
Tower Hamlets Strategic Plan 2018-21

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

Quarter 3 monitoring report



Priority 1

People are aspirational, independent and have equal access to opportunities

st Outcome 1

People access a range of education, training and employment opportunities

Actions	0	1	4	0	0
PIs	3	0	1	0	0

st Outcome 2

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

Actions	0	0	4	0	0
PIs	2	2	4	0	0

st Outcome 3

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

Actions	0	0	7	0	0
PIs	1	0	4	0	0

st Outcome 4

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

Actions	0	0	5	0	0
PIs	3	1	0	0	0

Priority 2

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

st Outcome 5

People live in a borough that is clean and green

Actions	0	0	5	0	0
PIs	0	0	2	0	1

st Outcome 6

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

Actions	0	0	4	0	0
PIs	1	0	2	0	2

st Outcome 7

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

Actions	0	0	7	0	0
PIs	2	0	2	0	1

st Outcome 8

People feel they are part of a cohesive and vibrant community

Actions	0	0	7	0	0
PIs	0	0	0	0	1

Priority 3

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

st Outcome 9

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

Actions	0	0	5	0	0
PIs	1	0	2	0	3

st Outcome 10

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

Actions	0	0	3	0	0
PIs	1	0	0	0	8

st Outcome 11

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

Actions	0	0	6	0	0
PIs	1	2	0	0	1

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

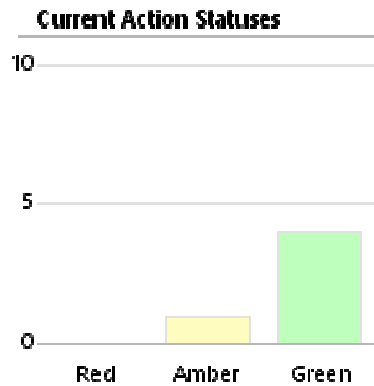
We want a thriving local economy and for our residents to be enabled to benefit from the unprecedented business growth in the borough. We will support local entrepreneurs and establish a Commission to examine what actions can be taken to support and enhance the local economy throughout the Brexit process 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.

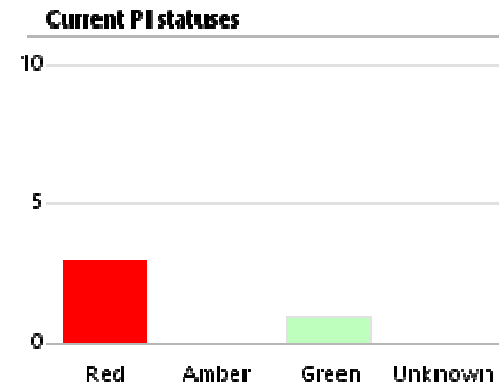
We will work with businesses to generate work placements, supporting them to create 1,000 apprenticeship opportunities, opening pathways into sustainable employment at or above the London Living wage. We will ensure that local childcare provision is better matched to the needs of families by supporting 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

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

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Work and Economic Growth	Q3 2018/19			↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Growth and Economic Development	Strategic	No	438	502	🟢 Green

Performance data trend chart

Latest note

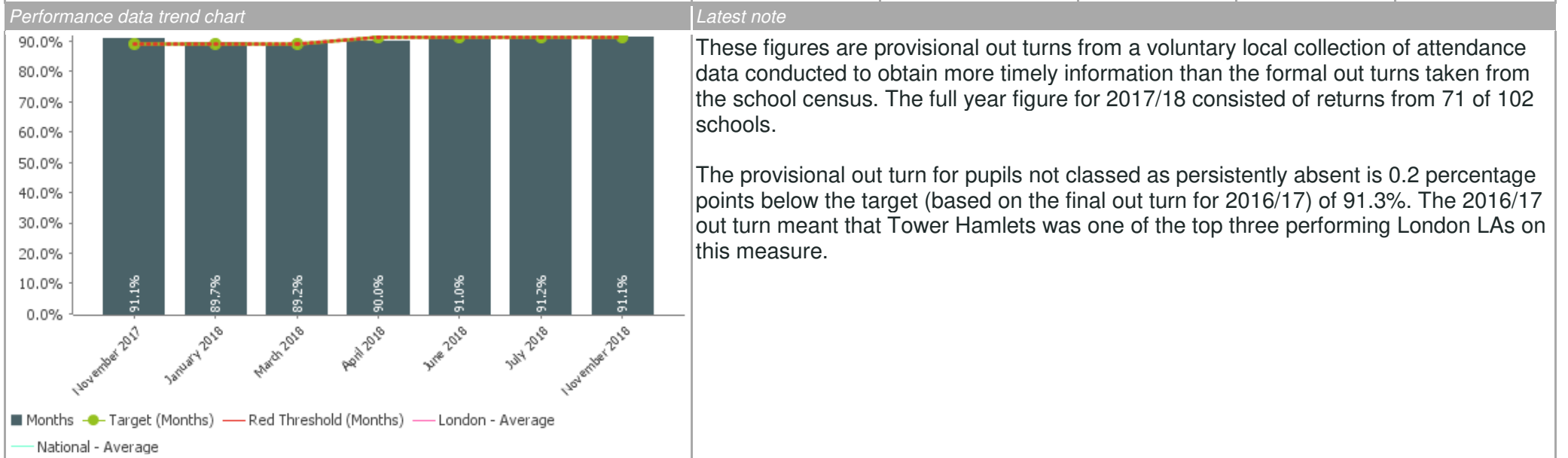
This measure is on target.



M1.1 School pupil attendance

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

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Children, Schools and Young People	November 2018			?	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Education and Partnership	Strategic	No	91.3%	91.1%	Red

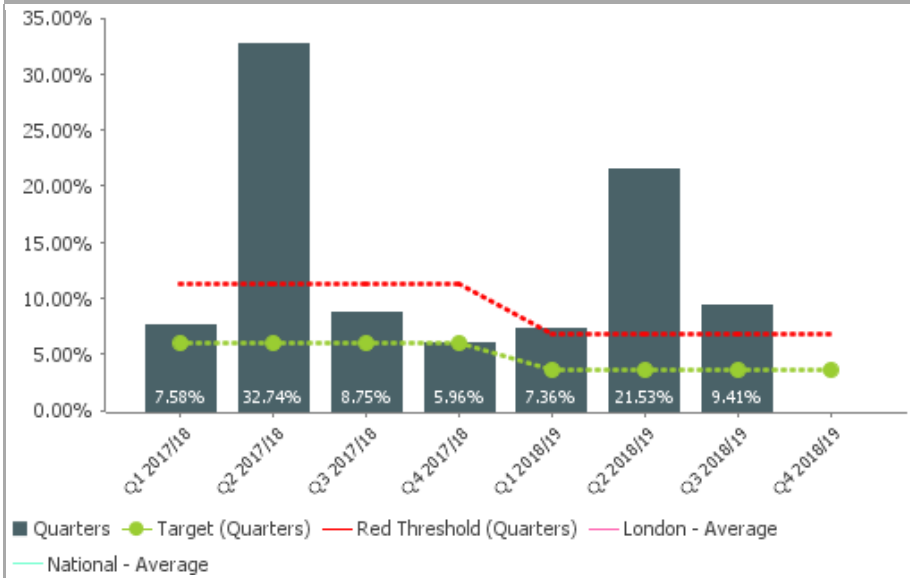


M1.2 Young people who are NEET

This indicator measures the proportion of 16 to 19 year olds who are Not in Education, Employment or Training (NEET) at certain points in the year. The annual outturn for this measure is calculated as an average of December, January and February figures in accordance with national guidance.

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Cabinet Member for Work and Economic Growth	Q3 2018/19			↓	↓
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Growth and Economic Development	Strategic	No	3.60%	9.41%	Red

Performance data trend chart



Latest note

There is a known historic spike in clients who are NEET following school leavers not returning in September (Q2). This forms a baseline for client contact work. Fewer young people were NEET through the September Guarantee project than last year however, less information on those who were NEET was available. The most recent January 2019 figure is 8.7% and already shows a reduction from Q3 and is expected to reduce further by the end of the period. Actions to address include:

- Continue to embed the Careers' Service into the Economic Development Division.
- 3,500 contacts have already taken place including 1:1 interviews with identified NEET young people. An action plan of intensive tracking work has been introduced to contact all outstanding unknown destination clients.
- Engagement of new partner organisations to ensure a range of available and appropriate training and development for NEET young people.
- A data sharing agreement has been signed with DfE to enable access to destination data for 2018 school leavers. This will further reduce unknown/NEET figures.
- Outcome figures are a combination of schools performance and action to address resulting NEET volume.

M1.4 Residents supported into sustainable work

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

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Cabinet Member for Work and Economic Growth	Q3 2018/19			↓	↓
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Growth and Economic Development	Strategic	No	675	603	Red



Performance data trend chart Latest note




So far this year 603 Tower Hamlets residents have been supported into sustainable work by the Council's WorkPath partnership, broken down as follows:

- 386 residents gained job outcomes as a result of interventions by the WorkPath service
- 68 residents gained employment through Main Stream Grant recipients
- 62 young people gained apprenticeships and/or employment through the help of Young WorkPath
- 45 job starts for residents from iTRES (the Council's internal temporary agency) outside those recorded with WorkPath
- 34 residents gained employment through the ESF/DWP funded Work and Health Programme
- 8 residents gained employment through the Somali Graduate programme outside of those recorded with WorkPath

Strategic plan delivery

RAG	Activity	Latest note
	<p>Activity 1.1 We will deliver a range of ESOL, basic skills, apprenticeship & employment initiatives across the borough to help residents into work, including those from disadvantaged groups, and to our most vulnerable groups for whom we have a statutory responsibility</p>	<p>1,303 residents have engaged with the WorkPath service since the beginning of the financial year. This includes 386 residents who gained job outcomes as a result of interventions by WorkPath (and a further 68 residents who were supported into a job by one of our partners).</p> <p>We aim to support young people to access the labour market by maximising the creation and take up of apprenticeship opportunities. Statistics for December 2018 show that there have been 137 apprenticeship starts by the council and external partner organisations for young people living in Tower Hamlets. An Apprenticeship Generation Manager is due to start in the new-year. They will be responsible for delivering the Mayor’s annual apprenticeship commitment of 360 opportunities created in his Mayoralty.</p> <p>One of the ways we are supporting residents to be job ready is by introducing the Basic Key Skills Builder (BKSB) test. This test assesses skill levels for English, Maths, and Information & Communication Technology (ICT). Undertaking the functional skills assessment, and identifying existing skills and aspirations allows for relevant course placement and sector targeting. Since November 2018, 126 clients completed the assessment for literacy and numeracy and a further 280 residents are booked in. 91% of residents who completed these assessments are now engaged in further skills development activities which include apprenticeships, traineeships and working start courses.</p> <p>We are committed to delivering ESOL training as part of our joined-up offer to residents in Tower Hamlets, in partnership with the third sector. We have commissioned 11 ESOL classes and conversation clubs from the Bromley by Bow Centre and ELATT. Eleven new community ESOL venues have been opened. Over 100 migrants have taken part in classes since the start of the new term in September 2018.</p>
	<p>Activity 1.2 We will develop and deliver the Growth Strategy, including a</p>	<p>We started consulting on our plans for growth and economic development in Tower Hamlets at the end of December. Comments received will feed into a Growth and Economic Development Plan</p>

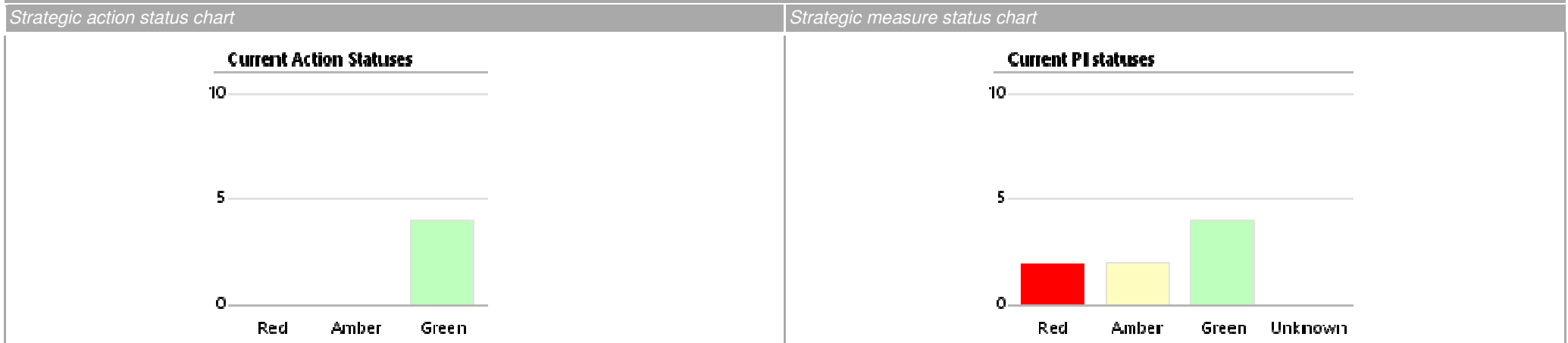
RAG	Activity	Latest note
	programme of support for local businesses	<p>which will be taken to Cabinet at the end of March.</p> <p>We deliver a range of enterprise support projects to businesses so that we can support a thriving local economy. This quarter we have awarded grants to 55 new businesses under Start-Up Ready; supported the completion of 45 marketing plans made under Retail Marketing Ready; and £338,000 achieved in increased sales by local businesses. This year is the last year in the delivery of a number of enterprise support projects. However we are bidding to the European Regional Development Fund for resources to continue our programme of support to growing and established enterprises in the borough.</p> <p>We are working in partnership to support “TH Retail Place”, a retailer database to support the marketing activities of independent retailers across the borough. This resource will allow these smaller businesses to reach more customers. In this quarter so far, four competitions have been organised for local retailers through the online platform , and nine retail events promoted. Two enterprises have been supported into suitable workspace premises in the borough.</p> <p>Specialist business advice is delivered by external contractors in the enterprise support projects, and results reported on a quarterly basis.</p>
	Activity 1.3 We will implement a programme of improvement initiatives to High Streets and Town Centres, including the roll out of Wi-Fi	<p>Our new High Streets and Town Centres Strategy was adopted by Cabinet in October 2018. The Strategy sets out our approach to improving the competitiveness of key local high streets and town centres in the borough and how we aim to create vibrant, dynamic and sustainable places. We have set up a working group to take improvement actions forward.</p> <p>We are developing plans to improve our markets including Middlesex Street, Petticoat Lane, Brick Lane and Bethnal Green Market. One such improvement is that we are changing the solid metal security grills on council-owned shops in Roman Road West town centre into open grill shutters, making markets a more welcoming place and reducing areas for graffiti.</p> <p>Following legal advice we will be exploring alternative routes to deliver town centre Wi-Fi and improved digital access for residents. We have suspended the current tender activities to find a Wi-Fi delivery partner.</p>

RAG	Activity	Latest note
▶	Activity 1.4 We will work with partners to improve educational attainment and progress for our children and young people	<p>Results for the 2017/18 academic year show that our young people are continuing to do well, however we have a number of activities underway designed to drive further improvement. Part of this work is focused on providing the best support for children and young people with Special Educational Needs and Disabilities. A permanent expansion of Phoenix School has been approved by Cabinet and work is under way to provide early years provision for deaf children at Children's House Nursery School. Alongside this we are also conducting a review of the Support for Learning Service.</p> <p>We are also looking to support our high achieving pupils to do even better. Leadership consultants have visited over 90% of primary schools supporting them to identify higher attaining pupils for targeted intervention. Training has also been organised to help schools prepare for the introduction of times table tests at Key Stage 2 next year.</p>
✔	Activity 1.5 We will ensure that there are sufficient childcare and early education spaces provided in Tower Hamlets	<p>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 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 invited partners, practitioners and parents to attend the Mayor's Early Years' Summit on 30 November 2018. The summit will be used to help us develop our services for early education, care, training and employment.</p>

▶ 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



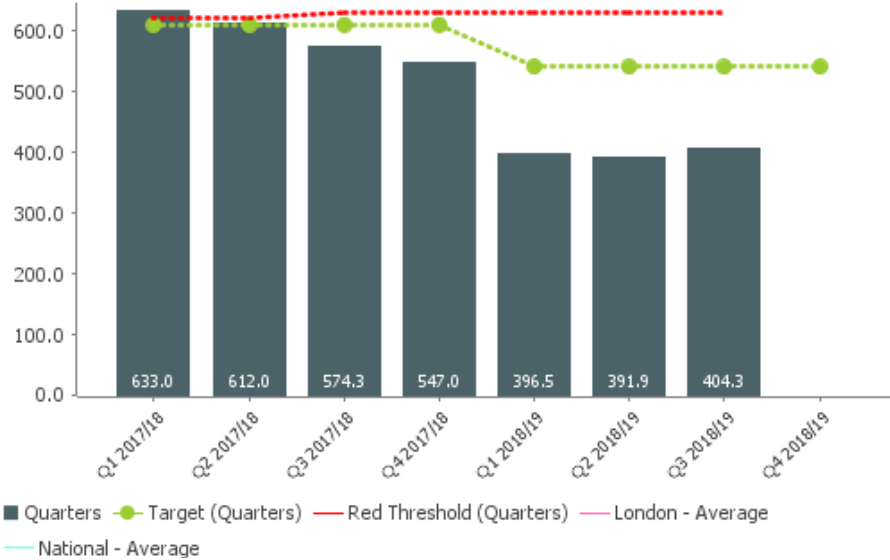


M2.2 Time to adoption

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

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Children, Schools and Young People	Q3 2018/19			↓	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Children's Social Care	Strategic	No	540.0	404.3	🟢 Green

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

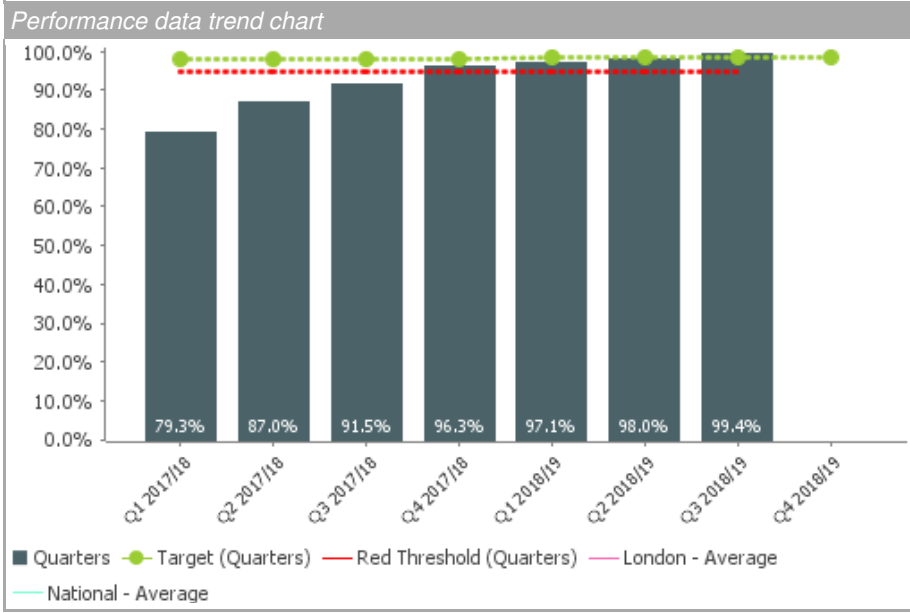


This measure is on target.

