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# Tower Hamlets Strategic Plan 2019-22

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

Quarter 1 monitoring report

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# Tower Hamlets Strategic Plan 2019-2022

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



## Priority 1

People are aspirational, independent and have equal access to opportunities

2019/2022 Outcome 1

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

Actions 0 0 8 0

Pls 0 1 3 1 0

2019/2022 Outcome 2

Children and young people are protected so they get the best start in life and can realise their potential

Actions 0 0 7 0

Pls 0 2 0 2 0

2019/2022 Outcome 3

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

Actions 0 0 7

Pls 2 0 2 0 2

2019/2022 Outcome 4

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

Actions 0 0 5

Pls 1 3 2 0 0

## Priority 2

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

2019/2022 Outcome 5

People live in a borough that is clean and green

Actions 0 0 8 0

Pls 0 1 3 1 0

2019/2022 Outcome 6

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

Actions 0 0 8 0

Pls 2 1 0 0 1

2019/2022 Outcome 7

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

Actions 0 0 8 0

Pls 0 0 2 1 2

2019/2022 Outcome 8

People feel they are part of a cohesive and vibrant community

Actions 0 0 5 0

Pls 0 0 0 1 7

## Priority 3

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

2019/2022 Outcome 9

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

Actions 0 0 4 0

Pls 0 0 0 1 4

2019/2022 Outcome 10

People say we work together across boundaries in a strong and effective partnership to achieve the best outcomes for our residents

Actions 0 0 5 0

Pls 1 0 2 0 1

2019/2022 Outcome 11

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

Actions 0 0 8 0

Pls 1 1 1 0 1

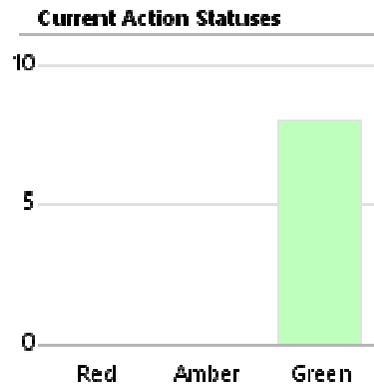
## Outcome 1 People access a range of educational, training and employment opportunities.

High quality education is a stepping stone to high quality employment. In partnership with the Tower Hamlets Education and Partnership and our schools, we will continue to work hard to help our young people do well at school and go on to reach their full potential. Beyond school, we also want to support them and their families to be aspirational about their future and to have the opportunity to thrive in good jobs. This means equipping young people with the skills and confidence to succeed in the modern economy.

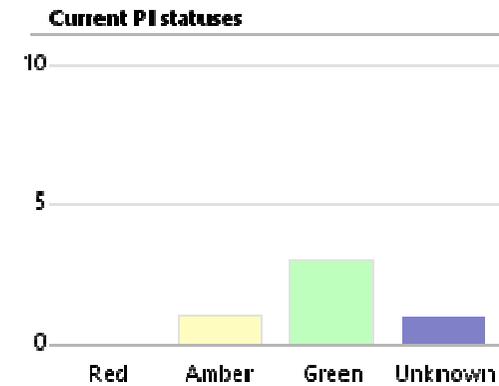
We want to help local residents to capitalise on the dynamic employment growth occurring around them. We want to encourage employers and education providers to work closely together in the design and delivery of education and skills training to reflect the needs of the job market. Higher education is not for everyone and people should be offered a range of routes into employment, including work placements and apprenticeships. We will push for economic investment that is coordinated and focused and for a borough that is a dynamic place for innovation and those who want to set up a business.

### Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart



## ? New enterprises created with support from the Council's business development

This measure will count the number of residents or businesses in the borough involved in participating in any of the enterprise support projects that the council runs.

