Tower Hamlets Strategic Plan 2018-21

Working together with the community for a fairer, cleaner and safer borough

Six month monitoring report

TOWER HAMLETS

Tower Hamlets Strategic Plan 2018-2021
Working together with the community, for a fairer, cleaner and safer borough

Priority 1	Priority 2	Priority 3
People are aspirational, independent and have equal access to opportunities	A borough that our residents are proud of and love to live in	A dynamic outcomes-based Council using digital innovation and partnership working to respond to the changing needs of our borough

Priority 1

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

	🔴	🔺	✅	❓	📈
Actions	0	0	5	0	
PIs	3	0	1	0	0

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

	🔴	🔺	✅	❓	📈
Actions	0	0	4	0	
PIs	2	3	3	0	0

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

	🔴	🔺	✅	❓	📈
Actions	0	0	7	0	
PIs	1	1	3	0	0

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

	🔴	🔺	✅	❓	📈
Actions	0	0	5	0	
PIs	2	2	0	0	0

Priority 2

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

	🔴	🔺	✅	❓	📈
Actions	0	0	5	0	
PIs	0	1	1	0	1

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

	🔴	🔺	✅	❓	📈
Actions	0	0	4	0	
PIs	1	1	1	0	2

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

	🔴	🔺	✅	❓	📈
Actions	0	0	7	0	
PIs	2	1	1	0	1

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

	🔴	🔺	✅	❓	📈
Actions	0	0	7	0	
PIs	0	0	0	0	1

Priority 3

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

	🔴	🔺	✅	❓	📈
Actions	0	0	5	0	
PIs	2	1	0	0	3

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	1	0	0	0	8

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

	🔴	🔺	✅	❓	📈
Actions	0	0	6	0	
PIs	1	1	1	0	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
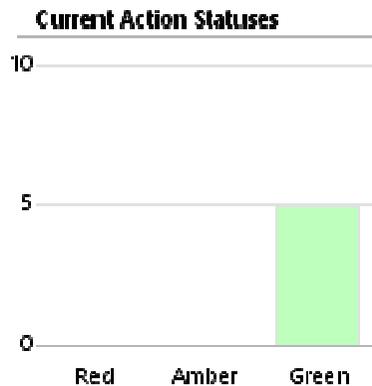
Strategic action status chart	Strategic measure status chart
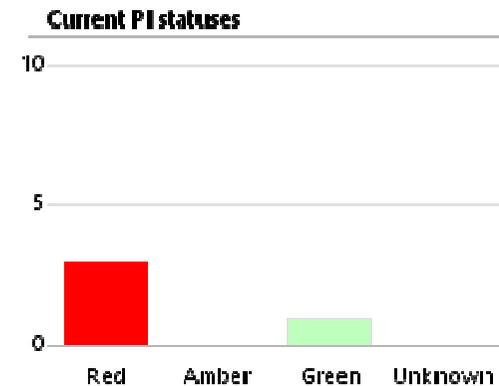
✅	M1.3	Businesses supported				

Number of businesses supported through Council activities (BUS1)

Lead member			Expected Outcome	Last update	Short term trend arrow	Long term trend (DOT)
Cabinet Member for Work and Economic Growth			▶ On target	Q2 2018/19	⬆	⬆

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Growth and Economic Development	Strategic	No	402	442	✅ Green

Performance data trend chart	Latest note

Quarters ■ Target (Quarters) ─●─ Red Threshold (Quarters) ─ London - Average ─
National - Average ─

Values shown: 123, 335, 462, 733, 298, 442 (Q1 2017/18 – Q2 2018/19)

This measure is cumulative and the numbers increase throughout the year, always providing the year to date figure. 144 enterprises have been supported in Q2, bringing the total so far to 442 (equivalent to 1 in 31 of all businesses in Tower Hamlets).

Some of the key deliverables achieved in Q2 include:

• 26 enterprises created.
• 35 businesses benefitted from the SUR Grants
• 125 businesses were assisted in the Supply Ready Scheme
• 2 enterprises have been supported in finding suitable accommodation.
• 50 businesses assisted to improve retail and marketing performance
• New sales generated through support projects amount to £6.9m (Supply Ready
• Projects that have contributed to these deliverables include:
• Start Up Ready. Due to its high take up, this project has over achieved its outputs and is currently no longer available in Tower Hamlets. In the interim we are signposting all of our enquiries relating to start up support to other local agencies including: The Princes Trust, NWES and YTKO. We are also in the process of submitting new project proposals.
• Retail Marketing Ready
• Supply Ready
• Growth Ready
• Growth Businesses (now ended)

⬢	M1.1	School pupil attendance				

Percentage of pupils attending school regularly						
Lead member			*Expected Outcome*	*Last update*	*Short term trend arrow*	*Long term trend (DOT)*
Cabinet Member for Children, Schools and Young People			⚠ Uncertain	July 2018	⬆	⬆
Lead officer		*Type*	*Contextual measure*	*Target*	*Actual*	*RAG rating*
Divisional Director, Education and Partnership		Strategic	No	91.3%	91.2%	⬢ Red
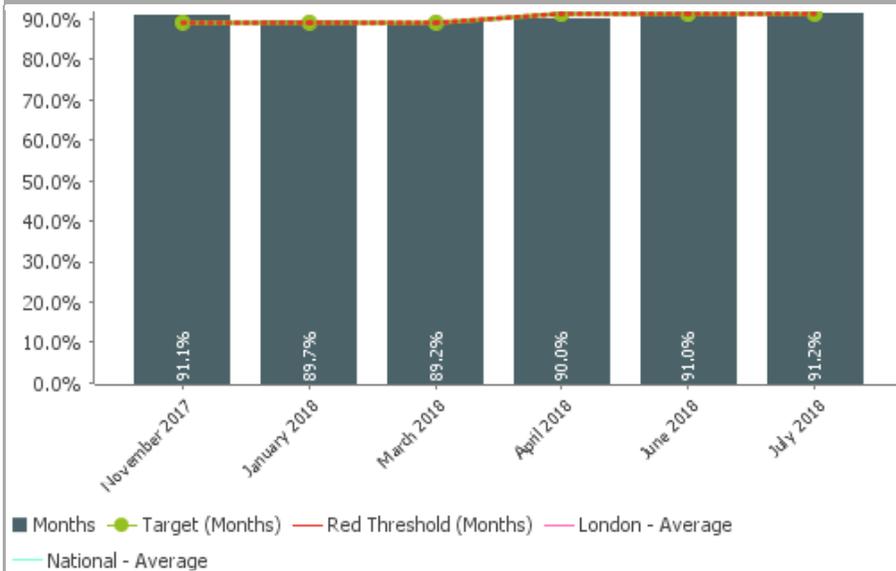
Performance data trend chart	*Latest note*
	These figures are provisional out turns from a voluntary local collection of attendance data conducted to obtain more timely information that the formal out turns taken from the school census. The full year figure for 2017/18 consisted of returns from 71 of 102 schools.
	The provisional annual out turn for pupils not classed as persistently absent is 0.1 percentage points below the target and final out turn for 2016/17 of 91.3%. The 2016/17 out turn meant that Tower Hamlets was one of the top three performing London LAs on this measure.

3

M1.2   Young people who are NEET

Percentage of 16 to 19 year olds who are Not in Education, Employment or Training. (Annual outturns are calculated as an average of December, January and February figures)

Lead member	Expected Outcome	Last update	Short term trend arrow	Long term trend (DOT)
Cabinet Member for Work and Economic Growth	⚠ Uncertain	Q2 2018/19	⬆	⬆

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Growth and Economic Development	Strategic	No	3.60%	11.00%	🛑 Red

Performance data trend chart	Latest note

Performance data trend chart showing quarterly NEET percentages: Q1 2017/18: 7.58%, Q2 2017/18: 32.74%, Q3 2017/18: 8.75%, Q4 2017/18: 5.96%, Q1 2018/19: 7.36%, Q2 2018/19: 11.00%. Legend: Quarters, Target (Quarters), Red Threshold (Quarters), London - Average, National - Average
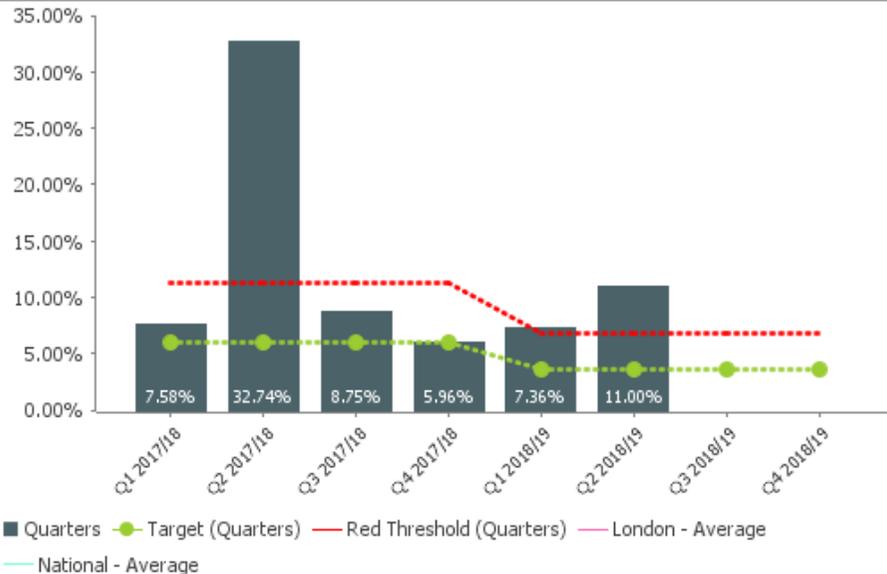
The service is currently in the process of finalising the September offer to students and will then start surveying 16 to 19 year olds to reduce the number of students for which the status is unknown. The annual outturn for NEET is taken as an average over the months December to February (for 16 & 17 year old NEET and Unknown) due to the extreme seasonality of NEET figures. We therefore expect the NEET figure to reduce with young people entering education, employment or training from September onwards.

🛑	**M1.4**	**Residents supported into sustainable work**				

Tower Hamlets residents supported into sustainable work by the Council's Workpath partnership provision

Lead member		Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Work and Economic Growth		⚠️ Uncertain	Q2 2018/19		⬇️	⬇️
Lead officer		Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Growth and Economic Development		Strategic	No	390	349	🛑 Red

Performance data trend chart	Latest note
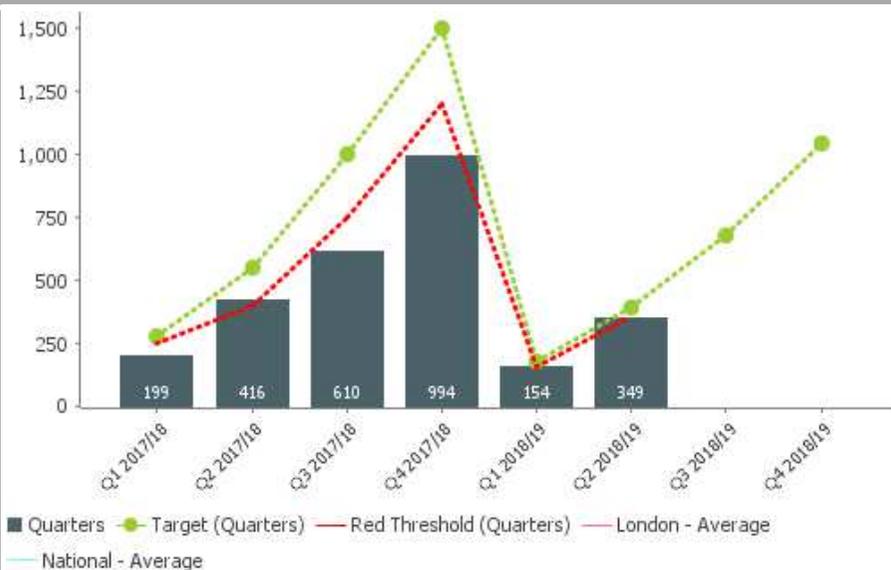
Performance data trend chart showing quarterly figures: Q1 2017/18: 199, Q2 2017/18: 416, Q3 2017/18: 610, Q4 2017/18: 994, Q1 2018/19: 154, Q2 2018/19: 349. Legend: Quarters, Target (Quarters), Red Threshold (Quarters), London - Average, National - Average.

This measure is cumulative and the numbers increase throughout the year, always providing the year to date figure. The outturn is one output below the minimum expectation target of 350. The Careers Service, now Young WorkPath, had been a majority contributor to this measure in previous years. In 2016/17 the Careers Service contributed 658 outputs (56.2% of the final reported figure of 1170); and in 2017/18 contributed 314 outputs (31.6% towards the final figure of 994). At the end of Q2, Young WorkPath reported 39 outputs compared to 114 for the same period in 2017/18.

The reduction of these particular contributions is linked to national policy changes. The Apprenticeship Levy has seen apprenticeship starts reduce by 34% nationally, with fewer opportunities due to the complicated delivery processes, and apprenticeships are now open to all ages (where previously they had been for 16-24 year olds).

Moving forward, an enhanced post-16 offer is in development and Young WorkPath will focus on the council's statutory obligations by supporting young people who are NEET (Not in Education, Employment or Training), those at risk of becoming NEET up to the age of 19, care leavers and young people with special educational needs up to the age of 24 in achieving a positive destination.

The WorkPath Service continues to work with key council services and external partners, and is continuing to develop its relationship with SERCO (DWP ESF Inspiring (Troubled) Families contract) and their delivery partners Renaisi and Catch22.

Strategic plan delivery

RAG	Activity	Latest note
▶	**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	We have broadened our ESOL, employability and basic skills offer to residents. Through working with our partners such as Barts of London Health Trust, building contractors, and Veolia, we are creating apprenticeship opportunities for young people from the borough. So far this year we have created 369 apprenticeship jobs, and of those, 112 have already started.

We want to support schools to fulfil their statutory duty to provide the borough's pupils with independent and impartial careers guidance, so our Careers Young WorkPath service is delivering careers guidance interviews across five secondary schools. We are also developing a programme of earlier careers guidance for Key Stage 3 pupils.

Working with the Tower Hamlets Education Partnership we are reviewing post-16 provision in the borough. This includes understanding what courses are on offer and how many student places there are. This information will help us understand how we best support the highest achieving pupils in the borough so they continue to build on their achievements after their GCSEs.

One of our key aims is to develop the life skills and aspirations of our lowest attaining pupils and improve job opportunities for them. We want to better equip young people for the transition from education to employment, providing them with the tools they need to navigate the options that are available to them. Our Young WorkPath service is supporting young people who are at risk of being not in education, employment or training (NEET) to help them plan for their future. This year, we ran dedicated careers guidance and job brokerage sessions on GCSE and A-Level results days to target those at risk of becoming NEET. |
| ▶ | **Activity 1.2** We will develop and deliver the Growth Strategy, including a programme of support for local businesses | We have started to develop our draft Growth and Economic Plan and will be sharing our initial ideas with residents, businesses and partners in the coming months. The plan sets out how we will support a local economy that works for local people and ensures that everyone can benefit from growth in the borough.

We are already delivering a number of enterprise support projects and so far this year we have supported 442 businesses in a range of ways including to be supply ready, finding suitable |

RAG		Activity	Latest note
			accommodation and improving retailing and marketing performance. The businesses we have supported have generated new sales worth £6.9m.
▶	**Activity 1.3**	We will implement a programme of improvement initiatives to High Streets and Town Centres, including the roll out of Wi-Fi	Our new High Streets and Town Centres 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. We are currently designing some public realm improvements in and around Brick Lane. These will be implemented later in the year and aim to create a more pleasant environment for shoppers and other visitors to the area. We are also working with Transport for London and others to improve Whitechapel Market and the surrounding retail environment. We are in the process of procuring contractors who will enable us to create a free public space Wi-Fi network to help improve digital access for residents and businesses and the competitiveness of our local high streets. We expect the first public Wi-Fi to be in place by March 2019.
▶	**Activity 1.4**	We will work with partners to improve educational attainment and progress for our children and young people	Results for the 2017/18 academic year show that our young people are continuing to do well but we want to make sure that attainment continues to improve, especially for under achieving groups. We also want to support our high achieving pupils to do even better. We held a Key Stage 1 conference where 47 delegates came along to focus on how to use data to identify more able pupils who require a greater degree of academic challenge. Following on from those conversations, we will begin the 'Achieving Higher Attainment in Writing' project this November. At Key Stages 1 and 2 we have pulled together training to look at 'Extending Vocabulary through Reading' and 40 delegates have put their names forward to attend the Autumn Term training for year 5 and 6 pupils. We have set up networks in 9 subject areas to reduce the variation in outcomes between schools at Key Stages 4 and 5. We have also brokered school-to-school support through the Secondary Heads Group.
✓	**Activity 1.5**	We will ensure that there are sufficient childcare and early education spaces provided in Tower Hamlets	We are currently working on our 2018 Childcare Sufficiency Assessment (covering birth to five years old) which will help us understand the distribution of childcare and early education spaces across the borough. This will be finalised in May 2019. Our findings so have been used to secure £0.965m capital funding for 2018-19 to develop more childcare places. We have used this money to support the delivery of our 'Early Learning for Two Year Olds' programme. We have invited partners, practitioners and parents to attend the Mayor's Early Years' Summit on 30 November 2018. The summit will help us to develop our services for early 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

Current Action Statuses

Red	Amber	Green
0	0	4

Current PI statuses

Red	Amber	Green	Unknown
2	3	3	0
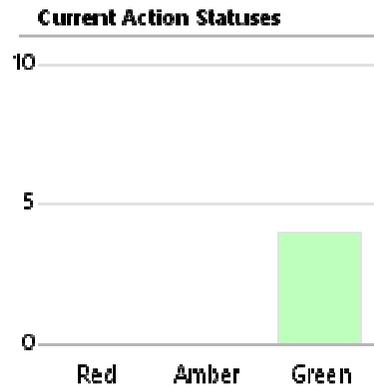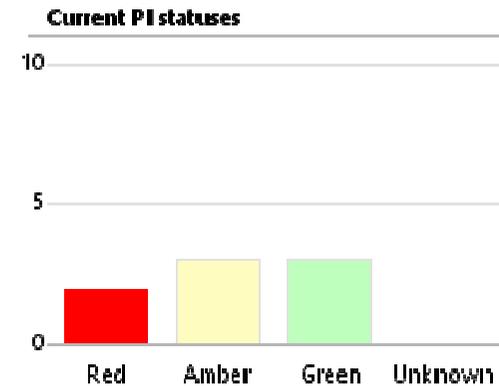
M2.2 Time to adoption

Average time between a child entering care and moving in with an adoptive family ('time to adoption') (LAC1)

Lead member		Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People		On target	Q2 2018/19		⬆	⬆

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Children's Social Care	Strategic	No	540.0	391.9	✔ Green

Performance data trend chart	Latest note
	Target exceeded

Performance data trend chart:

Quarter	Value
Q1 2017/18	633.0
Q2 2017/18	612.0
Q3 2017/18	574.3
Q4 2017/18	547.0
Q1 2018/19	396.5
Q2 2018/19	391.9
Q3 2018/19	
Q4 2018/19	

Legend: ■ Quarters ●— Target (Quarters) — Red Threshold (Quarters) — London - Average — National - Average

9
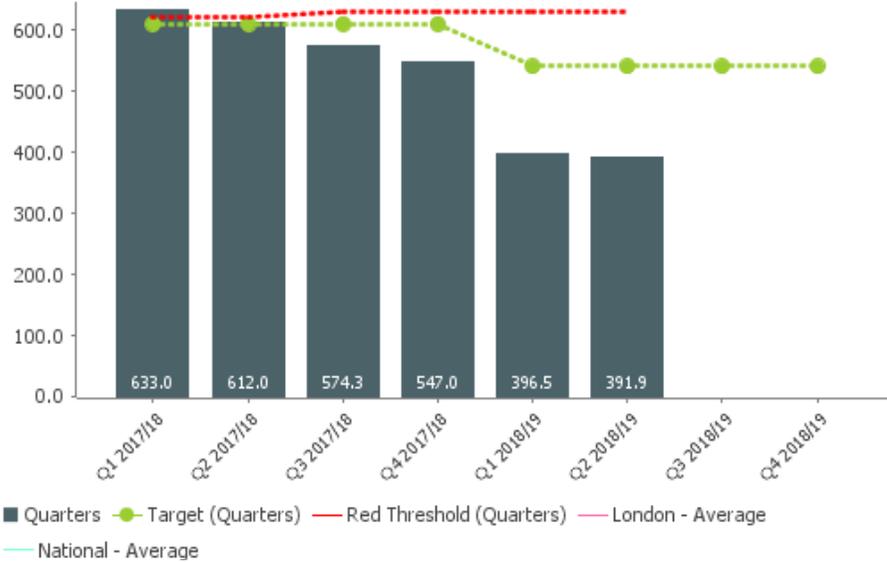
✅	M2.6	Children's Centre attendance

The number of individual (unique) children and adults reached by the council's children's centres

Lead member		Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People		▷ On target	Q2 2018/19		⬆	⬆

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Education and Partnership	Strategic	No	11,335	19,091	✅ Green

Performance data trend chart	Latest note

This measure is cumulative and the numbers increase throughout the year, always providing the year to date figure.

