


Cabinet 23 September 2020	 TOWER HAMLETS
Report of: Will Tuckley, Chief Executive	Classification: Unrestricted
Annual council performance & delivery report 2019/20	

Lead Member	John Biggs, Executive Mayor Cllr Asma Begum, Deputy Mayor and Cabinet Member for Community Safety, Youth and Equalities
Originating Officer(s)	Sharon Godman, Divisional Director Strategy, Policy & Performance Thorsten Dreyer, Head of Intelligence & Performance
Wards affected	All wards
Key Decision?	No
Forward Plan Notice Published	12 August 2020
Reason for Key Decision	This report has been reviewed as not meeting the Key Decision criteria.
Strategic Plan Priority / Outcome	All Strategic Plan priorities and outcomes

Executive Summary

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

Recommendations:

The Mayor in Cabinet is recommended to:

1. Note the Annual council performance & delivery report 2019/20
2. Review the performance of the strategic measures at the end of the year, including those measures where the minimum expectation has been missed; and
3. Review progress in delivering the Strategic Plan.

1 REASONS FOR THE DECISIONS

- 1.1 The council's Performance & Accountability Framework sets out the process for monitoring the timely and effective delivery of the Strategic Plan to improve outcomes for residents. In line with the framework, the Mayor in Cabinet receives regular update reports, including an annual report, to ensure oversight of pace, delivery, performance and improvement at Cabinet level.
- 1.2 This report promotes openness, transparency and accountability by enabling Tower Hamlets residents to track progress of activities that impact on their lives and the communities they live in.

2 ALTERNATIVE OPTIONS

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

3 DETAILS OF THE REPORT

3.1 Background

- 3.2 The Strategic Plan is the councils' main business plan and embeds the Mayor's manifesto into council delivery. This report provides the Mayor in Cabinet with an update on the delivery and implementation of the council's Strategic Plan over 2019/20.
- 3.3 The council has adopted a set of eleven strategic outcomes grouped under three priorities, which focus on making a difference to people's lives.
- 3.4 Our delivery and performance reporting cycle would normally see the Mayor in Cabinet receiving the annual council performance & delivery report in the spring. However, since March we have been focusing our efforts on responding to the Covid-19 pandemic and as a result have had to delay some of our usual business for a period of time.
- 3.5 We have also taken the time to rethink the way we share our delivery and performance information, drawing on what others in the public, voluntary and private sectors are doing, to make our reports more accessible to a wider audience.
- 3.6 Our new 2019/20 annual council performance & delivery report provides an update on pace, delivery and performance for each corporate outcome.

3.7 Performance summary

- 3.8 Our annual council delivery and performance report summarises what we have delivered, how we have made a difference to people's lives, and how we have performed against our strategic outcome indicators.
- 3.9 Throughout 2019/20 we have continued to deliver the Strategic Plan at pace and continued our journey to be a truly outcome focused council. What we have delivered and how we have made a difference is set out in the attached report.
- 3.10 At the end of 2019/20, 15 performance indicators have met or are exceeding their target and 5 are between the target and the minimum expectation, while 17 are falling short. The remaining 16 indicators are data only measures or they are based on our annual residents' survey. Unfortunately, we had to cancel the survey, which normally takes place in March, because of Covid-19.
- 3.11 Indicators that have seen an improved performance trajectory since the previous year include:

- 16 to 17-year olds who are in education, employment or training
- pupils who are regularly attending school in reception year
- stable placements for long term looked after young people
- people who are more independent after being supported through reablement
- direct payments to adult social care user
- residents who are better off after receiving financial and benefits advice
- reduction in CO2 emissions
- residents' access to nature
- level of affordable homes completed
- successful drug treatment for opiate users
- residents supported into employment by the WorkPath partnership

- 3.12 Indicators that are exceeding the target broadly fall into the main areas of the business as set out below:

Education, training and youth services

- secondary school attendance
- young people who are in education, employment or training
- new enterprises created with council business support
- young people engaging with the youth service

Health, social care and safeguarding

- stable placements for long term looked after young people
- people who are more independent after being supported through reablement
- children's participation in the Daily Mile
- young people's access to mental health services
- successful drug treatment for opiate users
- successful support for victims of violence against women and girls or hate crime

Environment and sustainability

- public realm cleanliness
- reduction in CO2 emissions
- residents' access to nature

Customer service and how we work as a council

- online customer satisfaction
- media coverage of the council

3.13 Indicators that are falling short of the minimum expectation broadly fall into the main areas of the business as set out below:

