services by increasing the availability of digital transactions and services, making it easier to contact us by telephone, and provide a greater range of services at our Idea Stores	We will trial our new Local Presence model for face to face customer access at Idea store Bow for a period of three months between March and June. The trial will be run at the same time as the gradual launch of online services as they become available and by doing so will improve our customers' ability to access other online services. The availability of online services and improved customer facilities at all Idea Stores is still on course to be completed by summer of 2019.
	Activity 9.3 We will provide citizens with the skills and tools which will empower and enable community participation	We are continuing to provide citizens with the skills and tools which will empower and enable community participation through our partnership with the voluntary and community sector to embed our social value framework, which will help harness community and social benefits from our procurement activity. Through the Community Insight Network we have facilitated ten events to input community perspectives into developing our Joint Strategic Needs Assessment (JSNA) which is a joint process between health and social care to identify the current and future health and wellbeing needs of the local population to inform local priorities and decision making.
	Activity 9.4 We will identify and use community assets including the skills, knowledge, experience and enthusiasm of residents to shape our priorities and services	<p>Over the past year we have strengthened the way we work with the voluntary and community sector (VCS). Earlier in the year, we established a new formal partnership arrangement with the VCS.</p> <p>This new way of working has helped us co-produce the transition from the council's previous grants programme (Mainstream Grants) to our new commissioning approach (Local Community</p>

RAG	Activity	Latest note
		<p>Fund). We jointly identified how the VCS could help deliver against the council's strategic outcomes and this has in turn informed what kind of services we will be inviting the VCS to submit proposals for. We held workshops and other discussions were held in early 2019 to finalise the funding prospectus and application information for the LCF. We then formally launched our new LCF in March 2019.</p> <p>We have been running a number of pilot programmes to test new ways of engaging with residents and the VCS to co-produce services and projects. Two of these pilots have now been completed successfully and our major co-production approach supporting our Liveable Streets programme will continue into 2019/20.</p> <p>We are continuing to improve the ways we are engaging with and consulting residents. We are finalising proposals for a new consultation portal. We expect the portal to become available by the autumn 2019, which is slightly later than we had anticipated. The portal will make it easier for residents help us shape our priorities, services and strategies by providing a single place for all consultation and engagement activity.</p>
	<p>Activity 9.5 We will deliver a comprehensive learning and development programme for Councillors and provide them with the right tools to support effective decision making</p>	<p>We have successfully delivered a comprehensive learning and development programme for councillors. Members' feedback and input will be used to inform the councillor learning and development plan for the remainder of the current term.</p> <p>Our extensive member induction programme was rolled out to 28 new councillors and 17 returning councillors. Twenty different subject topics have been delivered to councillors to ensure they have a sound knowledge of the council services and are equipped to effectively perform in their role as a councillor.</p>

Outcome 10 The council works collaboratively across boundaries in strong and effective partnerships to achieve the best outcomes for our residents

We want to be an effective and efficient council delivering best value across all of our services. We will root out duplication to reduce cost and complexity so that we focus on the things that really matter to our residents.

We will work collaboratively with the Tower Hamlets Strategic Partnership to improve outcomes for local people by pooling our resources and skills and delivering excellent public services. Through the new Tower Hamlets Plan we will focus on tackling inequality by building a strong, inclusive and fair borough with a focus on four themes of good jobs and employment, strong, resilient and safe communities, better health and well-being and a better deal for children and young people.

We will enter into coproduction where we share resources and decision making in an equal and mutual relationship, bringing together professionals, service users, and their families and neighbours to design and deliver public services.

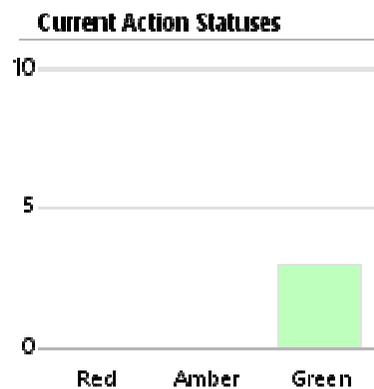
We will use our buying power to commission services that get the best outcomes. Wherever it is practical to so, and provides value for money, this will be through local providers and those offering the optimum social value to the borough and its residents. We will work with partners to address the digital exclusion of some residents by supporting them to improve their digital skills.

We will continue to support local voluntary and community sector provision of services through better collaboration and supporting them to deliver services.

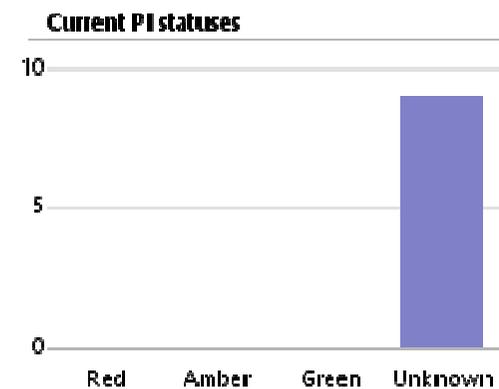
We will continue making the best use of Council assets, progressing the Community Hubs Programme and with a new Town Hall supporting the co-location of services and delivering better outcomes for residents.