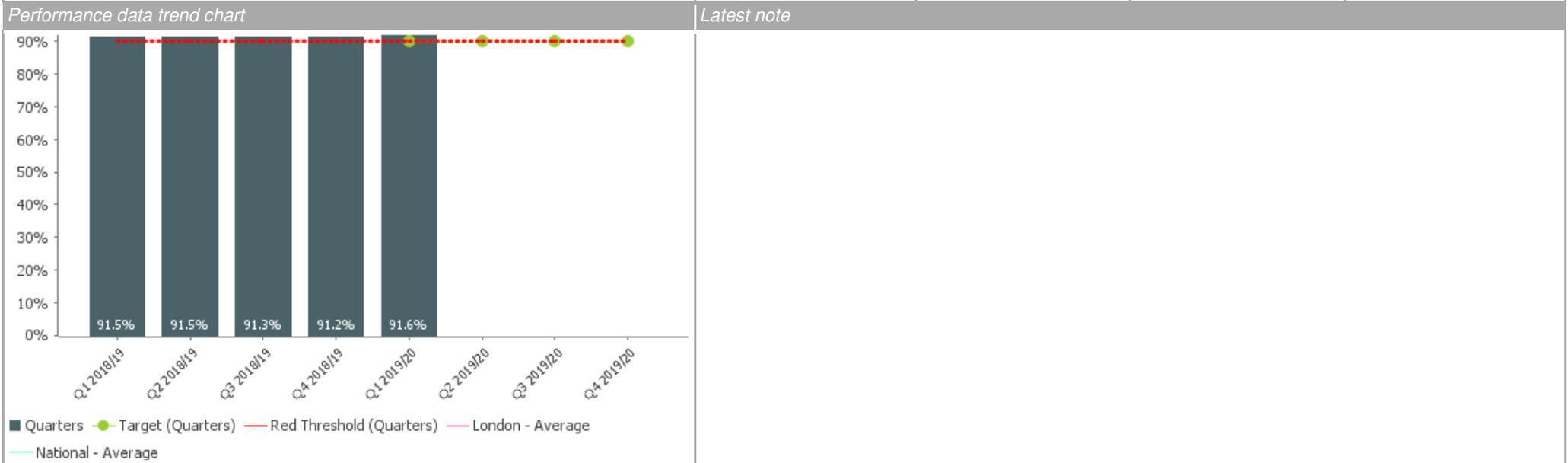
<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Work and Economic Growth	Q1 2019/20		?	?
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Growth and Economic Development	Strategic		0	? Unknown

<i>Performance data trend chart</i>	<i>Latest note</i>
<p>Legend: ■ Quarters, ● Target (Quarters), — Red Threshold (Quarters), — London - Average, — National - Average</p>	<p>The Enterprise Team is not currently running an enterprise programme. Once funding has been approved for a successor programme to Start Up Ready is expected to be in place by the end of Q2, with outputs coming through towards the end of Q3. The target has been set low (30 for the year) this year because of this. Going forward the service expects to see 90 enterprises created in 2020/21</p>

 **% of pupils attending secondary school regularly**

The percentage of pupils attending secondary school who attended at least 90% of their possible sessions.

<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	May 2019			
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Education and Partnership	Strategic	90.2%	91.6%	 Green



 **% of Idea Store Learning learners who pass their course**

The percentage of adult learners who completed their course successfully.

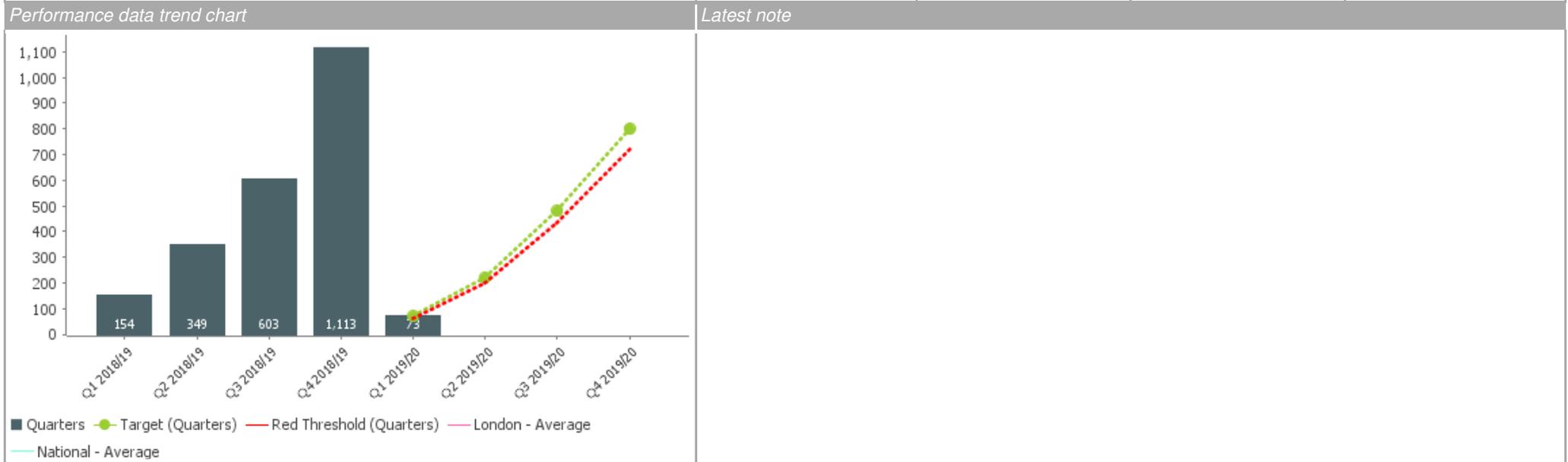
Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Culture, Arts and Brexit Cabinet Member for Work and Economic Growth	Q1 2019/20			
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Customer Services	Strategic	95%	96%	 Green



## ✔ Adults supported into sustainable employment by the WorkPath service

Number of adults supported into employment by the Council's Workpath Service. Cumulative measure.

