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| <b>Cabinet</b><br><br>19 September 2017                        | <br><b>TOWER HAMLETS</b> |
| <b>Report of:</b> Will Tuckley, Chief Executive                | <b>Classification:</b><br>Unrestricted  |
| <b>Q1 (April-June) Strategic Performance Monitoring Report</b> |   |

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

### **Executive Summary**

This paper provides details of the Council's performance against Strategic Measures during quarter one (April-June 2017).

### **Recommendations:**

The Mayor is recommended to:

1. Review the performance of the Strategic Measures at the quarter one stage, including those measures where the minimum expectation has been missed (appendix 1);
2. Review those measures that require improvement and identify any that should be referred to the Council's Performance Improvement Board (PIB) and the Overview and Scrutiny Committee where appropriate.

### **1. REASONS FOR THE DECISIONS**

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

## **2. ALTERNATIVE OPTIONS**

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

## **3. BACKGROUND**

- 3.1 This report summarises the Council's performance during quarter 1 of 2017/18 (April to June 2017) in delivering year two of its three year strategic plan. The year two plan, which was agreed by Cabinet in April 2017, builds on the Council's achievements in year one of the plan (2016/17) and sets out ambitious plans to achieve the outcomes detailed in the Strategic Plan.
- 3.2 Following the decision of the Secretary of State to return full decision making powers to the Council during 2016/17, the Council has developed a Best Value Improvement Plan 2017-18 and established a Best Value Improvement Board which will continue delivering sustainable improvements against the Best Value areas over the coming year.
- 3.3 In January-February 2017 Children's Services were inspected by Ofsted under the "single inspection framework" for children in need of help and protection, children looked after and care leavers, which graded Children's Services as "inadequate" in its overall judgement. In response the Council has developed an Improvement Plan which was submitted to the Secretary State for Education in July 2017 and established a Children's Services Improvement Board
- 3.4 The Improvement Plan contains detailed actions for service improvement which fall into four key priorities: leadership, management and governance; robust model of social work practice; sufficient and skilled workforce; quality assurance and audit. Alongside the additional strategic measures, these are being closely monitored through practice audits and comprehensive performance data to allow for greater understanding of progress. The Children's Services Improvement Board will deliver the strategic oversight and challenge required to ensure that appropriate, timely change and impact is being delivered according to the Improvement Plan.
- 3.5 The Council has also refreshed its approach to performance management in recognition of the improvement journey which it is on. The refreshed approach supports greater focus on areas of high risk, strengthening the leadership role of managers and members and providing more robust review and challenge to poor performance and areas of concerns. The Council will also seek to further develop public performance reporting during 2017/18, ensuring that information is available in a more accessible format for local people.

- 3.6 This report notes the significant progress made during Quarter 1 2017/18 in delivering year two of the Strategic Plan and achieving the associated stretch targets set in the strategic measures. Appendix 1 sets out in detail how the Council has performed during Quarter 1 against the basket of 31 strategic measures that can be reported on this quarter.

### **THE STRATEGIC PLAN**

- 3.7 Cabinet agreed year two of the three year Strategic Plan in April 2017. Of the 25 Measures suitable for comparison with performance at the same period in 2016/17, 70% (16) show improved performance. Table 1 shows performance by priority outcome area. Sections 4.5, 4.22 and 4.30 of this report highlight areas of high performance and sections 4.9, 4.25 and 4.32 detail areas for improvement, where performance has not met expectation.

| Priority Outcome 1: Creating opportunity by supporting aspiration and tackling poverty                  |                |                |                    |          |
|---|----------------|----------------|--------------------|----------|
| Performance against target  | GREEN<br>1     | AMBER<br>4     | RED<br>11          | N/A<br>1 |
| Direction of travel (compared to same period last year)   | IMPROVING<br>6 | NO CHANGE<br>0 | DETERIORATING<br>6 | N/A<br>5 |
| Priority Outcome 2: Creating and maintaining a vibrant, successful place                                |                |                |                    |          |
| Performance against target  | GREEN<br>5     | AMBER<br>0     | RED<br>2           | N/A<br>2 |
| Direction of travel (compared to same period last year)   | IMPROVING<br>6 | NO CHANGE<br>1 | DETERIORATING<br>0 | N/A<br>2 |
| Enabling Objective: A transformed Council, making best use of resources with an outward looking culture |                |                |                    |          |
| Performance against target  | GREEN<br>2     | AMBER<br>1     | RED<br>2           | N/A<br>0 |
| Direction of travel (compared to same period last year)   | IMPROVING<br>4 | NO CHANGE<br>0 | DETERIORATING<br>1 | N/A<br>0 |