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart



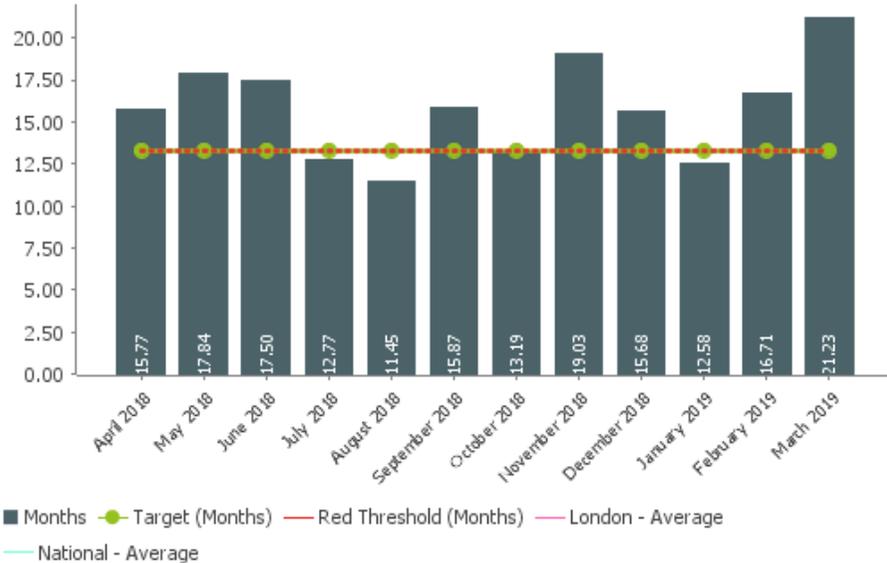


M10.1 Delayed transfers from hospital care (average daily bed days)

This measure gives the average daily number of beds in acute hospital care which are occupied by patients who are ready to be discharged. The measure is calculated monthly for the monthly only.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Adults, Health and Wellbeing	March 2019			↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Adults Social Care Divisional Director, Integrated Commissioning	Strategic	Yes		21.23	Data Only

Performance data trend chart *Latest note*





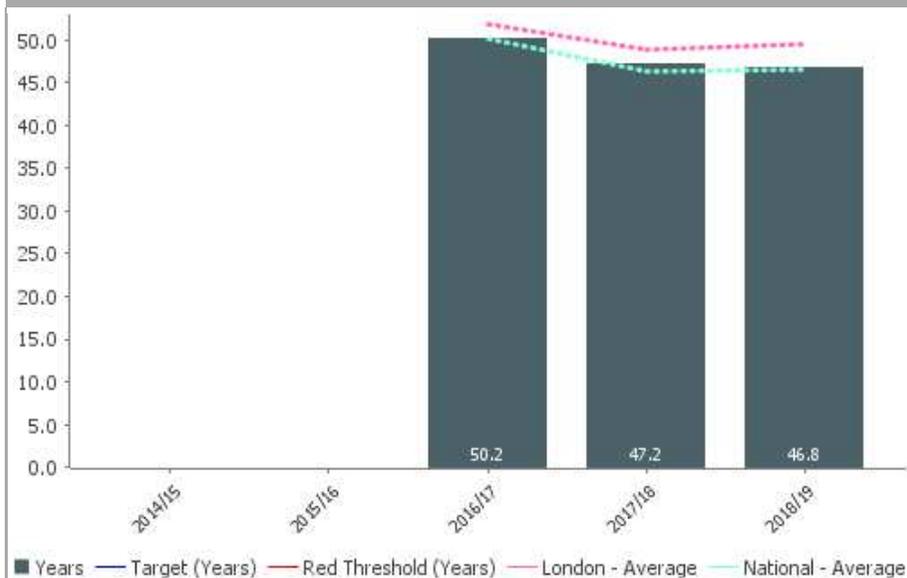
M10.2 Key Stage 4 (GCSE) - Attainment 8

This measure is the average Attainment 8 score per pupil in Tower Hamlets.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Children, Schools and Young People	2018/19			↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Education and Partnership	Strategic	Yes		46.8	Data Only

Performance data trend chart

Latest note



This is the final outturn for the 2017/18 academic year as published by Government in January 2019.



M10.3 Key Stage 4 - Progress 8

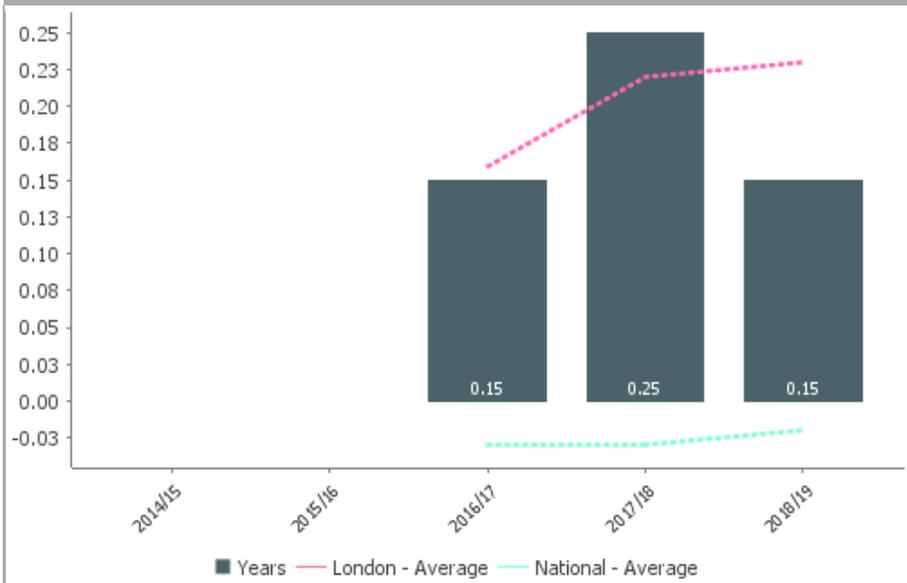
This measure is the average Progress 8 score per pupil in Tower Hamlets.