✓ M2.4 Timeliness of child protection reviews

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

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Children, Schools and Young People	Q3 2018/19			↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Children's Social Care	Strategic	No	98.5%	99.4%	✓ Green






Latest note

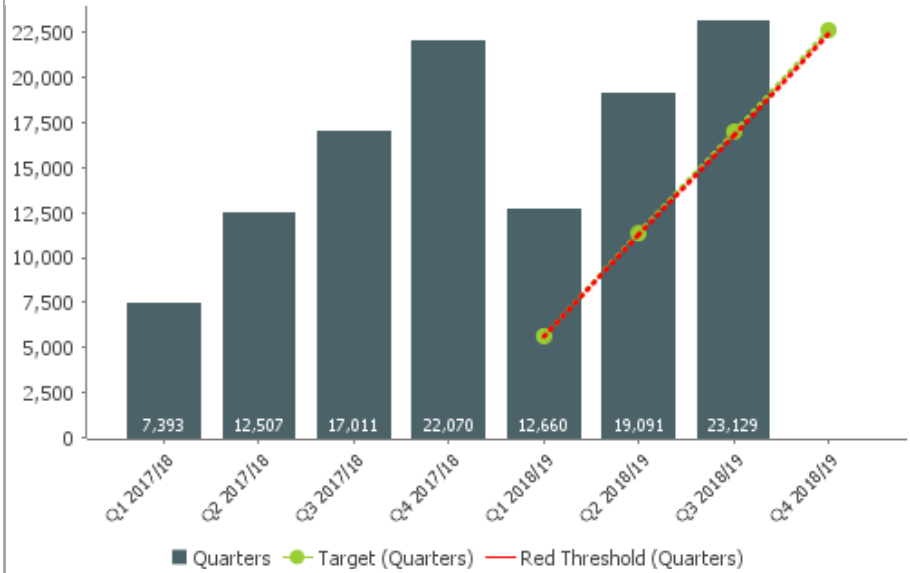
This measure is on target.

 **M2.6 Children's Centre attendance**

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

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People	Q3 2018/19				
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Education and Partnership	Strategic	No	17,003	23,129	 Green

Performance data trend chart



Latest note

This measure is on target and has already exceeded the end of year target at the end of Q3.

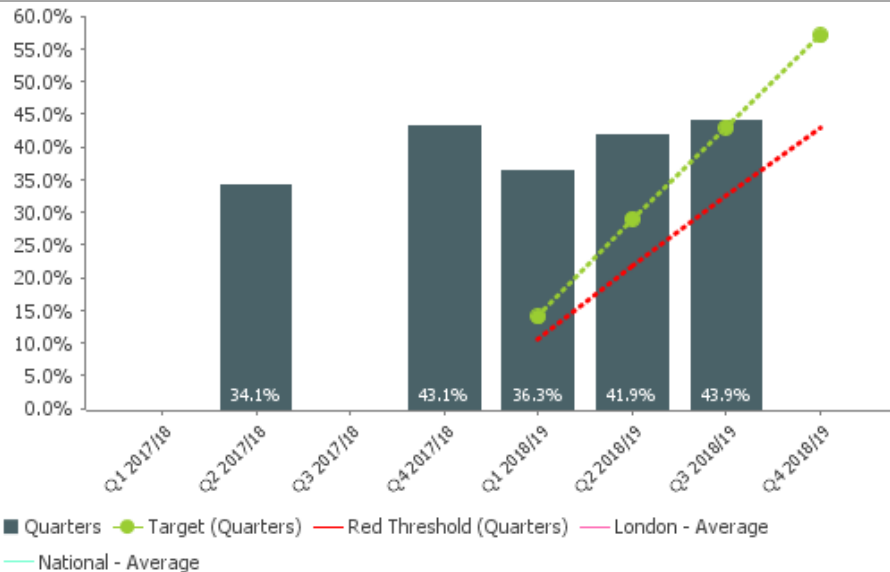


M2.8 Youth centre regular attendance

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

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People	Q3 2018/19			?	?
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Youth and Commissioning	Strategic	No	43.0%	43.9%	Green




Performance data trend chart Latest note

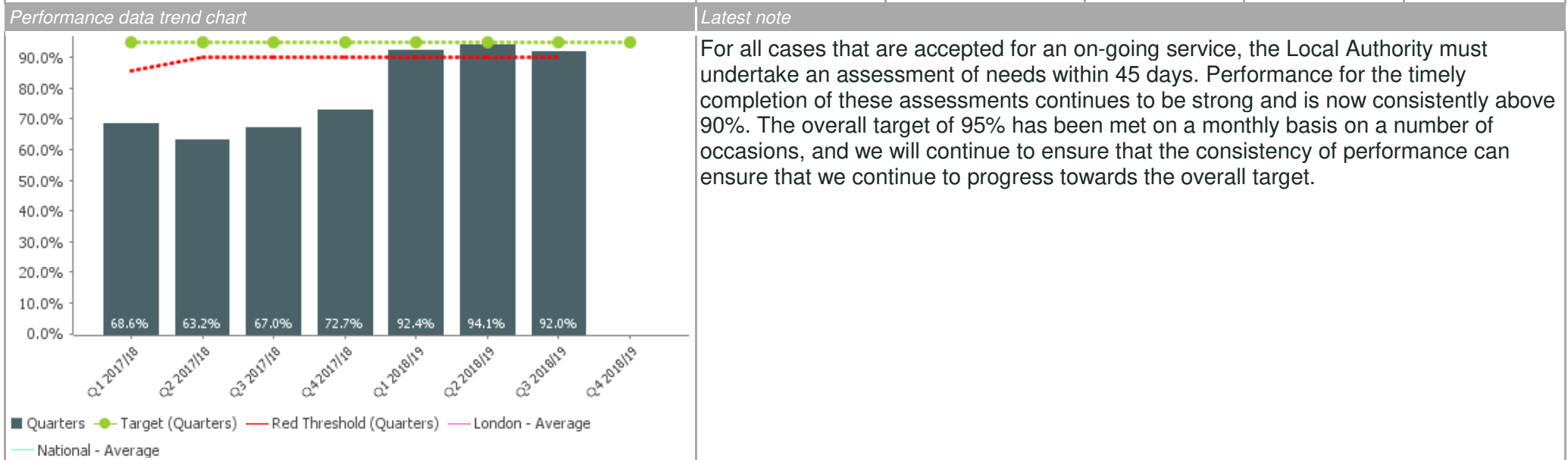


This measure is on target.

M2.1 Timeliness of children's social care single assessments




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

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People	Q3 2018/19				
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Children's Social Care	Strategic	No	95.0%	92.0%	 Amber



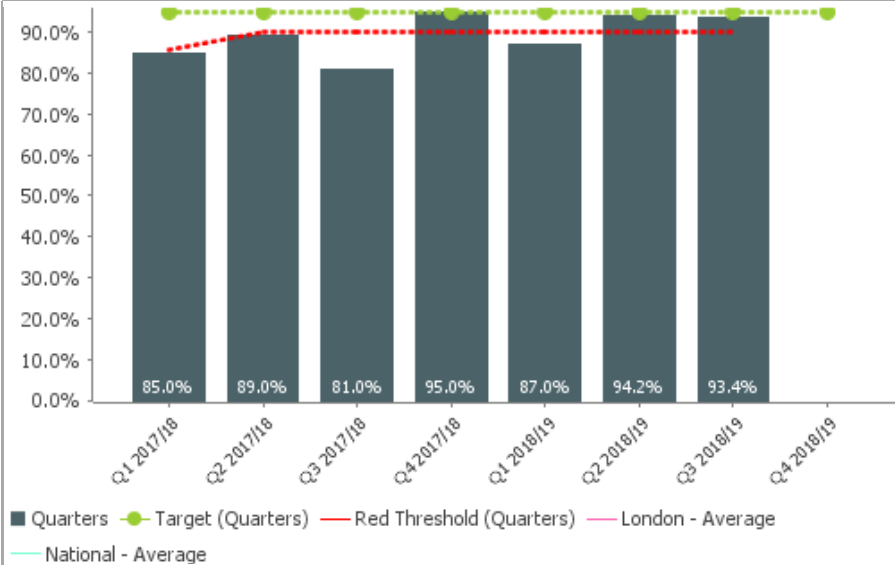
M2.3 Frequency of child protection visits

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

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People	Q3 2018/19				
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Children's Social Care	Strategic	No	95.0%	93.4%	 Amber

Performance data trend chart

Latest note



Children with child protection plans receive regular visits from their social workers. 93.4% of children received such visits within the previous four weeks at the end of Q3. Performance surgeries with managers continue to highlight the gaps in the visits actually taking place, as well as delayed recording on the case management system. The sustained focus on this area has meant that the latest figures for January are above target.

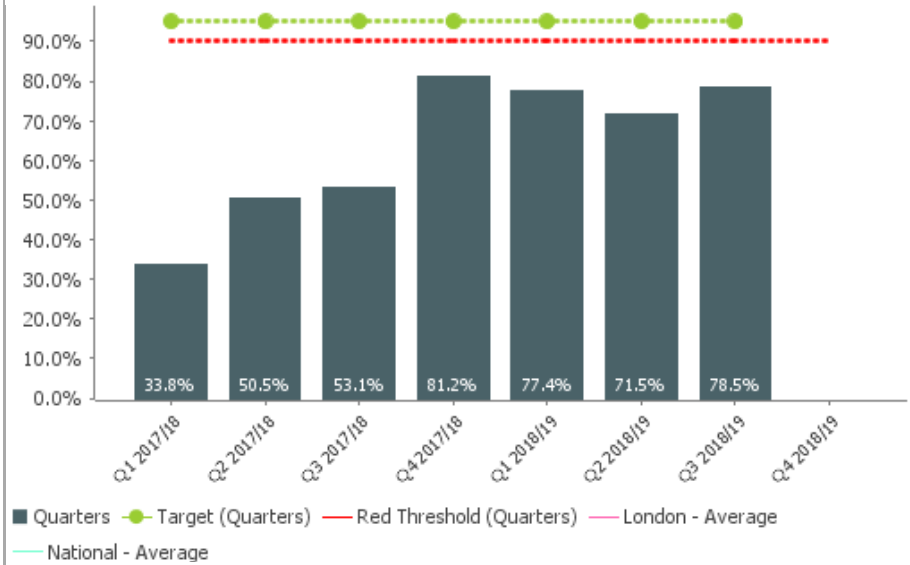
M2.5 Frequency of Children in Need visits

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

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Children, Schools and Young People	Q3 2018/19			↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Children's Social Care	Strategic	No	95.0%	78.5%	Red

Performance data trend chart

Latest note



Overall there has been progress throughout Q3 in relation to the recording of CIN visits and planning, in response to strong management challenge. This area will continue to be one area where there will be considerable focus and monitoring throughout Q4. Latest figures for January show a marked improvement in performance compared to the reported figure shown for the end of Q3.

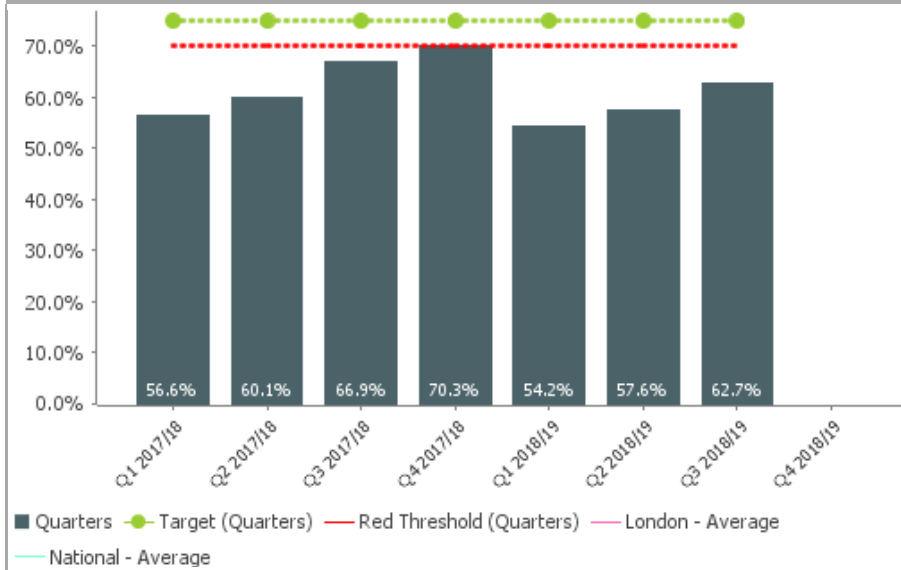
M2.7 Care leavers in employment, education or training

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

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People	Q3 2018/19			↓	↓
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Children's Social Care	Strategic	No	75.0%	62.7%	Red





Performance data trend chart

Latest note



Throughout Q3 we have made progress towards this target. The overall performance across the year has improved to 62.7% against the lower target figure of 65%. We have continued to work on improving this figure to bring us in line with the majority of other Local Authorities who record a performance of 69% for EET, with the latest figures for January showing that we have now achieved this. The plans to launch the new 'Through Care' service in April 2019 will be an important part of our overall response to improving outcomes for our Care Leavers.

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	<p>Key elements of our work to further improve the safeguarding of our children and young people were delivered earlier in the year including the launch of the Early Help Hub in October and the development of the new youth offer. However, we are continuing our work to address other identified issues.</p> <p>We have also redesigned our commissioning and reporting tools to better capture the outcomes that our services deliver, there have already been clear successes with this revised approach with insights being generated that will inform future commissioning activity.</p> <p>A range of services are working together to plan and deliver safety initiatives for school streets for 50 primary schools, with actions being tailored to the individual issues identified for schools.</p>
	Activity 2.2 Improve our engagement with children and young people so they feel empowered and included in decision making	<p>An annual engagement event for children and young people has been planned for March 2019. Children and young people are consulted as part of the process for the majority of our commissioned services. Building on this we are continuing to work with the Children in Care Council to develop a Young Commissioners Team that will represent the voice of local young people in decision making. We expect around £690,000 will be spent on personal budgets for children with disabilities this financial year, allowing parents to support their children in bespoke ways. Children's social care and health partners are working together to look at co-commissioning personal budgets providing a single point of entry and support for families.</p>
	Activity 2.3 Work with partners to formulate a robust and proactive response to all forms of exploitation of children in Tower Hamlets	<p>The Multi-Agency Exploitation Team continues to work closely with the Community Safety and Youth Justice teams and is building stronger links with Adult Social Care. It continues to demonstrate its value in keeping young people safe and in improving the quality of information to guide threshold decision making. Further specialist teams from the Metropolitan Police, including the Integrated Gangs Unit, have recently joined the structure of the team and this has strengthened the level of integrated working and information sharing. Future work will need to focus on trauma based interventions and early help solutions.</p>
	Activity 2.4 Develop a social work academy, incorporating our new model of	<p>The Social Work Academy formal launch event took place on 5th December 2018 with attendees from children's social care, partner universities and other agencies, following on from the</p>

RAG	Activity	Latest note
	social work, to ensure we have a strong, sufficient and effective workforce	<p>commencement of the academy in October. Further work is planned for this financial year to develop a Learning Needs Analysis and to roll out Restorative Practice Training in our Early Help service.</p> <p>The Children's Services Workforce Strategy Group has developed a broad range of initiatives that are designed to tackle the challenges of reducing overall turn-over of staff and reduce reliance on agency staff. Our focused recruitment campaign has led to 23 permanent members of staff being successfully recruited in the last quarter.</p>



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

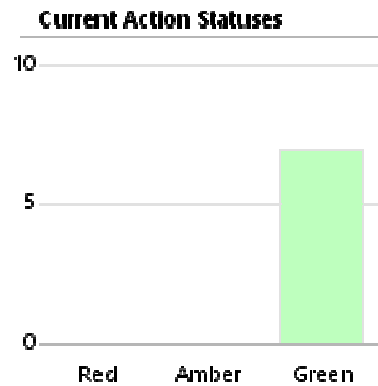
Good health is important for wellbeing but we know that our population experiences some of the lowest healthy life expectancy in the country. Childhood obesity levels in Tower Hamlets are significantly higher than national levels, and there is evidence of widespread nutritional deficiencies. Obesity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

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

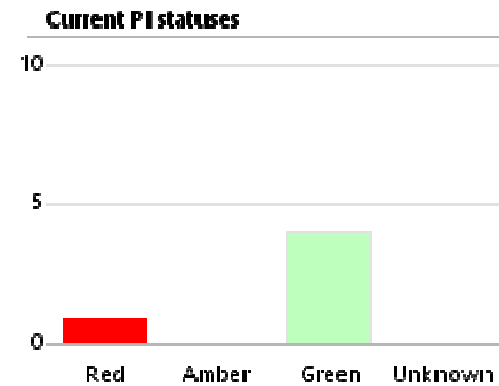
Sporting and cultural activities are also a key to health and wellbeing across all ages and communities and the council will aim to deliver and facilitate programmes and events in good quality, accessible facilities.

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart

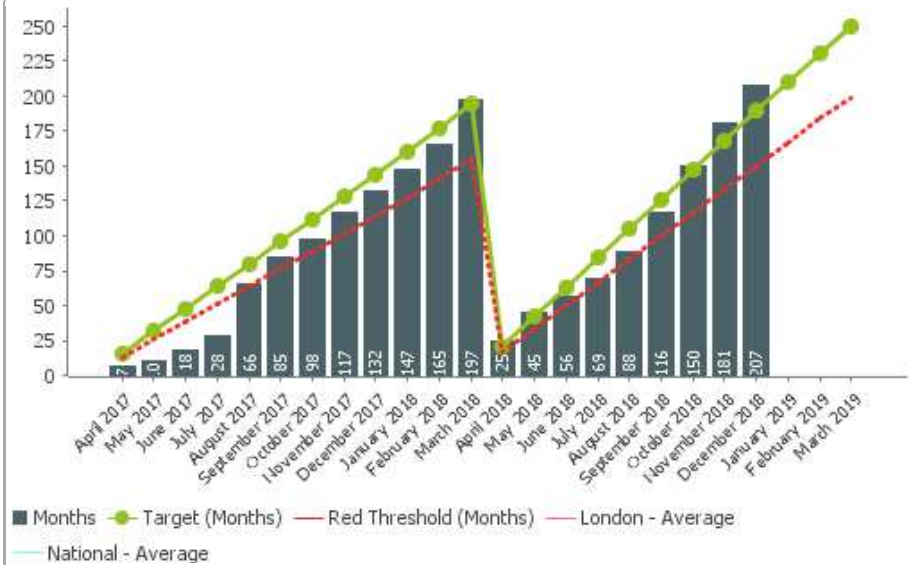


✓ M3.2 Carer Assessments completed in current year to date

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

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Adults, Health and Wellbeing	December 2018			↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Adults Social Care	Strategic	No	189	207	✓ Green

Performance data trend chart *Latest note*



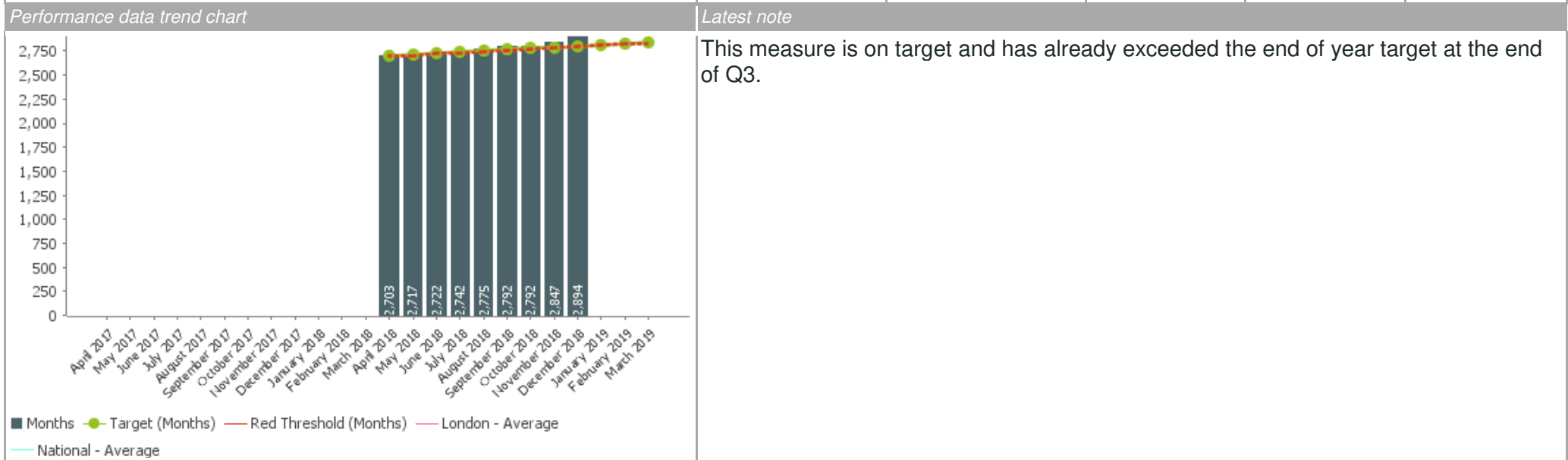
This measure is on target.