<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	Q1 2019/20		↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Growth and Economic Development	Strategic	70	73	✔ Green

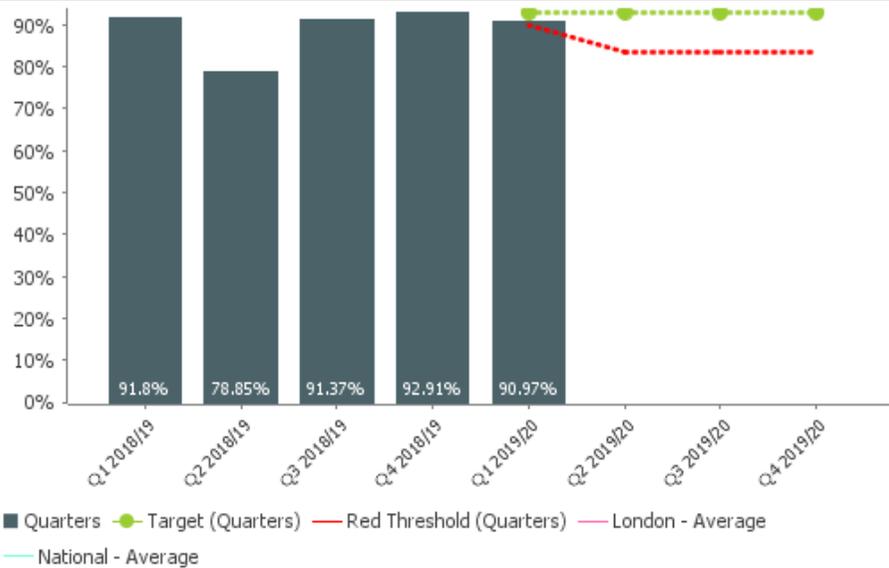


## ▲ % of 16-17 year olds in education, employment or training

This indicator measures the proportion of 16-18 year olds who are in Education, Employment or Training (EET). The measure is based on tracking the progression of young people in the age group.

<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Work and Economic Growth	Q1 2019/20		↓	↑
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Growth and Economic Development	Strategic	93%	90.97%	▲ Amber

Performance data trend chart



Latest note

### Why is performance off target?

In June, the cohort of young people in years 12 & 13 was 5,908. 5,372 young people are in education, employment or training. Tower Hamlets is performing below both the London average (94.5%) and England average (92.0%). The number of young people in education, employment or training fluctuates throughout the year reflecting the school years.

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

Over the summer, the Young Workpath produce the September offer to students and will then start tracking 16-19 year olds to reduce the numbers of students for which the status is unknown.

### When will performance be back on track?

We expect to see the proportion of pupils who are not NEET to increase by the end of Q2 when pupils go back to school.

## Strategic plan delivery

<i>Strategic Plan Activity</i>		<i>Note</i>
Action 1.1 	Agree common expectations with key stakeholders e.g. schools, New City College, Job Centre Plus, the business community	We are developing a programme for middle achievers.
<i>Directorate</i>	<i>Lead officer</i>	
Children and Culture Directorate; Place Directorate	Divisional Director, Growth and Economic Development; Divisional Director, Education and Partnership	
<i>Portfolio Owners</i>	Cabinet Member for Work and Economic Growth	
<i>Strategic Plan Activity</i>		<i>Note</i>
Action 1.2 	Develop action plans based on individual needs assessments for those young people and adults we are supporting into education, training and employment opportunities (note - this action also supports Outcome 4)	This is an on-going part of the registration process for Young Workpath and Workpath. We have procured a new CRM which will help us make the process of registration, tracking and reporting smoother and more insightful.
<i>Directorate</i>	<i>Lead officer</i>	
Place Directorate	Divisional Director, Growth and Economic Development	
<i>Portfolio Owners</i>	Cabinet Member for Work and Economic Growth	
<i>Strategic Plan Activity</i>		<i>Note</i>
Action 1.3 	Develop a careers education programme for young people in years 7-9 (aged 11 to 14)	This quarter we have started to implement the pilot programme to support middle attaining pupils by boosting borough-wide careers guidance and develop an earlier careers programme at Key Stage 3. We delivered professional development sessions for teachers with TH Education Business Partnership. With the East London Business Alliance we delivered a programme of 'careers carousels' and
<i>Directorate</i>	<i>Lead officer</i>	
Place Directorate	Divisional Director, Growth and Economic Development	