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People	2018/19			↓	↓
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Education and Partnership	Strategic	Yes		0.15	Data Only

Performance data trend chart

Latest note

This is the final outturn for the 2017/18 academic year as published by Government in January 2019.



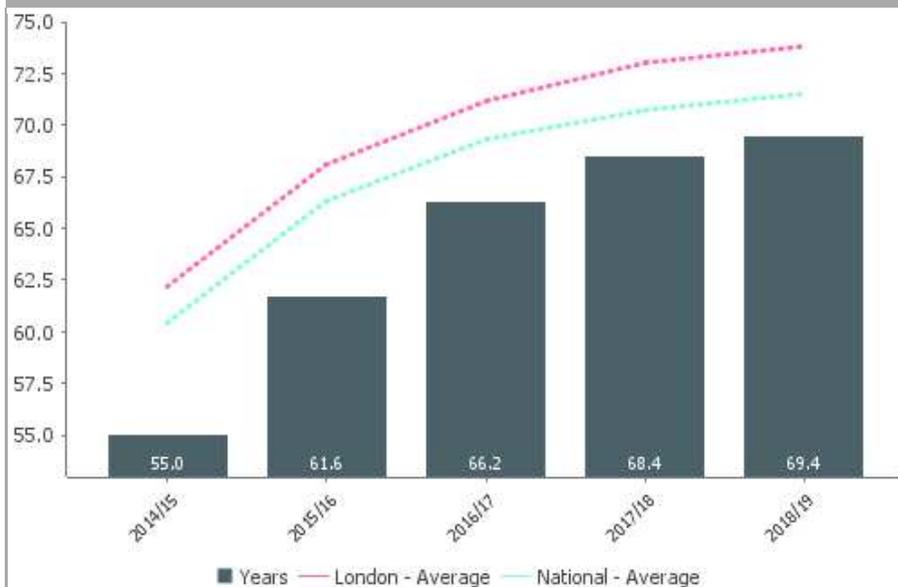


M10.4 Early years development

This measure is a national annual measures for the Early Years Foundation Stage Profile. It looks at the development of young children and the measure is expressed as the percentage of children achieving a Good Level of Development (GLD).

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Children, Schools and Young People	2018/19			↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Education and Partnership	Strategic	Yes		69.4	Data Only

Performance data trend chart



Latest note

This is the final outturn for the 2017/18 academic year as published by Government in October 2018. This measure continues to improve year on year in Tower Hamlets but remains behind the London and national average.



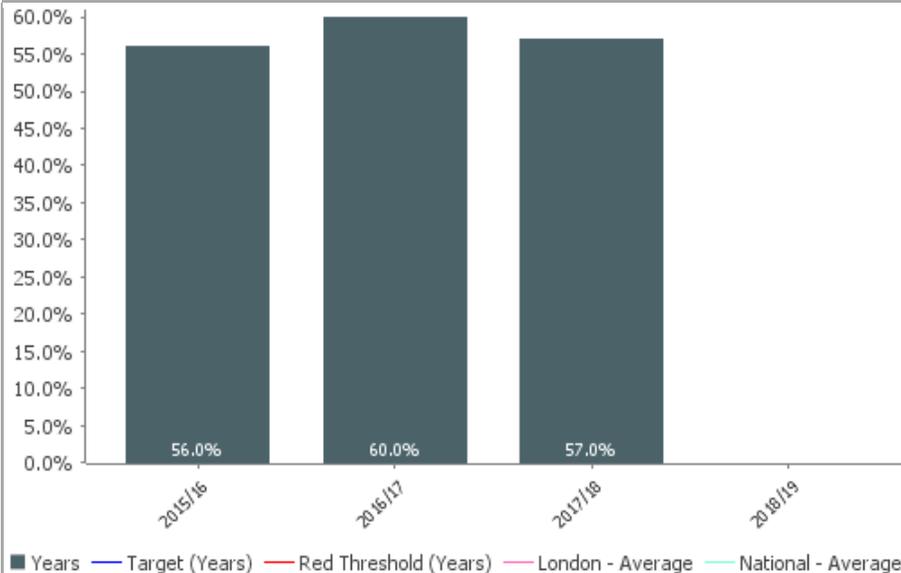
M10.5 Resident satisfaction with council and partner response to Anti-Social Behaviour (ASB)

This measure is taken from the council's residents survey and is expressed as the percentage of respondents who agree a great deal or to some extent that the police and other local services are successfully dealing with Anti-Social Behaviour (ASB).

Lead member		Last update			Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities		2017/18			↓	↓
Lead officer		Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Community Safety		Strategic	Yes		57.0%	Data Only

Performance data trend chart

Latest note



The latest outturn relates to the Annual Resident Survey carried out in early 2018 as previously reported to Cabinet. The 2018/19 survey results will be available in summer 2019.