Target exceeded.

Chart values: 7,393 (Q1 2017/18), 12,507 (Q2 2017/18), 17,011 (Q3 2017/18), 22,070 (Q4 2017/18), 12,660 (Q1 2018/19), 19,091 (Q2 2018/19)

Legend: ■ Quarters ●─ Target (Quarters) ── Red Threshold (Quarters)
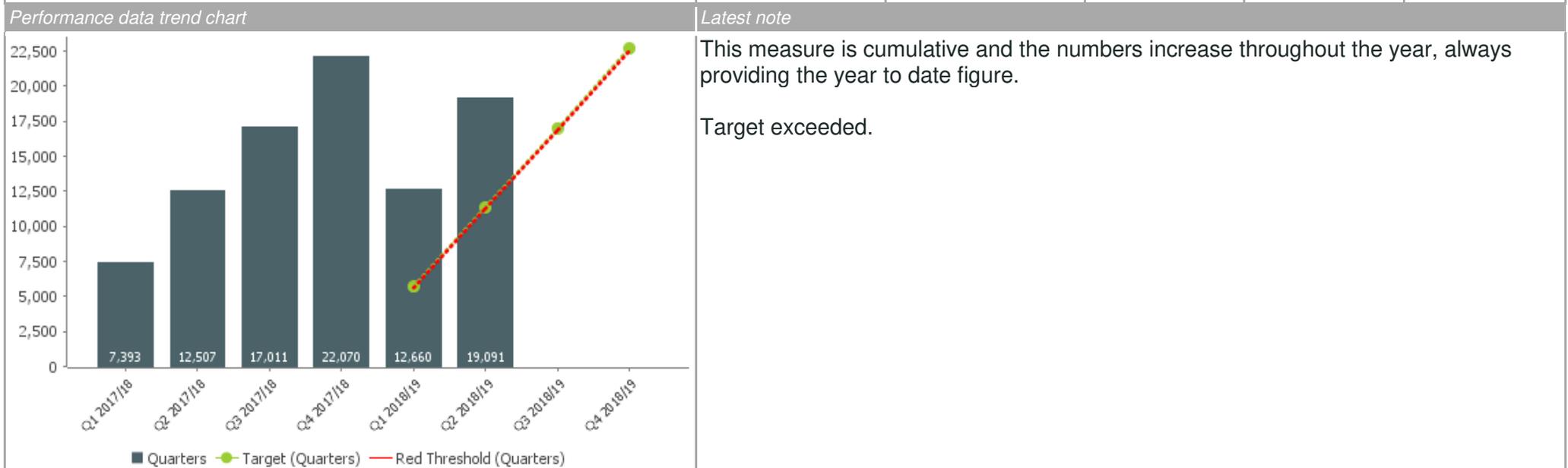
✅	**M2.8**	**Youth centre attendance**

Percentage of youth service users who attend regularly

Lead member		Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People		🟢 On target	Q2 2018/19		⬆	⬆

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Youth and Commissioning	Strategic	No	29.0%	41.9%	✅ Green

Performance data trend chart	Latest note

Target exceeded.

Legend: ■ Quarters —●— Target (Quarters) —— Red Threshold (Quarters) —— London - Average —— National - Average
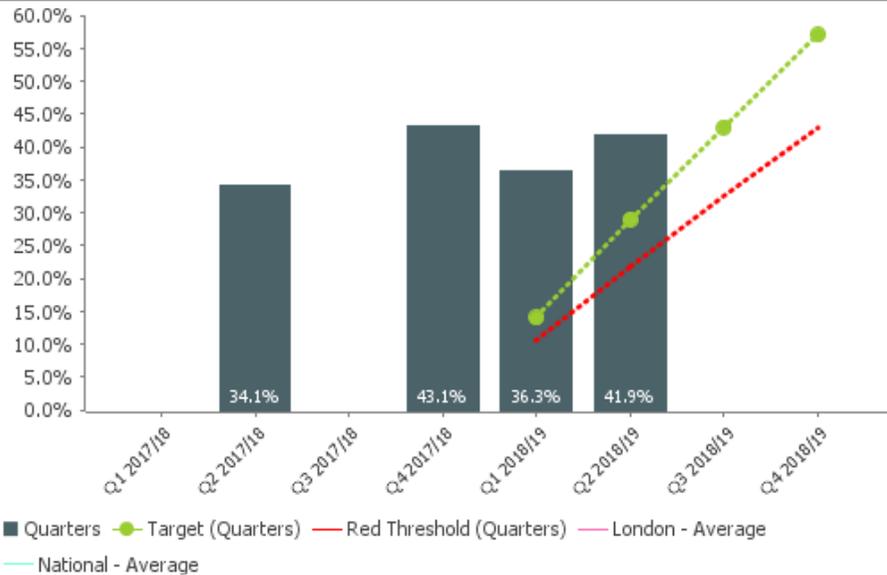
M2.1   Children's social care single assessments

Percentage of children's social care single assessments completed within 45 days

Lead member		Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People		⚠ Uncertain	Q2 2018/19		⬆	⬆

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Children's Social Care	Strategic	No	95.0%	94.1%	⚠ Amber

Performance data trend chart	Latest note
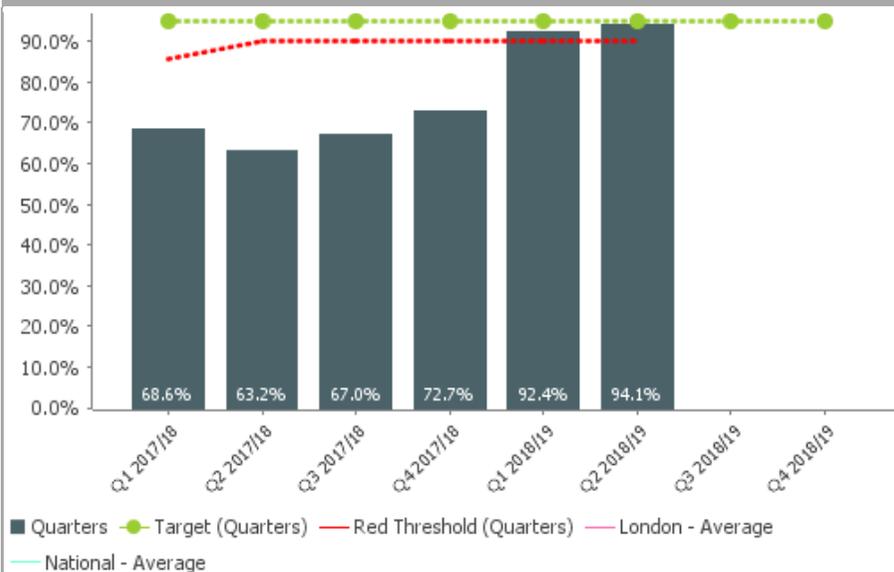
The local authority is required to undertake an assessment of need for children referred to it for social care services. 94.1% of such assessments were completed within the statutory timescale of 45 working days. This is a significant improvement since the end of 2017/18. Performance surgeries with managers highlight the delays in the timeliness of the assessments as well as any lag in recording these on the case management system. It is expected that the performance will be above the target of 95% by Q3.

⚠️	M2.3	**Child protection visits**				

Percentage of children with a child protection plan receiving a visit from a social worker within the past four weeks

Lead member			Expected Outcome	Last update	Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People			⚠️ Uncertain	Q2 2018/19	⬆️	⬆️
Lead officer			Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Children's Social Care			Strategic	No	95.0%	94.2%	⚠️ Amber
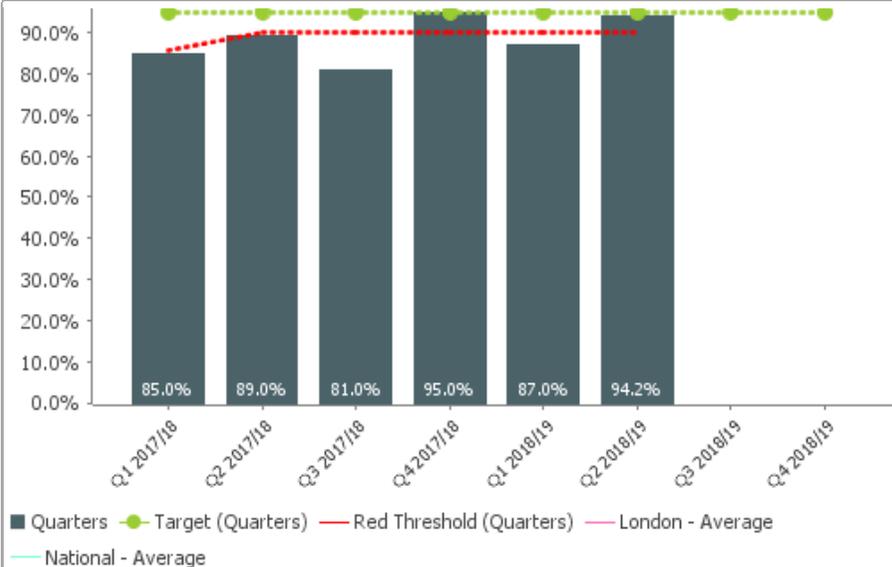
Performance data trend chart	Latest note
Chart data: Q1 2017/18: 85.0%, Q2 2017/18: 89.0%, Q3 2017/18: 81.0%, Q4 2017/18: 95.0%, Q1 2018/19: 87.0%, Q2 2018/19: 94.2%. Legend: ■ Quarters, ● Target (Quarters), — Red Threshold (Quarters), — London - Average, — National - Average	Children with child protection plans receive regular visits from their social workers. 94.2% of children received such visits within the previous four weeks at the end of Q2. Performance surgeries with managers highlight the gaps in the visits actually taking place, as well as delayed recording on the case management system. It is expected that the performance will be above the target of 95% by Q3. It is apparent that performance surgeries are assisting in improving compliance.

M2.4   Child protection reviews

Percentage of child protection reviews carried out within statutory timescales

Lead member		Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People		⚠ Uncertain	Q2 2018/19		⬆	⬆
Lead officer		Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Children's Social Care		Strategic	No	98.5%	98.0%	⚠ Amber

Performance data trend chart	Latest note
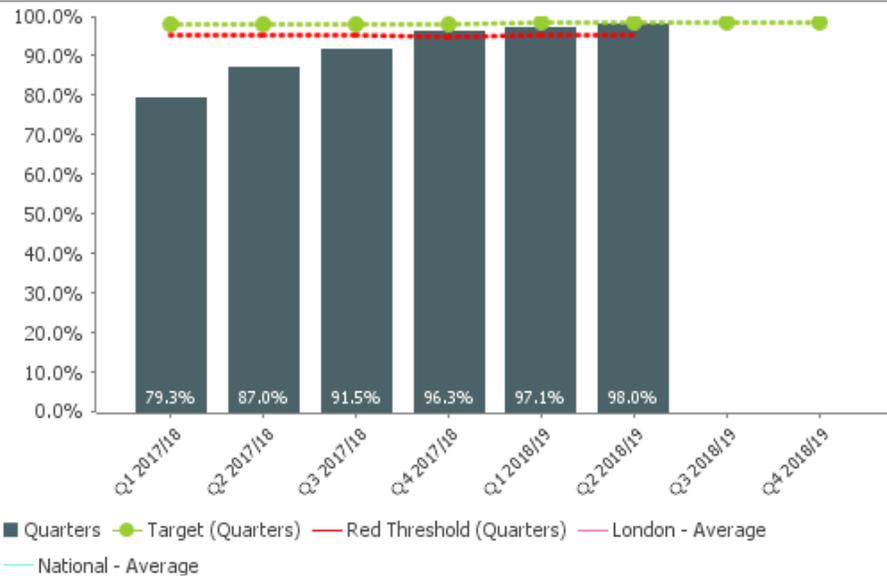
Children with child protection plans require their plans to be reviewed within certain statutory timescales. 98% of such plans were reviewed in a timely manner.

Performance surgeries with managers highlight the gaps in the reviews actually taking place as well as delayed recording on the case management system. Performance has improved steadily over the past year. It is expected that the performance will be above the target of 98.5% by Q3.

M2.5 Children in Need visits

Percentage of Children in Need (CiN) visited within the last 4 weeks

Lead member		Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People		⚠ Uncertain	Q2 2018/19		⬇	⬆

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Children's Social Care	Strategic	No	95.0%	71.5%	🛑 Red

Performance data trend chart	Latest note

Performance data trend chart shows quarterly values: Q1 2017/18 33.8%, Q2 2017/18 50.5%, Q3 2017/18 53.1%, Q4 2017/18 81.2%, Q1 2018/19 77.4%, Q2 2018/19 71.5%. Legend: Quarters, Target (Quarters), Red Threshold (Quarters), London – Average, National – Average.
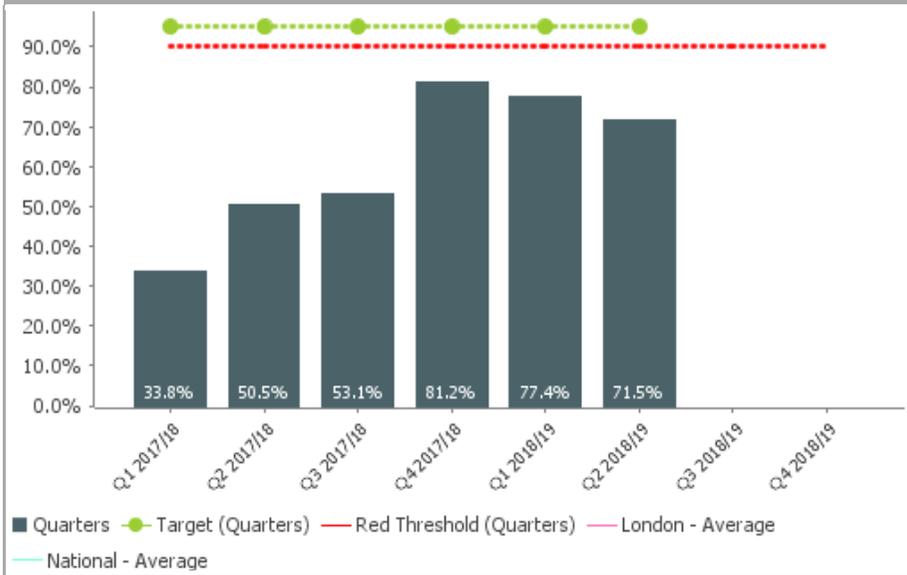
Children classified as Children in Need (CiN) are to receive regular visits from their social worker. 71.5% of children had their visits within the previous four weeks as at the end of Q2. Performance surgeries with managers highlight the gaps in the visits actually taking place as well as delayed recording on the case management system. It is not expected that the performance will be above the target of 95% by the end of the year. However, we will continue to monitor closely and challenge staff where performance is not improving.

M2.7 Care leavers in employment, education or training

Percentage of Care Leavers in Employment, Education or Training (EET1) aged 17 to 21

Lead member		Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People		Uncertain	Q2 2018/19		⬇	⬇
Lead officer		Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Children's Social Care		Strategic	No	75.0%	57.6%	Red

Performance data trend chart	Latest note
	Young people are supported to continue in Education, Employment or Training (EET) after leaving care. However, as at the end of Q2, only 57.6% of the cohort were in EET which is below the target of 75%. There has been a big drive by Leaving Care Service to ensure the data was up to date as well as performance surgeries with managers tracking the status of care leavers. It is not expected that the performance will be above the target of 75% by the end of the year.

Strategic plan delivery

RAG	Activity	Latest note
▶	**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	The Mayor formally launched our new Early Help service on 4 October. The Early Help Hub brings together a number of services to provide early advice and support to families to ensure that we prevent them from entering the more formal stages of our social services. Over the summer, we consulted with young people, parents and community stakeholders over to inform the Q3 youth offer, which is now complete and available for young people to access. We expect that this new offer will broaden the number of young people who benefit from attending youth services and in particular have extended our offer for girls. We are working towards a greater level of integration with Tower Hamlets Clinical Commissioning Group so that in the future we are able to offer more seamless services to young people and their families.
▶	**Activity 2.2** Improve our engagement with children and young people so they feel empowered and included in decision making	We held a range of engagement and participation events with young people over the summer to help shape the formulation of a new Children and Families Plan. The Youth Service will follow up on themes emerging from the engagement to ensure young people feel their voice has led to real change for them. We are working with the Children in Care Council to develop a Young Commissioners Team which represents the voice of local young people in decision making.We are continuing to see an increase in the use of direct payments, with over £730,000 of support delivered to children with disabilities in 2017/2018 through money given to parents to support their children in bespoke ways.
▶	**Activity 2.3** Work with partners to formulate a robust and proactive response to all forms of exploitation of children in Tower Hamlets	We have set up Multi-Agency Exploitation Team to work more effectively with the police and others to tackle all forms of exploitation. We now use daily briefings 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 more recently the Metropolitan Police gangs unit.
▶	**Activity 2.4** Develop a social work academy, incorporating our new model of social work, to ensure we have a strong, sufficient and effective	We have been working on the Social Work Academy in association with local universities and this will be launched in Q3 as part of our Safeguarding Month. 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. The work of our Children's Services Workforce Strategy

RAG	Activity	Latest note
	workforce	Group has converted 11 agency workers to permanent staff in last 3 months compared to 4 conversions last year. Our focussed recruitment campaigns have led to 12 permanent members of staff being successfully recruited in the last quarter. Having more permanent members of staff means that the children and young people we work with experience more continuity, making their lives more stable.