<b>Portfolio Owners</b>	Cabinet Member for Work and Economic Growth	careers workshops with Year 7 pupils.
<b>Strategic Plan Activity</b>		<b>Note</b>
Action 1.4 	Identify key skills and training for employment support professionals	The first phase of the Workpath restructure has been completed. We are now recruiting to vacant posts. We have started to develop a skills audit for staff in the Workpath Service. In addition, a training and development plan is being put in place to upskill existing staff and will be extended to new staff once they have been appointed.
<b>Directorate</b>	<b>Lead officer</b>	
Place Directorate	Divisional Director, Growth and Economic Development	
<b>Portfolio Owners</b>	Cabinet Member for Work and Economic Growth	
<b>Strategic Plan Activity</b>		<b>Note</b>
Action 1.5 	Provide support to start-ups and existing business	Details of new projects, namely Marketing Ready and Start Up Ready have been submitted for approval, following which there will be a procurement process for contracts in connection with specialist enterprise support services.
<b>Directorate</b>	<b>Lead officer</b>	
Place Directorate	Divisional Director, Growth and Economic Development	
<b>Portfolio Owners</b>	Cabinet Member for Work and Economic Growth	
<b>Strategic Plan Activity</b>		<b>Note</b>
Action 1.6 	Develop business networks and contacts with hiring managers	No movement in Q1 due to delays in implementing restructure.
<b>Directorate</b>	<b>Lead officer</b>	
Place Directorate	Divisional Director, Growth and Economic Development	
<b>Portfolio Owners</b>	Cabinet Member for Work and Economic Growth	
<b>Strategic Plan Activity</b>		<b>Note</b>
Action 1.7 	Provide access to entry point learning which promote personal development	We are on target for delivering increased levels of participation. We are continuing to work in partnership with Workpath to identify access routes.
<b>Directorate</b>	<b>Lead officer</b>	
Resources	Divisional Director, Customer Services	

Directorate		
<i>Portfolio Owners</i>	Cabinet Member for Culture, Arts and Brexit; Cabinet Member for Work and Economic Growth	
<i>Strategic Plan Activity</i>		<i>Note</i>
Action 1.8 	Improve our understanding of the current and future London labour market	The Council's service delivers careers advice in every schools and college in the borough including New City College, South Quay College, LEAP and special schools. We also provide advice and careers guidance to SEN pupils with an EHCP who are being educated outside the borough up-to 25 years if they are in transition.
<i>Directorate</i>	<i>Lead officer</i>	
Place Directorate	Divisional Director, Growth and Economic Development	
<i>Portfolio Owners</i>	Cabinet Member for Work and Economic Growth	As part of our on-going continuous professional development the Careers team attend various training sessions to keep up-to-date with developments and trends and this informs their practice.  Labour market intelligence is at the very heart of effective careers information, advice and guidance and Careers Advisers & Brokerage and Tracking Advisers will support young people to realise their aspirations and progress their careers with an understanding and awareness of the labour market. Access and support to interpret careers & labour market information can have a major impact on young people's social mobility and leads to good decision making which benefits the young person, the employer and the economy.

## Outcome 2 Children and young people are protected so they get the best start in life and realise their potential

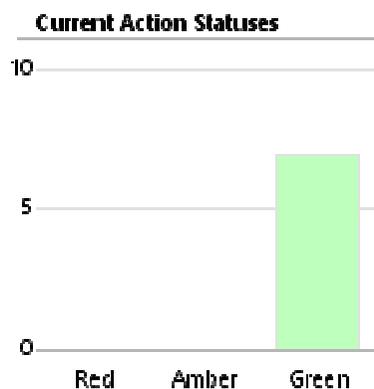
The formative years from 0 to 5 are absolutely critical to the future health and wellbeing of infants in Tower Hamlets. The integrated early years' service works with partners and stakeholders to address levels of provision and quality in early education and childcare. Similarly, health visitors play a crucial role in identifying and supporting our youngest children in need, making sure they get the best start in life. We want to ensure high quality provision to support the learning, development and care of young children to prepare them for school and their futures.

We have an important responsibility to safeguard and promote the welfare and safety of children in need. To do this, we will work with parents and families in the best interests of the children by listening to their views when making decisions. With our partners we will be launching our 'Children's' campaign with the aim of making Tower Hamlets a child friendly borough.

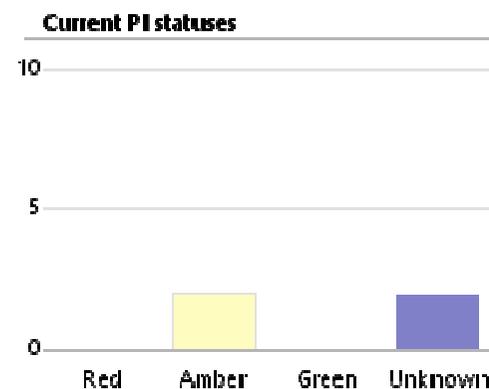
We want children and young people to be able to live in a safe environment, ensuring the best health and developmental outcomes.