M3.3 Residents supported by assistive technology

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

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Adults, Health and Wellbeing	December 2018			↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Adults Social Care	Strategic	No	2,803	2,894	Green



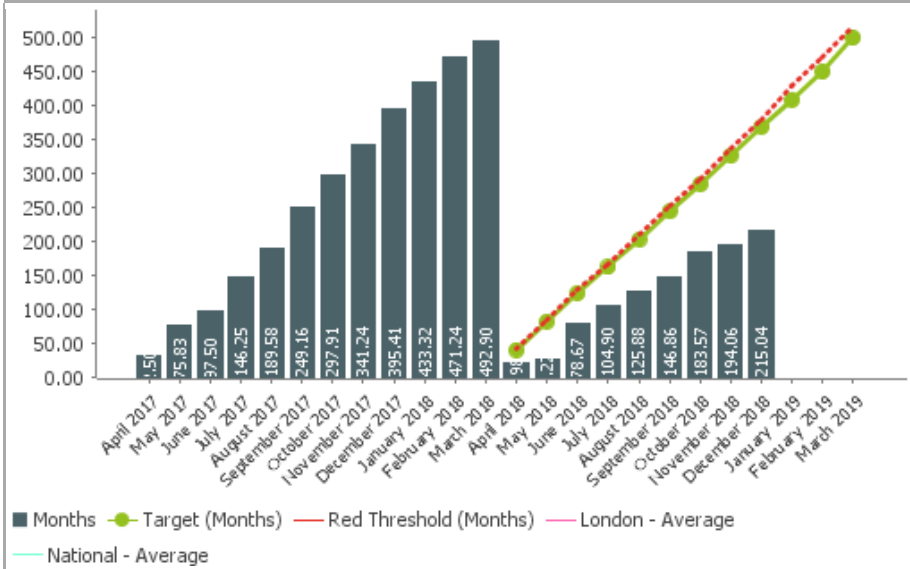


M3.4 Long-term support needs met by admission to residential and nursing care homes, per 100,000 population for 65+ (ASCOF 2A Part 2)

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

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Adults, Health and Wellbeing	December 2018			↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Adults Social Care	Strategic	No	368.00	215.04	🟢 Green

Performance data trend chart *Latest note*

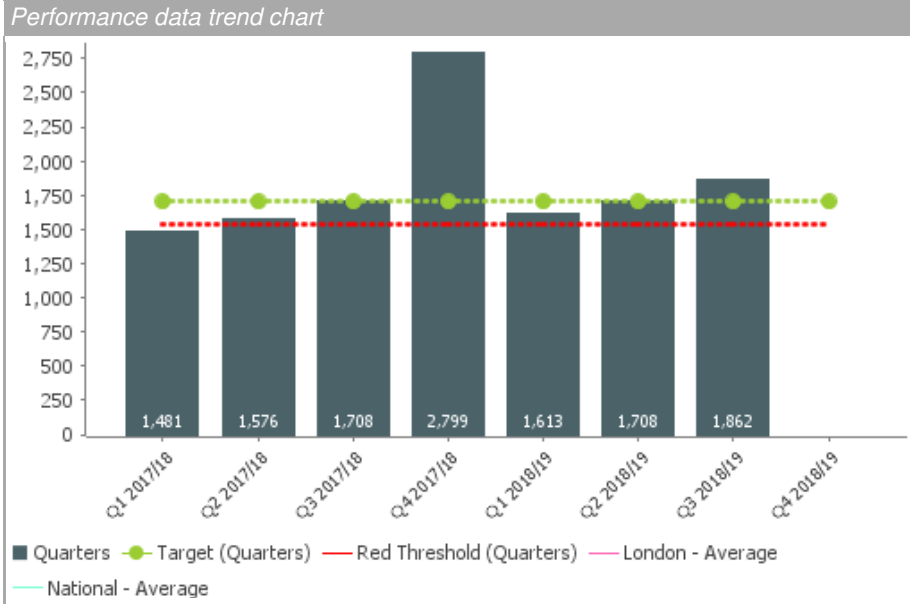


This measure is on target.

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

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

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Adults, Health and Wellbeing	Q3 2018/19			↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Director of Public Health	Strategic	No	1,703	1,862	✓ Green



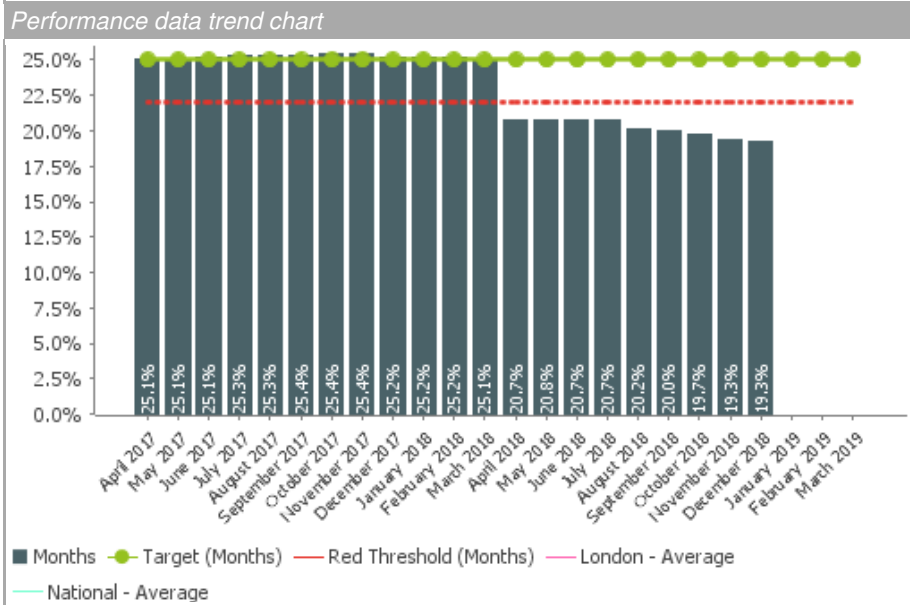
Latest note

This target has been exceeded. Generally there is a pattern that higher numbers of health checks are completed in quarters 3 and 4 each year. The Q3 2018/19 figure is higher than that achieved for the equivalent period in the previous year.

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

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

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Adults, Health and Wellbeing	December 2018			↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Adults Social Care	Strategic	No	25.0%	19.3%	Red



Latest note

The number of service users and carers receiving direct payments has remained relatively constant throughout the year though this is significantly below target. There is a backlog of cases awaiting services being set up following referral from brokerage to our external provider who manages direct payments.

A prepayment card is being introduced in early 2019 to make it easier for carers to access direct payments and a new external support contract will commence early in the new financial year. A factsheet and webpage promoting direct payments has been published and training is being rolled out to staff to improve their understanding of direct payments and ensure they are confident in offering them as an option.

It is anticipated that the pre-payment card will make direct payments more accessible and thus increase uptake. Performance is expected to improve by Q1 2019/20.

Strategic plan delivery

RAG	Activity	Latest note
▶	Activity 3.1 We will empower adults social care users and carers by enabling them to exercise greater control over their care and support	<p>As part of our pilot of new carer's assessments we have now introduced an option for carers to receive a one-off budget and an on-going budget to meet their needs. Both of these options can be taken as a direct payment giving carers the flexibility and choice to use these budgets to help them in their role as a carer. We are also planning to introduce pre-payment cards for direct payments in early 2019, making it even easier for carers to receive direct payments whilst keeping the flexibility and choice of traditional direct payments. A key information factsheet explaining how a direct payment works and how it can benefit carers is available on the Tower Hamlets website or as a paper copy.</p>
▶	Activity 3.2 We will further develop the integration of health and social care services and pathways to ensure that people are cared for in the most appropriate setting	<p>We have now restructured our Adult Social Care non specialist services into four geographic areas, mirroring the structure of healthcare teams in the borough. This alignment will support the delivery of a more integrated social care and health service better able to respond to locals needs and use local facilities.</p> <p>In addition to this through the Tower Hamlet's Together Local Health & Wellbeing Committees we come together with health colleagues to develop our relationships with service providers to ensure that services offer high and consistent quality across the borough.</p>
▶	Activity 3.3 We will support carers to stay healthy and have a life outside caring, preventing unpaid care from breaking down	<p>We have a new Carers Link Service providing carers with key information and contacts. The service is available across the borough with extended hours on Wednesday (until 8:30pm) and an outreach service on Saturday (11:00am - 3:00pm). Two additional resources are also now available to carers: Employers for Carers give employers guidance and toolkits for line managers to identify and support their staff that have a carer role, and Digital Resource for Carers provides all carers with information, advice, e-learning modules, and practical support. A full training programme via the recently launched Carers Academy will also be available from April 2019. This has been co-designed with carers themselves so that real issues and problems faced by carers can be addressed.</p>
▶	Activity 3.4 We will prevent and tackle loneliness and social isolation	<p>We are currently operating LinkAge Plus from locations across the borough giving residents over the age of 50 access to a variety of activities and a dedicated outreach service to help prevent social isolation and improve physical and mental well-being. We also provide lunch clubs for older</p>

RAG	Activity	Latest note
		<p>residents across the borough as well as five day services, giving residents the opportunity to go and socialise with other residents in their local area. We are also working with local residents, community groups, and other stakeholders to produce a new look day service provision in 2019, with key elements such as increased outreach and access to financial and benefits advice at the top of the agenda for this. We have also delivered more than 190 Book Break sessions since April across our Idea Store network, following the National Reader Organisation model for therapeutic reading groups to improve mental well-being.</p>
▶	<p>Activity 3.5 We will drive innovation and promote independence by utilising technology to support vulnerable adults and carers</p>	<p>There are now around 2,800 residents who are benefiting from assistive technology within the borough, an increase of 4.4% since April 2018. We have increased the number of assistive technology devices immediately available to residents without the need for an assessment from five to twelve devices allowing for instant access to a wider choice of technology to help residents remain independent. A new device to assist residents with Parkinson's Disease to help prevent falling and give them confidence to move around has just been evaluated and approved to be added to the assistive technology devices that are now available. We have continued testing a personal alarm watch enabled with Global Positioning System (GPS) technology so people can raise an alert and be located when they are away from home.</p>
▶	<p>Activity 3.6 We will reduce levels of poor nutrition, overweight, obesity and dental carries in children and young people</p>	<p>We continue to support the Daily Mile which promotes and encourages primary school children to undertake at least 15 minutes of exercise per day, meaning that children are healthier and more active. 52% of primary schools within the borough are currently registered on The Daily Mile website and we are offering grants through the Healthy Pupil Capital Fund to install a Daily Mile track in schools to encourage even further participation. We hosted a pan-London workshop where representatives from boroughs across London, as well as Public Health England, attended to discuss a joint approach to the School Superzones Devolution pilot. Over the course of early 2019 we will be testing this approach with a school to make sure that it meets all of the needs of the people involved and can start to make a real difference to the local school community.</p>
▶	<p>Activity 3.7 We will improve our sport, cultural and recreational offer to residents</p>	<p>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.</p>



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

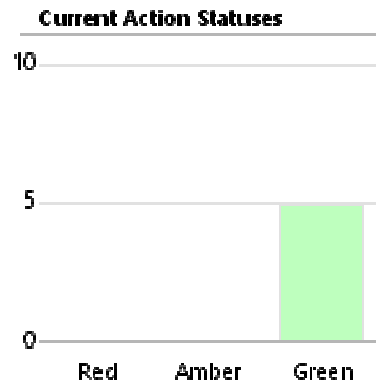
We want our residents to have opportunities and the support they need to be free from poverty and to enjoy the benefits of a prosperous borough. In Tower Hamlets the greatest inequalities are experienced by people in terms of their health, employment and housing. Poverty is often the underlying challenge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

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

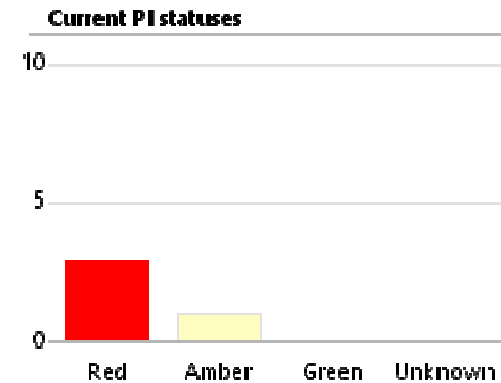
The benefit cap has made it very difficult for workless households to be able to find or maintain affordable accommodation within the borough. We will strive to improve access to affordable housing for residents through our actions to further increase the number of homes. Our adult learning and employment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

Status summary for this strategic outcome

Strategic action status chart





Strategic measure status chart



M4.2 Residents from BAME backgrounds supported into sustainable work

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

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Work and Economic Growth	Q3 2018/19				
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Growth and Economic Development	Strategic	No	410	331	 Amber

Performance data trend chart

Latest note



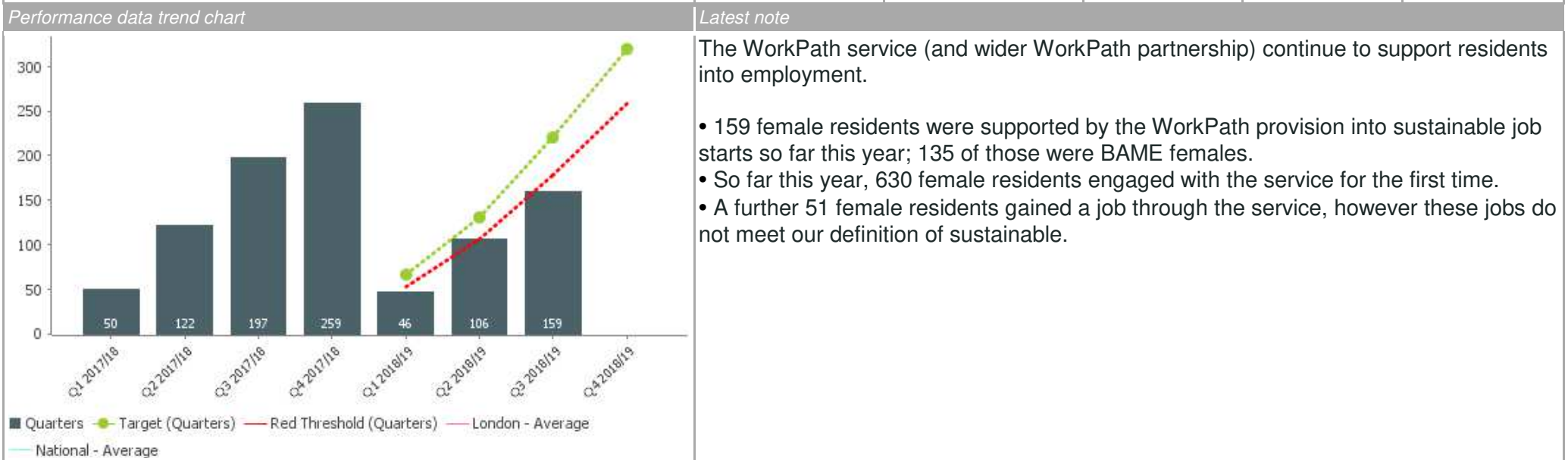
The WorkPath service and wider WorkPath partnership continue to support residents into employment.

- 331 black and ethnic minority (BAME) residents were supported by the WorkPath partnership provision into sustainable job starts so far this year.
- So far this year, 1,119 BAME residents engaged with the service for the first time. A Somali Community Development Officer has been recruited in conjunction with Adult Learning to support with engagement and promote ESOL and other opportunities delivered by Idea Store learning and WorkPath.
- A further 54 BAME residents gained a job through the service, however these jobs do not meet our definition of sustainable.

M4.1 Women supported into sustainable work

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

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Cabinet Member for Work and Economic Growth	Q3 2018/19			↓	↓
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Growth and Economic Development	Strategic	No	220	159	Red





M4.3 Adult learning reach

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

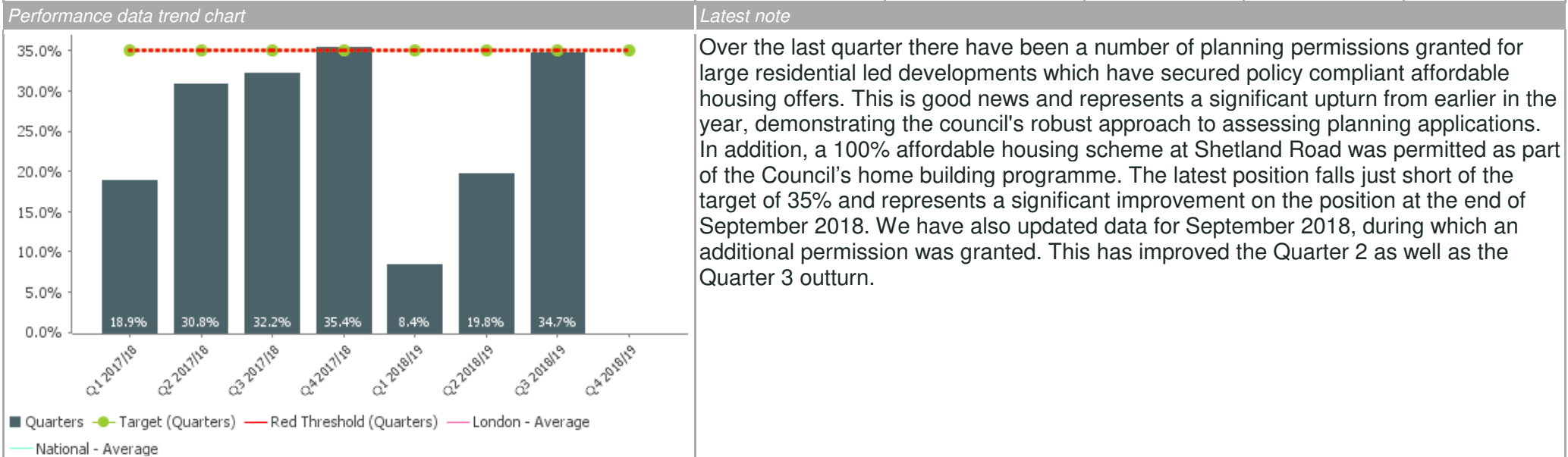
Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Cabinet Member for Culture, Arts and Brexit	December 2018				
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Customer Services	Strategic	No	85.0%	80.1%	Red

Performance data trend chart	Latest note
	<p>There has been some improvement in performance since the summer term where the percentage of Idea Store Learning adult learners who come from the bottom 30% of most deprived postcode areas was at 77%.</p> <p>This is a new indicator introduced in 2018/19 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. Once we have a full year of data we will adjust our target for future years.</p>






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

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

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Deputy Mayor and Cabinet Member for Regeneration and Air Quality	Q3 2018/19			↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Planning and Building Control	Strategic	No	35.0%	34.7%	Red



Strategic plan delivery

RAG	Activity	Latest note
	Activity 4.1 We will launch our in-house advice and support service for households moving to Universal Credit to help them manage the transition more effectively	<p>We have recently set up an in-house advice and support service to assist residents affected by the move to Universal Credit. 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.</p> <p>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.</p>
	Activity 4.2 We will run an awareness and engagement campaign for Universal Credit prior to its introduction in relevant postcodes and liaise directly with DWP on complex cases	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	The WorkPath service and wider WorkPath partnership continue to support residents into employment. 331 black and ethnic minority residents, and 159 female residents were supported by the Workpath partnership provision into sustainable job starts so far this year. Of those 135 were BME females. Starting in January, we are delivering three courses which will support learners to be employment ready. The courses are: English and Maths for Working Start Childcare; English and Maths for Women in Health and Social Care; and ESOL for Care Staff.
	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	At the end of November we awarded a contract to develop the Somali Hub at Granby Hall. The venue will be a new dedicated community space for cultural and community activities. Preliminary work such as design detail and surveys is being carried out early in the New Year. The physical works will start on site at the end of January. The estimated completion date is November 2019.