▶	**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
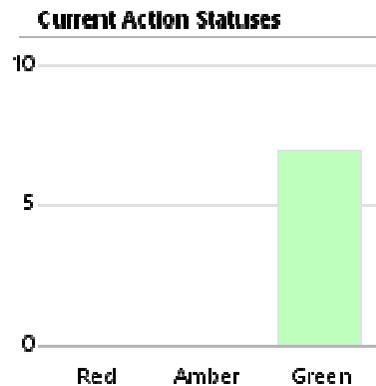
Strategic action status chart	Strategic measure status chart
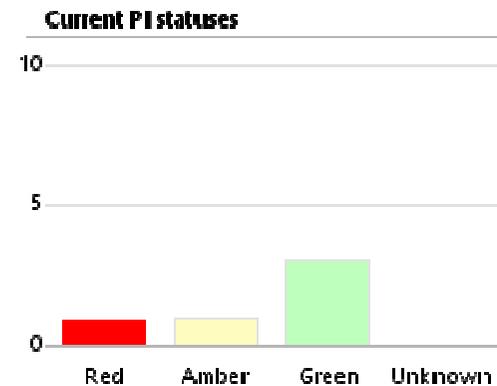
M3.3 Assistive technology

Total number of residents being supported through Assistive Technology (ASC: SP1)

Lead member		Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Adults, Health and Wellbeing			September 2018		⬆	⬆
Lead officer		Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Adults Social Care		Strategic	No	2,765	2,792	✔ Green

Performance data trend chart	Latest note

Chart legend: ■ Months — ●— Target (Months) — Red Threshold (Months) — London - Average — National - Average

Data point values shown: 2,703 / 2,717 / 2,722 / 2,742 / 2,775 / 2,792
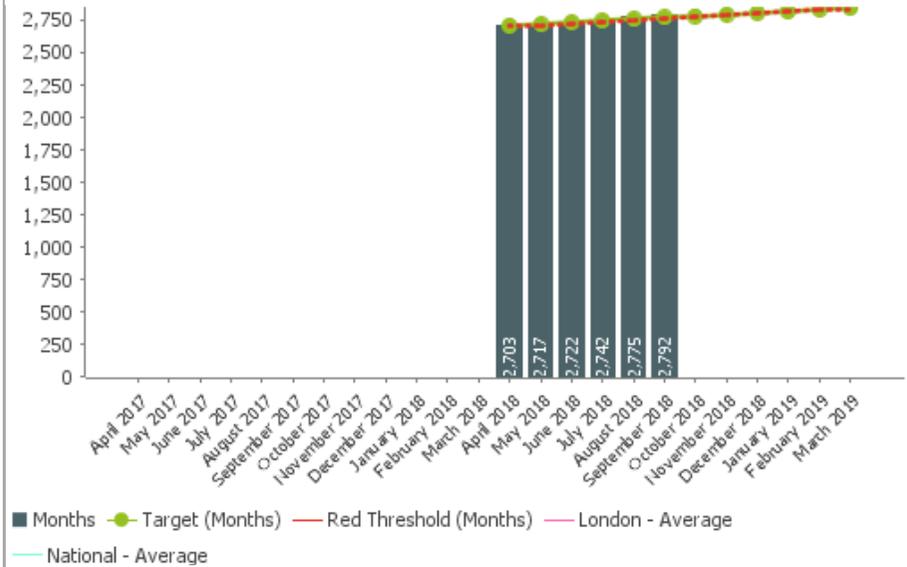
✅	**M3.4**	**Long-term support needs met by admission to residential and nursing care homes, per 100,000 population for 65+ (ASCOF 2A Part 2)**

Lead member		Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Adults, Health and Wellbeing			September 2018		⬆	⬆
Lead officer		Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Adults Social Care		Strategic	No	244.00	146.86	✅ Green
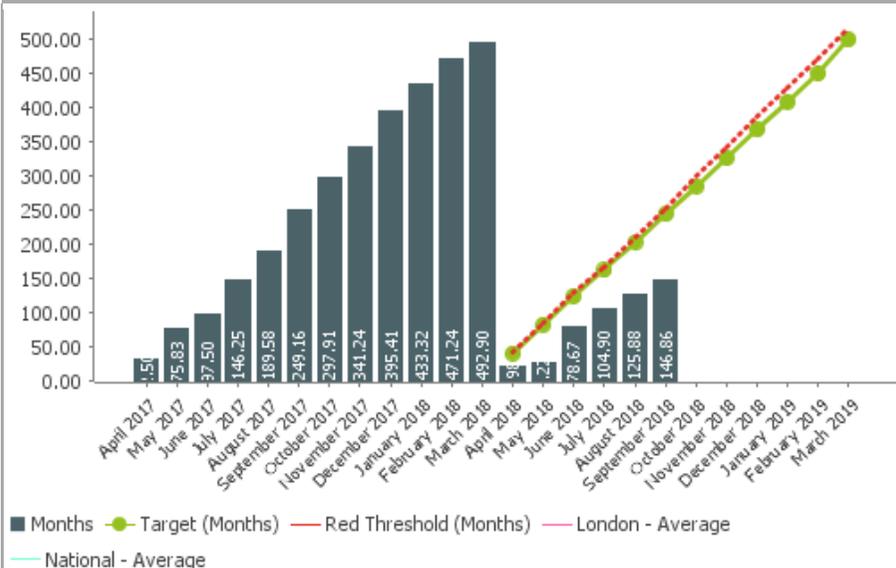
Performance data trend chart	Latest note
	This measure is cumulative and the numbers increase throughout the year, always providing the year to date figure.

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

Number of patients that attended the NHS Health Checks during the quarter in the 40-74 age range (PHMO012)

Lead member		Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Adults, Health and Wellbeing			Q2 2018/19		⬆	⬇

Lead officer	Type	Contextual measure	Target	Actual	RAG rating	
Director of Public Health	Strategic	No	1,703	1,708	✅	Green

Performance data trend chart	Latest note

Bar chart values: Q1 2017/18: 1,481; Q2 2017/18: 1,576; Q3 2017/18: 1,708; Q4 2017/18: 2,799; Q1 2018/19: 1,613; Q2 2018/19: 1,708. Legend: Quarters, Target (Quarters), Red Threshold (Quarters), London - Average, National - Average.
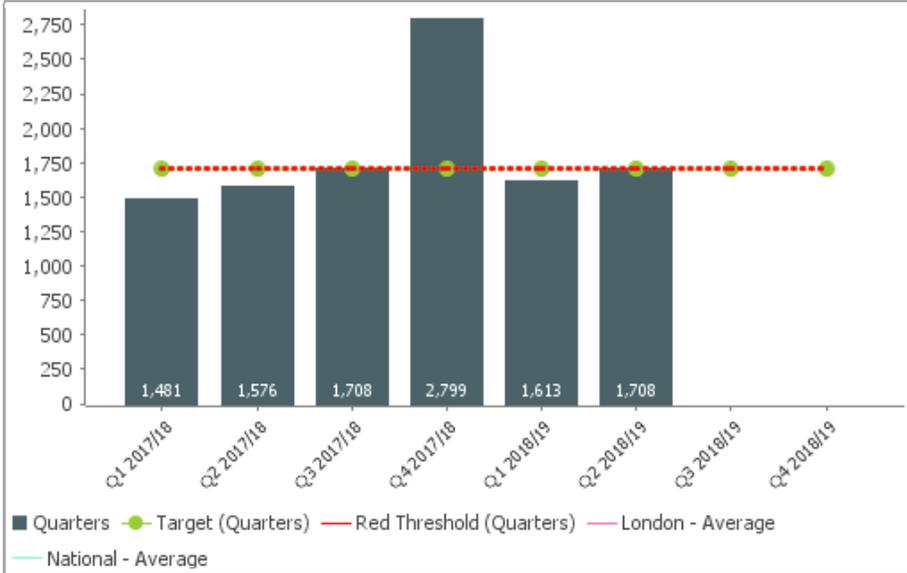
Health checks are delivered through general practices through an enhanced services arrangements that run through the financial year.

For 18/19, Q1 and Q2 outturn has exceeded the quarterly targets and is also better than Q1 and Q2 in previous years

It is also worth noting that Q1 performance in 18/19 was in the upper quartile of performance for London.

M3.2   Carer Assessments completed in current year to date

Number of carer assessments completed in the year to date (ASC: AR12)

Lead member		Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Adults, Health and Wellbeing			September 2018		⬆	⬆
Lead officer		Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Adults Social Care		Strategic	No	126	116	⚠ Amber

Performance data trend chart	Latest note
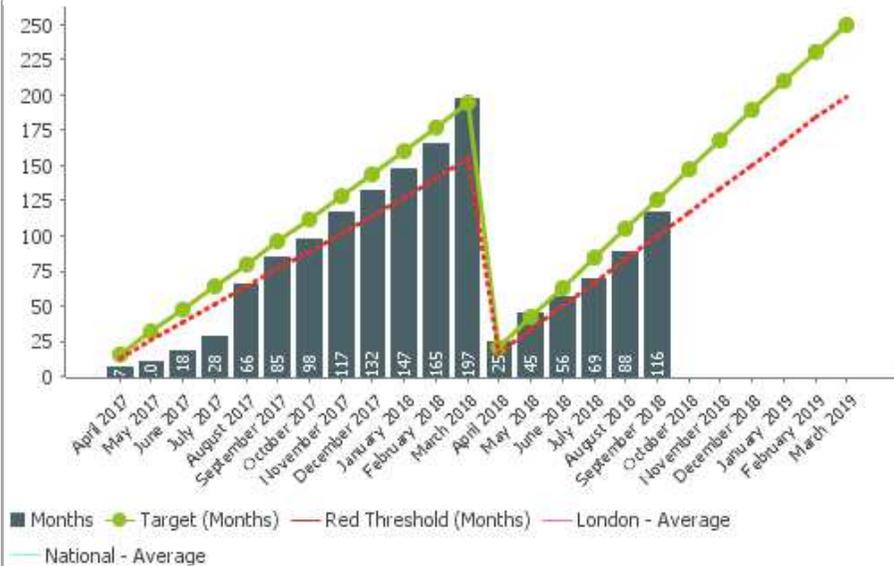
September 2018 marked the first month of a pilot scheme for a new carers assessment. The early results of this scheme are encouraging with more carers assessments completed in September than any other month so far this performance year (Apr 18 – Sept 18). The pilot is on course to be introduced to the wider service by the New Year and it is anticipated that an increase in the number of assessments for carers will be seen as a result of this. Note that the target drops slightly in Feb / March Q4 due to the annual cumulative target being aggregated monthly.

M3.1   Direct Payments

Percentage of service users and carers receiving a direct payment (ASC:1C part 2a)

Lead member		Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Adults, Health and Wellbeing			September 2018		⬇	⬇

Lead officer		Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Adults Social Care		Strategic	No	25.0%	20.0%	🛑 Red
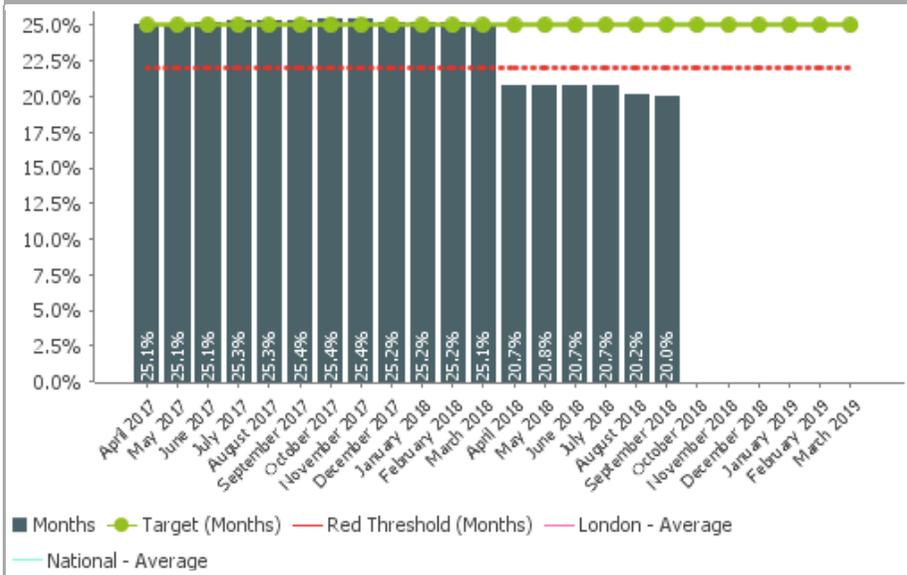
Performance data trend chart	Latest note
	The actual number of people receiving direct payments as part of their long term support has remained relatively stable. However, at the beginning of 2018/19 a change was made to the calculation methodology to determine the total number of people receiving long term community based care. The indicator measures the percentage of all long term community care recipients who are receiving direct payments. As a consequence of the increase in the number of overall recipients identified following the change in methodology, the percentage value has decreased.

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	We have introduced a simpler and faster Direct Payments process which also allows far more flexibility for service users and carers. We have trained our staff in this new process and are making sure that Direct Payments are always offered as a choice for service delivery. We are also working on issuing pre-payment cards with a long term objective of offering a virtual wallet, giving service users and carers even more options.
🟢	**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	We have introduced a simpler and faster Direct Payments process which also allows far more flexibility for service users and carers. We have trained our staff in this new process and are making sure that Direct Payments are always offered as a choice for service delivery. We are also working on issuing pre-payment cards with a long term objective of offering a virtual wallet, giving service users and carers even more options.
🟢	**Activity 3.3**	We will support carers to stay healthy and have a life outside caring, preventing unpaid care from breaking down	We have worked with carers in the borough to co-produce a new carers' service which will be the first port of call for all carers in Tower Hamlets. We are piloting a new carers' to better establish what support carers may need and to make sure that our staff have access to this information when carers contact them. We will also be sharing some information on carers with our partner agencies partners to more easily identify carers and give them practical advice on how to find support.

We are finalising plans for a new Carers Academy which will help improve carers' well-being, self-care and confidence in continuing to play a vital carers role. |
| 🟢 | **Activity 3.4** | We will prevent and tackle loneliness and social isolation | Cllr Denise Jones has been designated a champion for older people in the borough and will be leading a Loneliness Taskforce. We are currently finalising plans for this taskforce which will launch in December with the aim of developing new and innovative ways of reducing loneliness. |
| 🟢 | **Activity 3.5** | We will drive innovation and promote independence by utilising technology to support vulnerable adults and carers | We have seen a 10.3% increase in the number of requests for Assistive Technology in the first six months of 2018/19. This is partly driven by the increase of technology available which has risen from 5 to 12 devices and will further increase when a new device to assist Parkinson's Disease is added to the catalogue. We have recently opened the Independence East demonstration facility to showcase the devices so that people can come and test them. We are finalising plans for a communication programme aimed at carers to inform them of the range of assistive technology |

RAG	Activity	Latest note
		options available and the benefits of these.
▶	**Activity 3.6** We will reduce levels of poor nutrition, overweight, obesity and dental carries in children and young people	We have signed up 48% of primary schools in the borough to the Daily Mile, ensuring children get at least 15 minutes daily exercise each school day, and we are working with London Marathon Events to recruit the other 52%. We have played a key role in setting up a Childhood Healthy Weight Strategy Partnership Board and developed a Tower Hamlets Healthy Weight Strategy both of which will focus on helping the children and adults of the borough to lead healthier lives.
▶	**Activity 3.7** We will improve our sport, cultural and recreational offer to residents	We coordinated a successful programme of summer activities, which ended in early September 2018, attracting over 19,000 attendances to more than 165 free activities. Our drive to tackle holiday hunger within the borough's most disadvantaged residents has resulted in the delivery of more than 2,000 meals to families, 71% of whom are in receipt of free school meals. Three of our local schools have now been selected to host the School Games. The schools are currently recruiting the school games organisers, who will come into post next quarter.

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

Current Action Statuses — bar chart showing Green at 5; Red and Amber at 0.

Current PI statuses — bar chart showing Red at 2, Amber at 2, Green and Unknown at 0.
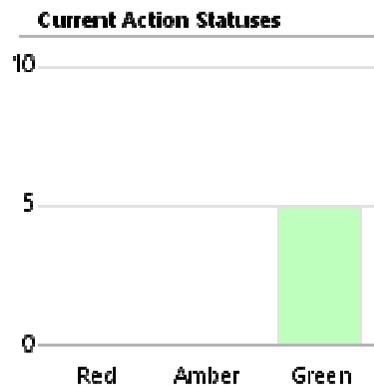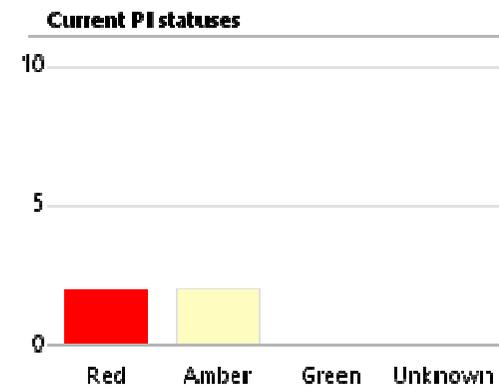
⚠ M4.1 Women supported into work

Number of women supported into work by the council's WorkPath provision

Lead member		Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Work and Economic Growth		⚠ Uncertain	Q2 2018/19		⬇	⬇

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Growth and Economic Development	Strategic	No	131	106	⚠ Amber

Performance data trend chart	Latest note
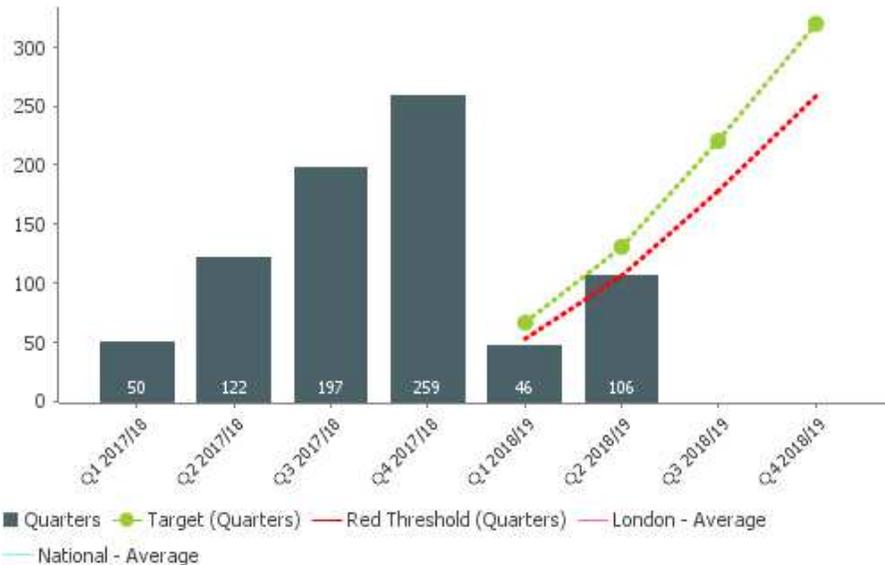
This measure is cumulative and the numbers increase throughout the year, always providing the year to date figure.

The WorkPath service and wider WorkPath partnership continue to support residents into employment: 106 female residents were supported by the WorkPath partnership provision into sustainable job starts so far this year. 89 were BME females. So far this year, 422 female residents engaged with the service for the first time. A further 31 female residents gained a job through the service; however these jobs do not meet our definition of sustainable.

M4.2   Residents from BAME backgrounds supported into sustainable work

Number of residents from BAME backgrounds supported into work by the council's WorkPath provision

Lead member		Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Work and Economic Growth		⚠ Uncertain	Q2 2018/19		⬆	⬇

Lead officer		Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Growth and Economic Development		Strategic	No	260	203	⚠ Amber

Performance data trend chart	Latest note

Quarters data: Q1 2017/18: 150, Q2 2017/18: 248, Q3 2017/18: 387, Q4 2017/18: 509, Q1 2018/19: 81, Q2 2018/19: 203

Legend: ■ Quarters ― Target (Quarters) ― Red Threshold (Quarters) ― London - Average ― National - Average

This measure is cumulative and the numbers increase throughout the year, always providing the year to date figure.

The WorkPath service and wider WorkPath partnership continue to support residents into employment. 203 black and minority ethnic residents were supported by the WorkPath partnership provision into sustainable job starts so far this year. So far this year, 782 BAME residents engaged with the service for the first time. A Somali Community Development Officer has been recruited with to support with engagement and promote ESOL and other opportunities delivered by Idea Store Learning and WorkPath. A further 37 BAME residents gained a job through the service, however these jobs do not meet our definition of sustainable.

M4.3   Adult learning reach

Percentage of Idea Store Learning adult learners who come from the bottom 30% of most deprived postcode areas

Lead member	Expected Outcome	Last update	Short term trend arrow	Long term trend (DOT)
Cabinet Member for Culture, Arts and Brexit	Unknown	July 2018	[?]	[?]