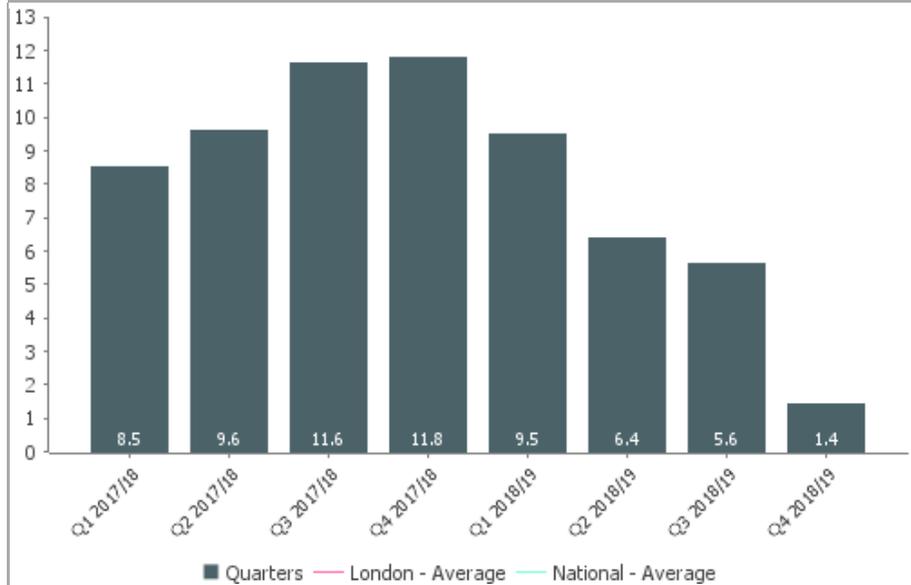


M10.6 Employment rate gap between Tower Hamlets and London

This measure looks at the overall employment rate gap between the borough employment rate and the London average rate, for people aged from 16 to 64 years old. The measure is based on a survey rather than being the actual level of employment based on claimant rates or other measures.

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Cabinet Member for Work and Economic Growth	Q4 2018/19			↑	↑
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Growth and Economic Development	Strategic	Yes		1.4	Data Only

Performance data trend chart



Latest note

Tower Hamlets' employment rate is 72.9% while the London average employment rate is 74.3%. The gap between the borough employment and the London average rate is 1.4 percentage points. The gap has reduced from 5.6 percentage points since the last reporting period.

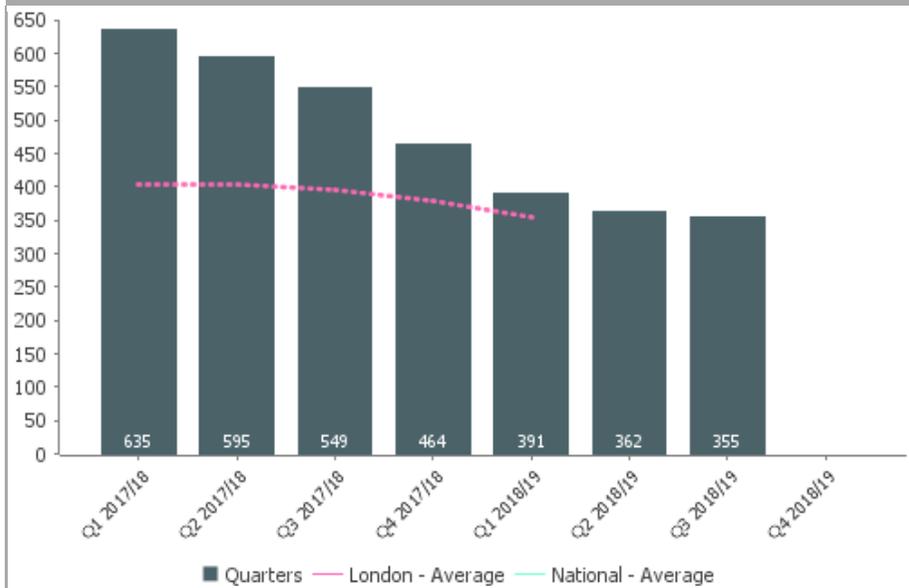


M10.7 First time entrants to the youth justice system

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.

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People	Q3 2018/19			↑	↑
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Youth and Commissioning	Strategic	Yes		355	Data Only

Performance data trend chart



Latest note

Data for this indicator is drawn from national policing data to ensure it is in line with national reporting. National policing data is available six months in arrears. Please note that the data covers a rolling 12 month period; the figure reported for Q3 2018/19 covers the period October 2017 - September 2018. The next quarterly release will cover January 2018 - December 2018 and will be available in June.