### Status summary for this strategic outcome

*Strategic action status chart*



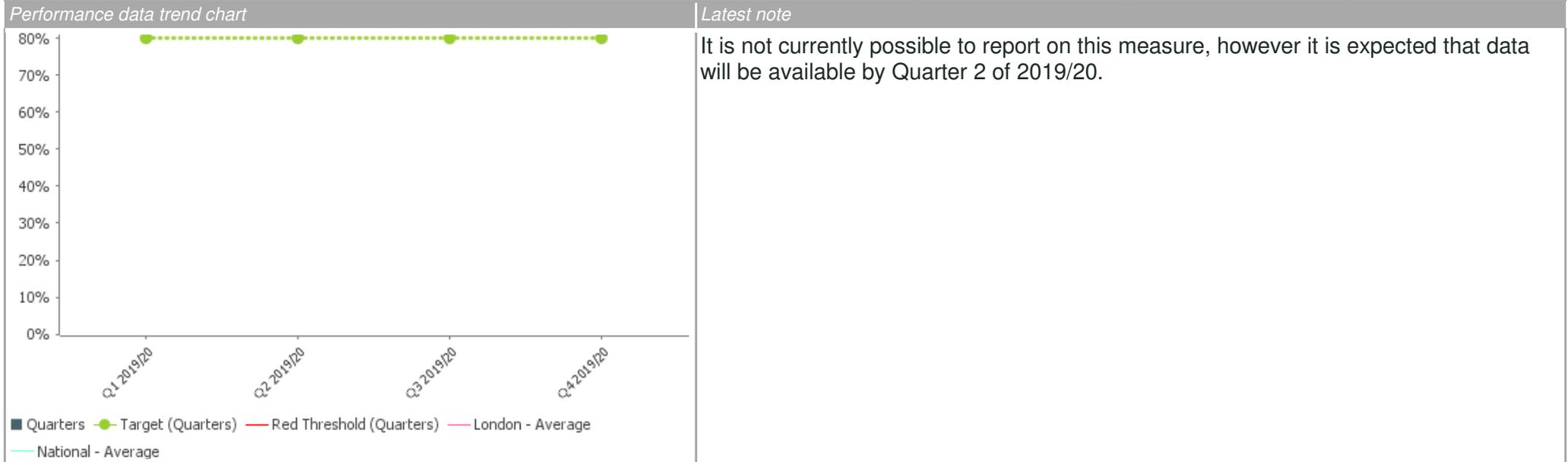
*Strategic measure status chart*



## ? Families who are seeing the benefits of being supported before problems escalate

This measure will show the percentage of families who achieved improved outcomes through Early Help support.

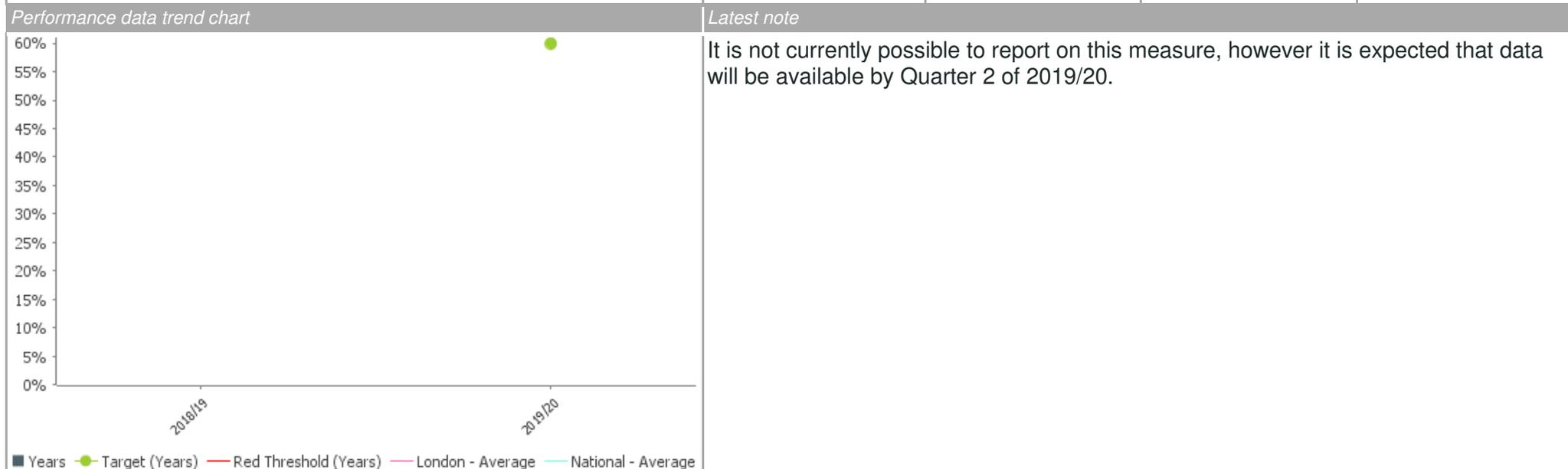
Lead member	Last update	Short term trend arrow	Long term trend (DOT)	
Cabinet Member for Children, Schools and Young People	Q1 2019/20	?	?	
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Youth and Commissioning	Strategic	80%		? Unknown



## ? Young people engaging with the youth service who achieve a recorded outcome

The percentage of young people who are engaged with the youth service who achieve a recorded outcome.