RAG	Activity	Latest note
	Somali graduate programme	The council provides mentoring support to Somali young people into jobs through a Somali Graduate programme. 72 graduates are engaged in our Somali graduate programme and so far two graduates have secured an internship / work experience placement and eight have secured jobs. So far we have engaged 30 employers about this programme.



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.

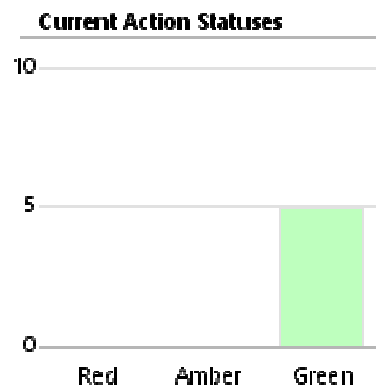
We want the borough to be clean and attractive place but litter, fly tipping and graffiti on our streets has a detrimental impact on life for residents and visitors. We will tackle these through more efficient and effective services, backed up with investment and enforcement when necessary.

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.

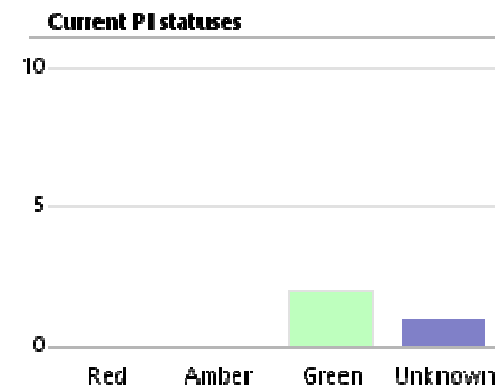
We are committed to protecting and maintaining our parks and open spaces and the council will continue to invest in the public realm to create attractive, liveable, well-maintained neighbourhoods.

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart

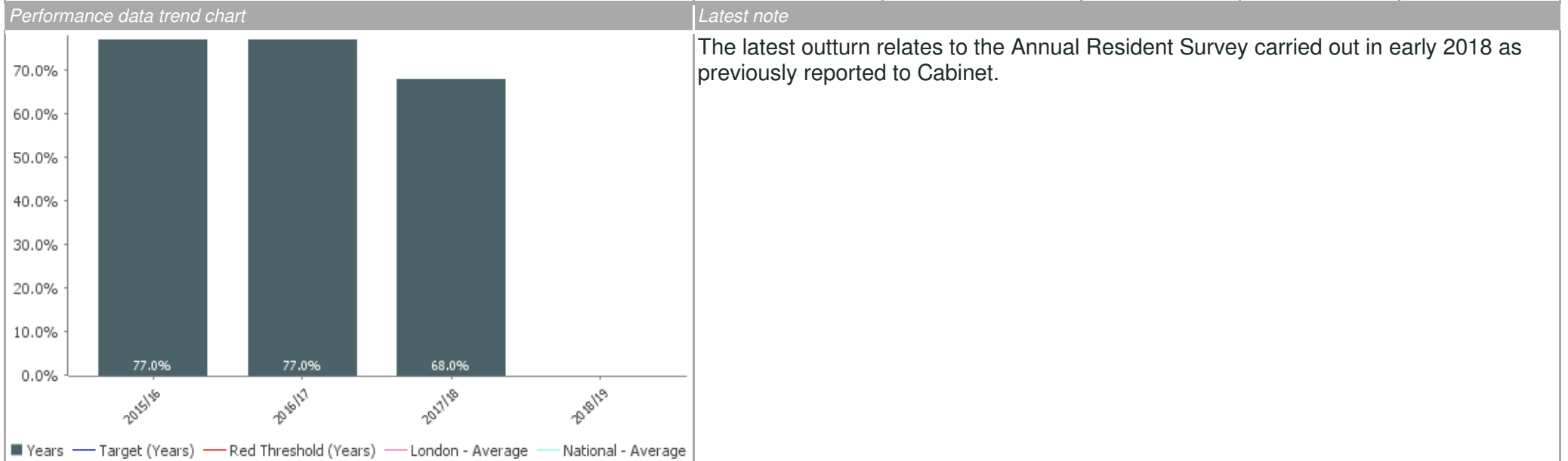




M5.2 Satisfaction with parks and open spaces

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

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

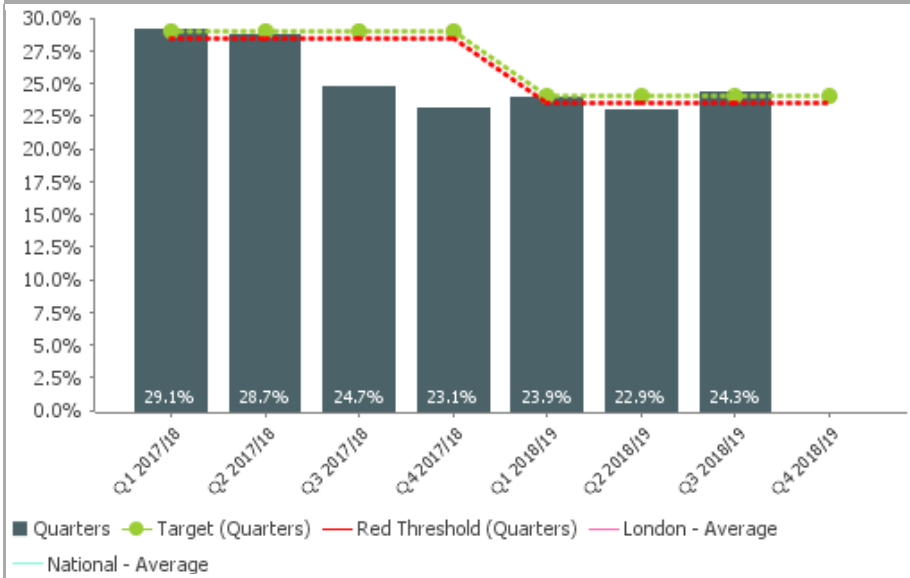


✓ M5.1 Level of household recycling

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

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Environment	Q3 2018/19			↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Public Realm	Strategic	No	24.0%	24.3%	✓ Green

Performance data trend chart



Latest note

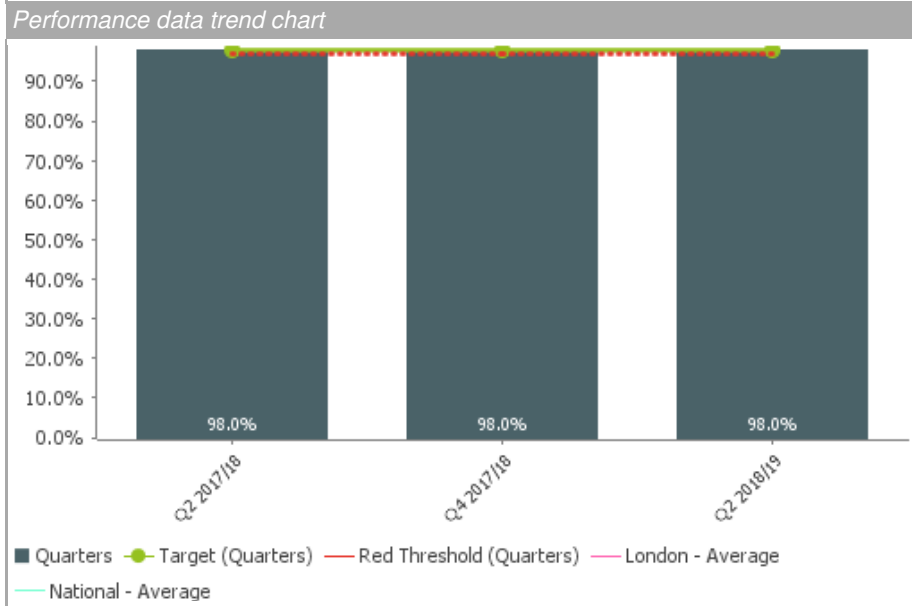
In Q3 2018/19, provisional data shows that 18,630 tonnes of household waste was collected and of that, 4,524.56 tonnes was sent for reuse, recycling and composting. This means that performance for the period October to December is above the target but as the data is provisional, figures may change. As the end of year outturn is based on the cumulative totals for the whole year, the higher performance in Q3 has helped to narrow the gap and the cumulative total for the year is now only 0.3 percentage points below target.



M5.3 Street cleanliness

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

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Environment	Q2 2018/19				
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Public Realm	Strategic	No	98.0%	98.0%	Green



Latest note

This measure is collected twice a year. The second survey results will be available 1st March 2019.

Strategic plan delivery

RAG	Activity	Latest note
▶	Activity 5.1 We will identify ways to reduce the carbon footprint and emissions from our activities	<p>This year's programme of boiler replacements is now complete. The programme fitted 68 households with new boilers. We will be running a new phase of this project next year. We are in the process of delivering a grants programme to retrofit energy efficiency measures to around 40-50 small and medium enterprises in the borough. Retrofitting measures include funding to replace lighting and buy more efficient equipment.</p>
▶	Activity 5.2 We will develop a new Transport Strategy for the borough and make our borough one of the best in London to walk or cycle in, improving road safety and delivering a new parking policy	<p>We are implementing a range of initiatives in the borough to reduce the impact of traffic and improve road safety. Around Sir William Burrough School we have introduced a new zebra crossing and permanently closed a dead end road which has been resurfaced in colourful playground material. We have also installed a mural, reclaiming the street for pupils. Projects are being put together for Central Foundation, John Scurr, and Harry Gosling schools.</p> <p>In the new-year, we will be consulting with residents and other interested parties on our proposals to create Low Traffic Neighbourhoods in 20 areas in the borough. We are working with TfL and Hackney Council to design a new cycle route from Hackney to the Isle of Dogs. We are also working with TfL on four new quiet routes in the west of the borough into central London. Public consultation on these proposals will be out in 2019.</p> <p>We have produced a new Local Implementation Plan (LIP3). This plan is the mechanism in which we are able to submit a bid for funding to Transport for London for financial support for schemes to improve our transport networks. We will be consulting on our LIP in the new-year.</p>
▶	Activity 5.3 We will implement a range of air quality improvements (including transport technology improvements and the Zero Emissions Network)	<p>The Zero Emissions Network (ZEN) is an air quality initiative supported by Tower Hamlets, Hackney and Islington councils. The scheme, funded by the Mayor's Air Quality Fund and Tower Hamlets, is set up to help businesses save money, reduce emissions and improve air quality by making changes in transport and building use and adopting more sustainable business practices. ZEN operates among businesses in the Spitalfields, Shoreditch and Clerkenwell areas of London, which combined together form the City Fringe. We are working to extend the duration of this project and the next round will also include the Canary Wharf area.</p> <p>Low Traffic Neighbourhoods (LTNs) are designed to mitigate against the effects of traffic</p>

RAG	Activity	Latest note
		<p>congestion and road safety problems, especially in areas around schools. Working with our partners we are identifying projects that will help to address the on-going traffic and safety concerns. We have already implemented schemes in and around Antill Road. Traffic Management Reviews of Weavers and Cheshire Street in the Bethnal Green area were completed earlier this year, and work started in December and are due to be completed by March. A Traffic Management Review of the Wapping area has also been completed. We are planning to issue a contract for this work in January. The key scheme is a bus gate to remove rat running traffic from the area.</p>
▶	<p>Activity 5.4 We will deliver a programme of cleanliness, waste and recycling improvements throughout the borough</p>	<p>Our new Waste Management Strategy was approved at Cabinet in October. We are now developing the new service which will start delivering in April 2020. The service will provide greater control and flexibility to improve street cleansing and waste/recycling. It will also allow for greater innovation in approach than outsourcing and increase the speed of providing necessary change to improve performance and street cleanliness.</p> <p>Together with Tower Hamlets Homes, we are testing different approaches to increasing recycling and waste minimisation on 8 estates. One of these improvements is the introduction of a re-usable, machine-washable recycling bag.</p> <p>We will undertake a cleanliness survey in January, to assess levels of litter, detritus, fly-posting and graffiti in the borough, so that we know what areas we need to pay particular attention to improving. These improvements will help us meeting the Mayor's ambitions to improve recycling rates to 35% by 2022.</p>
▶	<p>Activity 5.5 We will improve our public realm including our parks and other open spaces, so that they are more attractive and better used</p>	<p>The following park refurbishment projects are now completed: Weaver's Changing Rooms, Warner Play, Poplar Park and Jolly's Green, Brick Lane Mosaic, Langdon Park BMX, Poplar Park, Ropewalk Garden Gym.</p> <p>We have started to consult residents and other interested parties on the refurbishment of playgrounds at St. John's, Stepney Green, and Ropemakers Fields.</p> <p>Several improvements are being implemented in Bartlett Park. An inclusive playground will be scheduled to be installed in the spring. Landscaping of the park will start at the beginning of January and will be completed by November 2019. We will be consulting with local residents on</p>

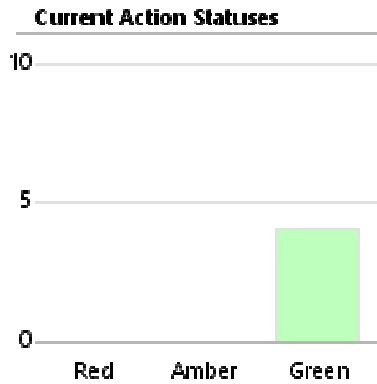
RAG	Activity	Latest note
		<p>plans for a new adventure playground. A newsletter with a timetable of works and details about how to get involved in shaping further work in the park will be distributed to local residents in February 2019.</p> <p>We are carrying out condition surveys of the street furniture on our footways, carriageways and in our parks and open spaces across the borough so we can earmark areas for improvement.</p>

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

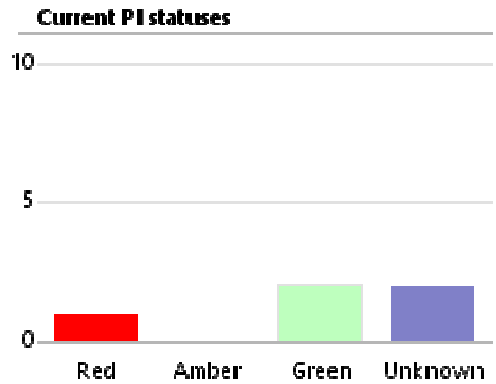
We want the borough to be a place where people are proud to live and enjoy their lives. Accessing good quality, affordable housing is an ongoing challenge in a borough which has a fast growing population, low income levels for many households and a fast growing private rented sector with high private rents and house prices. Maximising the delivery of affordable homes and improving the quality and management across all housing tenures is therefore paramount. We will continue to increase the supply and delivery of affordable homes by building new council housing, supporting the delivery of new housing at affordable rent levels by registered providers, and maximising the number of affordable homes secured through the planning process. We will continue to drive up the quality of housing across all tenures, including the private sector, through increased licensing and enforcement, and will improve standards across social housing through stronger management. We will refresh our approach to Regeneration, including environmental improvements, across the borough; continuing our programme of estate regeneration and delivering the Better Neighbourhoods Programme, so that growth across the borough is coordinated and shaped in such a way that everyone shares the benefits.

Status summary for this strategic outcome

Strategic action status chart




Strategic measure status chart

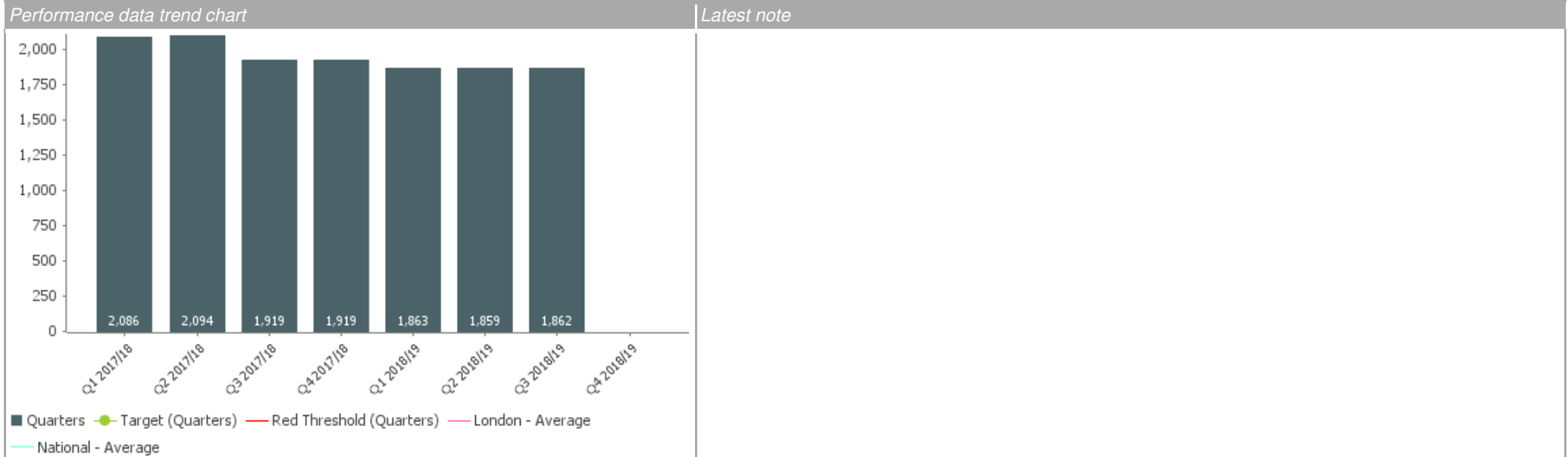




M6.4 Households living in temporary accommodation

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

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Statutory Deputy Mayor and Cabinet Member for Housing	Q3 2018/19			↓	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Housing	Strategic	No		1,862	 Data Only

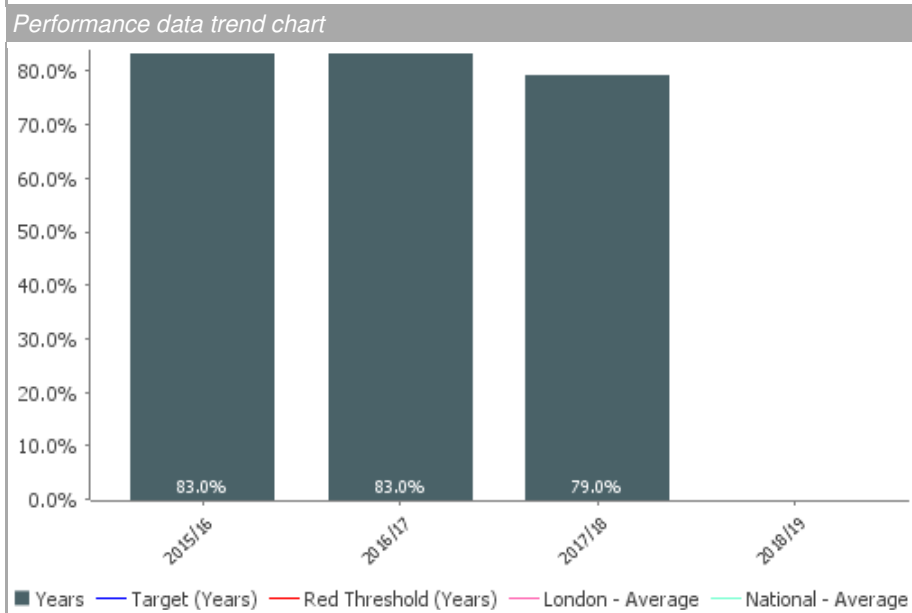




M6.5 Resident satisfaction with the area

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

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



Latest note

The latest outturn relates to the Annual Resident Survey carried out in early 2018 as previously reported to Cabinet.