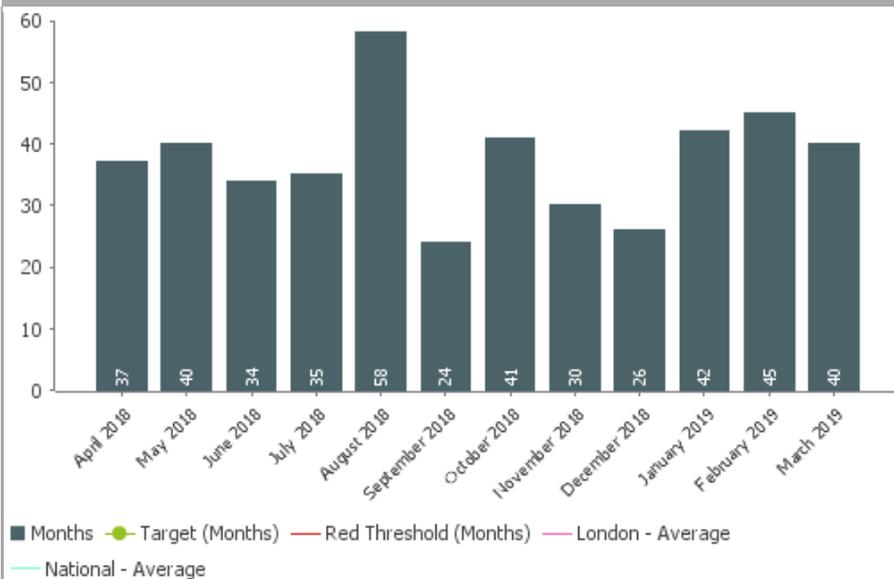
M10.8 Arrests supported by the council's CCTV room

This measure is a monthly count of the number of arrests as a result of the council's CCTV room working jointly with police on the street.

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities	March 2019			↓	↑
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Community Safety	Strategic	Yes		40	Data Only

Performance data trend chart

Latest note





M10.9 Arrests as part of Operation Continuum

The number of arrests for drug trafficking offences as part of Operation Continuum, our joint operation with the police to tackle drug related crime

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities	Q4 2018/19			↑	↑
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Community Safety	Strategic	Yes		129	Data Only

Performance data trend chart

Latest note



Strategic plan delivery

RAG	Activity	Latest note
	Activity 10.1 We will work collaboratively with the Tower Hamlets Strategic Partnership to develop and deliver the Tower Hamlets Plan	<p>Over the past year we have intensified our partnership approach to delivery across the Tower Hamlets Strategic Partnership. We held two partnership summits focused on the priorities of the Tower Hamlets Plan to bring together a wide range of views and knowledge, helping us identify the most effective approaches to addressing those issues that we can only deal with together.</p> <p>We established a Brexit Commission to better understand how Brexit may affect our residents, businesses, and partners. The Commission launched its report in February, detailing a series of recommendations which we will be looking to implement alongside our partners.</p>
	Activity 10.2 We will continue to deliver the Community Hub programme (through start on site at both Raines and Granby Hall) and start construction on the new Town Hall	<p>We have now started building works on the new Town Hall. The construction and fit out programme is expected to take 186 weeks and we will move in 2022.</p> <p>Work is progressing on our two new Community Hubs at Raines House and Granby Hall. External work started at our Raines House site in January with a target completion date set for January 2020. The works on Granby Hall are expected to be completed in November 2019. Granby Hall is the site for our Somali Community Hub.</p>
	Activity 10.3 We will continue to deliver integrated care through the Tower Hamlets Together Partnership	<p>Over the course of the year, the Tower Hamlets Together Partnership (THT) has focussed on strengthening its governance arrangements, communicating its vision to all staff working locally across health and social care and delivering its core work programme through its three work streams including plans to transform integrated commissioning. A system wide process to agree commissioning intentions took place through 2018/19. In February 2019 an event was held that brought together senior leaders from across health and social care to highlight the importance of shared priorities, vision and purpose. There is more work to be done to communicate and embed this vision. This will continue throughout 2019/20. The THT Partnership has now agreed a set of priorities through the life-course groups for transformation and further integration of care.</p>

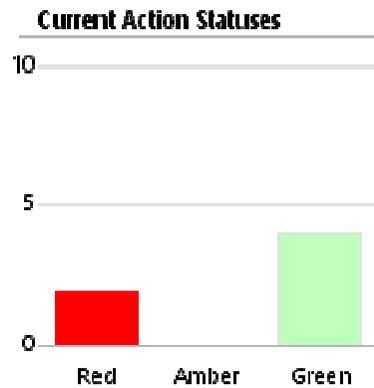
Outcome 11 People say we continuously seek innovation and strive for excellent to embed a culture of sustainable improvement

As our funding from central government continues to reduce we need to make sure that we use our resources even more effectively than we do now and constantly challenge the way we do things. We have made significant progress on our improvement journey over the past three years. We have put into place robust arrangements to improve services and strive towards excellence. Our organisational change programme is focused on giving our staff the right skills and tools to embrace a rigorous approach on achieving outcomes for our residents.

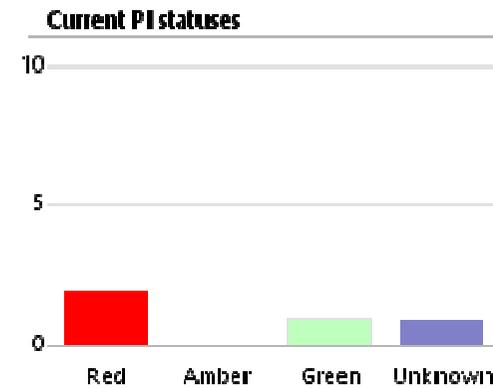
Now is the time to build on those foundations and accelerate the pace of change and innovation. This means embedding Best Value into everything we do, learning from our recent Local Government Association Corporate Peer Challenge, and continuing to work towards an improved Ofsted rating for Children’s Services.