Health and social care

- direct payments to adult social care user
- delayed discharges from hospital as a result of social care services
- successful longer term reablement following hospital treatment

Education, training and youth services

- residents supported into employment by the council
- pupils who are regularly attending school in reception year
- women supported into employment by the council
- residents from BAME backgrounds supported into employment by the council
- residents with disabilities supported into employment by the council
- residents from deprived postcode areas supported into employment by the council

Environment and sustainability

- children benefitting from school streets
- level of recycling

Housing supply and homelessness

- homelessness prevention
- homeless households being moved into permanent accommodation
- level of affordable homes completed

Community safety

- young people entering the youth justice system for the first time

Customer service and how we work as a council

- council staff turnover
- council staff sickness

3.14 *Setting targets and improving outcomes*

- 3.15 The council is committed to driving progress forward which sees us deliver high performing services and in turn improved outcomes for our residents. As part of our move to becoming an outcomes based organisation, we have introduced a more mature approach to performance management approach which seeks improvement while at the same time taking into account more clearly the operating realities we face.
- 3.16 We need to consider factors affecting local government today. For example, budgetary constraints mean we have to do more with less whilst our population continues to grow, and expectations rise.
- 3.17 Absolute numerical improvement is often less appropriate now that we have refocussed our activities on improving the life chances of our most vulnerable residents. A focus on numerical improvement can drive the wrong kind of behaviour and place the focus in the wrong area of concern.
- 3.18 Our improvement journey has been steep, and whilst there is no doubt that we need to continue improving, there is also recognition that sustainability is important. Improvements and new ways of working take time to bed in, and our targets need to reflect this.
- 3.19 Our target setting principles take these challenges into consideration:
- We will only set targets for performance indicators and not for contextual indicators. Contextual indicators are those less directly in the council's control but which are important for prioritising council investments and actions.
 - Targets will be set using a bandwidth approach consisting of a target and a minimum expectation.
 - The target (upper bandwidth) should adhere to one or more of the following target setting principles:
 - Be aligned to an external target, such as a statutory, national or Mayoral manifesto target, or target in strategies and policies where they have been agreed by Cabinet or a Tower Hamlets Partnership group;
 - Aim to improve on our benchmark performance position within the appropriate benchmark family group or maintain a high level of performance where we are among top performing councils;
 - Be based on management information evidence, especially for new measures where targets have previously not been set;
 - Take account of operational practicalities as described below;
 - In relation to perception surveys, we will monitor the direction of travel rather than set specific targets.
 - Targets for all measures are set against the operating realities of the service – for example service changes, funding changes, changes in legislation or in local or national policy. These changes may result in the need to re-baseline the targets from one year to the next to reflect the changing circumstances in which the service operates.

4 EQUALITIES IMPLICATIONS

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

5 OTHER STATUTORY IMPLICATIONS

- 5.1 This section of the report is used to highlight further specific statutory implications that are either not covered in the main body of the report or are required to be highlighted to ensure decision makers give them proper consideration. Examples of other implications may be:
- Best Value Implications,
 - Consultations,
 - Environmental (including air quality),
 - Risk Management,
 - Crime Reduction,
 - Safeguarding.
 - Data Protection / Privacy Impact Assessment.
- 5.2 *Best Value (BV) Implications*
- 5.3 Section 3 of the Local Government Act 1999 requires the council as a best value authority to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". Monitoring of performance information and acting on the findings is an important way in which that obligation is being fulfilled.
- 5.4 *Sustainable action for a greener environment*
- 5.5 Outcome 5 - People live in a borough that is clean and green is dedicated to taking sustainable action for a cleaner environment. It focuses on key areas of sustainability, including air quality, waste and carbon emission. Key activities include work to drive up the borough's recycling rate, reducing CO2 emissions, and implementing a number of initiatives to improve air quality, including making Tower Hamlets one of the best boroughs for walking and cycling through our Liveable Streets programme.
- 5.6 *Risk management implications*

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

5.8 *Crime and disorder reduction implications*

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

5.10 *Safeguarding implications*

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

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

6 COMMENTS OF THE CHIEF FINANCE OFFICER

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

7 COMMENTS OF LEGAL SERVICES

7.1 The report provides performance information. It is consistent with good administration for the council to consider performance related monitoring information. This also assists the council achieve Best Value and may demonstrate continuing improvement.

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

Linked Report

- None

Appendices

- Appendix 1: Annual council performance & delivery report 2019/20

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

- None

Officer contact details for documents:

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