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Customer Services	Strategic	No	85.0%	79.3%	Red

Performance data trend chart	Latest note
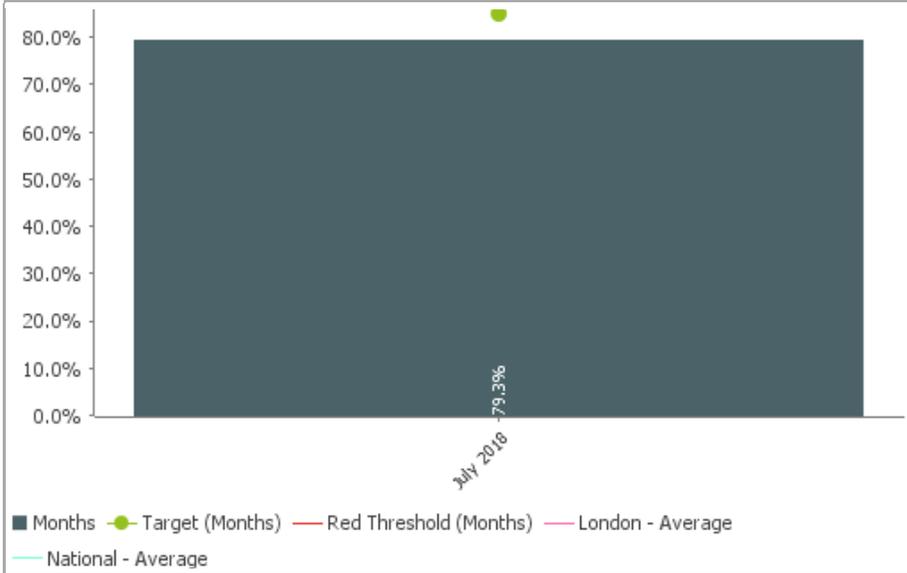
This is a new indicator and the target has been set based on limited historic data. Idea Store learning has some historical data to demonstrate that its impact in 2015/2016 was on a higher proportion of economic disadvantaged residents, which is 74% of learners who came from the bottom three deciles of the English Indices of Multiple Deprivation. This compares favourably with the London Average of 35%. Work will continue throughout the year to target learners.

M4.4   Affordable housing secured through the planning process

Percentage of affordable housing secured at planning permission stage, from all developments meeting the thresholds for providing affordable housing					

Lead member		Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Regeneration and Air Quality		⚠ Uncertain	Q2 2018/19		⬆	⬇

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Planning and Building Control	Strategic	No	35.0%	15.4%	🛑 Red

Performance data trend chart	Latest note

Performance data trend chart

Bar values: Q1 2017/18: 18.9%, Q2 2017/18: 30.8%, Q3 2017/18: 32.2%, Q4 2017/18: 35.4%, Q1 2018/19: 8.4%, Q2 2018/19: 15.4%, Q3 2018/19, Q4 2018/19

Legend: Quarters — Target (Quarters) — Red Threshold (Quarters) — London - Average — National - Average
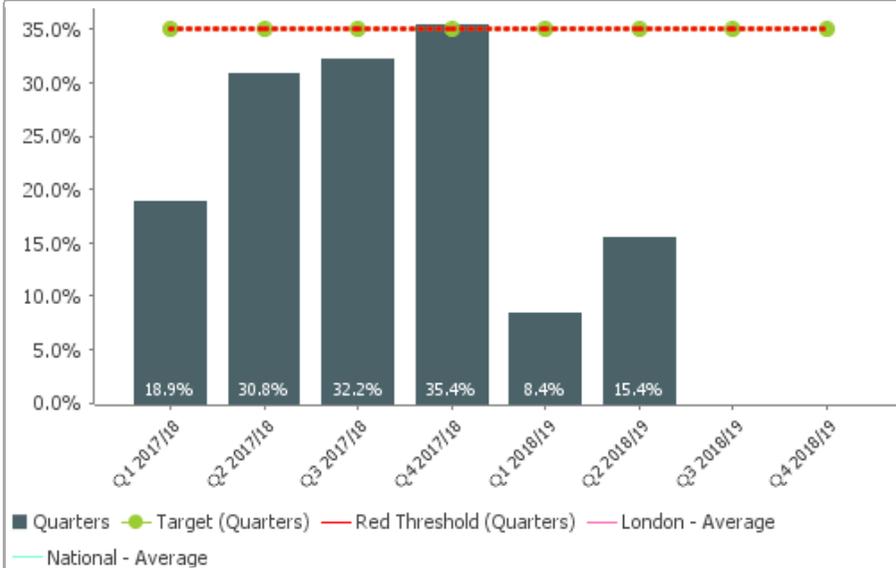
Latest note

The current outturn is based on three relevant permissions, two of which were allowed on appeal, by the Planning Inspectorate with very low levels of affordable housing. The third, granted by Tower Hamlets Council, provides 31% affordable housing (by habitable room, which is the policy based calculation) and is much closer to the policy target of 35%. As this measure is based on the cumulative total of all permissions in the current year, the overall outturn falls substantially short of the target due to the permissions granted by the Planning Inspectorate.

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	We have recently set up an in-house advice and support service to assist residents affected by the move to Universal Credit. We will publicise this service when we have agreed the places that we will deliver this service from. This new service will work in partnership with our benefits team to support residents moving to Universal Credit to help ensure they have everything in place for their claim. Where we can, we will work with self-employed residents who may earn less than the minimum wage, to build their business. To help us further understand the impact that Universal Credit has on our residents we have commissioned research which included surveying residents who can share their experiences. We will use this information to improve how we support residents.
▶	**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	We are finalising publicity campaigns and events to support residents in the borough who face poverty and financial exclusion.
▶	**Activity 4.3**	We will use our planning powers to secure affordable and accessible housing within new developments	Our new Local Plan sets ambitious affordable and accessible housing targets. The plan has recently been reviewed by a Planning Inspector and we expect to formally adopt it in the spring. At the moment, 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.
▶	**Activity 4.4**	We will develop a broad adult learning and employment skills offer, including targeted provision for those furthest from the labour market	We have broadened our adult learning offer and our WorkPath service and the wider WorkPath partnership continue to support residents into employment. So far this year 349 sustainable job starts have been recorded, including: 106 female residents; 203 residents were from black and minority ethnic (BAME) backgrounds and 39 young people gained apprenticeships and/or employment through the help of Young WorkPath In addition, 40 residents gained employment through Main Stream Grant recipients, 20 job starts for residents from iTRES (our internal temporary recruitment agency) and 7 residents gained employment through the Somali Graduate programme. 36 learners are attending 'pathway to childcare' or 'pathway to health' skills for life courses.

RAG	Activity	Latest note
	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	A Somali Task Force was set up last year as part of our drive to reduce inequality in the borough. Twenty Somali volunteers have been recruited to deliver a series of Somali History projects including an arts event and workshops. The showcase event was held recently at the Rich Mix centre with over 120 participants attending.

A mentoring project has been set up to help Somali young people into jobs through a Somali Graduate programme. So far this year, 56 graduates have been engaged and we are working with employers to support this programme. To date, 21 graduates have been offered employment support.   Granby Hall has been identified as the venue for a new dedicated community space for cultural and community activities – the new venue is scheduled to be completed in August 2019. |

▶ 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 are 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 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
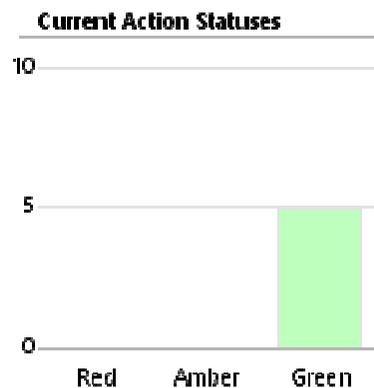
Strategic action status chart	*Strategic measure status chart*
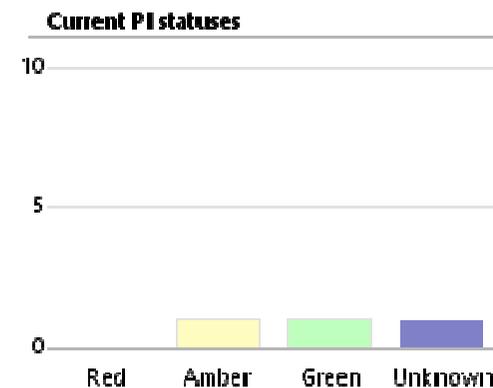
![]	M5.2	Satisfaction with parks and open spaces				

Percentage of residents who rate parks and open spaces as good, very good or excellent

Lead member		Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Environment		⚪ Not applicable	2017/18		⬇	⬇
Lead officer		Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Sports, Leisure and Culture		Strategic	No		68.0%	Data Only
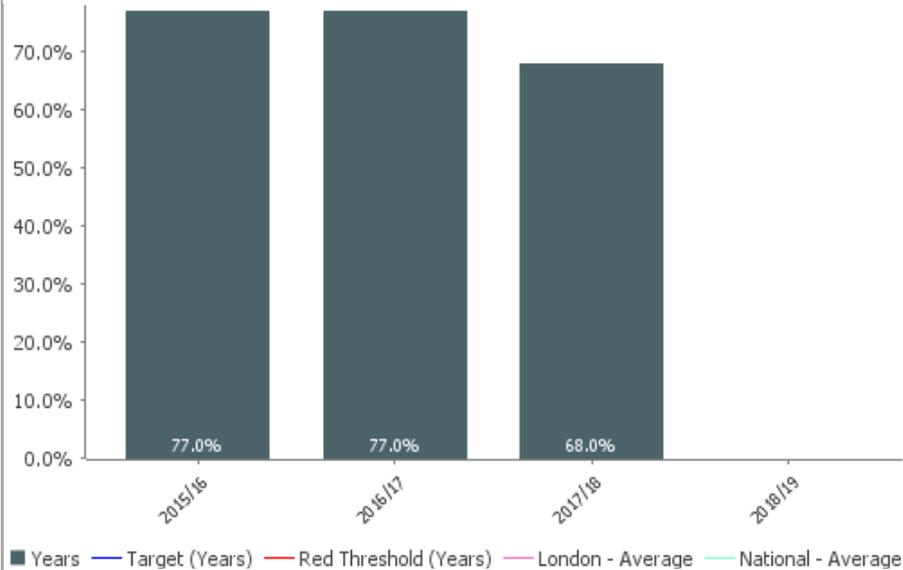
Performance data trend chart	Latest note
	Latest outturn relates to the Annual Resident Survey carried out in early 2018 as previously reported to Cabinet.

✅	**M5.3**	**Street litter**				

The percentage of relevant land and highways that is assessed as having deposits of litter that are of an acceptable level

Lead member		Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Environment		✅ Achieved	Q2 2018/19		❓	▬
Lead officer		Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Public Realm		Strategic	No	98.0%	98.0%	✅ Green
Performance data trend chart			Latest note			
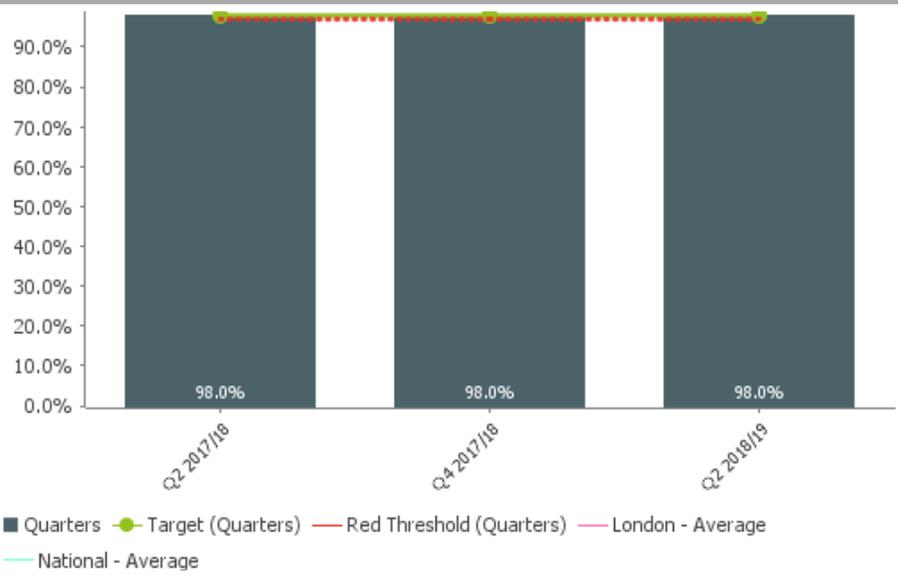
Target achieved.

⚠	M5.1	Household recycling				

Percentage of household waste sent for reuse, recycling and composting

Lead member		Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Environment		⚠ Uncertain	Q1 2018/19		⬇	⬇
Lead officer		Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Public Realm		Strategic	No	24.0%	23.9%	⚠ Amber
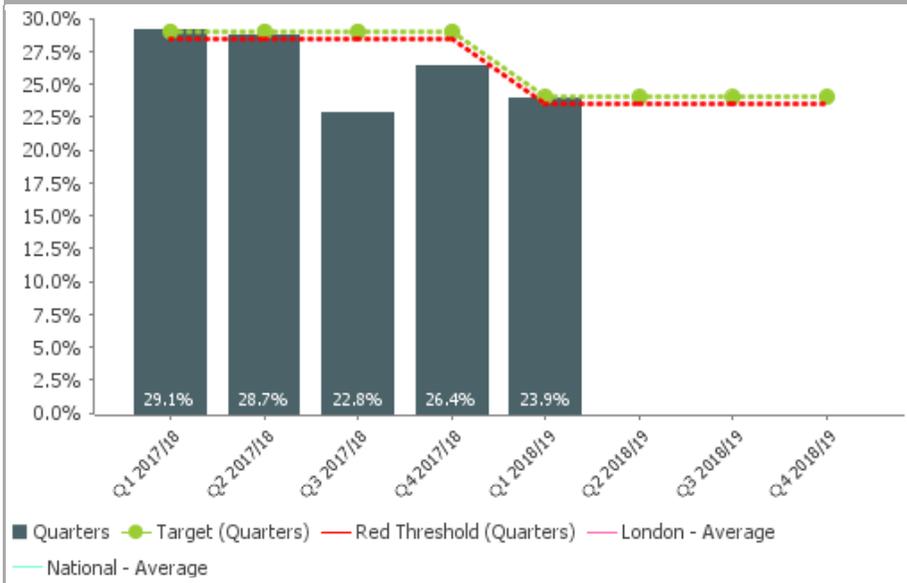
Performance data trend chart	Latest note
	Increased population growth has led to increased waste growth but recycling facilities and capture have not grown at the same rate. Residual waste has grown faster than the proportion of recycling thus affecting the recycling rate We have recently consulted on our new Waste Strategy which seeks to drive waste reduction, re-use and increased recycling. We are finalising our plans for future delivery of waste and recycling services in the borough and will bring these to Cabinet in October. When the current contract with our external waste provider ends, we want to put in place a new ambitious service that can respond more flexibly to changes and help us deliver the Mayor's ambitious recycling target by 2022.

Strategic plan delivery

RAG		Activity	Latest note
▶	**Activity 5.1**	We will identify ways to reduce the carbon footprint and emissions from our activities	As part of our retrofitting project for our buildings, we delivered improvements to 17 schools in the borough to reduce carbon emissions. We are looking to secure further funding to roll out our pilot boiler replacement project to more council homes. These projects will help us to deliver on our target set in 2007, of achieving 60% carbon reduction by 2020.
▶	**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	We are implementing a range of initiatives in the borough to reduce the impact of traffic and improve road safety. We have identified 20 neighbourhood areas for improvements which will be delivered between now and 2022, starting with Wapping, Weavers, and Bow areas in this year. We are currently developing some street scene transformation projects, such as traffic calming, for projects outside some of our schools. The aim of this is to encourage more walking and cycling and discourage the use of the private car for dropping off pupils.
▶	**Activity 5.3**	We will implement a range of air quality improvements (including transport technology improvements and the Zero Emissions Network)	In conjunction with Poplar HARCA, and using funding from the Department for Environment, Food and Rural Affairs (DEFRA), we are investigating measures which we can employ to improve air quality in a defined area. As part of this, Poplar HARCA will be retrofitting some of their vehicles from diesel to petrol. Several air quality awareness raising events were held over the summer. We are upgrading our own bus and coach fleet to include more ultra-low emission vehicles and to phase out diesel. So far we have drawn up the design specification for our new vehicles.
▶	**Activity 5.4**	We will deliver a programme of cleanliness, waste and recycling improvements throughout the borough	We have drafted a Waste Management Strategy which is due to be agreed at Cabinet at the end of February. The strategy includes delivery options for our waste and recycling service, including the facilities provided for trade and in our markets. To improve waste improvements on our estates our Waste and Recycling team surveyed 1,100 blocks to undertake an inventory on recycling and bins on site. Over the course of the year we will continue to survey the remaining estates and provide additional bins where a need has been identified. These improvements will help us meeting the Mayor's ambitions to improve recycling rates to 35% by 2022.
▶	**Activity 5.5**	We will improve our public realm including our parks and other open	We have received all tenders for the construction due to take place at Bartlett Park and remain confident that work will begin on site by the end of 2018. We have improved our local, award-

RAG	Activity	Latest note
	spaces, so that they are more attractive and better used	winning parks with the addition of seven outdoor gyms all launched in the summer. We have completed refurbishment schemes for six sites, and have begun consultation on three playgrounds to support more inclusive play for our younger residents. We have worked in partnership with Transport for London and Poplar HARCA to reduce sound pollution on the A12 / Blackwall Tunnel approach. Unfortunately, we have had to delay the development of detailed design work for King Edward Memorial Park due to the extension of the Thames Tideway programme, which means the park will be used for construction for longer.

▶ 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
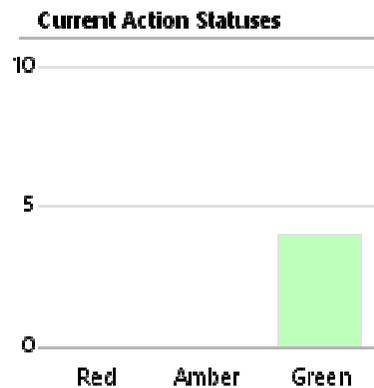
Strategic action status chart	Strategic measure status chart
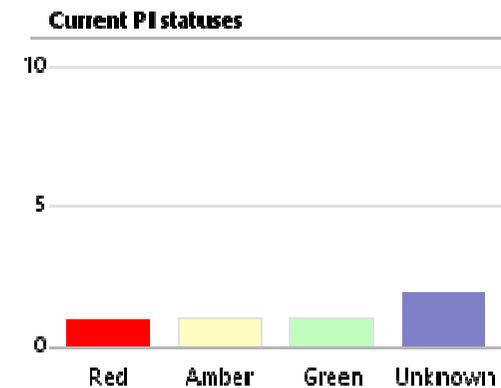
M6.4	Households living in temporary accommodation

Number of households living in temporary accommodation

Lead member		Expected Outcome	Last update	Short term trend arrow	Long term trend (DOT)
Statutory Deputy Mayor and Cabinet Member for Housing		○ Not applicable	Q2 2018/19	⬆	⬆

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Housing	Strategic	No		1,859	Data Only

Performance data trend chart	Latest note

No target set due to legal implications

Chart data:
- Q1 2017/18: 2,086
- Q2 2017/18: 2,094
- Q3 2017/18: 1,919
- Q4 2017/18: 1,919
- Q1 2018/19: 1,863
- Q2 2018/19: 1,859

Legend: ■ Quarters — Target (Quarters) — Red Threshold (Quarters) — London - Average — National - Average
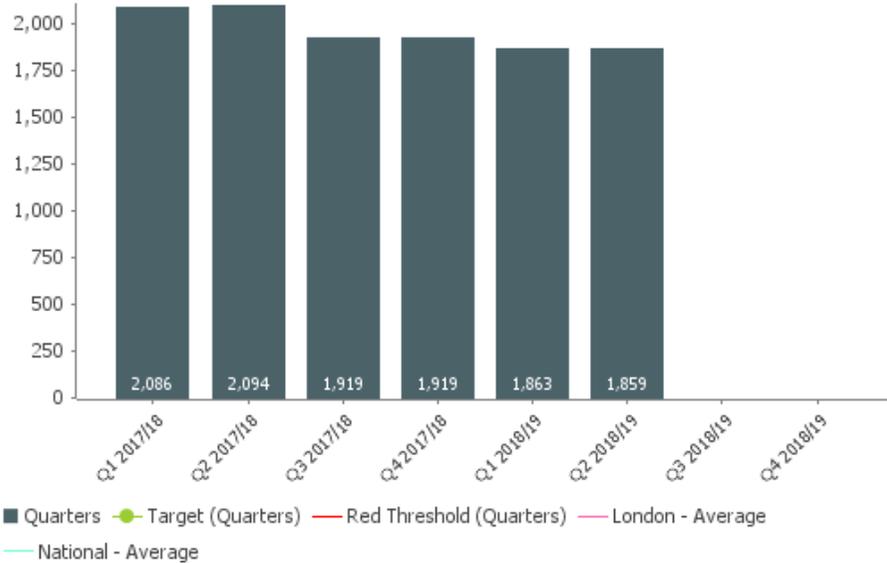
![chart icon]	M6.5	Resident satisfaction with the area		

Percentage of residents who are very / fairly satisfied with the area as a place to live

Lead member	Expected Outcome	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	○ Not applicable	2017/18	⬇	⬇

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Strategic Director, PLACE	Strategic	No		79.0%	![icon] Data Only

Performance data trend chart	Latest note
	Latest outturn relates to the Annual Resident Survey carried out in early 2018.