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart





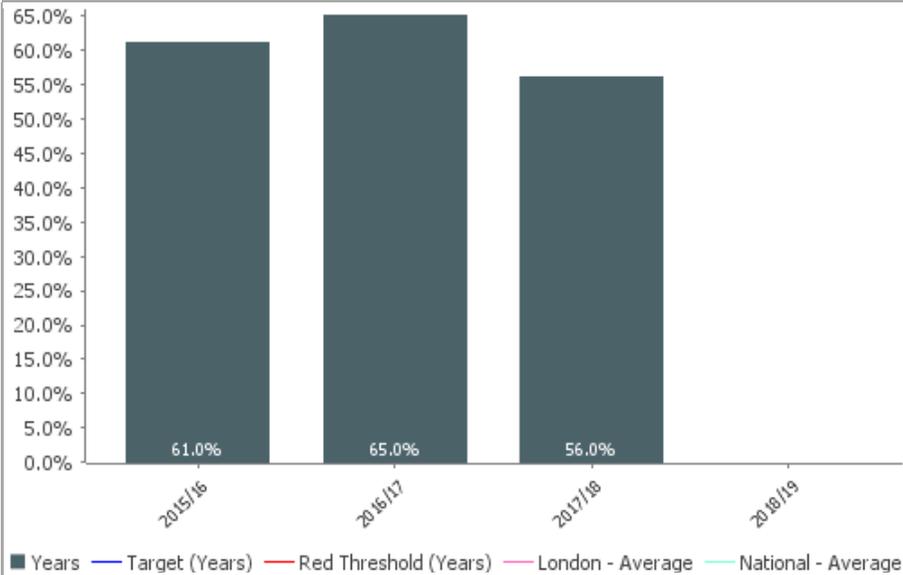
M11.4 Resident view of the council doing a better job than a year ago

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

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Executive Mayor	2017/18			↓	↓
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Chief Executive	Strategic	No		56.0%	Data Only

Performance data trend chart

Latest note



The latest outturn relates to the Annual Resident Survey carried out in early 2018 as previously reported to Cabinet. The 2018/19 survey results will be available in summer 2019.

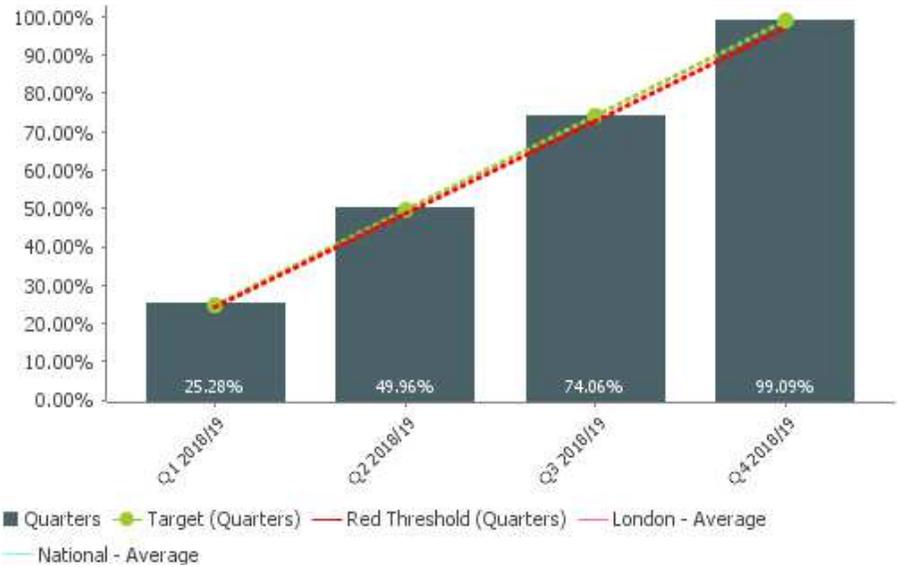
✓ M11.1 Council Tax collection

This measure looks at the amount of council tax collected at certain points in the year. It is a cumulative total for the year expressed as a percentage of the budgeted (expected) Council Tax income for the year.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Resources and the Voluntary Sector	Q4 2018/19			↓	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Head of Revenue Services	Strategic	No	99.00%	99.09%	✓ Green

Performance data trend chart

Latest note



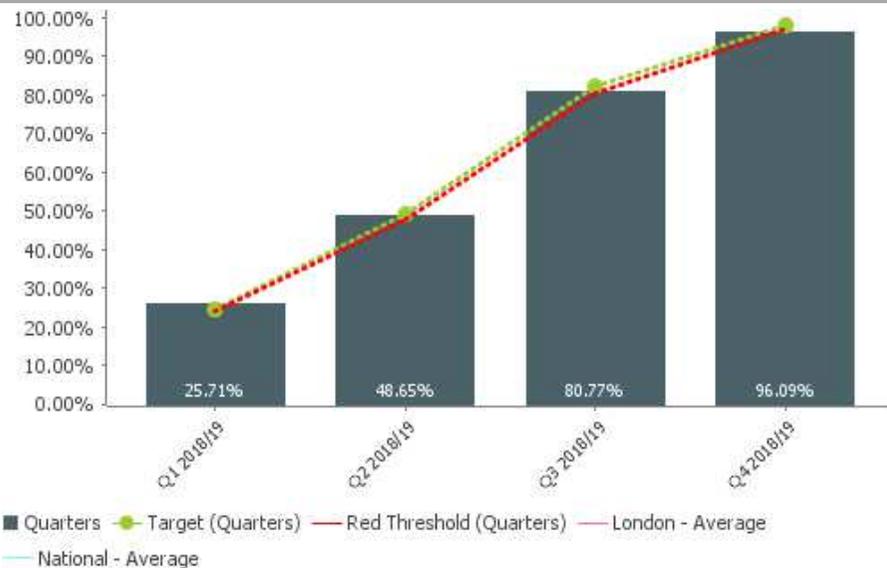
Target exceeded.