**Table 1: Performance by Priority Outcome Area**

3.8 Performance Measures are ranked as “Green” where the stretch target has been achieved, “Amber” where the minimum expectation target has been achieved, but the stretch target has not, and “Red”, where the minimum expectation target has not been achieved.

As can be seen from Table 1, 13 Strategic Measures are rated as Green or Amber against target, whilst 15 are rated as Red.

A further three measures are not suitable for RAG rating. In the case of the measure “Non-Elective Admissions”, the target for this measure has not yet been finalised and will be completed as part of Q2 reporting. In the case of the remaining two measures, “Households Living in Temporary Accommodation” and “Total Notifiable Offences”, the Council has made a decision not to set targets for these two indicators, and so a RAG assessment cannot be made.

Section 4 of this report highlights areas of achievement in Quarter 1, and provides analysis and explanation for all “Red” rated Strategic Measures where performance has deteriorated since last year, or the measures are new for 2017/18.

### 3.10 Proposed changes to reporting methodology

The Place and Health, Adults and Community Directorates have each proposed a change to the methodology for reporting one Strategic Measure for which they are responsible. The measures are;

- Smoking Quits
- Lets to overcrowded families

In the case of smoking quits, it is proposed that reporting moves from “the number of quits per 100,000 of population aged over 16”, to a simple count of number of quits achieved. This would mean that the stretch target for the year would change from 673 per 100,000 population to 1528 actual quits. It is felt that this change would make the measure easier for the public to understand. If applied to quarter 1 327 people were supported by the services which 134 per 100,000.

In the case of “Lets to overcrowded families”, it is proposed that the measure changes from a count of the number of lets to overcrowded families to reporting the proportion of the total number of lets in the period which were made to overcrowded families.

If applied to quarter 1 data, this would mean that rather than rather than reporting 303 lets against a stretch target of 226 lets, the measure would report that 59% of the total lets in the quarter were made to overcrowded families, against a proposed target of 50%. This target reflects performance over the past four years, where on average 49% of lets have been made to overcrowded households.

This change is proposed because the total number of lets varies from year to year (from 2,207 in 2015/16 to 1,604 in 2016/17), meaning that a numerical target could lead to a disproportionately large or small number of lets being made to overcrowded families as a proportion of all lets. By setting a percentage target, the Council can ensure that a sufficient proportion of lets is made to overcrowded families, whilst ensuring that lets are also made to other priority applicants such as wheelchair users and homeless applicants.

It is proposed that these changes to the reporting methodologies be introduced from Quarter 2 2017/18.

## 4. ANALYSIS BY PRIORITY AREA

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

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

Priority 1: Creating opportunity by supporting aspiration and tackling poverty

Priority 2: Creating and maintaining a vibrant, successful place

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

- 4.3 The Council has identified a wide range of strategic performance measures to measure its success in achieving the three priorities.

- 4.4 This section of the report provides analysis of how successful the Council was in delivering the performance it planned during Quarter 1 2017/18, providing analysis and commentary by priority area.

- 4.5 **Achievements in Quarter 1 2017/18: Priority 1 Creating opportunity by supporting aspiration and tackling poverty**

- 4.6 The Council is working hard to create opportunity for local residents and has been successful in supporting 123 businesses during the quarter, just two short of its stretch target of supporting 125.

The Council's Enterprise Team has been actively engaging and supporting start-up businesses with partner support organisations, and the Council's business desk assists businesses to access local markets through supply chain work and where appropriate supports them to locate suitable property to start or move to the borough. There is also now a new package of 'Business Ready' projects in New Start up, Retail marketing, Supply Chain and Growth which will assist more businesses to develop and grow, thus creating further local opportunity.