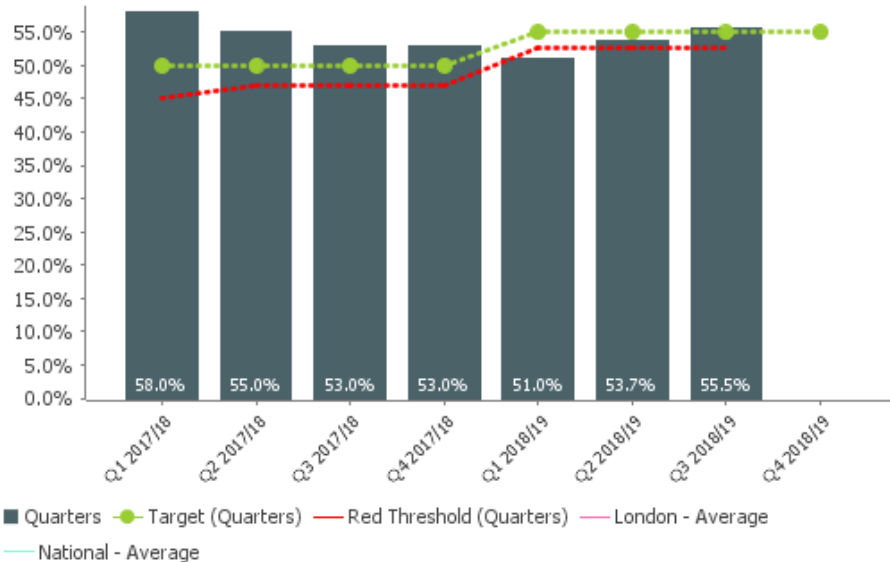


M6.2 Families re-housed from overcrowded conditions

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

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Statutory Deputy Mayor and Cabinet Member for Housing	Q3 2018/19			↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Housing	Strategic	No	55.0%	55.5%	Green

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



This measure is on target.



M6.3 Effectiveness of homelessness prevention

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

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



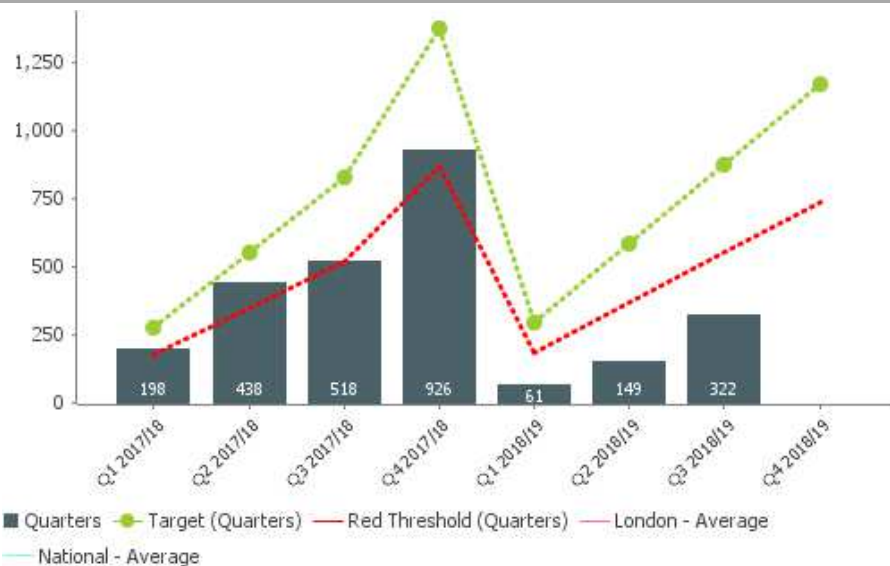
M6.1 Affordable homes completed

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

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Deputy Mayor and Cabinet Member for Regeneration and Air Quality	Q3 2018/19			↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Housing	Strategic	No	874	322	Red

Performance data trend chart

Latest note



The total number of affordable homes delivered so far this year is 322. The forecast for the year has slipped to 729, 121 homes short of the minimum expectation target of 850. This is primarily down to the completion of two Canary Wharf Group schemes slipping into the first quarter of 2019/20.

The delivery of 173 units this quarter is a good increase in completions from the previous quarter. This is due to a number of schemes, which had slipped in previous quarters, now completing. There are usually more completions in Q4 than in previous quarters. This is largely due to how schemes are programmed in terms of cash flow and grant conditions, developers and Registered Providers (RP) ensure end of year targets are met. Their main target for completions is by the end of the financial year, not quarters. As schemes are delivered by RPs and private developers, the council has little direct control on how these schemes are delivered.

Next year, this measure will report the number of affordable homes delivered as recorded on the GLA's London Development Database (LDD) rather than by using data gathered from registered social landlords locally. In order to record delivery on the LDD, a Completion Certificate needs to be issued by either an Approved Inspector or LBTH Building Control. There is typically a time lag between onsite inspection and the issue of certificates. There is no obligation on external Approved Inspectors to promptly issue certificates in relation to schemes where they are the appointed authority. So whilst the current method of recording delivery may be slightly timelier, going forward, our recorded delivery will mirror what is officially and publicly reported through the LDD. By Q3 this year and with the above caveats, the total number of affordable housing delivered recorded on the LDD is 90.

Strategic plan delivery

RAG	Activity	Latest note
▶	<p>Activity 6.1 We will increase the supply and delivery of all types of affordable homes, including new council housing, bringing empty properties back into use and making the most effective use of the existing stock</p>	<p>The council is committed to doing what it can to tackle the housing crisis in the borough. 173 new affordable homes for residents have been completed this quarter bringing the total delivered so far this year up to 322. So far this year through casework interventions we have prevented 221 households from becoming homeless.</p> <p>Using Right-to-Buy receipts, we are enabling registered providers to purchase homes, keeping them from being sold on the open market, thus increasing our social housing stock for residents on the housing register. So far this year there have been four purchases.</p> <p>We are in the final stages of producing a policy which will facilitate self-builders in the borough. Our officers are currently undertaking the relevant legal checks relating to the eight potential sites that have been identified for self-building in the borough. Under-occupation of council homes is an issue we are tackling so that we can maximise rehousing opportunities for residents in need of social housing. We are doing this by training our staff to engage with and actively support tenants who wish to downsize.</p> <p>We are talking to home owners of empty properties with the aim of bringing them back into use. The Rating (Property in Common Occupation) and Council Tax (Empty Dwelling) Bill which is currently going through Parliament, has provision to enable councils to charge extra for empty properties and up to 300% extra for properties empty for 10 or more years.</p>
▶	<p>Activity 6.2 We will improve the quality & management of social & private housing in the borough through delivering the Better Neighbourhood programme, supporting housing associations in managing their stock & extending use of licensing & enforcement in the Private Se</p>	<p>With Tower Hamlets Homes, we are delivering a £25.512 million Council Housing Capital Programme. To date, 34 blocks of flats have been refurbished. The remaining four blocks are expected to be completed by March 2019. So far this year, £2.1 million has been spent on implementing a range of fire safety improvements in blocks on estates. Our strengthened fire safety regulations are now being issued to developers.</p> <p>We have been providing support for private renters and landlords. At the last Private Renters' Charter Forum meeting in December, attendees heard from representatives from the Greater London Authority (GLA) about the Mayor of London's strategy for private renting and the Mayor's</p>

RAG	Activity	Latest note
		rogue landlord agent checker.
▶	Activity 6.3 We will deliver a programme of regeneration on the Ocean estate, Blackwall Reach, Chrisp Street and Poplar Riverside	<p>We have started on site for the second phase of the Blackwall Reach development to deliver 268 new homes. The design of the third phase of the Blackwall Reach development has been briefly paused so that any findings from the Government review of fire safety design can be incorporated. However this should not delay the completion of this development. Phase three will deliver around 324 new homes.</p> <p>We are talking to and working with residents and businesses who will be affected by the compulsory purchase order (CPO) of Chrisp Street Market. The CPO will enable the council and its partners to regenerate the area, including refurbishing the market, current shops, new buildings, more affordable homes, a new cinema, restaurants, pocket parks, a large new community hub and extended Idea Store.</p> <p>Construction of the Ocean Estate (site H) development is ongoing. So far six new homes for affordable rent have been built and another 88 affordable rented homes are expected to be completed by 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.</p> <p>The council and its partners have established a new Regeneration Board which will support the development of the Poplar Riverside Housing Zone. This scheme will consist of 10 development sites with around over 3,000 new homes in the first phase of development. To improve connections, the plans include options for bridges across the River Lea.</p>
▶	Activity 6.4 We will manage housing infrastructure pressures through a new Local Plan	<p>In November we provided additional information and modifications of our new draft Local Plan to the Planning Inspectorate (Examination in Public). We expect to be able to consult residents and other interested parties on those modifications in early 2019.</p> <p>The council continues to support neighbourhood planning. We have developed our Neighbourhood Planning Service Offer, which explains how we are committing to supporting neighbourhood planning in the borough. The council's website includes two helpful application guidelines for interested groups. In October, a new Neighbourhood Area and Forum was created, the Poplar Regen Alliance.</p>



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

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

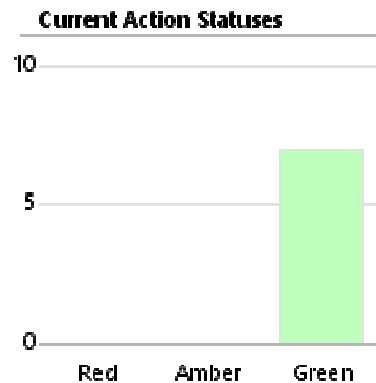
ASB and drug use remain areas of top concern for residents and our response to these problems includes improving reporting arrangements, enforcement action to reduce graffiti, littering, noise nuisance and street drinking, clearer treatment pathways for those with an addiction, and better support for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

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

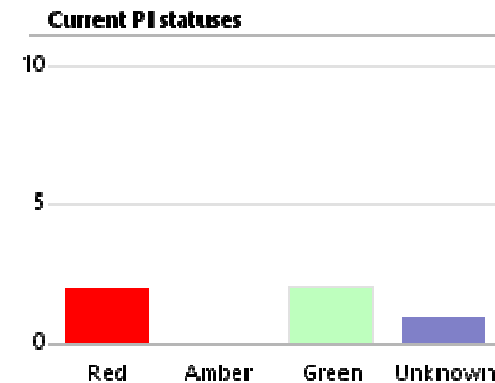
Whilst many of our residents agree that people from different backgrounds get on well together, the borough has seen increases in levels of hate crime in particular racist and religiously motivated hate crimes over the last two years. Our work to promote cohesion, such as the No Place for Hate campaign,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

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart



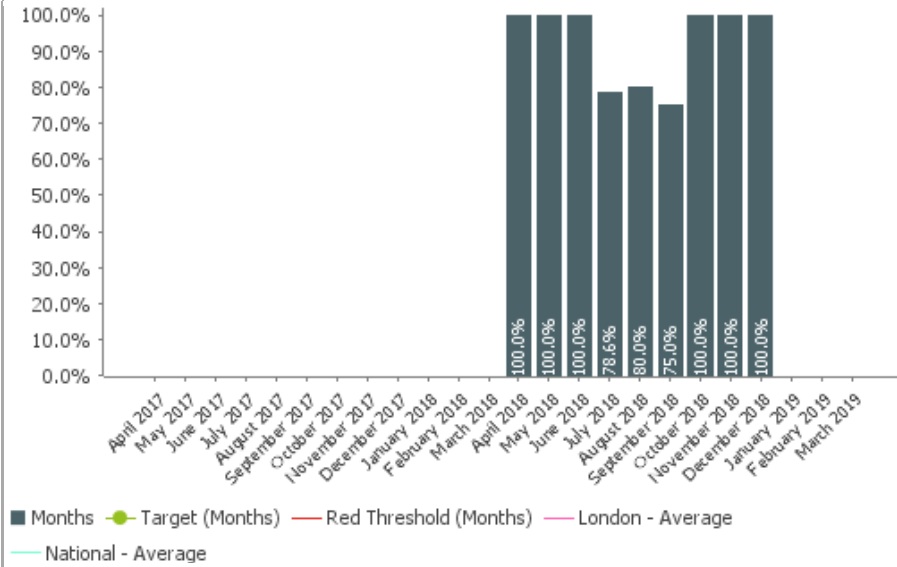


M7.3 Anti-Social Behaviour resolution

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

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Deputy Mayor and Cabinet Member for Community Safety and Equalities	December 2018				
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Public Realm	Strategic	Yes		100.0%	Data Only

Performance data trend chart *Latest note*

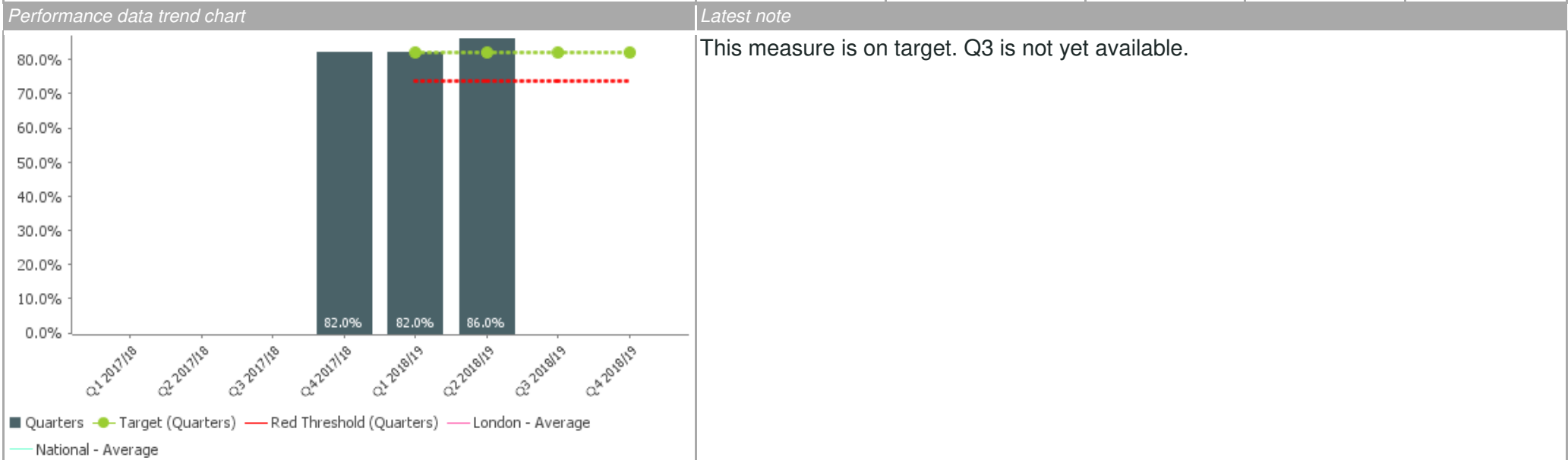




M7.4 Satisfaction with victim support services

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

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



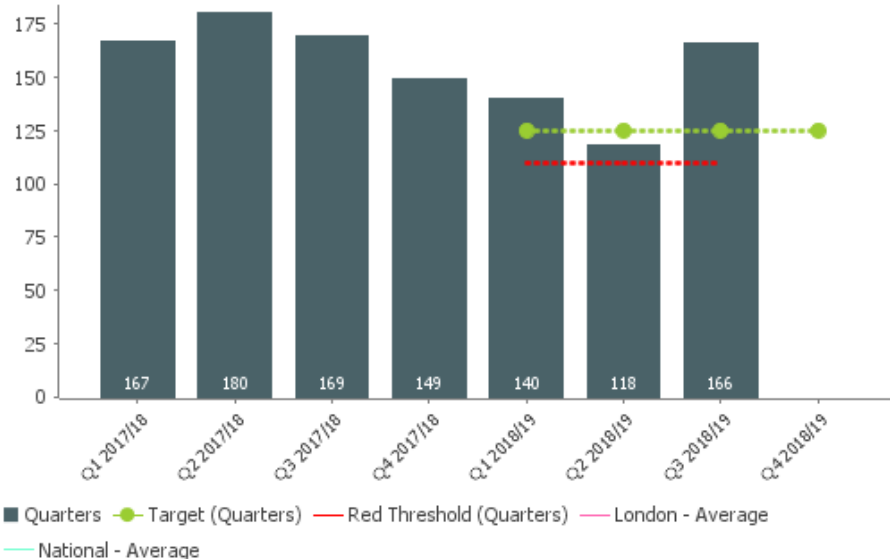


M7.5 Residents causing drug or alcohol related crime or ASB required to engage in treatment programmes via criminal or civil orders

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

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities	Q3 2018/19			↓	↓
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Community Safety	Strategic	No	125	166	🟢 Green

Performance data trend chart Latest note



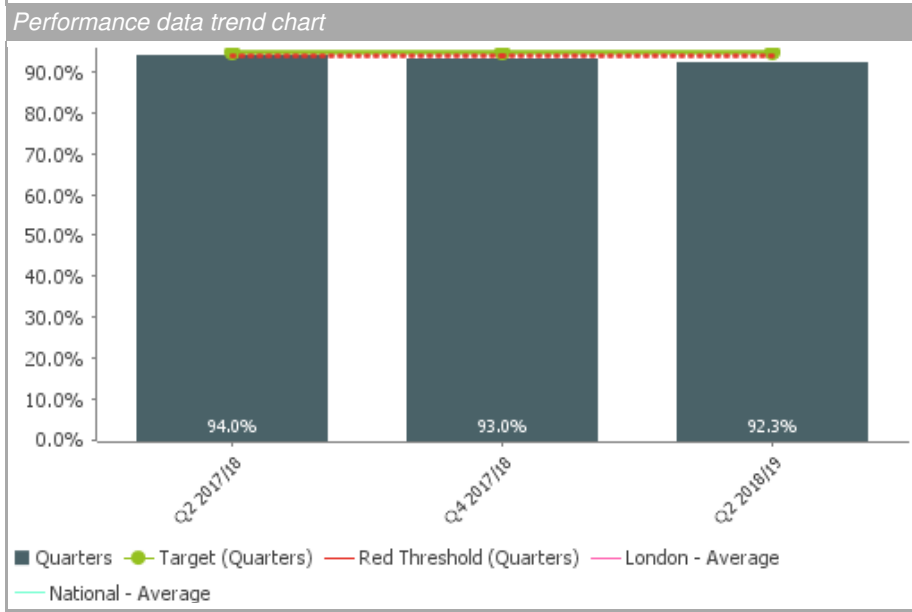
This measure is on target.