Lead member	Last update	Short term trend arrow	Long term trend (DOT)	
Cabinet Member for Children, Schools and Young People	Q1 2019/20	?	?	
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Youth and Commissioning	Strategic	60%		? Unknown



## ⚠ Long term looked after children who are in stable placements

The percentage of children who have been looked after for two and a half years or more who have been in the same placement for at least the last two years or who are placed for adoption.

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People	Q1 2019/20		↓	↑
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Children's Social Care	Strategic	70%	69%	⚠ Amber

Performance data trend chart	Latest note																																																																						
<table border="1"> <caption>Performance Data Trend Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Actual Performance (%)</th> <th>Target (%)</th> <th>Red Threshold (%)</th> <th>London - Average (%)</th> </tr> </thead> <tbody> <tr><td>Q4 2016/17</td><td>71.6%</td><td>70%</td><td>65%</td><td>67.1%</td></tr> <tr><td>Q1 2017/18</td><td>70%</td><td>70%</td><td>65%</td><td>67.1%</td></tr> <tr><td>Q2 2017/18</td><td>65.6%</td><td>70%</td><td>65%</td><td>67.1%</td></tr> <tr><td>Q3 2017/18</td><td>67.2%</td><td>70%</td><td>65%</td><td>67.1%</td></tr> <tr><td>Q4 2017/18</td><td>62.3%</td><td>70%</td><td>65%</td><td>67.1%</td></tr> <tr><td>Q1 2018/19</td><td>59.2%</td><td>70%</td><td>65%</td><td>67.1%</td></tr> <tr><td>Q2 2018/19</td><td>58.1%</td><td>70%</td><td>65%</td><td>67.1%</td></tr> <tr><td>Q3 2018/19</td><td>61.5%</td><td>70%</td><td>65%</td><td>67.1%</td></tr> <tr><td>Q4 2018/19</td><td>70.6%</td><td>70%</td><td>65%</td><td>67.1%</td></tr> <tr><td>Q1 2019/20</td><td>69%</td><td>70%</td><td>65%</td><td>67.1%</td></tr> <tr><td>Q2 2019/20</td><td>-</td><td>70%</td><td>65%</td><td>67.1%</td></tr> <tr><td>Q3 2019/20</td><td>-</td><td>70%</td><td>65%</td><td>67.1%</td></tr> <tr><td>Q4 2019/20</td><td>-</td><td>70%</td><td>65%</td><td>67.1%</td></tr> </tbody> </table>	Quarter	Actual Performance (%)	Target (%)	Red Threshold (%)	London - Average (%)	Q4 2016/17	71.6%	70%	65%	67.1%	Q1 2017/18	70%	70%	65%	67.1%	Q2 2017/18	65.6%	70%	65%	67.1%	Q3 2017/18	67.2%	70%	65%	67.1%	Q4 2017/18	62.3%	70%	65%	67.1%	Q1 2018/19	59.2%	70%	65%	67.1%	Q2 2018/19	58.1%	70%	65%	67.1%	Q3 2018/19	61.5%	70%	65%	67.1%	Q4 2018/19	70.6%	70%	65%	67.1%	Q1 2019/20	69%	70%	65%	67.1%	Q2 2019/20	-	70%	65%	67.1%	Q3 2019/20	-	70%	65%	67.1%	Q4 2019/20	-	70%	65%	67.1%	<p><b>Why is performance off target?</b></p> <p>Although Quarter 1 performance is slightly below our aspirational target of 70%, it should be noted that this is above our minimum set target (65%) and that of our statistical neighbour's average performance (67.1%). We have over the past few months maintained a good level of placement stability and we have missed target this quarter as a result of likely placement disruption and moves.</p> <p><b>What actions will be taken and who is doing this?</b></p> <p>As part of the ongoing work to improve performance for this measure, stringent procedures are in place which involves explicit authorisation from the Service Manager for Regulated Services and Resources regarding all placement moves. Approval is granted only where there is evidence that disruption meetings and preventative work had been undertaken. There also continues to be an increased focus on long term fostering matches.</p> <p><b>When will performance be back on track?</b></p> <p>We will continue to monitor performance as part of the monthly children social care management information report and performance surgeries with Managers. We hope to be on target by the end of the 2019-20 reporting year.</p>
Quarter	Actual Performance (%)	Target (%)	Red Threshold (%)	London - Average (%)																																																																			
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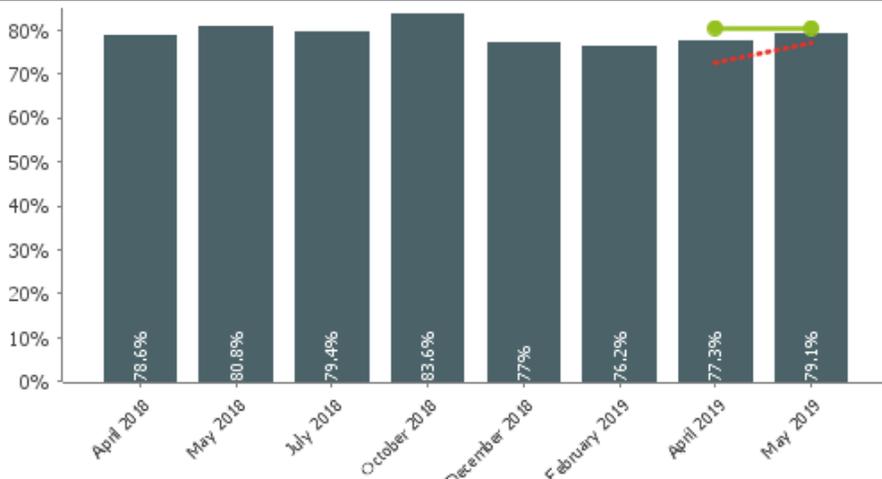
## ▲ Pupils who are regularly attending school in reception year