Local businesses have also been supported through the "Supply Tower Hamlets" programme. 66 businesses have had two hours support through 1:2:1 support and attending workshops, and a further 11 businesses have had 8 hours support and are proactively sending out proposals and selling their services to other private businesses and tendering to the public sector. This quarter 8 businesses have become fit to supply. This quarter has seen a greater demand generation for the project, through the workshops provided, clients referring businesses, the delivery of partner marketing to the local area and following the programme beginning to gain visibility.

Business support activities have commenced, and the first pilot project is due to be completed before the end of Q2. Social Streets was appointed to deliver Digital training for Market Traders and Retailers in Whitechapel. This pilot project covered Social Media, basic website development and apps, through a series of training sessions, networking events and mentoring. Through this pilot project, 40 businesses including traders were supported in the Whitechapel area alone. Mentoring sessions are still taking place and evaluation of this project will be completed by the end of Q2.

- 4.7 The Council was also successful in supporting 199 local people into employment during the quarter through the WorkPath Partnership. This is an increase of 93 residents that have been helped into employment compared to the same period last year. The WorkPath service has seen 27 more reported Job Starts for BME residents, 15 more reported for female residents, 18 more for BME female and 9 more Lone Parents compared to the same period in 2016/17.

The WorkPath Service works with key Council services and external partners including the Supporting Stronger Families, Job Centre Plus, Poplar HARCA, Housing Options, the Careers Service, Drug and Alcohol Team, Integrated Offender Management project (Probation service) and Ideas Stores to identify those residents who would benefit most from support, maximising engagement of women, disabled and BAME residents. WorkPath focuses on supporting economically inactive and long-term unemployed groups of residents (Residents furthest from the Labour Market, potentially with multiple barriers to employment), those that require extensive support over a longer period of time to get them job ready and into employment.

- 4.8 Performance also continues to exceed the Council's stretch target on the measure of the proportion of people aged 65 and older receiving long term support. 1186 people per 100,000 are currently receiving long term support, better than the Quarter 1 stretch target of 1305 per 100,000, and an improvement of 92 people per 100,000 on the year end 2016/17 figure of 1278. This performance has been supported by the Councils work to "develop an integrated health and social care system" (Strategic Activity 1.4.2), and to "increase the independence and resilience of our communities" (Strategic Activity 1.4.4)

4.9 **Areas for Improvement: Priority 1 Creating opportunity by supporting aspiration and tackling poverty**

- 4.10 As part of the monitoring of the Council's performance, analysis is undertaken to identify those measures that have not met their quarterly target.

- 4.11 Of the 15 Strategic Measures in the Strategic Plan relating to Priority 1 that are reportable in Quarter 1; 9 measures (60%) are below the minimum expectation and have either deteriorated since the corresponding quarter for the previous year, or else are new measures for 2017/18.

- 4.12 Further detail and analysis of these 9 Strategic Measures is provided below.

4.13 **Overall employment rate - gap between the Borough and London average rate (working age) (percentage points)**

According to the figures published by NOMIS the Tower Hamlets overall employment rate has decreased 4.1ppts since last quarter's reporting, whilst the London average has remained the same. The gap between Tower Hamlets and London has widened by 6ppts to 8.5ppts compared to last quarter. The TH employment rate is 65.3% whilst the London average rate is

73.8%. The total numbers in employment for TH is 147,400, which is a net decrease of 7,100 since last quarters reporting. The data for the employment rate is taken from the Annual Population Survey (APS). The APS is the largest regular household survey in the United Kingdom. It includes data from the Labour Force Survey (LFS), plus further sample boosts in England, Wales and Scotland. The survey includes data from a sample of around 256,000 people aged 16 and over.

As APS estimates are based on samples, they are subject to sampling variability. This means that if another sample for the same period were drawn, a different estimate might be produced. In general, the larger the number of people in a sample, the smaller the variation between estimates. Estimates for smaller areas such as local authorities are therefore less reliable than those for larger areas such as regions.

This provides survey based estimates, the methodology of which means that there may be significant variations in outturn from one quarter to the next. Furthermore, it is important to note that the confidence interval on the TH employment rate is 4.3% compared to 0.7% for London which means that the actual rate for TH could in fact be much higher.

The WorkPath service and wider WorkPath partnership continue to support residents into employment and has seen an 87% increase of 93 more jobs recorded compared to this time last year.