80.0%
70.0%
60.0%
50.0%
40.0%
30.0%
20.0%
10.0%
0.0%

83.0%   83.0%   79.0%

2015/16   2016/17   2017/18   2018/19

■ Years — Target (Years) — Red Threshold (Years) — London - Average — National - Average
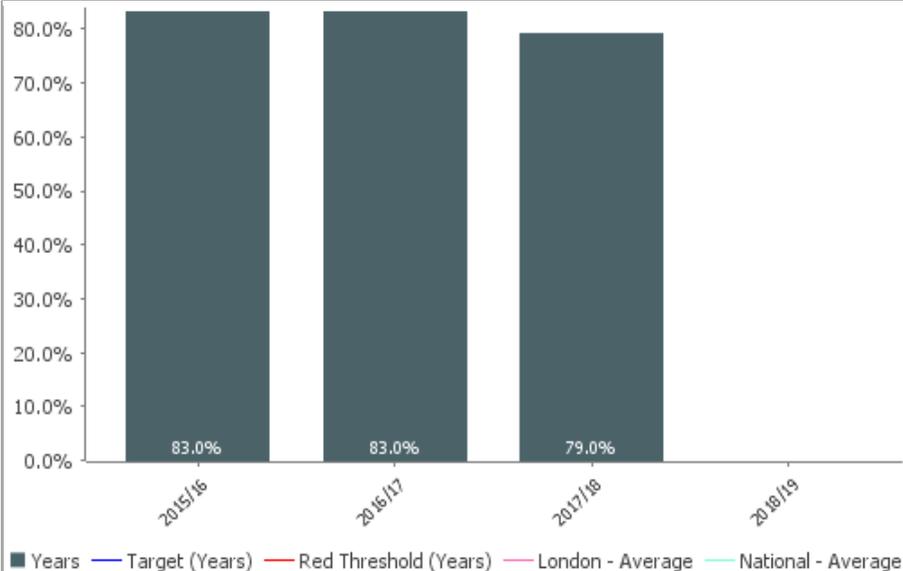
M6.3   Homeless prevention

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

Lead member		Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Statutory Deputy Mayor and Cabinet Member for Housing			Q1 2018/19		⬆	⬆
Lead officer		Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Housing		Strategic	No	18.00%	24.30%	✅ Green
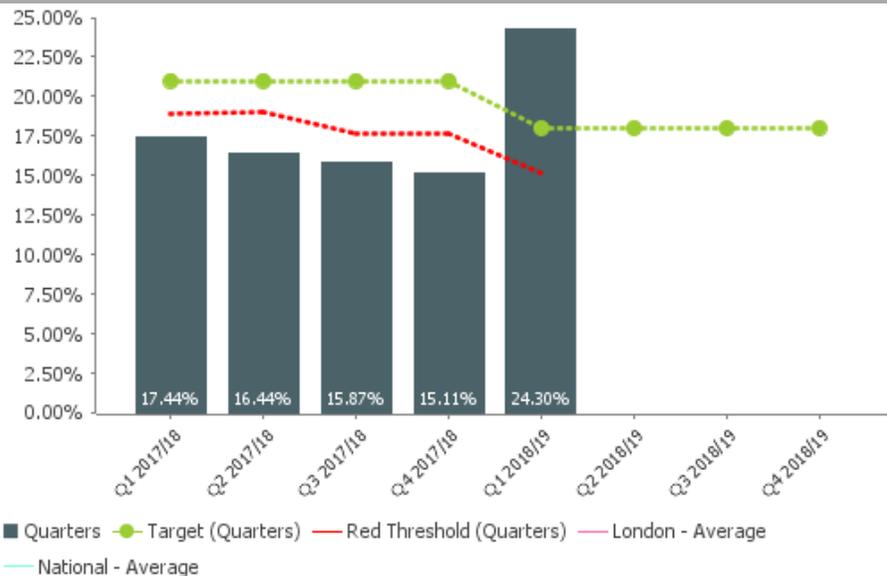
Performance data trend chart	Latest note
	There have been 328 approaches for homeless prevention and 80 preventions recorded. Please note that this data is provisional pending verification by Ministry of Housing, CLG (MHCLG). This is because of technical issues experienced by local authorities because there has been a change in the way homeless prevention is reported to the Ministry of Housing, CLG (MHCLG) resulting from the Homelessness Reduction Act (HRA) which came into effect in April 2018.

⚠ M6.2 Families re-housed from overcrowded lets

The percentage of families rehoused from overcrowded lets

Lead member		Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Statutory Deputy Mayor and Cabinet Member for Housing		⚠ Uncertain	Q2 2018/19		⬆	⬆

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Housing	Strategic	No	55.0%	54.0%	⚠ Amber

Performance data trend chart	Latest note
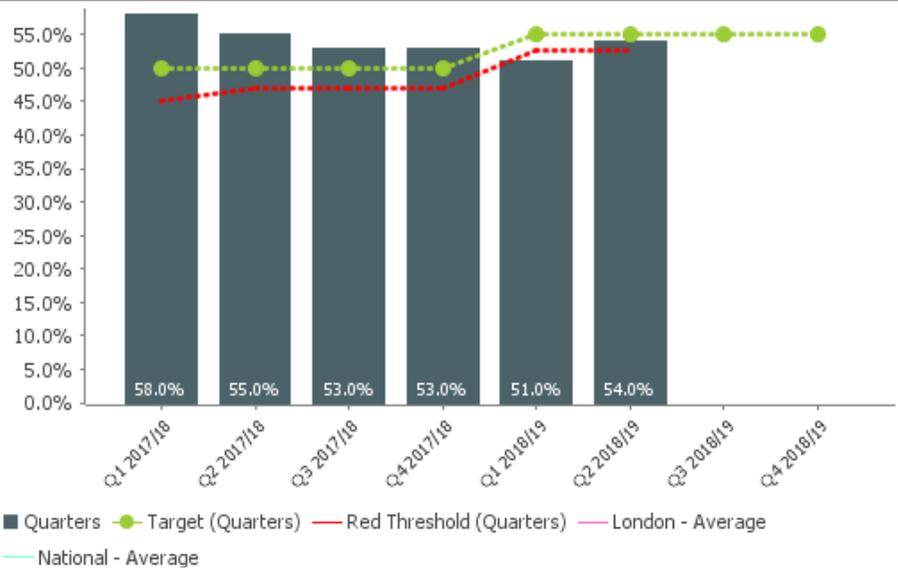
313 out of total of 583 lets. This is an improvement on quarter one and the end of 2017/18 whilst falling just short of the target.

M6.1   Affordable homes

Number of affordable homes delivered (gross)

Lead member	Expected Outcome	Last update	Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Regeneration and Air Quality	⚠ Uncertain	Q2 2018/19	⬇	⬇

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Housing	Strategic	No	582	149	🔴 Red

Performance data trend chart	Latest note
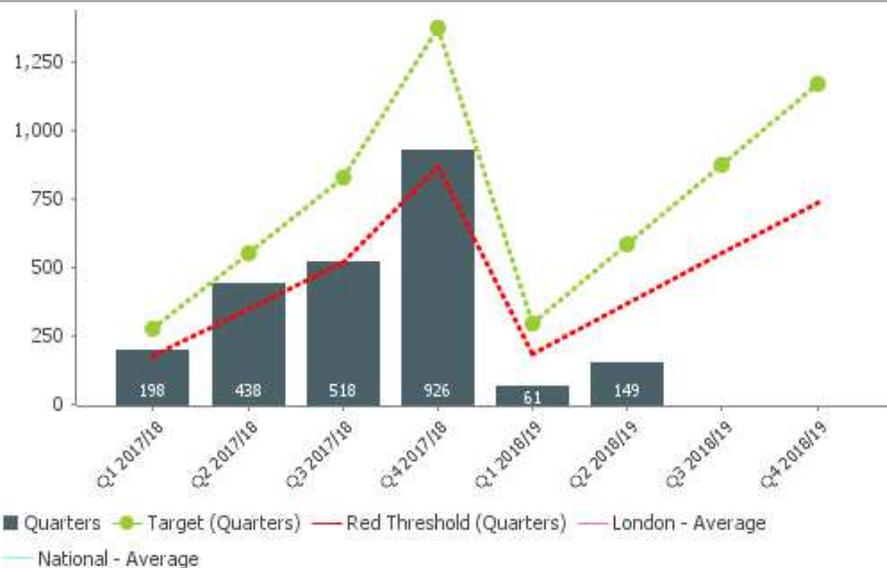
This measure is cumulative and the numbers increase throughout the year, always providing the year to date figure.

The delivery of 88 affordable units this quarter is a 31% increase upon what was achieved last quarter. The forecast for the overall number of affordable housing for the year has slipped marginally to 844. This is due to movements on a number of schemes, some completing later than forecast, some earlier. There are no actions that the council team can take to influence these construction programme issues, which are developer led. That being said it is hoped that come quarter 4 some schemes currently anticipated for 2019/20 may complete earlier. This could assist in getting back on track for the original annual forecast.

Strategic plan delivery

RAG		Activity	Latest note
▶	**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	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. So far this year there have been four purchases. To facilitate self-builders in the borough, we have held a forum for registered self-builders where advice was provided from the Greater London Authority (GLA) small sites team. Nine potential sites for self-building have been identified. Seven new council homes are being built at Locksley Street, Jubilee Street and Baroness Road. We have started to build 53 new council homes at Barnsley Street, and we have submitted a planning application for new homes at Norman Grove. 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. 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 use additional Council Tax charges to try to encourage occupations.
▶	**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	With Tower Hamlets Homes, we are delivering a £25.512 million Council Housing Capital Programme. So far, through the Better Neighbourhoods Programme of funding we have spent almost £6.4million (this year's budget is £7.5million). 32 blocks of flats have been completed and a further three blocks are estimated to be completed in December. Other blocks will be refurbished over the remainder of 2018/19 and into next financial year. Following the Grenfell Tower tragedy, we have instigated a range of fire safety improvements in blocks on estates, spending £1.9 million so far this year. We have also strengthened our fire safety regulations for developers.

RAG	Activity	Latest note
		We have been providing support for private renters and landlords comprising of continued promotion of the Private Rented Sector Charter, licensing and enforcement advice, training (including fire safety) and accreditations and landlord forums. So far this year we have improved our website content on this issue and conducted several communications campaigns.
▶	**Activity 6.3** We will deliver a programme of regeneration on the Ocean estate, Blackwall Reach, Chrisp Street and Poplar Riverside	We have started on site of the second phase of the Blackwall Reach development to deliver 268 new homes, and we are now looking at plans to develop the third phase. An information and engagement event was held where future tenants to be rehoused into Phase 2 saw the floorplans for their new homes. Planning permission has now been granted for the regeneration of Chrisp Street Market. Regeneration will include refurbishing current shops, new buildings, and providing a larger market. There are also plans to increase the number of homes including affordable homes, provide a new cinema and restaurants, pocket parks, a new Sure Start centre, a large new community hub and extended Idea Store. Our plans to deliver 225 new homes on the Ocean Estate (site H) have seen six new homes for affordable rent delivered so far. Another 88 affordable rented homes are expected to be completed before the end of March 2019. In the next financial year 29 shared ownership homes will be built. 50 percent of all homes being delivered in this development will be classed as affordable. We are working with partners to get plans in place for developing the Poplar Riverside Housing Zone which 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.
▶	**Activity 6.4** We will manage housing infrastructure pressures through a new Local Plan	Our new draft Local Plan was assessed by the Planning Inspectorate (Examination in Public) during September and October. It is anticipated that the new Local Plan will be adopted in spring/summer 2019. To support our growing population, we have been delivering a number of strategic and local infrastructure projects with the aid of funds from large developers (Local Infrastructure Fund, Community Infrastructure Levy and Section 106). In Poplar Park and Jolly's Green we spent £80k on the construction of new ball games court, new paths, boundary improvements and renewal of

RAG	Activity	Latest note
		tennis courts. In August we used £73k to improve the Victoria Park pool playground. We are spending £5m to improve George Green School sixth form, and £2.9m on Suttons Health Centre.

▶ 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

49
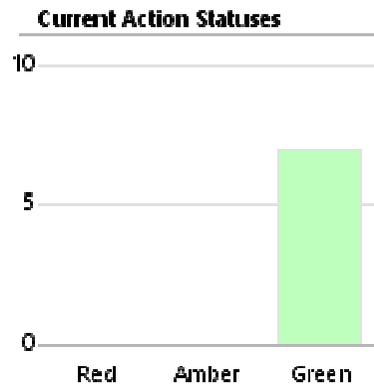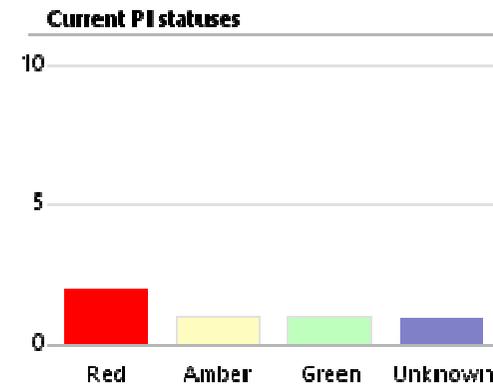
	M7.3	Anti-Social Behaviour resolution			

Percentage of Anti-Social Behaviour (ASB) investigations closed, which have resulted in a positive outcome

Lead member	Expected Outcome	Last update	Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities	○ Not applicable	September 2018	⬇	⬇

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Public Realm	Strategic	Yes		75.0%	Data Only

Performance data trend chart	Latest note

Bar chart showing:
- April 2018: 100.0%
- May 2018: 100.0%
- June 2018: 100.0%
- July 2018: 78.6%
- August 2018: 80.0%
- September 2018: 75.0%

Legend: ■ Months — ● Target (Months) — Red Threshold (Months) — London - Average — National - Average
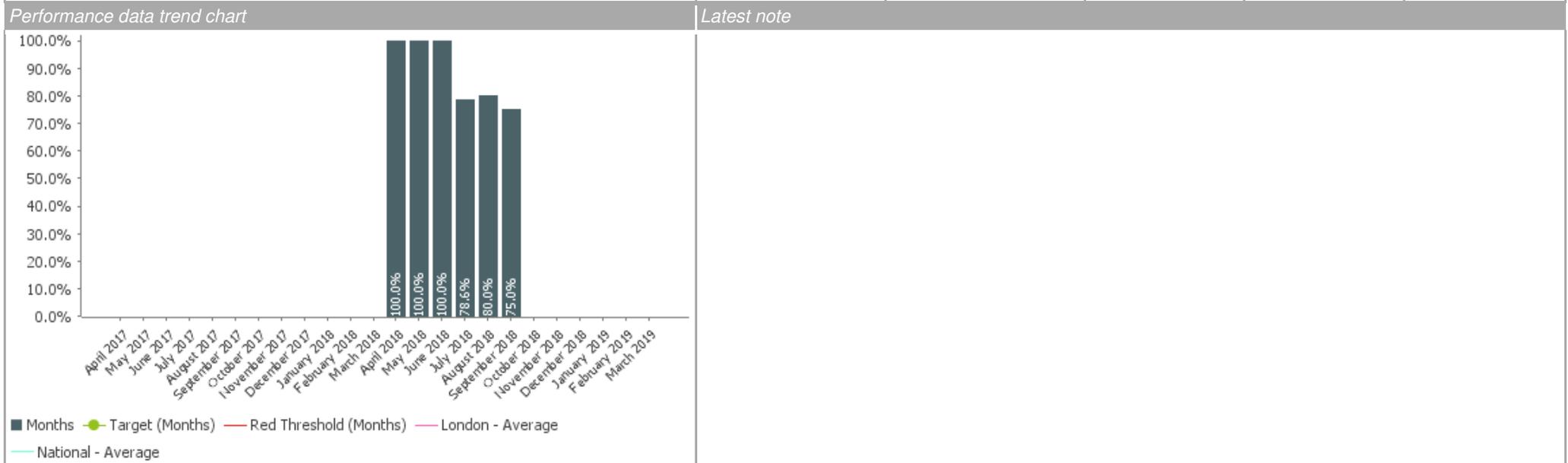
M7.4   Satisfaction with victim support services

Percentage of victims of violent crime, including hate crime, who were satisfied with the victim support they received

Lead member		Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities		On target	Q2 2018/19		⬆	⬆
Lead officer		Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Community Safety		Strategic	No	82.0%	86.0%	Green

Performance data trend chart	Latest note
	Target exceeded

Legend:
- Quarters
- Target (Quarters)
- Red Threshold (Quarters)
- London - Average
- National - Average
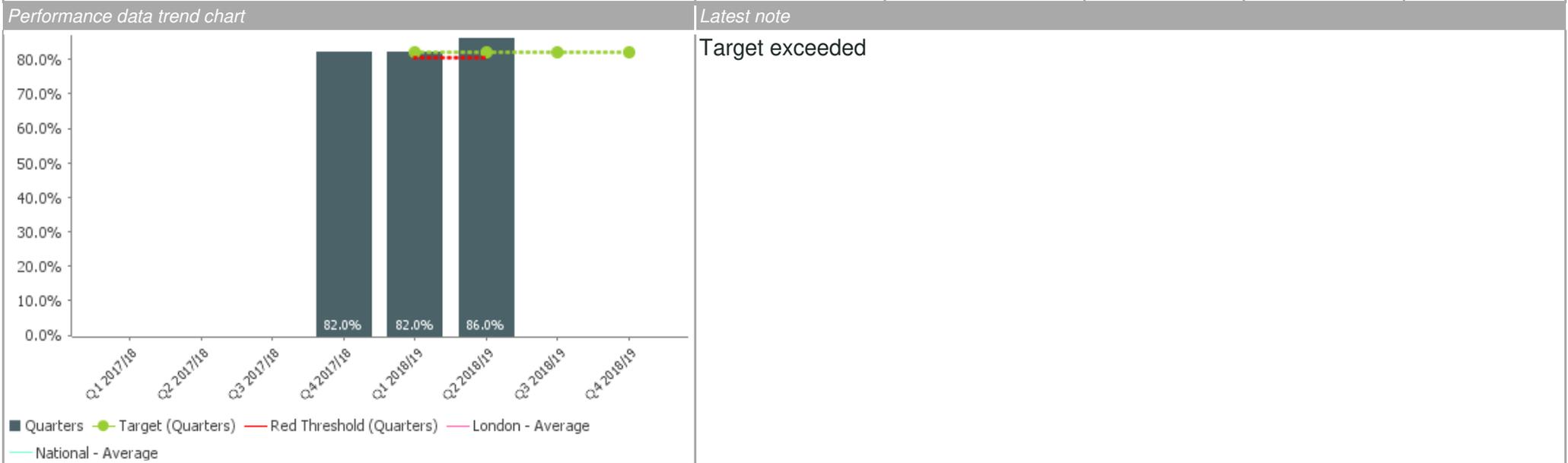
⚠	**M7.5**	**Residents causing drug or alcohol related crime or ASB required to engage in treatment programmes via criminal or civil orders**

Number of people (residents) causing drug or alcohol related crime or Anti-Social Behaviour (ASB) required to engage in structured treatment programmes via criminal or civil orders

Lead member	Expected Outcome	Last update	Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities	⚠ Uncertain	Q2 2018/19	⬇	⬇

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Community Safety	Strategic	No	125	118	⚠ Amber

Performance data trend chart	Latest note
	The main reason for not meeting this target is the drop in trigger offence arrests of residents who would be referred to the service by the Metropolitan Police. There have been fewer arrests as well as fewer drug tests of those arrested. In addition, only 6 out of 41 of the applications made for criminal behaviour orders with positive requirements to engage in treatment have been granted. It should be noted that whilst non-TH residents are also subject to the testing / required assessment process, they are not included in the numbers reported.