M7.1 Level of graffiti

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

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Environment	Q2 2018/19			↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Public Realm	Strategic	No	95.0%	92.3%	Red



Latest note

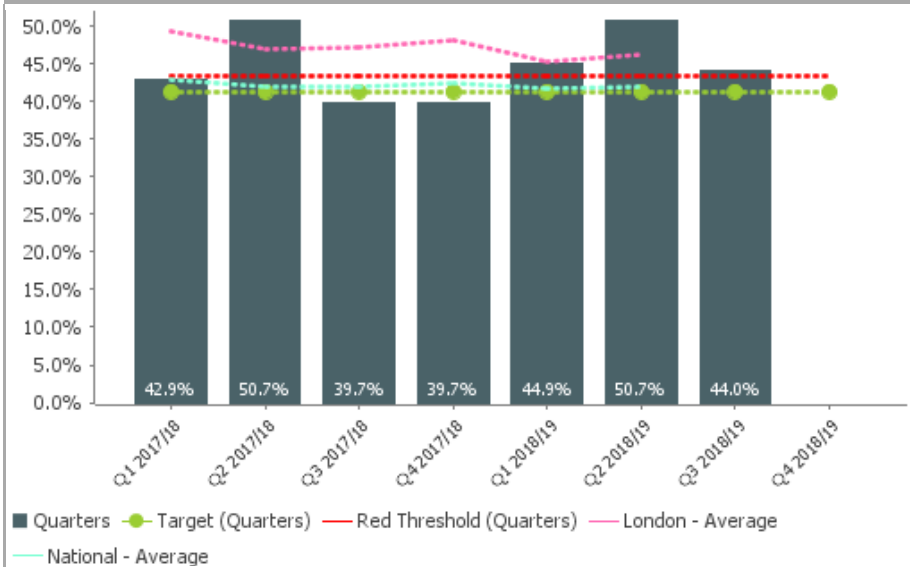
This measure is collected twice a year. The second survey results will be available 1st March 2019.

M7.2 Reoffending by young people

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

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Children, Schools and Young People	Q3 2018/19			↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Youth and Commissioning	Strategic	No	41.3%	44.0%	Red

Performance data trend chart







Latest note

The current reoffending rate, taken from the Police National Computer, is based on a 3 month cohort. This cohort changes every quarter. The current latest available cohort is for October - December 2016. When compared with the previous cohort for July - September 2016, the reoffending rate improved by 13 percentage points.

Overall there has been an improvement when compared to the previous quarter but overall the rate is still not meeting our current baseline target. Because the make-up of each cohort can vary dramatically, the current figures do not indicate a dramatic increase in reoffending. The rate remains in line with the London average.

Since the start of 2017, the Youth Offending Team has implemented a robust prevention service to deter first-time offenders. This will mean that for future cohorts we may see the reoffending rate rise, as more cohorts contain more prolific reoffenders as opposed to first-time offenders, who are less likely to reoffend.

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 have recruited an additional gang worker to focus exclusively on young adults with emphasis on preventing younger residents from becoming part of a gang and enabling current young gang members to remove themselves from a gang environment. Our Community Safety team are currently preparing a detailed 10 year analysis of violent crime which will be ready by the end of January 2019. This will form part of the evidence of the violent crime Joint Strategic Needs Assessment (JSNA) which is currently being jointly undertaken by our Public Health, Intelligence & Performance, and Community Safety teams and will give a comprehensive view of violent crime within the borough.
	Activity 7.2 We will provide support and protection for victims	As part of the Community Multi Agency Risk Assessment Conference (CMARAC) we have identified and safeguarded 33 vulnerable victims across the borough who were at risk from anti-social behaviour (ASB). We have a weekly One Stop Shop at the Whitechapel Idea Store giving vital information, guidance, and support for residents who are aware of or a victim of violence against women and girls (VAWG). We also call back anyone who reports anti-social behaviour (ASB) to our ASB service to establish the impact of the ASB on residents to make sure they are safe from harm. If this is not the case we refer residents to Victim Support where consent to do so has been given.
	Activity 7.3 We will publish a VAWG Charter setting out the rights of victims and the local support available	The Violence Against Women and Girls charter was published on 5th November 2018. It has been widely publicised to the local community and featured in national media. We have completed our extensive Violence Against Women and Girls (VAWG) consultation with survivors, which will shape our future commissioning intentions and our refreshed VAWG strategy. Our One Stop Shop model for victims and their families continues to take place weekly at Whitechapel Idea Store.
	Activity 7.4 We will extend the reach of our Rapid Response Service to better engage with those at risk of involvement in gang related violent crime	The Rapid Response Team continues to work with the community, partners and those individuals at the cusp of gang activity or involved in crime. The Rapid Response Team will provide individual support and tailored case management. The team recently commenced joint work with the Housing Options and Support Team (HOST) to target additional outreach services to residents in supported housing.

RAG	Activity	Latest note
▶	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	<p>We are awaiting deployment of 13 more police officers to join the current team of 11 officers within the Partnership Task Force. We have completed preparatory work to re-commission our borough-wide substance misuse treatment services and have consulted widely with local residents and service users to help shape and co-create our future service models. We will go to the market early in 2019. We continue to use a range of statutory tools including 'Civil Orders' to enable us to enforce requirements for people involved in crime and anti-social behaviour to engage in structured rehabilitation treatment programmes. In the last three months we have introduced a new, simple referral pathway for housing providers and police to systematically offer treatment to offenders. To date there have been 24 applications for people involved in criminal behaviour to engage in compulsory treatment programmes and 11 of these have been granted with the remainder being processed. We continue to promote the 'Report It' function on the council website as our primary method of reporting anti-social behaviour and newly elected councillors have been briefed on how this works so they can advise residents who have issues to raise.</p>
▶	Activity 7.6 We will work with partners to reduce re-offending, focussing particularly on offences that have a big impact on the communities' feelings of safety and security	<p>The Neighbourhood Management Pilot in the North West of Tower Hamlets, covering Weavers, St Peters, Spitalfields and Banglatown and Bethnal Green wards is progressing. Overall responsibility for the pilot transferred to the Community Safety team in October. We are exploring ways of maximising the use and effectiveness of Closed Circuit Television (CCTV) in tackling anti-social behaviour and promoting community safety. The "Stop and Think Programme" targeted at kerb crawlers gives known offenders the opportunity to avoid prosecution through participation in compulsory education and awareness sessions. Introduced earlier this year, it is showing encouraging signs of success in reducing re-offending rates. In the year to date 46 people have taken part and only 2 are known to have re-offended.</p>
▶	Activity 7.7 We will work with partners to address hate crime, tackle extremism and promote community cohesion in the borough	<p>Our proactive approach to building community resilience including training to community groups and external partner organisations has helped us to secure the biggest proportion of the Government's 'Building a Stronger Britain Together' funding allocated to a local authority. This will help us to target and prevent extremism in all its forms. We support local organisations in accessing sustainable funding to maintain their own projects which contribute to reducing the risks of extremism and have helped them to secure over £400,000 in external funding. Our Prevent Advisory Group continues to recruit members from across all sections of our diverse local community. Following the success of our No Place for Hate campaign we have introduced targeted communications for the LGBT+ community. Through our engagement work, the Prevent programme has built strong links with local community organisations and helped to build</p>

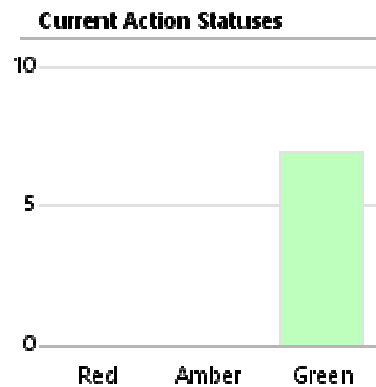
RAG	Activity	Latest note
		understanding of Prevent and a shared commitment to overall aims.

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

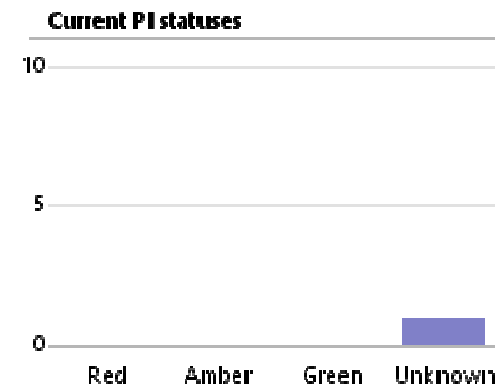
Our diversity is a source of great strength and something to be celebrated and nurtured, but it also presents us with challenges. Whilst 86% of residents say that people from different backgrounds get on well together, people have also told us that different communities in the borough lead ‘parallel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

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart



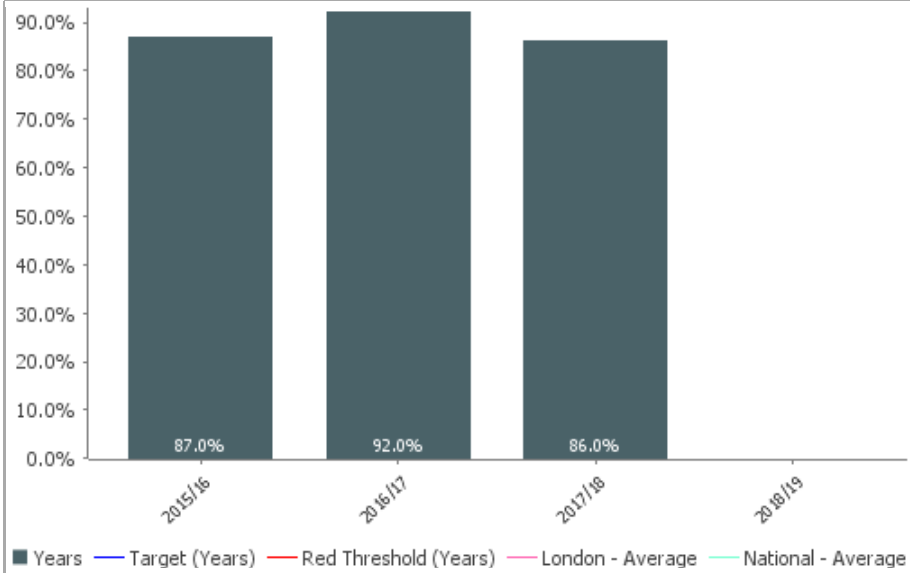


M8.1 Residents' view of community cohesion

This measure is taken from the council's residents survey and is expressed as the percentage of respondents who feel that people from different backgrounds who get on well together

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

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



The latest outturn relates to the Annual Resident Survey carried out in early 2018 as previously reported to Cabinet.

Strategic plan delivery

RAG	Activity	Latest note
▶	Activity 8.1 We will work with local communities to bring people together to celebrate the diverse cultures of our borough and promote community cohesion	<p>A number of cohesion projects in Aldgate East and Mile End have been delivered in Q3 which will brought people from different backgrounds together and supported the development of positive relationships and a greater sense of belonging in their community. The highlight of these activities has been a photo and video exhibition taking place in one of the Idea Stores. In addition, a food centred project took place in Mile End and a Christmas event was held , brought together people from different backgrounds, including different socio-economic backgrounds.</p>
▶	Activity 8.2 We will work with faith communities to improve mutual understanding, increase tolerance and strengthen links between different faith communities and people of no belief	<p>We 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.</p> <p>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.</p>
▶	Activity 8.3 We will actively engage with LGBT residents to improve service provision and representation	<p>We have held the majority of community forum meetings to support the engagement of the LGBTQI+ forum. The forum has provided input on LGBTQI+ issues on a number of strategies, consultations and policy developments. A few of the highlights are a dedicated No Place No Hate Forum and a TH Healthwatch online consultation. In addition, events were held for World Aids Day.</p>
▶	Activity 8.4 We will work with residents to develop a strategic approach to cohesion and social integration that meets local needs including funding work to address the impact of development on community	<p>We are on course to develop a community cohesion framework by the end of this financial year and by doing so promote equality, increase participation in community life and improve relationships between people from different backgrounds. As part of our focus on implementing a local delivery plan taking into account national and regional policy frameworks, we have drafted a Community Cohesion Framework.</p>

RAG	Activity	Latest note
	cohesion	
▶	Activity 8.5 We will roll out a programme of support for refugees and new migrants to help them play a fuller role in the borough, reducing barriers between new and existing residents	<p>Refugees and migrants have been supported in playing a fuller role in the borough through the activities that have taken place. This can be demonstrated in the fact that 80% of migrants who attend the Welcome to Tower Hamlets face-to-face sessions indicate that they have an improved ability to access services and feel more able to integrate into the community.</p> <p>In addition, we have been very successful in our objective of enabling 60 migrants to each undertake at least 2 hours of volunteering opportunities per week. Such participation demonstrates how included and welcomed refugees and new migrants feel in the borough.</p>
▶	Activity 8.6 We will actively monitor and tackle emerging tensions and issues within and between communities including those generated by hate crimes and or extremism	<p>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 April, there have been several instances where the group has met at short notice because there has been an incident with the potential of raising community tensions, for example spikes in crime, acid attacks, an anti-Semitic tweet, and a potential visit by well-known right-wing extremist. The work of the group is ongoing. All actions from meetings in this quarter are complete.</p>
▶	Activity 8.7 We will celebrate the history and heritage of the borough and all its people	<p>We held a successful programme of arts and cultural events to celebrate Black History Month in October which took place at various locations across the borough. In November we co-hosted a Diwali event at York Hall which attracted people from many backgrounds. Plans are in progress to mark Chinese New Year and Holocaust Memorial Day.</p>



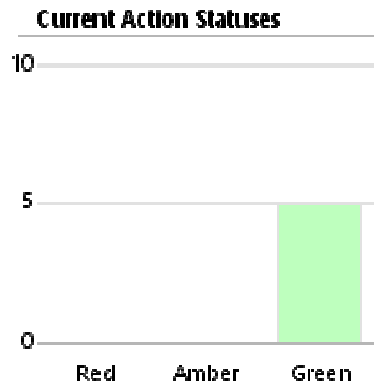
Outcome 9 People say we are open and transparent putting residents at the heart of everything we do

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

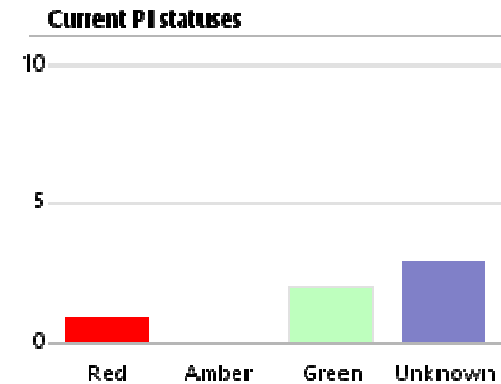
Our Community Engagement Strategy 2018-21, developed with our partners and the wider community, seeks to enable strong, active and inclusive communities who can influence and shape the borough in which they live and work.

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart





M9.3 User satisfaction with libraries and Idea Stores

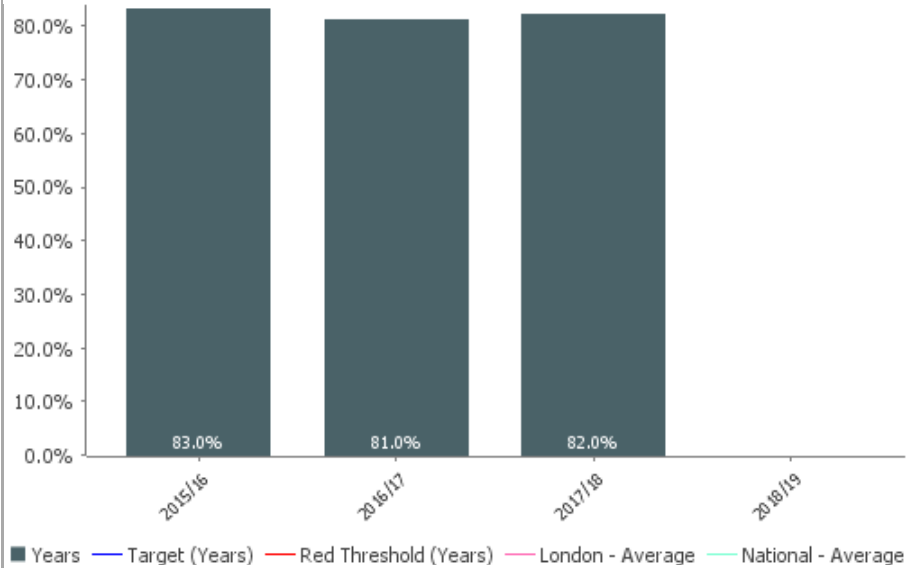
This measure is taken from the council's residents survey and is expressed as the percentage of respondents who use Idea Stores and libraries and rate them as good, very good or excellent.

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

Performance data trend chart

Latest note

The latest outturn relates to the Annual Resident Survey carried out in early 2018 as previously reported to Cabinet.





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

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

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

Performance data trend chart

Latest note



The latest outturn relates to the Annual Resident Survey carried out in early 2018 as previously reported to Cabinet.



M9.5 Resident trust in the council

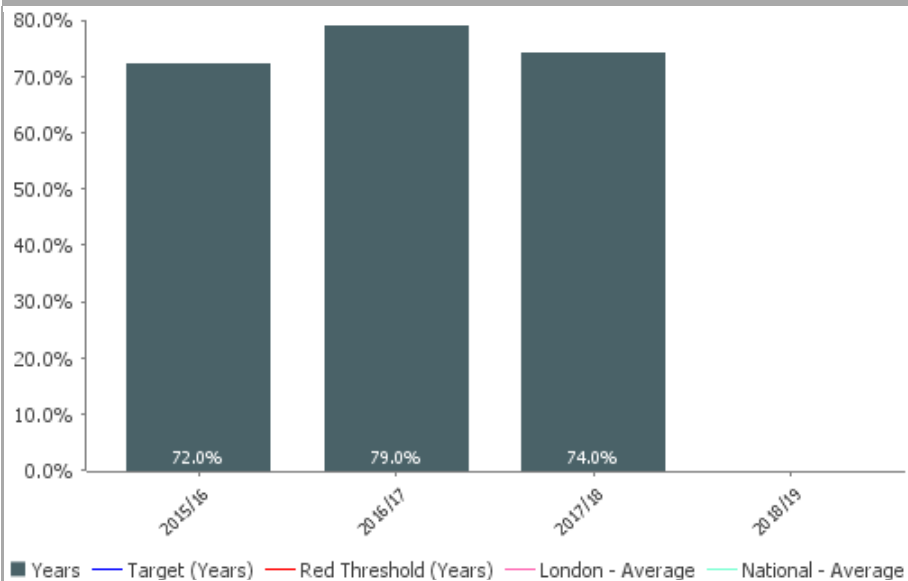
This measure is taken from the council's residents survey and is expressed as the percentage of respondents who trust the council.

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

Performance data trend chart




Latest note

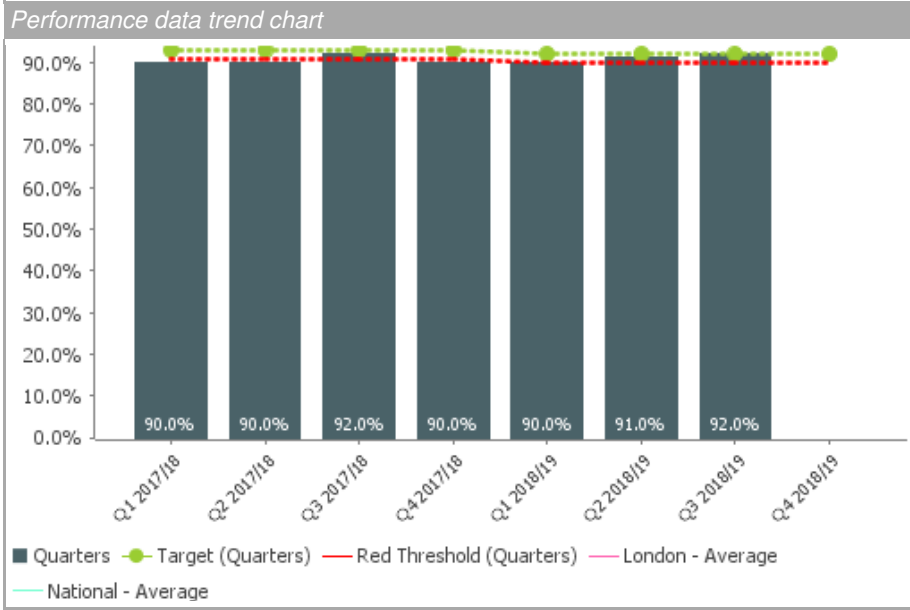
The latest outturn relates to the Annual Resident Survey carried out in early 2018 as previously reported to Cabinet.