#### **4.14 Number of adoptions and special guardianship orders for looked after children**

Three adoptions and special guardianship orders have been granted for looked after children during Quarter 1, against a minimum expectation for the quarter of eight, and a stretch target of 10.

A number of cases are progressing through the court process currently and it is anticipated that around 15 adoptions will be completed this financial year. Special guardianship orders are harder to forecast as the system used to track these cases needs updating. There is a continuing focus on identifying appropriate permanency options for Looked After Children.

#### **4.15 The percentage of looked after children in the same placement for two years or more**

70% of looked after children had been in the same placement for two years or more at the end of Quarter 1, against a target of 88.2%. The Children's Social Care service are taking a number of steps to help support and improve placement stability:

1. The Child & Adolescent Mental Health Service in Social Care Team consultation rota 9am-5pm. The Child & Adolescent Mental Health Service in Social Care (CISC) team are a co-located and integrated team providing direct work and consultation on LAC cases that need additional support.

2. A placement stability forum meets monthly to discuss cases where social workers, carer support workers and managers reflect on practice to ensure the carer is supported to meet the needs of the child.
3. The cohort of children looked after for two years or more is available to managers through child-level data reports and utilised to enable Children's Social Care to prioritise, prevent disruption and track practice, be it during staff supervision, disruption meeting process or reflective forums.
4. Independent Reviewing Officer alerts have undergone increased quality assurance so that the child's experience of care is brought to the attention of social workers and managers to address in a timely way.

When reviewing this measure to address queries about the impact of Data Quality work on historic performance, a discrepancy was identified with the reporting being used for year-end performance. Re-calculating 2016/17 performance using a method consistent with current reporting shows performance was lower than reported at 71.6%.

#### **4.16 The percentage of children's social care contacts completed within 24 hours**

42.5% of children's social care contacts were completed within 24 hours during Quarter 1, against a minimum expectation of 90% and a stretch target of 95%. A review of processes in the MASH (Multi-Agency Safeguarding Team) post-Ofsted inspection identified that the way contacts were being processed and recorded had led to unreliable data. There has been a significant data cleansing exercise in April combined with changes in the way that contacts are processed and this resulted in a backlog of work being pushed through the system which has impacted on timeliness for Quarter 1. In May and June, in addition to staffing issues, and periodic IT problems, there was a significant increase in the number of contacts being received, from around 850 in April, to over 1200 in both May and June. This additional demand is higher than at any point in the last 12 months and is a constraint on immediate improvement on completion timescales. However, there is an increased focus by the 2 MASH managers to complete contact decisions within 24 hours and we will start to evidence a percentage increase as we go forward this year.

#### **4.17 The percentage of children's social care assessments completed within 45 days**

68.7% of children's social care assessments were completed within 45 days during Quarter 1, against a minimum expectation of 90% and a stretch target of 95%. Performance has declined in part due to improvements in practice in the Assessment and Intervention Team to ensure the assessment process is always child focused and in line with best practice. There has also been a pressure due to the backlog of assessments being pushed through the system as a result of the data cleansing exercise outlined in paragraph 4.16. For context, the number of assessments completed in July is double that of April, May or June, and these assessments will have been ongoing during

Quarter 1, adding to workloads in this period. At the same time the workforce within the MASH and Assessments and Intervention (A&I) Teams are 80% agency social workers. There continues to be a turnover of social workers within A&I some of which have been asked to leave due to poor performance and throughput of assessments. New team managers are now in post who will be monitoring assessment timescales to improve performance. In turn, the ongoing recruitment drive should result in a steady increase of permanent staff which will bring some stability to the workforce.

#### **4.18 Percentage of children on a child protection order visited within the last 4 weeks**

85% of children on a child protection order had been visited in the last 4 weeks during Quarter 1, against a minimum expectation of 90% and a stretch target of 95%. Timely recording of visits is continuing to impact on apparent performance i.e. visits have happened but have not been recorded quickly enough and some decisions to step down from Child Protection (CP) to Children in Need (CIN) status are not recorded on the system quickly enough, therefore cases appear to require visits that they do not in fact need. These recording delays are in part linked to increasing complex cases loads and high staff turnover impacting on performance – issues around pay, recruitment and retention. Currently Family Support & Protection teams range between 20 - 90% agency staff, with four of the five being at 50% or above. Additionally, as a result of the renewed focus on quality and compliance, thresholds around what constitutes a successful visit (eg child seen alone) have been reviewed and this will have a short term impact on performance.