M7.1   Level of graffiti

Improved street and environmental cleanliness - graffiti percentage

Lead member	Expected Outcome		Last update		Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities	Uncertain		Q2 2018/19			
Lead officer	Type	Contextual measure	Target	Actual		RAG rating
Divisional Director, Public Realm	Strategic	No	95.0%	92.3%		Red
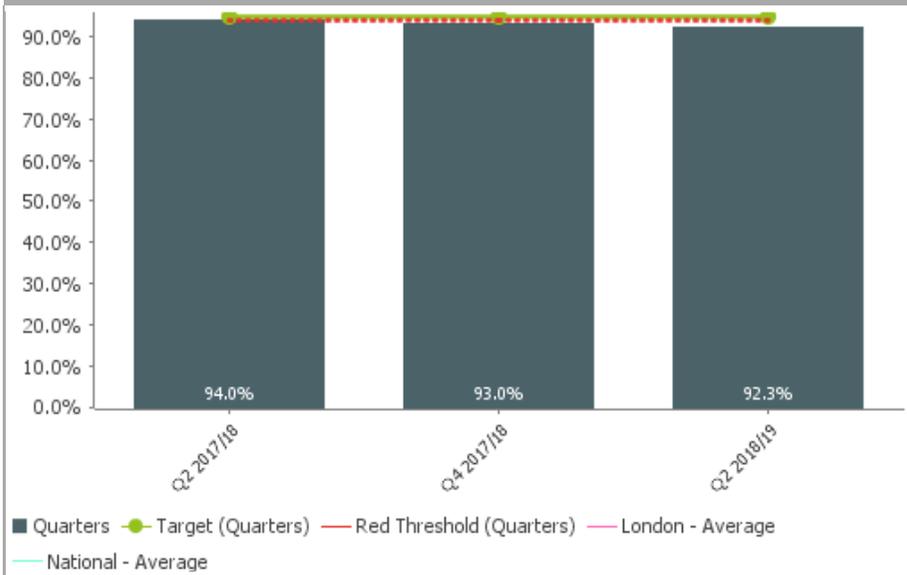
Performance data trend chart	Latest note
	In the most recent survey, a number if streets surveyed in the Spitalfields and Whitechapel areas did not meet the expected standard and as a consequence, the overall borough target has not been achieved. We are using the findings of the most recent survey to target resources in areas with higher levels of graffiti. We are reviewing our approach to tackling graffiti.

M7.2   Reoffending by young people

Percentage of proven reoffending by young people

Lead member		Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People		⚠ Uncertain	Q2 2018/19		▬	▬

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Youth and Commissioning	Strategic	No	41.3%	50.7%	🛑 Red

Performance data trend chart	Latest note

Chart values (Quarters): Q1 2017/18 42.9%, Q2 2017/18 50.7%, Q3 2017/18 39.7%, Q4 2017/18 39.7%, Q1 2018/19 44.9%, Q2 2018/19 50.7%

Legend: ■ Quarters ● Target (Quarters) — Red Threshold (Quarters) — London - Average — National - Average

We have recently changed the way we report the reoffending rate by young people and have aligned our strategic indicator to the way the national indicator is collected and measured. As a consequence, having moved from a 12 month rolling reporting, to three monthly reporting, the data will see greater fluctuations quarter to quarter. The data indicates that the reoffending rate has increased over the past two quarters and so has the actual number of young people in the cohort.

Operationally, we consider the national indicator alongside local reoffending analysis data, including in comparison with neighbouring borough's Youth Offending Teams. We analyse links between reoffending and we are putting in place a more comprehensive support package for young people at risk of reoffending. This includes our recent focus on Education, Employment and Training and Employment (ETE) to help offer all young people on live Youth Offending Team orders access to EET, which can then directly reduce the a young person's risk of reoffending.

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	We delivered the Mayor's Violent Crime Summit in September which brought together key partners to discuss complex violence issues including knife crime. Our strategy for Ending Gangs, Groups and Serious Youth Violence will be replaced by a broader strategy on violence, vulnerability and exploitation.
▶	**Activity 7.2**	We will provide support and protection for victims	Earlier in the year, we set up a multi-disciplinary panel to help social workers deal with the most difficult safeguarding cases. This is now fully up and running. We are now refreshing our Violence Against Women and Girls (VAWG) strategy and are running a Domestic Violence One Stop Shop weekly with improved awareness leading to increased survivor drop in. The community multi-agency risk assessment conference (MARAC) is also a valuable resource to address situations where a vulnerable adult is indicated to be involved in anti-social behaviour.
▶	**Activity 7.3**	We will publish a VAWG Charter setting out the rights of victims and the local support available	We have co-produced a Violence Against Women and Girls (VAWG) Charter residents and partners and will formally launch it by November 2018. Alongside the launch, we will run a communications campaign to inform residents of the support available in the local area.
▶	**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	We are extending the reach of the Rapid Response Service to include work with young adults. We are currently developing the new service, engaging with young adults to inform the service. Our staff are attending a ten week training course to develop their skills in working with young adults.
▶	**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 addition	There are currently 11 officers (1 Sergeant and 10 Constables) within the Partnership Task Force with an agreement for a further 13 to be supplied when staff shortages in other departments of the Metropolitan Police ease. The MARAC (see 7.2 above) started in July 2018 and has managed 23 cases to date, with a Community Mental Health Service Manager from East London Foundation Trust attending as the mental health expert. The Drug Intervention Programme (DIP) has played a crucial role in attaining 5 civil injunctions with positive requirements against drug users who commit anti-social behaviour, calling for them to engage in treatment. 800 members of the public have also used the Tower Hamlets website 'Report It' function to report anti-social behaviour within their local community so far this year.
▶	**Activity 7.6**	We will work with partners to reduce	The Stop and Think programme has been successfully transferred to the Streetlight project as a

RAG		Activity	Latest note
		re-offending, focussing particularly on offences that have a big impact on the communities' feelings of safety and security	self-funding initiative and monthly sessions are delivered.
	Activity 7.7	We will work with partners to address hate crime, tackle extremism and promote community cohesion in the borough	Our No Place For Hate (NPFH) campaign has over 3,000 pledges to date from people who have said they will stand up to hate. We have recruited a new cohort of NPFH Champions alongside a specialist LGBT Champion. We have hosted two Prevent Community Round Table discussions and our Prevent 2018/19 delivery plan incorporates all of the recommendations and learning of the February 2018 Home Office Peer Review.

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

Current Action Statuses

Current PI statuses
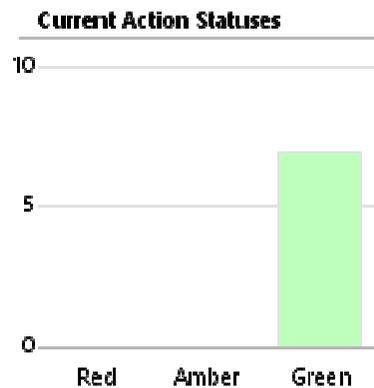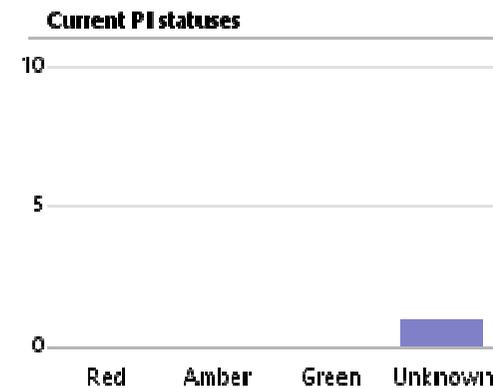
M8.1 Community cohesion

Percentage of people from different backgrounds who get on well together

Lead member		Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities		○ Not applicable	2017/18		⬇	⬇

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director Strategy, Policy and Partnership	Strategic	Yes		86.0%	Data Only

Performance data trend chart	Latest note
	Latest outturn relates to the Annual Resident Survey carried out in May 2018.

Year	Value
2015/16	87.0%
2016/17	92.0%
2017/18	86.0%
2018/19	

■ Years — Target (Years) — Red Threshold (Years) — London - Average — National - Average

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	In the summer, we held two events, one in Aldgate East and one in Mile End. These events brought residents from different backgrounds together to improve their neighbourhoods, with over two hundred residents attending. Other events designed to improve community cohesion included co-producing mosaic based art; heritage photography walks; bat walks and food centred projects for parents of infants in early years to learning about food from different cultures. Feedback from these events was positive with the majority of residents feeling that they were more able to influence decisions in their local area; that they enjoyed mixing with people from different backgrounds; and that they cared more about their local community.
▶	**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	We engage with faith communities through the Tower Hamlets Interfaith Forum (THIF) and other faith-based organisations, to identify and address the support needs of faith communities. So far this year, we have hosted two THIF meetings where participants discussed topics including local hate crime, the local delivery of the Prevent anti-terrorism agenda providing the community with a voice and enabling the groups to provide reassurance to the wider community. The council facilitated THIF to hold its AGM where since the first time since its formation, a female Muslim representative was voted onto the steering group. We have commissioned a 'faith in schools' programme of events with the aim of enabling pupils to develop a shared sense of belonging, a positive appreciation of diversity and strong and positive relationships with others from different faith backgrounds. It will also train sixth form students to deliver the project in primary schools. The project started in September 2018 and will be delivered over three years.
▶	**Activity 8.3**	We will actively engage with LGBT residents to improve service provision and representation	We engage with the LGBTQI+ community through the LGBTQI+ forum. The forum holds regular monthly meetings and manages an online virtual forum with 1,390 people following across the social media platforms. The forum discusses areas of concern and includes a member of the borough's Tension Monitoring Group. A number of organisations are engaging with the forum including Positive East, Stepforward, Let Voice Be Heard, the Royal London A&E staff and patient LGBT group, Opening Doors, Queen Mary University LGBT society, and Trans Support Group. So far this year, we have supported a number of events and activities including International Day

| RAG	Activity	Latest note
		Against Homophobia, Bi-phobia and Trans-phobia (IDAHOBIT) (3 events attended by 104 people) and Bi-Diversity Day (33 people attending) in May and Pride (3 events attended by over 1,000 people) in July. Planning is now underway for events for LBGTQI+ History Month (in February) and World Aids Day (in December).
▶	**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	We are developing a Community Cohesion Framework to promote equality, increase participation in community life and improve relationships between people from different backgrounds. It is expected to be completed in March 2019.
▶	**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	We have recently commissioned the Bromley-by-Bow Centre to produce a 'Welcome to Tower Hamlets' information pack for new migrants to the borough. They will also engage with new migrants, providing information and support to access a range of services. Eighty eight new migrants have been enrolled on English language proficiency pre-ESOL and ESOL classes running in the East and West of the borough. In the new year we will be offering volunteering opportunities to new migrants.
▶	**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	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-Sematic tweet, and a potential visit by well-known right-wing extremist.
▶	**Activity 8.7** We will celebrate the history and heritage of the borough and all its people	In July, we hosted the Boishaki Mela, which was attended by over 45,000 people. We supported community events in our parks and open spaces and eleven of these community events received funding from the Event Fund small grants programme. Our Local History Library and Archives Service hosted a successful exhibition celebrating the contribution of Tower Hamlets women to the Suffrage movement. Over the summer we carried out outreach work for Black History Month and collated a programme of community events planned for October 2018. This included planning and outreach work for Diwali (due in Q3), Holocaust Memorial Day, Chinese New Year (due in Q4) as well as a Martyrs' Day celebration planned for Q3/4.

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
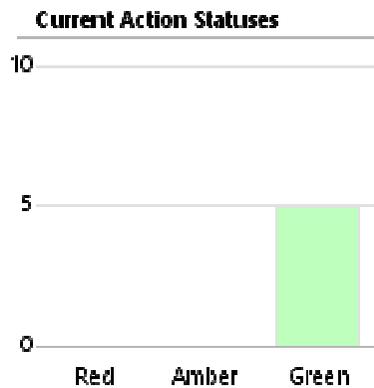
Strategic action status chart	*Strategic measure status chart*
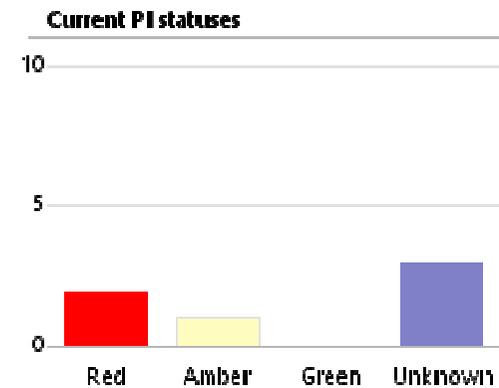
	M9.3	User satisfaction with libraries and Idea Stores				

Percentage of users who rate libraries and Idea Stores as good, very good or excellent

Lead member			Expected Outcome	Last update	Short term trend arrow	Long term trend (DOT)
Cabinet Member for Culture, Arts and Brexit				2017/18	⬆	▬

Lead officer		Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Customer Services		Strategic	Yes		82.0%	Data Only

Performance data trend chart	Latest note
	Latest outturn relates to the Annual Resident Survey carried out in early 2018.
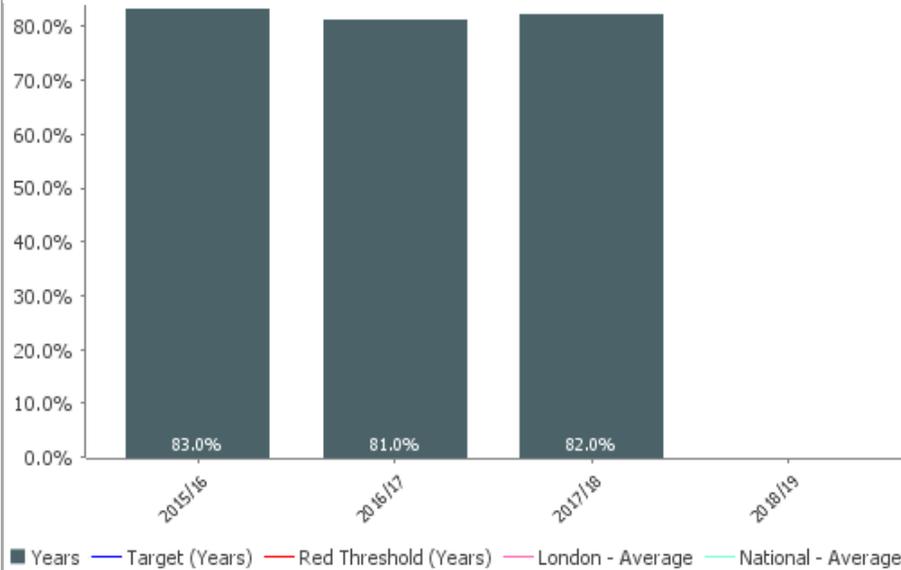
📈	M9.4	Resident satisfaction that the council involves residents when making decisions				

Percentage of residents who agree a great deal or to some extent with the statement 'the Council involves residents when making decisions'

Lead member		Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Executive Mayor		○ Not applicable	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
	Latest outturn relates to the Annual Resident Survey carried out in early 2018.
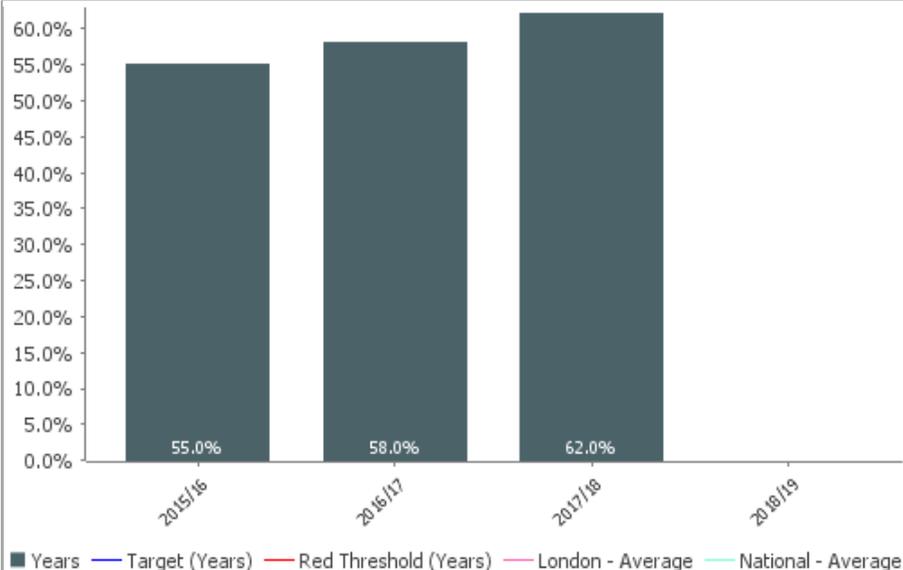
Chart (Performance data trend chart):
- 2015/16: 55.0%
- 2016/17: 58.0%
- 2017/18: 62.0%
- 2018/19: (no data)

Legend: ■ Years — Target (Years) — Red Threshold (Years) — London - Average — National - Average

![]	M9.5	Resident trust in the council				

Percentage of residents who feel able to influence decisions in their local community (ARS04)

Lead member		Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Executive Mayor		○ Not applicable	2017/18		⬇	⬇

Lead officer		Type	Contextual measure	Target	Actual	RAG rating
Chief Executive		Strategic	No		74.0%	Data Only
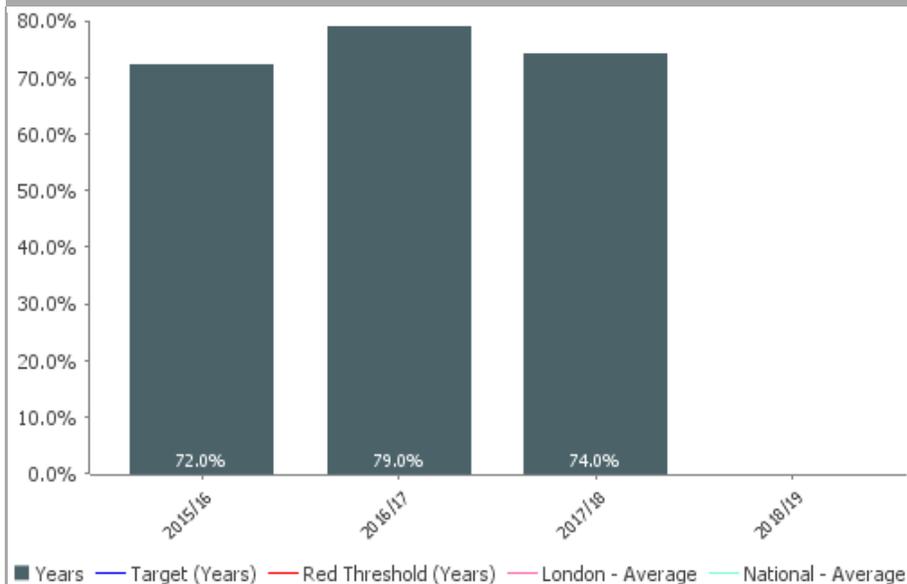
Performance data trend chart	Latest note
	Latest outturn relates to the Annual Resident Survey carried out in early 2018.