 **M9.1 Council contact centre customer satisfaction**

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

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Culture, Arts and Brexit	Q3 2018/19				
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Customer Services	Strategic	No	92.0%	92.0%	 Green



Latest note

This measure is on target.



M9.6 Subscribers to the council newsletter

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

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Executive Mayor	Q3 2018/19			↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Communications and Marketing	Strategic	No	8,012	8,052	🟢 Green

Performance data trend chart

Latest note



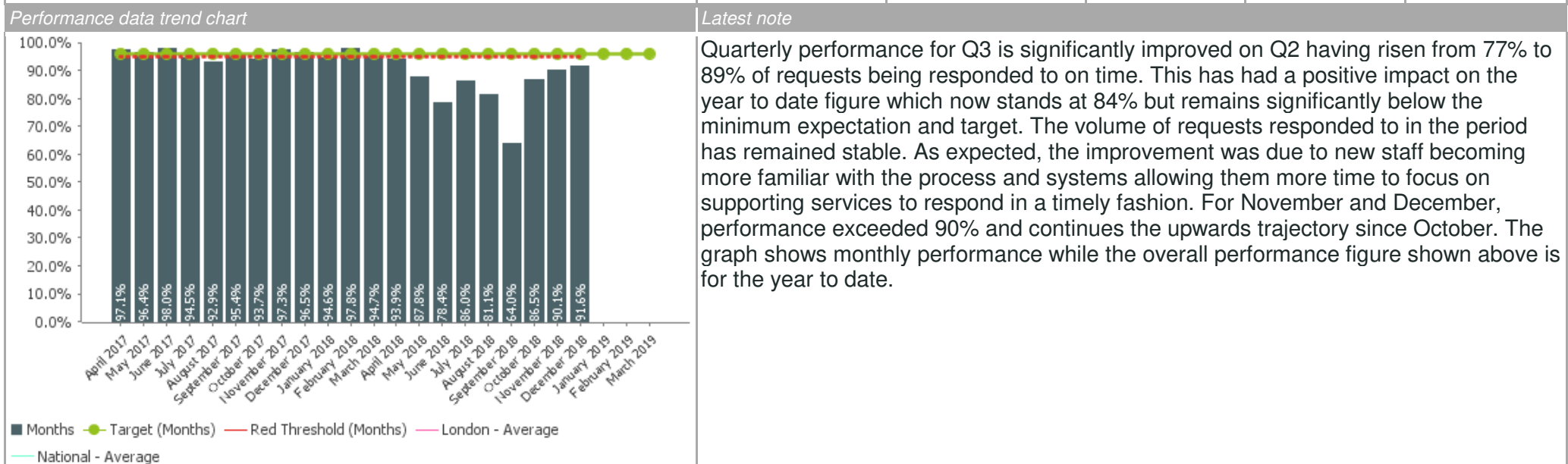
Our residents' email newsletter audience has increased by 37% in the third quarter of 2018/19 following a concerted effort and dedicated resource to drive engagement and grow subscriber numbers. This is a very notable and significant increase when compared to the growth achieved in Q2, which was 3%. The uplift means we have exceeded our target for Q3. Open rates remained steady and in early December we reached a record number of newsletter 'opens' – 6455 people or 55% of subscribers. These results have been achieved through better utilisation of digital and physical channels, on-going cross-channel promotion, events and competitions. This included a pop-up subscribe message on the council and Idea Store websites, which went live in November 2018, and generated a significant spike in new subscribers. It is on-going and continues to drive growth each day. The growth plan will continue into Q4 to ensure we are reaching as many residents as possible, with a continued focus on cross-channel integration, embedding the subscribe box in digital user journeys and bringing more council services into our email platform.








M9.2 Timeliness of Freedom of Information requests

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

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Executive Mayor	2018/19			↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Head of Information Governance	Strategic	No	96.0%	84.2%	Red



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	Our new digital customer services plan is well underway and has provided opportunities for our customers to undertake transactional activities through a digital medium. Residents can now make an application for Housing Benefits and Council Tax online as well as make any changes to their circumstances.
	Activity 9.2 We will improve our customer services by increasing the availability of digital transactions and services, making it easier to contact us by telephone, and provide a greater range of services at our Idea Stores	We will trial our new Local Presence model for face to face customer services at Idea Store Bow for a period of three months between March and June. The trial will be run at the same time as the gradual launch of online services as they become available and by doing so will improve our customers' ability to access other online services. The availability of online services and improved customer facilities at all Idea Stores is still on course to be completed by summer of 2019.
	Activity 9.3 We will provide citizens with the skills and tools which will empower and enable community participation	The council is on course to provide citizens with the skills and tools which will empower and enable community participation through its partnership with the voluntary and community sector to embed our social value framework. In addition, the council is seeking to recruit a Social Value Officer to work with internal officers, businesses and the voluntary and community sector to drive forward the Social Framework. Through the Community Insight Network we have facilitated ten events to gain community perspectives into developing our Joint Strategic Needs Assessment (JSNA) which is a joint process between health and social care to identify the current and future health and wellbeing needs of the local population to inform local priorities and decision making.
	Activity 9.4 We will identify and use community assets including the skills, knowledge, experience and enthusiasm of residents to shape our priorities and services	The council agreed a framework for the Local Community Fund and for the Voluntary and Community Sector Grants Programme at Cabinet in October. This formed part of the process for replacing the current Mainstream Grants programme in October 2019. At the Co-operate partnership meeting in November, a number of items were discussed, including premises issues, Local Community Fund and GDPR requirements for funded organisations.
	Activity 9.5 We will deliver a comprehensive learning and development	We have delivered an extensive Member Induction programme to 28 new councillors and 17 returning councillors, as part of the focus of the council to give them the right tools to support

RAG	Activity	Latest note
	<p>programme for Councillors and provide them with the right tools to support effective decision making</p>	<p>effective decision making and better serve the interests of their constituents. The Corporate Peer Review noted positively the Member induction programme and quoted the feedback as 'excellent.</p> <p>Member learning has been significantly enhanced through the provision of 20 different subject topics to councillors to ensure they have a sound knowledge of the council services and equip them to effectively perform in their role as councillor. This level of learning for members is part of an on-going drive to develop councillors across the council.</p>



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

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

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

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

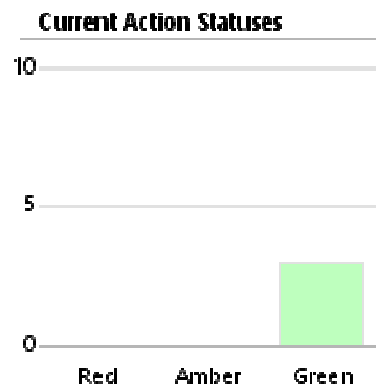
We will use our buying power to commission services that get the best outcomes. Wherever it is practical to so, and provides value for money, this will be through local providers and those offering the optimum social value to the borough and its residents. We will work with partners to address the digital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

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

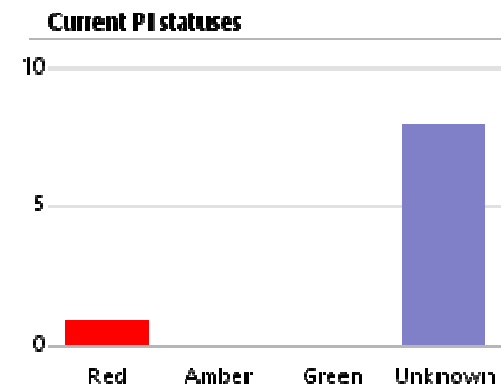
We will continue making the best use of Council assets, progressing the Community Hubs Programme and with a new Town Hall supporting the co-location of services and delivering better outcomes for residents.

Status summary for this strategic outcome

Strategic action status chart




Strategic measure status chart





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

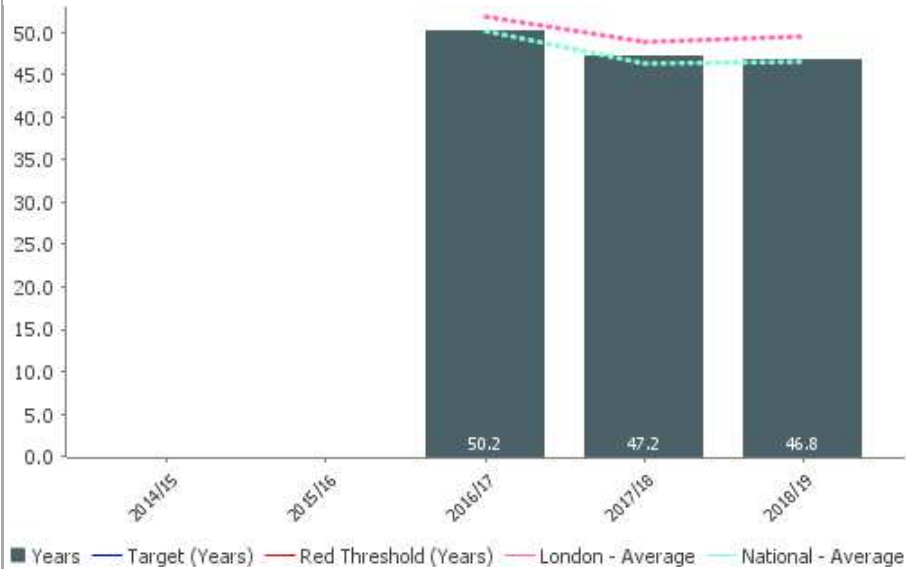
This measure is the average Attainment 8 score per pupil in Tower Hamlets.

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

Performance data trend chart

Latest note

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





M10.3 Key Stage 4 - Progress 8

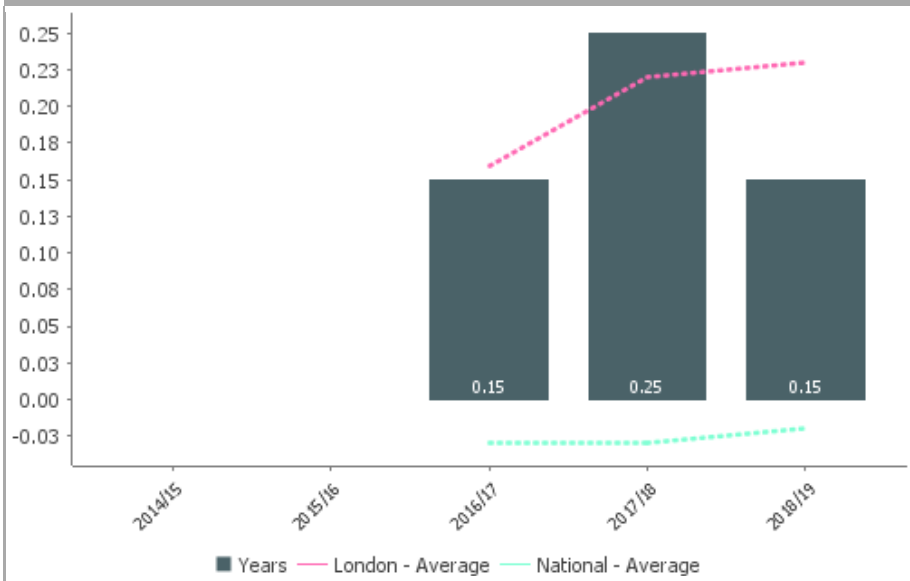
This measure is the average Progress 8 score per pupil in Tower Hamlets.

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

Performance data trend chart

Latest note

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



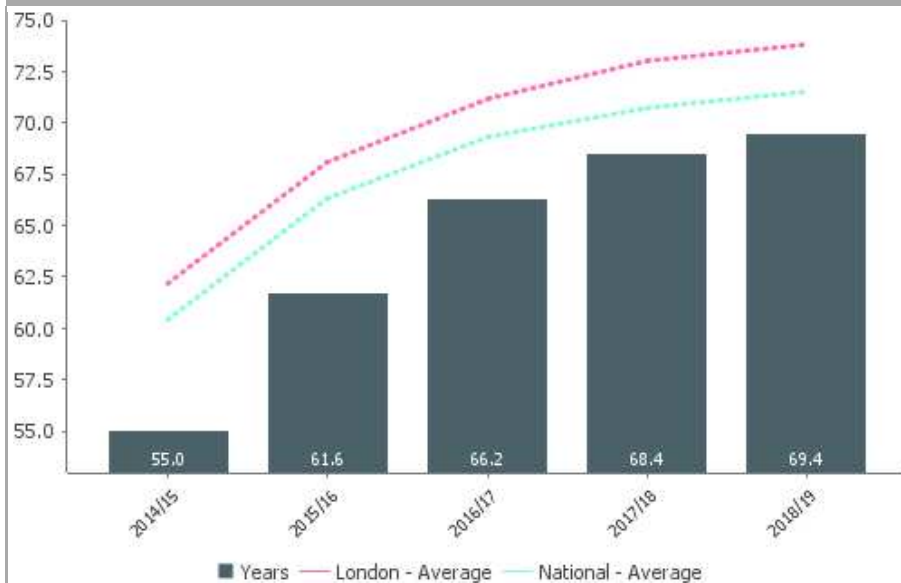


M10.4 Early years development

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

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

Performance data trend chart






Latest note

This measure continues to improve year on year in Tower Hamlets but remains behind the London and national average.

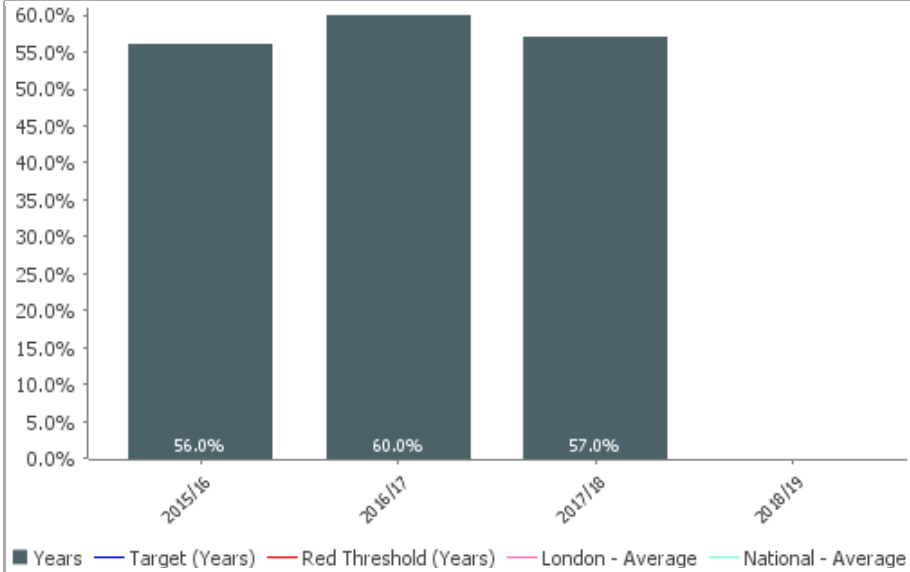
 **M10.5 Resident satisfaction with response to Anti-Social Behaviour (ASB)**

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

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

Performance data trend chart

Latest note



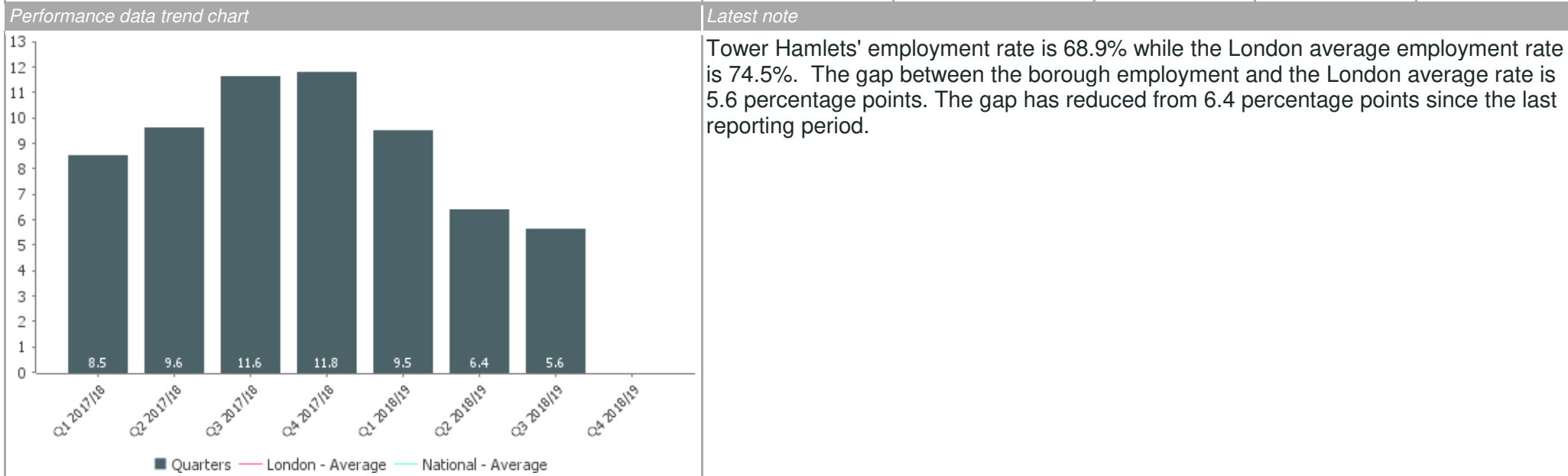
The latest outturn relates to the Annual Resident Survey carried out in early 2018 as previously reported to Cabinet.



M10.6 Employment rate gap between Tower Hamlets and London

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

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Cabinet Member for Work and Economic Growth	Q3 2018/19			↑	↑
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Growth and Economic Development	Strategic	Yes		5.6	Data Only



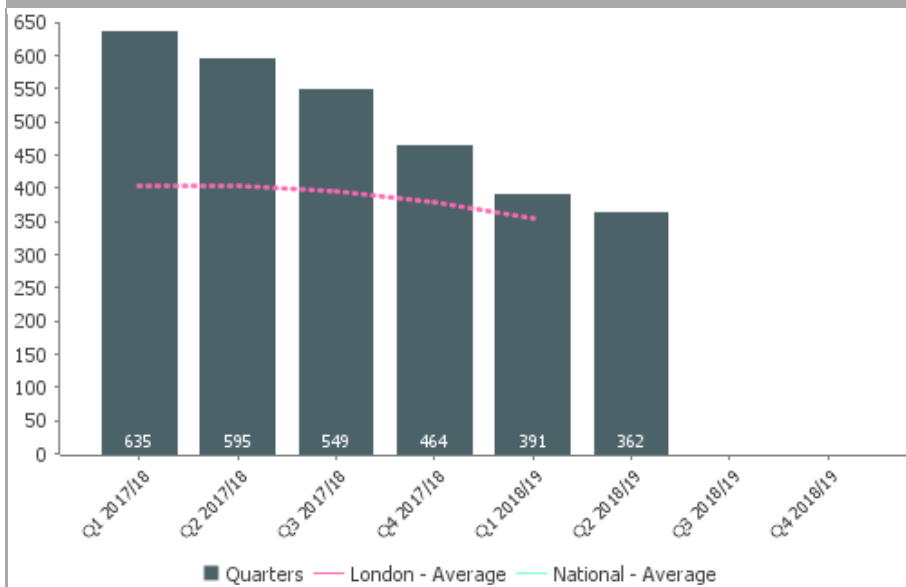


M10.7 First time entrants to the youth justice system

This measure looks at the number of young people who enter the youth justice system for the first time in their lives. The measure is calculated quarterly for that quarter only and is expressed as a rate per 100,000 people in the relevant age group. This standardisation enables comparison to other areas.