Action is being taken to improve: All managers are using available child-level reports and performance meetings to understand child level data and highlight specific issues e.g. performance of particular social workers; the Family Support and Protection Service Manager is having one-to-ones with managers to look at the data; the Service Manager is addressing in supervision and asking Team Managers to set out planned admin time for social workers; one Team Manager is leading on recruiting agency Social Workers to reduce duplication; individual deadlines are being set for Social Workers; the Service Manager is having weekly meetings with Team Managers group to address performance.

#### **4.19 Percentage of child protection reviews completed in time**

79.3% of child protection reviews were completed in time during Quarter 1, against a minimum expectation of 95% and a stretch target of 98%. The Child Protection and Reviewing Service (CPRS) have been down by one CIN Independent Reviewing Officer, for the past 6 weeks due to staff member taking over another role at short notice. There have been delays in recruiting temporary replacement.

CPRS expect that once fully staffed performance against this measure will increase. Also, changes to the recording process in FWi are being made which should support timely recording.

#### **4.20 Employment gap for women: reducing the gap between the Borough employment rate and employment rate for women**

According to the figures published by NOMIS the Tower Hamlets women's employment rate has decreased 6.9ppts since last quarter's reporting, whilst the London average has increased by 0.4ppts. The gap between TH and London has widened by 6.9ppts to 13.1ppts compared to last quarter. The TH employment rate female is 54.3% whilst the London average rate is 67.4%. The total numbers of female residents in employment for TH is 58,200, which is a net decrease of 5,200 since last quarters reporting.

As explained in paragraph 4.13, the data for the employment rate is taken from the Annual Population Survey (APS). It is important to note that the confidence interval on the TH women's employment rate is 6.4% compared to 1.0% for London which means that the actual rate for TH could in fact be much higher.

The WorkPath service and wider WorkPath partnership continue to support residents into employment and has seen an 87% increase of 93 more jobs recorded compared to this time last year. 67 out of the 156 (42.9%) Job Starts recorded by the WorkPath service were for female residents, 50 of which delivered employment of more than 16 hours per week. 60 of the 67 (91%) job starts were for BME females which is 39% of the overall job starts (156) recorded by the WorkPath service. 203 of the 420 (48.3%) residents engaging with the WorkPath service in Q1 were female, 178 of the 203 were BME female.

Funding has been secured to extend the Women in Health programme; staff resources will shortly be finalised, training packages are being developed and placement opportunities secured. Additional funding is also being sought to continue the pre-employment function within the WorkPath service (specifically Teaching Assistant and Mid Meal Training) which have historically gained majority interest from female resident especially mother looking to return/re-enter employment.

#### **4.21 Employment gap for BME residents: reducing the gap between the Borough employment rate and employment rate for BME residents**

According to the figures published by NOMIS the Tower Hamlets BME employment rate has decreased 3.4ppts since last quarter's reporting, whilst the London average has also decreased but only by 0.5ppts. The Gap between TH and London has widened by 2.9ppts to 13.2ppts compared to last quarter. The TH employment rate BME is 52.7% whilst the London average rate is 65.9%. The total number of BME people in employment for TH is 63,800, which is a net decrease of 2,300 since last quarters reporting.

As explained in paragraph 4.13, the data for the employment rate is taken from the Annual Population Survey (APS). It is important to note that the confidence interval on the TH BME employment rate is 9.7% compared to

1.9% for London which means that the actual rate for TH could in fact be much higher.

The WorkPath service and wider WorkPath partnership continue to support residents into employment and has seen an 87% increase of 93 more jobs recorded compared to this time last year. 133 (85.3%) of the 156 Job Starts recorded by the WorkPath service were for BME residents, 150 of which delivered employment in excess of 16 hours per week. 361 (86%) of the 420 residents engaging with WorkPath were from the BME community. The Council is currently in the process of procuring a provider to specifically target Somali Graduates and support them in finding and securing graduate opportunities.