The percentage of pupils in Reception year who attended at least 90% of their possible sessions.

<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	May 2019		▲	▲
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Education and Partnership	Strategic	80.5%	79.1%	▲ Amber

### Performance data trend chart

### Latest note



### Why is performance off target?

Reception attendance is an area of concern for the Behaviour and Attendance Support Service as this is not in line with the excellent performance in other age groups.

Attendance at Reception is not statutory until the child turns 5 years of age, so this can make it challenging for the AWS/Schools to raise attendance in this year group as there are no enforcement measures that can be taken.

The approach taken by the AWS is to engage with families early and to promote a 'Ready for School' approach, which aims to reassure and support parents into establishing regular attendance at school in Reception and emphasising the benefits this has for the child's wellbeing.

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

AWAs will be mapping the sibling attendance of pupils with poor Reception attendance to determine whether a whole family intervention would be appropriate.

The AWS are working with the Parent and Family Support Service to roll out the 'School Ready' project, which has been running for two years and has shown an average increase of 8% attendance in schools undertaking the project.

The Head of BASS will be consulting with Head teachers whose schools have good

Reception attendance, in the new academic year, in order to provide good practice guidance on early school attendance to all schools.

**When will performance be back on track?**

It is anticipated that we will be able to meet the Reception attendance target in the course of the next academic year.

## Strategic plan delivery

<i>Strategic Plan Activity</i>		<i>Note</i>
Action 2.1 	Provide high quality training for staff working in social care and early help services. This training will need to link closely with the training goals of our partners, & wherever possible, training should be delivered jointly to strengthen joint working.	During our recent inspection Ofsted recognised that our 'strong emphasis on developing the social work academy and nurturing newly qualified social workers (NQSWs) encourages more to remain in the local authority'. A comprehensive learning and development offer has been put together for 2019/20 in response to the learning needs analysis undertaken last year. As part of this we delivered joint training sessions on restorative practice and neglect to a range of staff and partners during Q1. Further training is planned for later in the year to support our expansion of the Family Group Conferencing offer. We are commissioning best in class providers to help us to deliver our training offer. We have also piloted a new audit tool, developed based on benchmarking with other authorities and feedback from an independent evaluation of our current tool. Enabling learning from the exercise that social workers can embed into future practice is a key part of the new tool.
<i>Directorate</i>	<i>Lead officer</i>	
Children and Culture Directorate	Divisional Director, Children's Social Care; Divisional Director, Youth and Commissioning	
<i>Portfolio Owners</i>	Cabinet Member for Children, Schools and Young People	
Action 2.2 	Engage effectively with system partners such as health and the police to ensure that services are complementary and there is no duplication of services or resources.	We are evaluating the effectiveness of our joint working and pathways with partners as part of our focused work on the support we provide for children and young people with Special Educational Needs and Disabilities. We are also continuing a programme of work to build upon and promote the established multi-agency response to exploitation that has been facilitated through the exploitation team.
<i>Directorate</i>	<i>Lead officer</i>	
Children and Culture Directorate	Divisional Director, Children's Social Care	
<i>Portfolio Owners</i>	Cabinet Member for Children, Schools and Young People	
	<i>Strategic Plan Activity</i>	<i>Note</i>
Action 2.3	Create and map clear pathways into early	A series of workshops were undertaken to promote the Early Help offer across the

	help from social care and other universal services; and to develop consistent understanding of thresholds across services and agencies.	<p>council, including Children's Social Care, and partners. These workshops also provided a refresher on the ways that practitioners can refer in to Early Help when they have a concern about a family. Further work to map and review referral pathways between Early Help and Children's Social Care and a review of thresholds is planned for Q3. We have streamlined the process for step-downs from Children's Social Care to Early Help and now have a qualified social worker embedded within Early Help to support this process.</p> <p>We are continuing our work on the Local Early Help pilot which involves the co-location of social workers and Early Help practitioners within the community. The pilot will embed greater partnership working across Early Help services to ensure that referrals go to the right teams so that families access support at the appropriate level in a timely way.</p>
<b>Directorate</b>	<b>Lead officer</b>	
Children and Culture Directorate	Divisional Director, Children's Social Care; Divisional Director, Youth and Commissioning	
<b>Portfolio Owners</b>	Cabinet Member for Children, Schools and Young People	