⚠ M9.1 Customer satisfaction

Percentage of overall customer access satisfaction (telephone contact)

Lead member	Expected Outcome		Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Culture, Arts and Brexit	▷ On target		Q2 2018/19		⬆	⬆

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Customer Services	Strategic	No	92.0%	91.0%	⚠ Amber

Performance data trend chart	Latest note
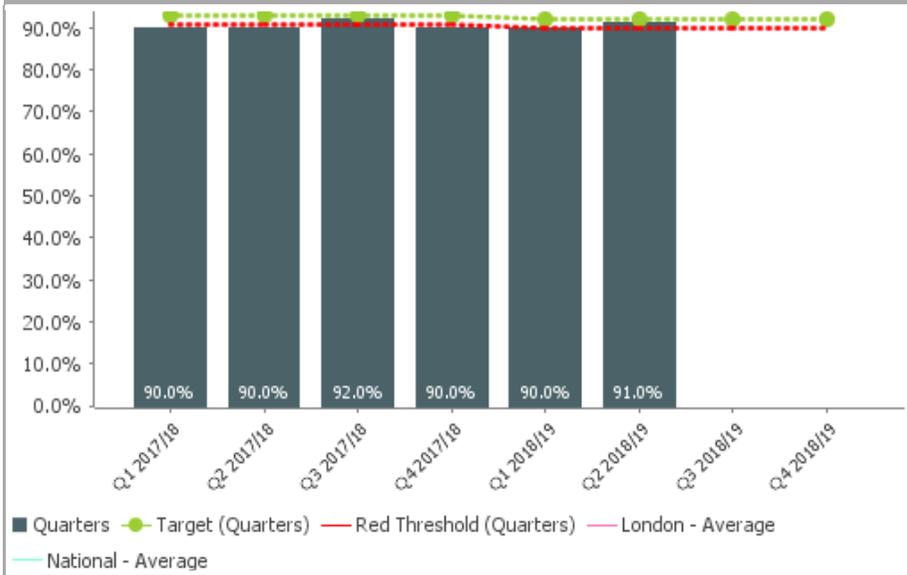
Telephone customer satisfaction exceeds the minimum expectation and falls just short of the target of 92%. 1,898 customers took the customer satisfaction survey between July and September. 1,736 rated our response as 'good', 125 rated our response as 'average', and 37 as 'poor'.

M9.2   Freedom of Information requests

Percentage of Freedom of Information requests responded to on time

Lead member			Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Executive Mayor			⚠ Uncertain	September 2018		⬇	⬇

Lead officer		Type	Contextual measure	Target	Actual	RAG rating
Head of Information Governance		Strategic	No	96.0%	65.0%	🛑 Red

Performance data trend chart	Latest note

Performance has fallen for a variety of reasons, including changes in personnel and staff shortages leading to some directorates failing to respond in a timely fashion. We are working with individual directorates and services to improve response rates and also clear a backlog of overdue requests.   This will mean that the month of October is likely to have poor performance while the backlog is cleared. Performance is expected to be on target by the end of March 2019.

66

🛑	**M9.6**	**Subscribers to the Council newsletter**				

The number of residents subscribed to the Council email newsletter						
Lead member			*Expected Outcome*	*Last update*	*Short term trend arrow*	*Long term trend (DOT)*
Executive Mayor			⚠️ Uncertain	Q2 2018/19	⬆️	⬆️
Lead officer			*Type*	*Contextual measure*	*Target*	*Actual*	*RAG rating*
Divisional Director, Communications and Marketing			Strategic	No	6,677	5,873	🛑 Red
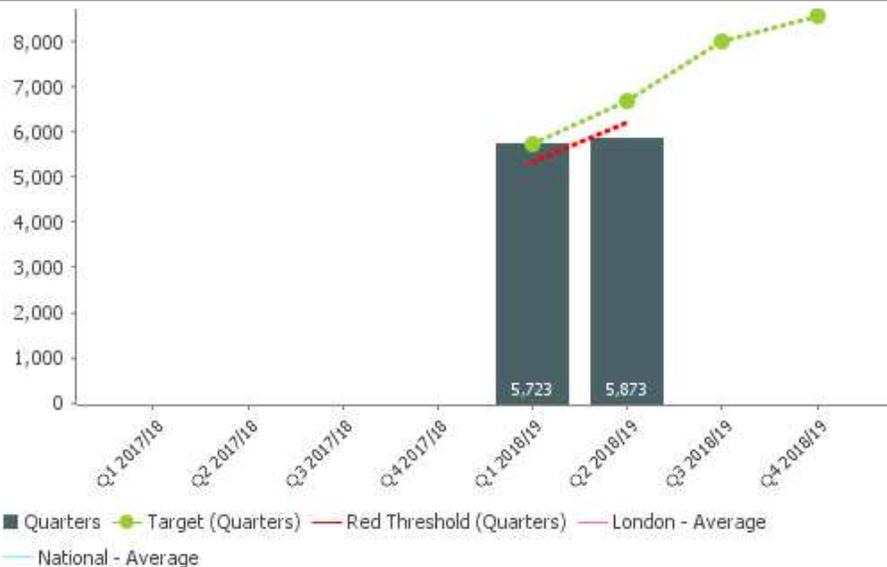
Performance data trend chart	*Latest note*
	Newsletter audience numbers fell significantly across local government after the introduction of the new General Data Protection Regulation earlier this year. However, while our audience might now be smaller, it is significantly more engaged than in recent years. The quarter saw an average of 51% of email newsletters being opened by recipients. We have appointed an officer to drive engagement and growing the size of our newsletter audiences. Utilising all digital and physical channels, cross-channel promotion, specific campaigns/drives through events and competitions; and ensuring the content of the newsletter is engaging and structured in the best possible way. Work is underway to develop a pop-up sign-up message on the website and have a sign-up message as part of registering to join Idea Stores.

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	We are currently developing a new digital customer services plan which will detail how we will simplify our services so that it is easier and quicker for customers to undertake transactional activities with us – for example, registering a birth or death, booking a wedding ceremony, sorting out parking permits, applying for housing benefit or reporting an environmental issue. In addition to this, we are also making it easier for customers to contact the council by phone so that when we have completed this work there will be one contact number rather than the 17 hotlines that currently exist.
▶	**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 are finalising the design and testing of a council service kiosk (Local Presence kiosk) and will trial it at Idea Store Whitechapel in December. This will allow residents to access a wider range of services online than currently available. After this trial, we will roll out this facility to our other Idea Stores.
▶	**Activity 9.3**	We will provide citizens with the skills and tools which will empower and enable community participation	We have developed a Community Insight Network with the aim of improving the way we engage with residents and draw on their skills, knowledge and expertise to improve our services and outcomes. We two events for the network and have released one Community Insight newsletter. We have developed a Community Insight Research Framework and we have recruited four Community Insight Researchers, alongside a Community Insight Research Co-ordinator.
▶	**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	We have made a commitment in the Community Engagement Strategy 2018-21 to work with residents to shape priorities and services. We are changing the way we fund voluntary and community sector organisations so that they are funded according to the improved outcomes we want to achieve. We are working closely with the voluntary and community sector to develop the new Local Community Fund Programme together through co-production. To help prepare organisations to bid for funding for this new programme we are running a series of training and support events We are also working with local voluntary and community groups to develop a new partnership group called Co-operate where the council and the VCS can discuss how we work better together

RAG	Activity	Latest note
		to meet the needs of local residents.
▶	**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	All councillors have received an extensive Member Induction programme of training following the local elections in May. Training includes ethics and probity; corporate parenting and safeguarding of children; Prevent counter terrorism; civil contingencies; dealing with constituency case issues on a range of subject issues such as homelessness, housing, planning and parking. In addition, the Centre for Public Scrutiny has delivered training on a range of topics including effective questioning and chairing skills.

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

Current Action Statuses

Current PI statuses
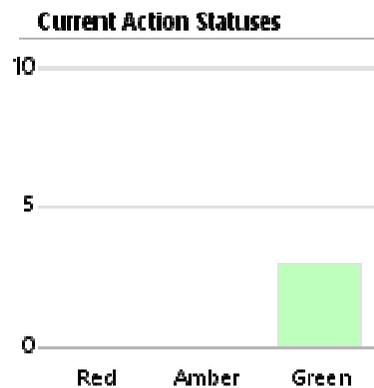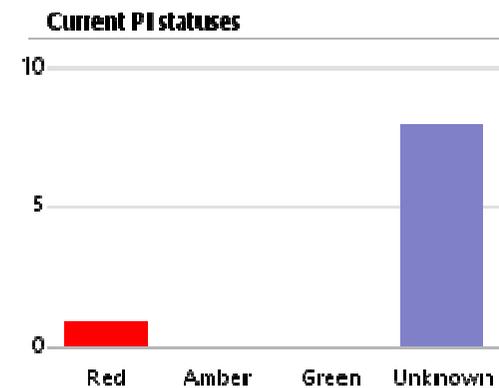
📈	**M10.6**	**Employment rate gap between Tower Hamlets and London**

Overall employment rate gap, between the Borough employment rate and London average rate, for people aged from 16 to 64 years old (WORK2)

Lead member	Expected Outcome	Last update	Short term trend arrow	Long term trend (DOT)
Cabinet Member for Work and Economic Growth	○ Not applicable	Q2 2018/19	⬆	⬆

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Growth and Economic Development	Strategic	Yes		6.4	📈 Data Only
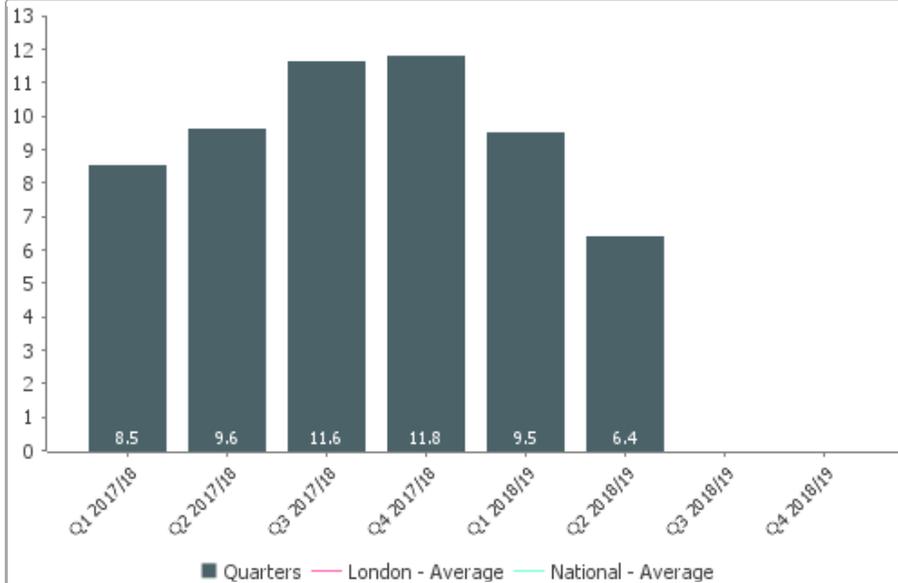
Performance data trend chart	Latest note
	Target not set for this measure Tower Hamlets employment rate is 67.8 percent. London average employment rate is 74.2 percent. The gap between the Borough employment and the London average rate is 6.4 percentage points.

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

Average Attainment 8 score per pupil

Lead member	Expected Outcome	Last update	Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People	○ Not applicable	2018/19	⬇	⬇

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Education and Partnership	Strategic	Yes		46.3	Data Only
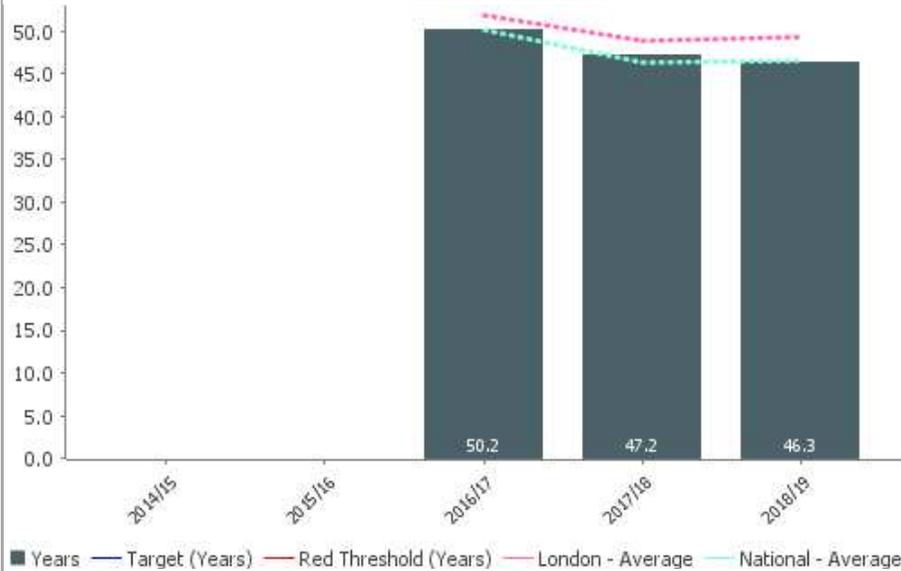
Performance data trend chart	Latest note
	Provisional outturn for the academic year 2017/18 - final out turn data available in January 2019.

M10.3   Key Stage 4 - Progress 8

KS4 (GCSE) - Progress 8

Lead member	Expected Outcome	Last update	Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People	○ Not applicable	2018/19	⬇	⬇

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Education and Partnership	Strategic	Yes		0.13	Data Only

Performance data trend chart	Latest note
	Provisional out turn for the academic year 2017/18 - final out turn data available in January 2019.
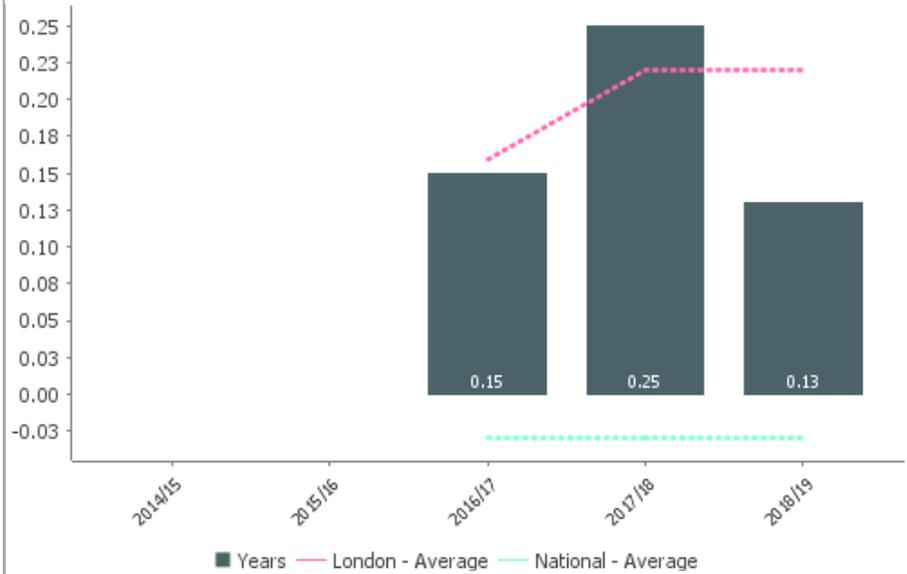
M10.4   Early years achievement

Early Years Foundation Stage Profile: percentage of children achieving a Good Level of Development (GLD)

Lead member	Expected Outcome	Last update	Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People	○ Not applicable	2018/19	⬆	⬆

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Education and Partnership	Strategic	Yes		69.4	Data Only

Performance data trend chart	Latest note

Years	2014/15	2015/16	2016/17	2017/18	2018/19
	55.0	61.6	66.2	68.4	69.4

Legend: ■ Years — London - Average — National - Average

74
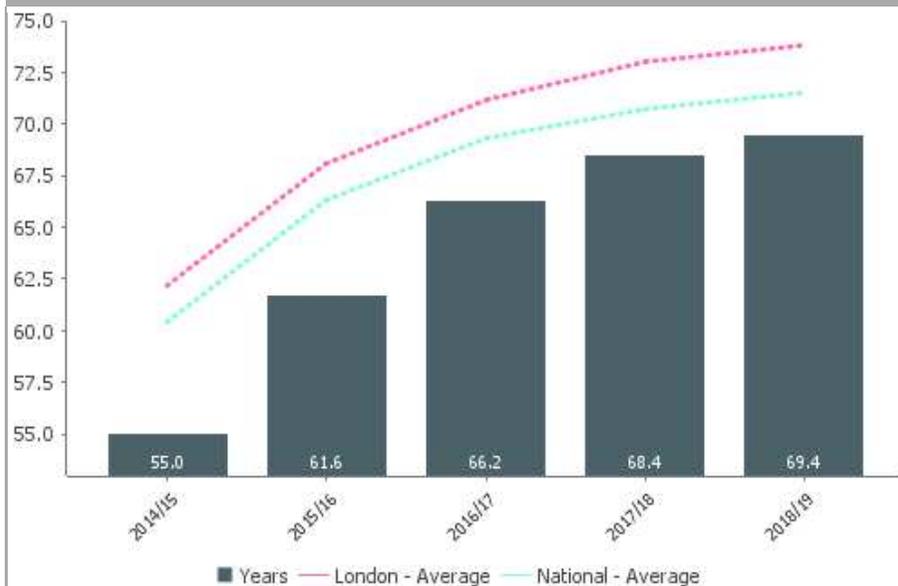
![icon]	**M10.5**	**Resident satisfaction with response to Anti-Social Behaviour (ASB)**				

Extent to which residents feel the police and other local services are successfully dealing with Anti-Social Behaviour (ASB)

Lead member		Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities		○ Not applicable	2017/18		⬇	⬇
Lead officer		Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Public Realm		Strategic	Yes		57.0%	![icon] Data Only

Performance data trend chart	Latest note
	Latest outturn relates to the Annual Resident Survey carried out in early 2018.