#### 4.22 **Achievements in Quarter 1 2017/18: Priority 2 Creating and maintaining a vibrant, successful place**

- 4.23 The Council was successful in exceeding its stretch target for the percentage of household waste sent for reuse, recycling and composting. The overall recycling rate at year end was 27.6% which was a percentage point increase on the previous year's performance, and 0.6ppts ahead of the stretch target of 27%.

Waste services are currently working together with the corporate communications team on a borough-wide waste minimization campaign. The main purpose of this campaign is to reduce waste generated in households by encouraging residents to reuse their items and making compost schemes more accessible to them among other activities. This will also have a further effect on our recycling rates and more waste will be diverted from landfill.

There has been investment in the public recycling sites across the borough. This has made the sites look tidier and there is improved information at each site regarding what items to recycle, making this clearer for residents. The Council is also introducing centralised recycling sites on estates in collaboration with Registered Providers. The expectation is that these measures together will help to increase the total amount of recycling collected as well as reducing contamination levels.

The Council has also signed up to a three year London-wide project to improve communications related to food waste recycling.

- 4.24 The Council has also been successful in exceeding its stretch targets in Quarter 1 for delivering affordable housing for local people, and rehousing overcrowded families to larger and more suitable housing.

53 Wheelchair accessible affordable homes were delivered in the quarter, against a stretch target of 28, and 91 new social/affordable rented family homes were delivered, exceeding the stretch target of 82 homes, and more than doubling performance on the same time last year, when 44 homes were delivered.

59% of lets during the quarter were to overcrowded families who were rehoused in larger and more suitable accommodation. This represents 303 families who were rehoused to more suitable accommodation during the quarter, a significant increase on the 173 overcrowded families rehoused during the same period last year.

In addition to the health and educational benefits of reducing overcrowding in homes, the high number of lets to overcrowded applicants also has a positive impact on preventing homelessness because many applicants that do approach the Council as homeless are often from accommodation that are overcrowded.

**4.25 Areas for improvement: Priority 2 Creating and maintaining a vibrant, successful place**

4.26 As part of the monitoring of the Council's performance, analysis is undertaken to identify those measures that have not met their quarterly target.

4.27 Of the 9 Strategic Measures in the Corporate Plan relating to Priority 2 that are reportable in Quarter 1; one measure (11%) is below the minimum expectation and is a new measure for 2017/18.

4.28 Further detail and analysis of this Strategic Measure is provided below.

**4.29 The proportion of households who considered themselves as homeless, who approached the local authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation**

Homelessness was prevented in a total of 125 cases, of which 67 were provided discretionary supported hostel accommodation for single homeless people. 17.4% of new approaches to the Service of households homeless or threatened with homelessness were prevented from becoming homeless, which is below the minimum expectation of 19%. The two services that contribute to this measure are the housing options and preventions families and singles teams and the housing advice team, who through casework intervention resolve a household's homelessness situation, recording a homeless prevention as an outcome.

A decrease in the number of households approaching the families' team for homeless assistance has been a contributing factor for the below target performance in Q1. It is believed that this decrease may be due to concerns amongst families about the prospect of being placed in temporary accommodation outside of Tower Hamlets. The number of approaches to the Housing Advice team has however remained steady and the actual number of overall preventions has increased 6% on Q4 of 2016/17.

Where possible, we continue to negotiate with Housing Benefit to resolve arrears problems. The preventing intentional homelessness pilot with Poplar HARCA has contributed to the increase in the number of tenants assisted to remain in their social tenancies thus preventing homelessness and this pilot

will be rolled out to all Registered Providers (RPs) over the next six months with the appointment of a dedicated Prevention Liaison Officer. Negotiating and providing legal advice to both tenants and landlords for the tenants to remain in the private rented sector has increased; whilst a landlord may wish to repossess a property to take advantage of the inflated private rental market, the Housing Advice service successfully negotiate for an alternative property to be offered to the tenant threatened with homelessness.