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People	Q2 2018/19			↑	↑
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Youth and Commissioning	Strategic	Yes		362	Data Only

Performance data trend chart



Latest note

Data for this indicator is drawn from national policing data to ensure it is in line with national reporting. National policing data is available six months in arrears.



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

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

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Deputy Mayor and Cabinet Member for Community Safety and Equalities	December 2018			↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Public Realm	Strategic	Yes		26	Data Only

Performance data trend chart

Latest note



This year 324 arrest have been supported so far, compared to 342 in the same period last year.



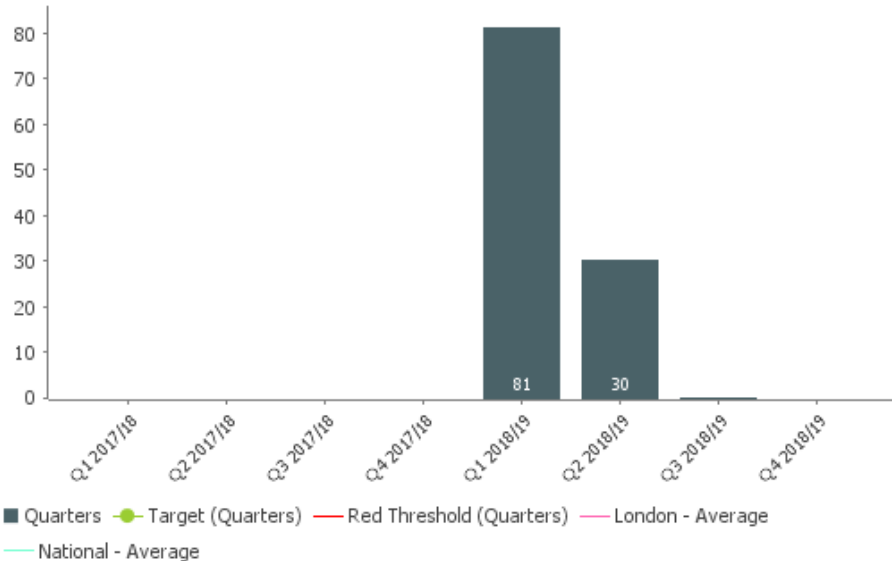
M10.9 Arrests as part of Operation Continuum

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

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities	Q3 2018/19			↓	↓
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Community Safety	Strategic	Yes		0	Data Only

Performance data trend chart

Latest note

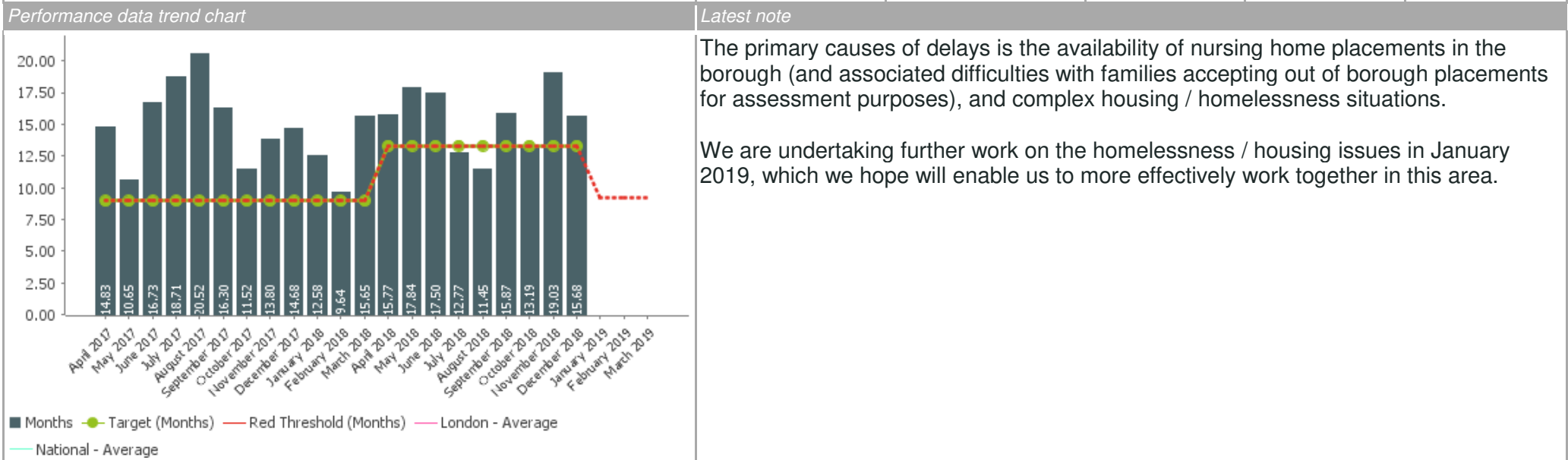


No operations took place under Operation Continuum in quarter 3. Further operations are planned for quarter 4.

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

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

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Adults, Health and Wellbeing	December 2018			↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Adults Social Care Divisional Director, Integrated Commissioning	Strategic	Yes	13.33	15.68	Red



Strategic plan delivery

RAG	Activity	Latest note
▶	Activity 10.1 We will work collaboratively with the Tower Hamlets Strategic Partnership to develop and deliver the Tower Hamlets Plan	<p>We have delivered on our commitment to organise two Partnership summits focused on the priorities of the Tower Hamlets Plan.</p> <p>In addition, we have also achieved our commitments set out in the Tower Hamlets Plan focusing by drawing on the expertise of key partnership agencies across the borough to look at what options there are within the borough to reprioritise and align expenditure for the purposes of effectiveness of outcome.</p> <p>The Brexit Commission has completed most of its work and has delivered three road shows in the community. The report is due to be launched during the second week of February at a launch event.</p>
▶	Activity 10.2 We will continue to deliver the Community Hub programme (through start on site at both Raines and Granby Hall) and start construction on the new Town Hall	<p>We have now appointed a main contractor to start building works on the new Town Hall. Work will start on site in January 2019, ready for our move in 2022.</p> <p>Work is progressing on our two new Community Hubs at Raines House and Granby Hall. External work will start at our Raines House site in January and at the end of January / early February for Granby Hall.</p>
▶	Activity 10.3 We will continue to deliver integrated care through the Tower Hamlets Together Partnership	<p>The Tower Hamlets Together Partnership (THT) has focused on strengthening its governance arrangements, communicating its vision and plans to all staff working locally in the health and social care system, and delivering its programme of work across its three work streams.</p>



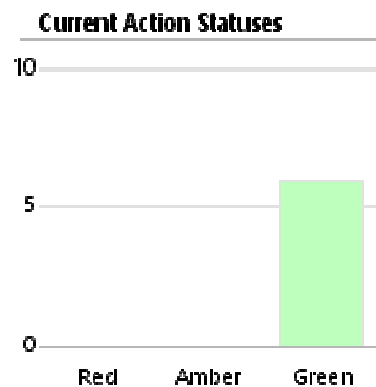
Outcome 11 People say we continuously seek innovation and strive for excellent to embed a culture of sustainable improvement

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

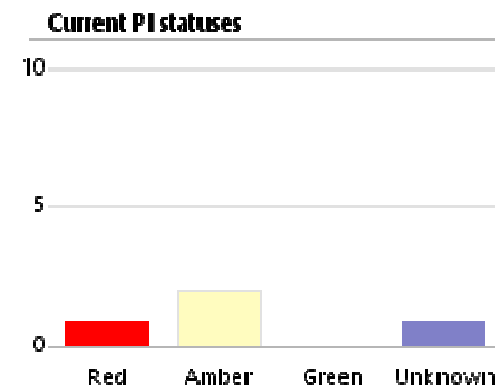
Now is the time to build on those foundations and accelerate the pace of change and innovation. This means embedding Best Value into everything we do, learning from our recent Local Government Association Corporate Peer Challenge, and continuing to work towards an improved Ofsted rating for Children's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

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart

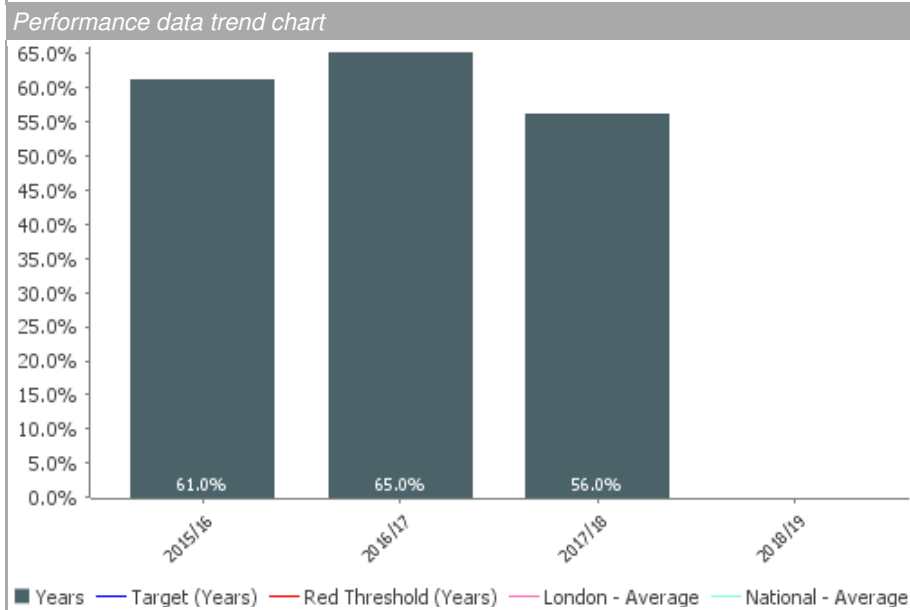




M11.4 Resident view of the council doing a better job than a year ago

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

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



Latest note

The latest outturn relates to the Annual Resident Survey carried out in early 2018 as previously reported to Cabinet.

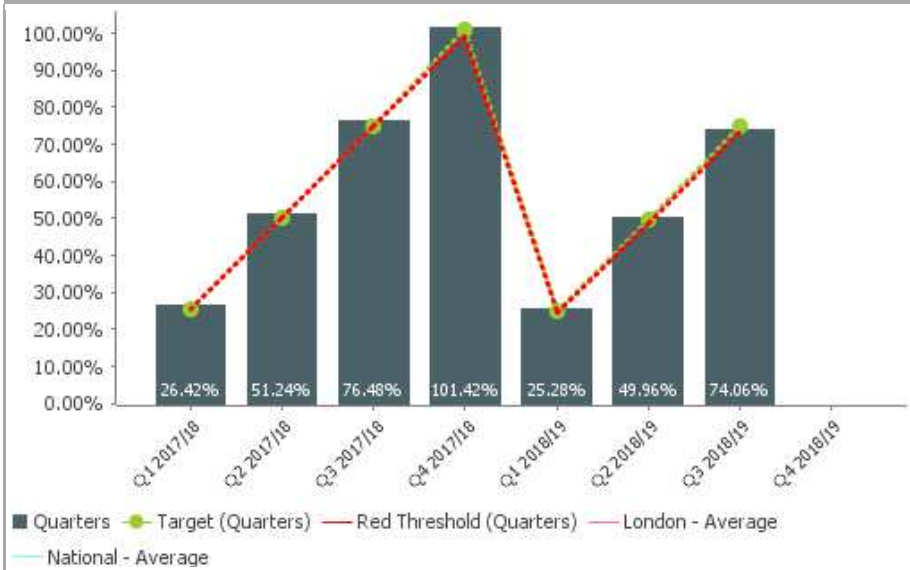
M11.1 Council Tax collection

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

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Resources and the Voluntary Sector	Q3 2018/19			↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Head of Revenue Services	Strategic	No	75.00%	74.06%	Amber

Performance data trend chart

Latest note



The “in year” collection rate is marginally up on last year but the Council Tax base is still slightly below anticipated growth. Work has been done with the Valuation Office Agency (VOA) to speed up the process of valuing new properties and the estimated Tax base is expected to be achieved by year end. This, together with the increased collection performance on arrears, does indicate that the budgeted income levels will be achieved.

M11.2 Business Rates collection

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

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Resources and the Voluntary Sector	Q3 2018/19			↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Head of Revenue Services	Strategic	No	82.00%	80.77%	Amber

Performance data trend chart

Latest note



In year collection rates are holding up well and latest reports on provisions required to meet appeals have been revised down. This means that although we have suffered quite large losses in rateable value due to two changes in how valuations are carried out, the end of year budgeted income level remains on target.



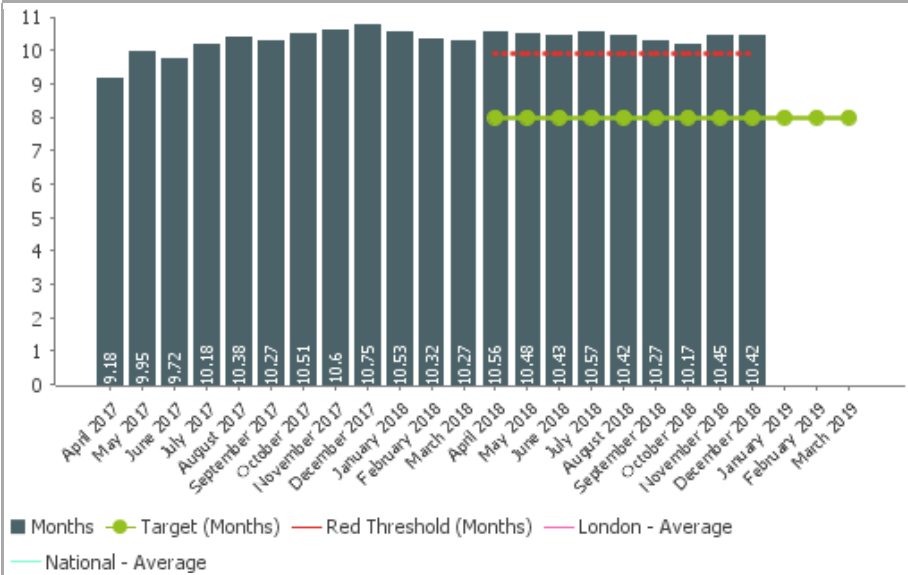
M11.3 Staff sickness absence

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

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Resources and the Voluntary Sector	December 2018			↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, HR and Transformation Head of HR, HAC and Childrens	Strategic	No	8	10.42	Red

Performance data trend chart

Latest note






In order to ensure compliance with the sickness procedure managers should be conducting return to work meetings with their employees after every period of absence and the Outcome Based Accountability measures have been designed to capture this information.

We are currently reviewing our whole wellbeing package and employees are encouraged to take personal responsibility for their own health and wellbeing and a number of useful tools have been made accessible through the Tower Hamlets Wellbeing Zone.

We ran a successful flu vaccination programme with our Occupational Health provider during October and November 2018. This may prove positive in the final quarter of 2018/19 Infections, cold and flu etc. which is the third highest reason for absence.

Strategic plan delivery

RAG	Activity	Latest note
▶	<p>Activity 11.1 We will work smarter together to become a dynamic outcomes-based organisation that delivers excellent services with fewer resources, using insight and intelligence to inform our decisions</p>	<p>Our draft vision for how we will become a dynamic outcomes-based council by 2022 has been set out in the corporate Target Operating Model which will be signed off in January 2019. The corporate outcomes framework is being finalised and we are now piloting the approach to outcomes based budgeting in preparation for the 2020/2021 budget setting.</p> <p>A number of reviews of front line services are being undertaken to enable us to deliver our services in a more outcomes-oriented way. Alongside this the Support Services Programme is working on 9 different projects to improve our customer contact and support services including work to centralise staff and improve the customer experience at the 'front-door'. Work to modernise the council's core ICT services also continues following the completion of the rollout of Wi-Fi across council buildings and the move to a multi-sourcing model for the council's key contracts.</p> <p>The feedback of the December monitoring visit conducted by Ofsted was that significant progress had been made in our support for looked after children and care leavers. We anticipate that the re-inspection of Children's Social Care will take place within the next 9 months and certainly within 6 months of the final monitoring visit. Getting to 'Good' is an ambitious target but the feedback from Ofsted indicates that this is the right challenge to be setting ourselves.</p>
▶	<p>Activity 11.2 We will continue to ensure that our workforce is diverse, reflects the people we serve, and has the right tools to deliver excellent services to our residents</p>	<p>The council has continued to make sure that our workforce is diverse and reflects the people we serve, which is reflected in a completed Gender Pay report and information produced in relation to pay and ethnicity & pay and disability. The purpose of the report is to monitor our commitment to our equalities and ensures compliance with our equality obligations.</p> <p>A mark of the council's success in terms of ensuring that the workforce has the rights tools to deliver excellent services to our residents, is that the council has appointed a provider to deliver Level 3 and 5 Leadership and Management qualifications. 13 places have been offered on the Level 3 apprenticeship programme and 15 on the Level 5.</p>
▶	<p>Activity 11.3 We will undertake activities which see Tower Hamlets recognised nationally and locally as an inclusive</p>	<p>The council is aiming to be recognised nationally as an inclusive employer that recruits develops and supports staff from different backgrounds. As part of this process, the council takes part in the annual Stonewall Workforce Equality initiative and we submitted our return in September 2018.</p>

RAG	Activity	Latest note
	employer that recruits, develops and supports staff from different backgrounds	In addition, the council was successfully reassessed as a Disability Confident Employer in September 2018 and is keen to apply for Disability Leader status. The next step will be to prepare for a self-assessment to undergo an independent evaluation.
	Activity 11.4 We will build on our continuing journey of innovation, excellence and improvement by embedding Best Value improvements into service delivery and by developing a new way of measuring how we are performing as an organisation	<p>The new Mayoral Improvement and Transformation Board met in December for the first time. At this meeting, a work programme, terms of reference and a Peer Review Action Plan have were agreed, which have at their core the need to drive and embed best value improvements into service delivery.</p> <p>The Overview and Scrutiny committee has begun implementation of its work programme, agreed in September, and focuses on the chair's three priorities: educational aspiration, employment aspiration and community safety. By focusing on these three key areas, we are improving the ambitions of Tower Hamlets residents by making it a place where we strive for excellence and improvement whilst also focusing on basic needs.</p> <p>In addition, we have achieved a number of campaign activities that focus on the quality and range of our communications to our customers. An example of this is the Big Clean Up, which we have successfully delivered for the Fifth time. We have also raised the profile of the borough as an innovative council through generating significant positive media coverage on a local and national level when we promoted the President's Award to a member of the Fostering Network.</p>
	Activity 11.5 We will protect our resources by carrying out anti-fraud measures to tackle tenancy, parking and other types of fraud	We have run two counter fraud campaigns as part of our anti-fraud measures to tackle tenancy, parking and other types of fraud.. A third campaign is currently being developed with colleagues from tower Hamlets Homes. Our anti-fraud staff are analysing data on a day-to-day basis.
	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	As part of our work to develop a medium-term financial strategy (MTFS) and associated savings, we have carried out a comprehensive consultation exercise on the council's budget proposals with the borough's residents. The council has made significant savings - £176m since 2010 - but has continued to find ways to deliver cost effective services and generate income from additional sources.