M11.2 Business Rates collection

This measure looks at the amount of business rates collected at certain points in the year. It is a cumulative total for the year expressed as a percentage of the budgeted (expected) business rates income for the year.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Resources and the Voluntary Sector	Q4 2018/19			↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Head of Revenue Services	Strategic	No	98.00%	96.09%	Red

Performance data trend chart Latest note



Why is performance off target?

There have been large reductions in rateable value throughout the year resulting in refunds of over £20m, which has impacted significantly on cash collection overall. These are largely as a result of changes in the way properties are valued by the Valuation Office Agency.

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

We will continue to monitor the effect of changes in how large assessments are valued and work closely with accountants to ensure we understand fully the impact going forward. London councils have been piloting 100% business rate retention since April 2018. This builds on the government's manifesto commitment to continue to give local authorities greater control over the money they raise. The government aims to increase the level of business rates retained by local government from the current 50% to 75% in April 2020. In 2019/2020, the changes to the pilot scheme mean that any losses in rateable value will now be shared with central government (25%), the GLA (27%), and we will fund 48%. We will be working closely with the Valuation Office Agency (VOA) to ensure local authority reports are acted upon swiftly and any new assessments are brought into rating at the earliest opportunity.

When will it be back on track?

Progress against estimated income for next year and fluctuations in the rate base will be closely monitored throughout the year, although it is difficult to estimate when tenants will be in a position to commit to long term tenancies in large assessments. When this does happen, developers will complete buildings or finish refits and the VOA will then be able to bring them onto the rating list.



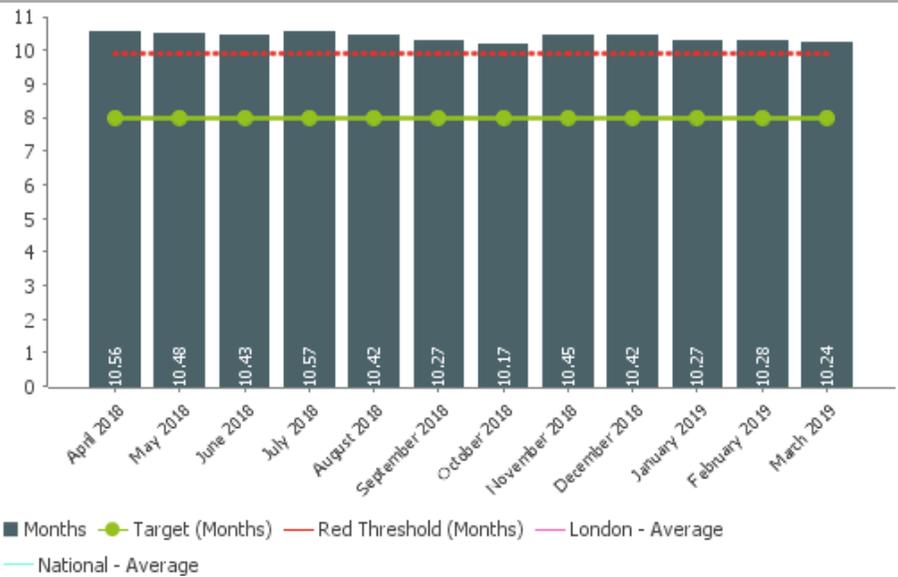
M11.3 Staff sickness absence

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

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Resources and the Voluntary Sector	March 2019			↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, HR and Transformation Head of HR, HAC and Childrens	Strategic	No	8	10.24	Red

Performance data trend chart

Latest note



Why is performance off target?
 There has been a slight reduction (from 10.42 to 10.24) in the average days lost per employee in this last quarter; however the target of 9 days has still been missed.

What actions will be taken and who will be doing this?
 The service area will carry out interventions and management action continues to take place in accordance with the council’s plans and procedures. This includes:

- Seeking to test the impact and effectiveness of a new absence management process in different trial areas
- Continuing the on-going roll out of the mandatory sickness management training and annual refresher courses for managers
- Embedding sickness management training in the corporate offer available through the Learning Management System
- Introducing a new offer for ‘Managing the wellbeing of your team’ focused on stress, pressure and resilience and another one for all staff in ‘Building personal resilience and managing your wellbeing’

When will it be back on track?
 Human Resources will continue to monitor staff sickness absence and highlighting the importance of holding return to work meetings after every period of absence and carrying out appropriate and timely referrals to Occupational Health (OH) and conducting sickness absence meetings.