The number of negotiations or legal advocacy to remain in the private rented sector has increased since Q4, (+25%). This is despite evidence that private landlords are increasingly reluctant to let to benefit-dependent tenants and those on low to medium incomes because:

- Market rents are far above the LHA in Tower Hamlets, which has been frozen for the last four years.
  - The reduction in the benefit cap to £23,000 in London from November 2016
  - Research by Sheffield Hallam University found that only 20% of landlords indicated a willingness to let to Housing Benefit claimants due to concerns about the gap between Local Housing Allowance (LHA) rates and market level rents, uncertainty around the roll out and implications of Universal Credit (UC) and the payment of HB 6 weeks in arrears under UC
- Despite this, the Options Service and Housing Strategy are nurturing good landlords and developing good working relations.

In addition, the commissioned supported hostel provision has reduced leaving fewer options available for prevention. For example, the revised hostel commissioning plan will result in fewer places and there is an increase in the use of beds for emergencies and assessments prior to move, neither of which can be counted as preventions.

**4.30 Achievements in Quarter 1 2017/18: Priority 3 Working smarter together as one team with our partners and community**

4.31 The Council has been successful in exceeding its targets for the percentage of council tax and percentage of non-domestic rates it has collected during the first quarter. Collection of council tax is at 26.42%, exceeding the stretch target for the quarter of 25.25%, and collection of non-domestic rates stood at 30.29%, ahead of the stretch target of 25%.

**4.32 Areas for Improvement: Priority 3 Working smarter together as one team with our partners and community**

4.33 As part of the monitoring of the Council's performance, analysis is undertaken to identify those measures that have not met their quarterly target.

4.34 Of the 5 Strategic Measures in the Corporate Plan relating to Priority 3 that are reportable in Quarter 1; one measure (20%) is below the minimum expectation and has deteriorated since the same period last year.

4.35 Further detail and analysis of this Strategic Measure is provided below.

#### 4.36 **Number of working days/shifts lost to sickness absence per employee**

Sickness performance at the end of the first quarter 17/18 is 9.72 days. This represents a reduction of 0.57 days against the 10.29 days reported at the end of Q4 of 16/17. This figure is 0.72 days above the 9 day minimum expectation, and 1.62 days above the 8.1 day stretch target. These targets are based on the 2nd Quartile performance figure across all London Boroughs.

HR Business Partners continue to support managers in terms of managing sickness cases and attend SMT and DMT's on a regular basis to update on sickness performance generally and discuss strategies for reducing absence. Additionally sickness performance is regularly reported to the Corporate Director for Resources. Performance Improvement Board (PIB) have held two meetings with Divisional Directors in Place and Adults Social Care. PIB will be inviting other Divisional Directors on a rota basis, to discuss underlying reasons for sickness in their areas and to explore whether any additional measures can be considered which would impact to reduce sickness absence, and agree realistic target reductions in their absence levels.

There is a recognition that the measures in place currently are not sufficiently achieving the outcomes expected i.e. sustained reduction in sickness absence, and that a different approach may yield better results. Consequently, sickness management has been selected as a pilot area for review using Outcomes Based Accountability methodology and this work is presently underway. Alongside this, a review of the Council's sickness management procedure is ongoing along with the development of a refreshed Employee Wellbeing strategy and plan.

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

- 5.1 This report highlights progress in delivering the Council's strategic plan activities during Q1 of 2017/18. The cost of the activities has been funded through the Council's General Fund Revenue and Capital budgets, agreed by full Council on the 22<sup>nd</sup> February 2017. There are no additional financial implications arising from the recommendations within this report.

### **6. LEGAL COMMENTS**

- 6.1 The report provides performance information. It is consistent with good administration for the Council to consider monitoring information in relation to plans that it has adopted in order to achieve best value.
- 6.2 When considering its performance, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). The Council's targets are formulated by reference to its public sector equality duty and monitoring performance against those targets should help to ensure they are delivered.