75

![icon]	**M10.7**	**First time entrants to the youth justice system**

First time entrants to the youth justice system (JCE9) rate per 100,000

Lead member	Expected Outcome	Last update	Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People	○ Not applicable	Q1 2018/19	⬆	⬆

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Youth and Commissioning	Strategic	Yes		391	Data Only

Performance data trend chart	Latest note

Years ■ — Target (Years) — Red Threshold (Years) — London - Average — National - Average
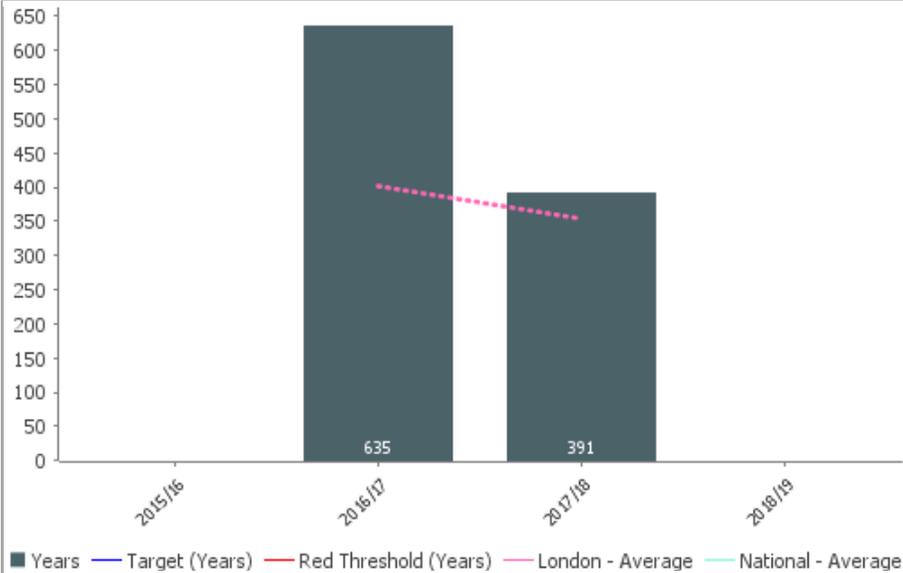
![icon]	M10.8	Arrests supported by the Council's CCTV room

The number of arrests as a result of the Council's CCTV room working jointly with police on the street

Lead member		Expected Outcome	Last update	Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities		○ Not applicable	September 2018	⬇	⬇

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Public Realm	Strategic	Yes		24	Data Only
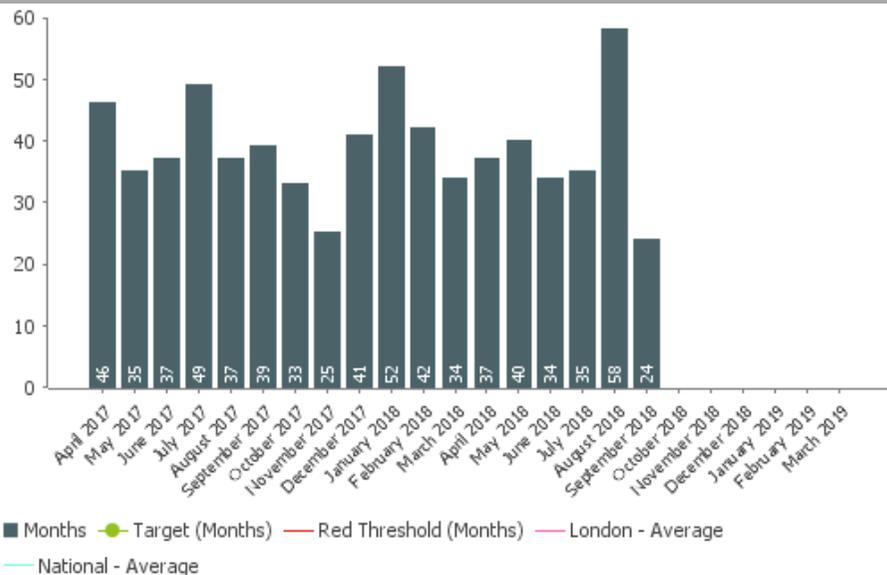
Performance data trend chart	Latest note
	228 arrests so far this year, compared to 243 in the same period last year.

Chart data (Months): April 2017: 46, May 2017: 35, June 2017: 37, July 2017: 49, August 2017: 37, September 2017: 39, October 2017: 33, November 2017: 25, December 2017: 41, January 2018: 52, February 2018: 42, March 2018: 34, April 2018: 37, May 2018: 40, June 2018: 34, July 2018: 35, August 2018: 58, September 2018: 24

Legend: ■ Months ─●─ Target (Months) ── Red Threshold (Months) ── London - Average ── National - Average

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	Expected Outcome		Last update	Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities	○	Not applicable	Q2 2018/19	⬇	⬇

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Community Safety	Strategic	Yes		30	Data Only

Performance data trend chart	Latest note
	Target not set for this strategic measure

Legend: ■ Quarters —●— Target (Quarters) —— Red Threshold (Quarters) —— London - Average —— National - Average

Chart values: Q1 2018/19: 81, Q2 2018/19: 30

78
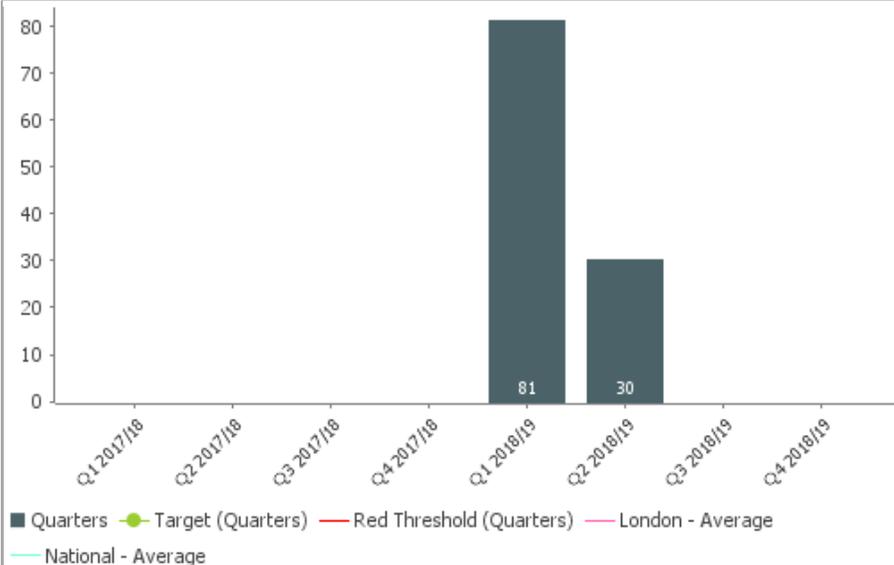
M10.1   Delayed transfers from hospital care (average daily bed days)

Delayed Transfers of Care from hospital (All Delayed Transfers of Care - NHS, Social Care and Joint NHS/Social Care) - average daily bed days (ASC:2C(1) JCE)

Lead member		Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Adults, Health and Wellbeing			September 2018		⬇	⬇
Lead officer		Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Adults Social Care Divisional Director, Integrated Commissioning		Strategic	Yes	9.17	15.87	🛑 Red
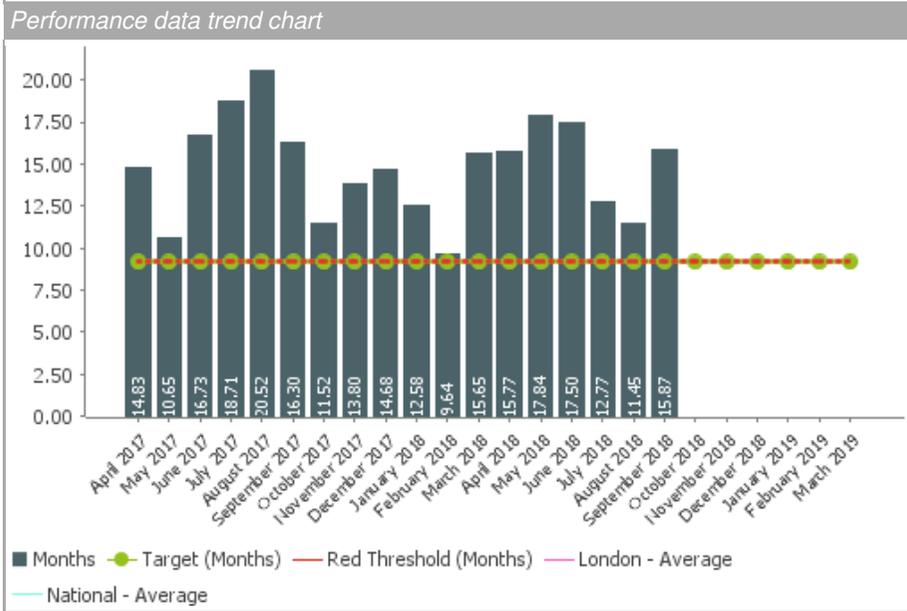
Performance data trend chart	Latest note
	The high level of delays for this measure is due to delays within the NHS process, as delays attributable to social care or joint NHS and social care are both below target at the current time.

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	Last year, with our partners, we re-established the Tower Hamlets Partnership, a way in which organisations in Tower Hamlets can work together to try and tackle some of the high profile issues facing the borough. The first Partnership Summit will take place in November and will focus on children and young people. A second summit will be held in April 2019 and will focus on accessing good jobs and employment. Our Brexit Commission was launched on 6th September 2018. It was set up to examine the impact that Brexit will have in key areas such as the local economy, the delivery of public services, and the lives of residents in the borough. So far, we have delivered a road show with expert advice and support provided for EU citizens living in the borough on EU settlement rights. Evidence gathering events are taking place with key businesses, public sector services and members of the public, for an impact report which is due to be launched in January 2019.
▶	**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	Our community hubs are versatile, bookable spaces, designed to host a number of community groups run by local groups, the voluntary and community sector and local residents. The space at Granby Hall is due to be refurbished into a hub starting before the end of this year, whilst the space at Raines House will be started in 2019. We are finalising our contract for a main contractor to start building works on the new Town Hall, ready for our move in 2022.
▶	**Activity 10.3** We will continue to deliver integrated care through the Tower Hamlets Together Partnership	Each work stream of the Tower Hamlets Together Partnership (THT) is now established, has a comprehensive work plan, and has good attendance from across the health and social care system. Staff are encouraged to attend information sessions where they can find out about THT and its work and a Workforce and Organisational Development Group is exploring areas such as protocols around joint learning, development, commissioning and delivery, and multi-agency approaches to commissioning.

▶ 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

Current Action Statuses

Current PI statuses
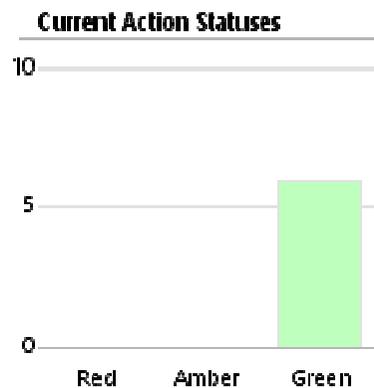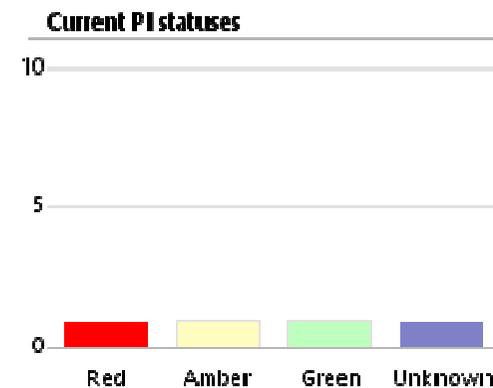
	M11.4	**Resident satisfaction in the council doing a better job than a year ago**				

Percentage of residents who agree a great deal or to some extent, that the council is doing a better job than a year ago (ARS12)

Lead member		Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Executive Mayor		○ Not applicable	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
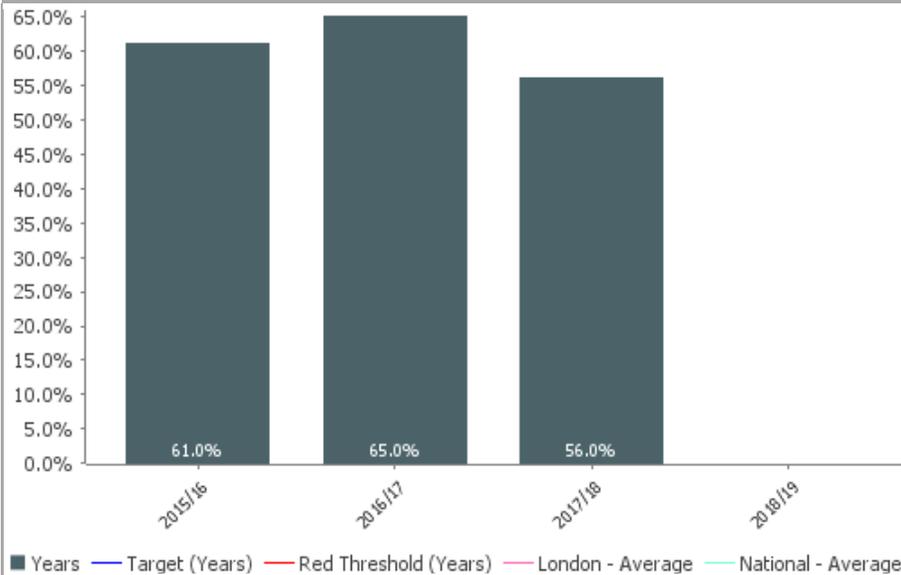
Latest outturn relates to the Annual Resident Survey carried out in early 2018.

Performance data trend chart:

- 2015/16: 61.0%
- 2016/17: 65.0%
- 2017/18: 56.0%
- 2018/19: (no data)

Legend: ■ Years — Target (Years) — Red Threshold (Years) — London - Average — National - Average

M11.1   Council Tax collection

Percentage of Council Tax collected (budgeted)

Lead member		Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Resources and the Voluntary Sector		On target	Q2 2018/19		⬆	⬇

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Head of Revenue Services	Strategic	No	49.50%	49.96%	✔ Green

Performance data trend chart	Latest note

Legend: ■ Quarters — ● Target (Quarters) — Red Threshold (Quarters) — London - Average — National - Average

This measure is cumulative and the numbers increase throughout the year, always providing the year to date figure.

Target achieved.

⚠ M11.2   Business Rates collection

Percentage of Non-Domestic Rates collected (budgeted)

Lead member		Expected Outcome	Last update	Short term trend arrow	Long term trend (DOT)
Cabinet Member for Resources and the Voluntary Sector		⚠ Uncertain	Q2 2018/19	⬇	⬇

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Head of Revenue Services	Strategic	No	48.96%	48.65%	⚠ Amber
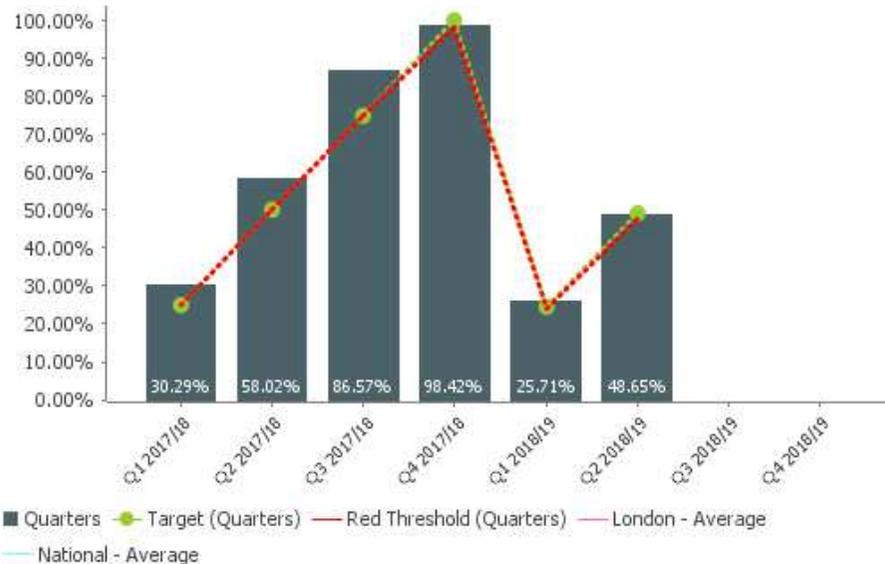
Performance data trend chart	Latest note
	This measure is cumulative and the numbers increase throughout the year, always providing the year to date figure. The amount raised through business rates has continued to fall due to changes in valuations of vacant floors undergoing substantial alterations. Further new regulations will come into effect in November 2018 and we are working with the Valuation Office Agency to try and estimate how this will impact on business rate income in Tower Hamlets.

M11.3 Staff Sickness absence

Number of working days / shifts lost to sickness absence per employee (not including schools) (BV12) (CE046a)

Lead member		Expected Outcome	Last update	Short term trend arrow	Long term trend (DOT)
Cabinet Member for Resources and the Voluntary Sector		🔴 Unlikely	September 2018	⬆	⬆

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, HR and Transformation Divisional Director, HR and Transformation	Strategic	No	8	10.27	🔴 Red

Performance data trend chart	Latest note

Bar chart values (Months): April 2017: 9.18, May 2017: 9.95, June 2017: 9.72, July 2017: 10.18, August 2017: 10.38, September 2017: 10.27, October 2017: 10.51, November 2017: 10.6, December 2017: 10.75, January 2018: 10.53, February 2018: 10.32, March 2018: 10.27, April 2018: 10.56, May 2018: 10.48, June 2018: 10.43, July 2018: 10.57, August 2018: 10.42, September 2018: 10.27

Legend: ■ Months ●— Target (Months) — Red Threshold (Months) — London - Average — National - Average

The target was missed as absence levels are still exceeding the minimum expectation of 9 days.

We are putting in place a number of interventions to improve sickness absence levels:

• a new set of outcome focused performance measures to assess compliance with our procedure and the impact it has
• consideration of piloting a Day One (those who have triggered the sickness procedure) Absence Management Strategy by a third party
• mandatory sickness management training and annual refresher course for all managers;
• annual Flu Clinics; Physiotherapy services including a 6 week rehabilitation programme; Free Employee Assistance Programme; Managers' helpline for difficult situations

It is unlikely that the target of 8 days will be reached by year end although we expect the figure to reduce over the next 6 months. However, we expect our actions to see more profound results by end of Quarter 2 2019/20.

Strategic plan delivery

RAG	Activity	Latest note
▶	**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	We have recently set up an Organisation and Culture Board to change the way we work to an outcomes focussed organisation. Our staff have been attending workshops which are aimed at enabling a better understanding of the changes that need to be made to achieve better outcomes for residents. We are also restructuring our frontline services in order to be able to deliver our services in a more outcomes-oriented way, and our IT services are being improved so that we can work in a more reliable, efficient and productive way. We have taken on board the feedback from our August monitoring visit conducted by Ofsted and the Department for Education which looked at support for looked after children and their permanence arrangements. The learning and direction which we gleaned from the visit has helped us to refocus service delivery so that we remain committed in our journey towards a good Ofsted rating by 2019. We have implemented a revised internal quality assurance (QA) framework which met the approval of Ofsted. A number of initiatives are in place and improving the quality of our children's social care workforce, one of which, 'Grow Your Own' which provides a 3 year support plan to newly qualified social workers—is the first offer of its kind in the country.
▶	**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	We have supported this activity by undertaking a Gender Pay Gap audit which was published in April. This included data relating to staff disability and ethnicity for all staff including contracted out services. We will take corrective action where the findings show staff have been disadvantaged. A leadership programme, which aims to be representative of our workforce and the communities that we serve, has been set up, funded by the Government's Apprenticeship Levy.
▶	**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	As a committed equal opportunity employer we have recently submitted our annual application for the Stonewall Equality Index, demonstrating our commitment to LBGTQI+ inclusion in the workplace. We will find out whether we have remained in the Stonewall top 100 employer index early in 2019.. In September we were successfully reassessed as a Disability Confident employer, meaning we have been recognised as an employer which recruits, retains and supports disabled people and people with health conditions for their skills and talent.
▶	**Activity 11.4** We will build on our continuing journey of innovation, excellence and	We have set up a new Mayoral Improvement and Transformation Board which will take forward improvement activities across the council. The board meets for the first time in December and will

RAG	Activity	Latest note
	improvement by embedding Best Value improvements into service delivery and by developing a new way of measuring how we are performing as an organisation	consider an action plan responding to the recommendations from the recent Corporate Peer Challenge. Our scrutiny work programme has been developed to supports both the council's improvement agenda and effective decision making. The Overview and Scrutiny Committee will be scrutinising progress on improving Children's Services. We want to raise the profile of Tower Hamlets as an innovative council which is leading the way in a number of areas and we want to improve the quality and range of our communications to our customers. Activities we have promoted this year include: the launch of the Brexit Commission; the Violent Crime Summit through the Safer Together campaign; the launch of the Young WorkPath; and the Breathe Clean campaign on air quality. Our work has been positively received in local and trade press such as the Local Government Chronicle, the Municipal Journal, the Estates Gazette, and the East London Advertiser.
▶	**Activity 11.5** We will protect our resources by carrying out anti-fraud measures to tackle tenancy, parking and other types of fraud	We take our duty to protect our scarce resources seriously. In conjunction with Tower Hamlets Homes, we have run two counter-fraud campaigns targeting social housing fraud, and we will be running another in early 2019. We are providing our staff with guidance and training to spot fraud.
▶	**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	Every year we consult local people and businesses on our budget proposal. This year's budget consultation will run from October to December, and the new MTFS proposals will be presented to January Cabinet.