Strategic plan delivery

RAG	Activity	Latest note
	<p>Activity 11.1 We will work smarter together to become a dynamic outcomes-based organisation that delivers excellent services with fewer resources, using insight and intelligence to inform our decisions</p>	<p>We have undertaken a diverse range of activities through the year which will enable our transformation to a dynamic outcomes-based organisation. We have created the Organisation and Culture Board which has overseen the creation and implementation of the new Outcomes Based Accountability framework and the adoption of the new Target Operating Model for the council.</p> <p>We have completed a number of reviews and restructures during the year to ensure we are able to deliver excellent services with fewer resources including the transfer of the community equipment service to a new provider, the closure of the three Local Authority Day Nurseries and the implementation of the new integrated Early Help Hub.</p> <p>We have delivered a programme of improvements to ICT and support services that will enable council services to become more reliable, efficient and productive. This has included the rollout of wifi across council buildings, upgraded internet data links, new interactive touch screens to meeting rooms and equipping senior managers with Surface Pros. We have also begun the migration of on-premise servers to secure cloud platforms and the rollout of new printers. We have negotiated a new relationship with Agilisys and are centralising our applications and support staff. We have made improvements to our online forms and have simplified our call services for residents through the use of one contact number for the council.</p> <p>The last and final Ofsted monitoring visit for Children's Social Care took place in March 2019 and focused on the front door and family support and protection teams. The outcome of the visit highlighted that there was no inadequate practice and some of the work was of very high quality. They also identified some variable practice and suggested where we need to focus to address this. Our aim remains to get a good rating at the next inspection however it is acknowledged by everyone that this is an ambitious target and if we were successful we would be amongst the quickest to achieve this.</p> <p>Our work on delivering robust quality assurance, supervision and continuing professional development within Children's Social Care is ongoing. As part of this a programme of audits</p>

RAG	Activity	Latest note
		<p>looking at different parts of the social care system was completed within the year, there was an increase as the year progressed in the proportion of audits rated as 'Good'. The Mayor, Lead Members, Chief Executive and senior managers observed front line Practice Week in November 2018. Service Users offered positive feedback about the services and senior leaders observed stable and effective practice.</p> <p>The SEND Improvement Group is driving forward improvements to the SEND system based on the themes of the SEND Strategy. Work has been done to map out the partnership activity and governance arrangements to ensure that improvements are delivered and overseen on a systems level to ensure better outcomes for children and young people with SEND, work is continuing on improving the visibility of relevant performance data.</p>
	<p>Activity 11.2 We will continue to ensure that our workforce is diverse, reflects the people we serve, and has the right tools to deliver excellent services to our residents</p>	<p>We continue to make sure that our workforce is diverse and reflects the people we serve We monitor and review our Gender Pay gap and information produced in relation to pay and ethnicity & pay and disability and take action to address disparities.</p> <p>We have launched our new organisational values and have embedded them into our 1-2-1 and team meeting processes. More recently we have launched our consultation on a modernised rewards package that provides our staff with the support and reward needed to help us transform the way we work.</p> <p>Our new staff development programme is now in place and includes a number of new apprenticeships designed to support us in becoming an evidence led and outcome focused organisation.</p>
	<p>Activity 11.3 We will undertake activities which see Tower Hamlets recognised nationally and locally as an inclusive employer that recruits, develops and supports staff from different backgrounds</p>	<p>During the course of the year we have made progress on the road to becoming recognised nationally and locally as an inclusive employer that recruits staff from different backgrounds and develops and supports them to achieve their potential. In September 2018 we were successfully re-assessed as a Disability Confident Employer. We are currently re-establishing our Disability Forum. We have decided to delay our application for the London Healthy Workplace Charter Excellence to early 2020 so that we can embed some of the changes we are making to our health and wellbeing offer to staff.</p>
	<p>Activity 11.4 We will build on our continuing journey of innovation, excellence and improvement by embedding Best</p>	<p>In 2018/19 we have built on our continuing journey of innovation, excellence and improvement by embedding Best Value improvements into service delivery.</p>

RAG	Activity	Latest note
	Value improvements into service delivery and by developing a new way of measuring how we are performing as an organisation	<p>We have established a Transformation & Improvement Board chaired by the Mayor to continue the drive to be an excellent and outcome focused organisation. The board is overseeing the council's Smarter Together transformation programme and scrutinises progress in areas of improvement such as children's social care. Our Overview and Scrutiny Committee (OSC) has delivered on its ambitious work programme with a focus on three priority areas in 2018-19: community safety, educational aspiration and employment aspiration.</p> <p>We have also developed new ways of measuring how we perform as an organisation in order to achieve the best outcomes for our residents which draws on a strong communications strategy. A key highlight for Quarter 4 has been our 'this is your home too' campaign for the Brexit which promotes our offer to support EU citizens who are residents of the borough.</p> <p>Across the last year, we have generated over 4,114 pieces of print, broadcast and online news coverage. The most recent quarter was a successful period with more than half of all coverage received being positive.</p>
	Activity 11.5 We will protect our resources by carrying out anti-fraud measures to tackle tenancy, parking and other types of fraud	We have successfully carried out anti-fraud activities to tackle, parking and other types of fraud. We are running a campaign with Tower Hamlets Homes to identify and tackle fraud and claim back council homes or refuse applications for tenancy succession where required. We have developed a new e-learning anti-fraud module for our staff and will be rolling it out shortly.
	Activity 11.6 We will develop a medium-term financial strategy (MTFS) and associated saving and investment proposals to take account of the impact on our local Council Tax payers of any changes to the level of Council Tax	We have successfully developed and completed a medium-term financial strategy (MTFS) which was approved at Full Council in February 2019. As part of our commitment to openness and transparency, we carried out a budget consultation road show which visited four busy locations in the borough. We also undertook telephone surveys with 1,100 residents and 500 businesses, putting our residents at the heart of everything we do and involving them in the difficult budget decisions we need to make.