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

- 7.1 The Council's Strategic Plan and Strategic Measures are focused upon meeting the needs of the diverse communities living in Tower Hamlets and supporting delivery of One Tower Hamlets. In particular, strategic priorities include the reduction of inequalities and the fostering of community cohesion. The Strategic Measure set contains the measures "Proportion of people with mental health problems in employment"; "Employment gap for women: reducing the gap between the Borough employment rate and employment rate for women"; and "Employment gap for BME residents: reducing the gap between the Borough employment rate and employment rate for BME residents"
- 7.2 Data for Quarter 1 2017/18 shows that 5.8% of those aged 18-69 years old with an open CPA (care pathway approach) were in employment, just below the Council's stretch target of 5.9% of people with mental health problems in employment. On the measures of the employment gap for women and BME residents, performance did not meet the Council's minimum expectation for the quarter, however the Council's WorkPath service and wider WorkPath partnership continue to support residents into employment and has seen an 87% increase of 93 more jobs recorded compared to this time last year. 133 (85.3%) of the 156 Job Starts recorded by the WorkPath service were for BME residents, 150 of which delivered employment in excess of 16 hours per week. 361 (86%) of the 420 residents engaging with WorkPath were from the BME community. 67 out of the 156 (42.9%) Job Starts recorded by the WorkPath service were for female residents, 50 of which delivered employment of more than 16 hours per week.

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

- 8.1 Section 3 of the Local Government Act 1999 requires the Council as a best value authority to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". Monitoring of performance information is an important way in which that obligation can be fulfilled.

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

- 9.1 The Strategic Plan contains a number of environmental milestones within Priority Outcome 2 "Creating and maintaining a vibrant, successful place". The Strategic Measure set contains the measures "Percentage of household waste sent for reuse, recycling and composting"; "Level of street and environmental cleanliness – litter"; "Level of street and environmental cleanliness – detritus"; "Level of street and environmental cleanliness – graffiti"; and "Level of street and environmental cleanliness – fly posting". Latest available data (end of year 2016/17) shows that the Council met its stretch targets on the measures of recycling, litter, graffiti and fly-posting. Further performance data regarding these measures will be reported at the end of Quarter 2 2017/18.

## **10. RISK MANAGEMENT IMPLICATIONS**

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

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

- 11.1 The Strategic Plan contains a number of crime and disorder items under Priority Outcome 2 "Creating and maintaining a vibrant, successful place". The Strategic Measure set contains the measure "Total Notifiable Offences" (TNOs). Data for the period April to June 2017 shows that there were 8,316 TNOs during Quarter 1. TNOs are all offences under United Kingdom law where the police must inform the Home Office by completing a crime report form for statistical purposes.
- 11.2 Whilst the responsibility to tackle and reduce crime lies with the Metropolitan Police Service, the Council has for a considerable amount of time been supplementing the local Police in the borough, by funding an additional number of Police officers to address key crime and disorder priorities (Drugs, ASB and Prostitution) for the Council and in turn residents.
- 11.3 The Council continues to fund a team of 5 PC's and 1 Police Sergeant, known as the Partnership Task Force, to tackle key crime and ASB hotspots within the Borough. On 19 July 2017, Mayor John Biggs also announced funding for a further fourteen new police officers to tackle crime and anti-social behaviour on council estates. The officers will be joining Tower Hamlets Homes staff in a ground-breaking joint anti-social behaviour team – the first of its kind in the Borough.

## **12. SAFEGUARDING IMPLICATIONS**

- 12.1 The Strategic Plan contain a number of items relating to safeguarding adults and children falling under Priority 1: "Creating opportunity by supporting aspiration and tackling poverty". The Strategic Measure set contains the measures "Percentage of children's social care contacts completed within 24 hours"; "Percentage of children's social care assessments completed within 45 days"; "Percentage of children on a child protection order visited within the last 4 weeks"; and "Percentage of child protection reviews completed in time". Performance against these measures is currently below the Council's minimum expectation.
- 12.2 As outlined in paragraph 3.3 and 3.4, the Council has developed an Improvement Plan for Children's Services which was submitted to the Secretary State for Education in July 2017 and established a Children's Services Improvement Board which will deliver the strategic oversight and

challenge required to ensure that appropriate, timely change and impact is being delivered according to the Improvement Plan.

- 12.3 Against the Strategic Measure “Proportion of people over 65 receiving long term support, per 10,000 population”, performance is currently better than the Council’s stretch target, with 1186 per 10,000 people over 65 receiving support, against a stretch target of 1305.
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## **Linked Reports, Appendices and Background Documents**

### **Linked Report**

- NONE

### **Appendices**

- Appendix 1 – provides detailed analysis of the Council’s performance against its strategic measures during quarter one

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

- NONE

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

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