<i>Strategic Plan Activity</i>		<i>Note</i>
Action 2.4 	Use the new Safeguarding Children Partnership to establish partnerships between children; young people; families and schools, health staff and other stakeholders.	<p>The vision for the new Tower Hamlets Safeguarding Children Partnership (THSCP) is that the three Statutory Partners (Local Authority, NHS CCG and Metropolitan Police Base Command Unit), the wider Relevant Agencies in the local system, community and voluntary sector and community, will work together to ensure that everyone does everything they can to ensure that all Tower Hamlets children and young people are safe, supported and successful.</p> <p>The arrangements for the new Tower Hamlets Safeguarding Children Partnership were finalised in June and an Independent Scrutineer has been appointed. The THSCP will be officially launched in September.</p> <p>In addition to this work continues across the council to support our vulnerable children and young people. We have reorganised our Virtual School and Education Safeguarding Service to create an engaging Virtual School offer for all ages. We have engaged a new education worker who is supporting our work with young offenders.</p>
<b>Directorate</b>	<b>Lead officer</b>	
Children and Culture Directorate	Divisional Director, Children's Social Care; Divisional Director, Youth and Commissioning	
<b>Portfolio Owners</b>	Cabinet Member for Children, Schools and Young People	

<i>Strategic Plan Activity</i>		<i>Note</i>
Action 2.5 	Continue to offer Family Group Conferencing to families in need at the earliest stage.	As part of our Restorative Practice approach we are continuing to offer Family Group Conferencing to families in need. Throughout Q1 there has been an

<b>Directorate</b>	<b>Lead officer</b>	increase in the use of Family Group Conferencing across services from Early Help to Through Care. We plan to expand our current offer during 2019/20, including using this approach as part of our work on the 'Breaking the Cycle' pilot, which will work with young people at risk of becoming involved in youth violence.
Children and Culture Directorate	Divisional Director, Children's Social Care	
<b>Portfolio Owners</b>	Cabinet Member for Children, Schools and Young People	

<b>Strategic Plan Activity</b>		<b>Note</b>
Action 2.6 	Collate data and feedback from children; young people; families and the wider community and further develop mechanisms for youth and parental voice.	We held our 'Youth Voice Counts' event on the 16th April, providing young people with an opportunity to feed back to decision makers what happens to them. The Young Mayor's Team are now part of the membership of LBTH Boards and are meeting regularly with their elected Member counterparts. The Youth Council have completed several street canvassing events to capture the views of young people. Thirteen events were held for parents and carers of children and young people with SEND to capture their views on SEND services, including the review of High Needs Funding, over 200 parents and carers attended. Feedback was collected from parents regarding the Holiday Childcare Scheme, the feedback was very positive and all parents who responded said that they would use the scheme again.
<b>Directorate</b>	<b>Lead officer</b>	
Children and Culture Directorate	Divisional Director, Children's Social Care; Divisional Director, Youth and Commissioning	
<b>Portfolio Owners</b>	Cabinet Member for Children, Schools and Young People	

<b>Strategic Plan Activity</b>		<b>Note</b>
Action 2.7 	Provide varied high quality activities outside of school for children and young people.	We have completed work to extend our youth hub provision for 11 year olds. Further work to develop our youth hub provision for girls and to provide additional high quality activities outside of school to children and young people are on track. In addition we have been carrying out consultation work at our summer events in our parks for our planned playground improvements.
<b>Directorate</b>	<b>Lead officer</b>	
Children and Culture Directorate	Divisional Director, Youth and Commissioning; Divisional Director, Sports, Leisure and Culture	
<b>Portfolio Owners</b>	Cabinet Member for Children, Schools and Young People	

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

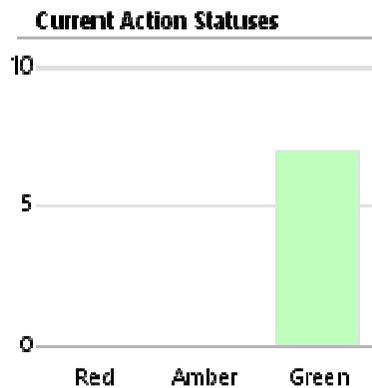
We are committed to improving the health and wellbeing of our local population and the quality of the care services they receive. At the heart of this is ensuring our services are person centred, coordinated and make a tangible and positive difference to people's lives. We have a strong commitment to deliver in a joined-up way with a strong local Tower Hamlets focus, working in partnership with people and their communities, the voluntary and community sector and statutory providers. We aim to give the people of Tower Hamlets one of the best systems of interconnected health and care in the country.

Through further close partnership working, prevention, early intervention and working with our communities, we will tackle health inequalities, improving the quality of life for our residents and managing demand for services.

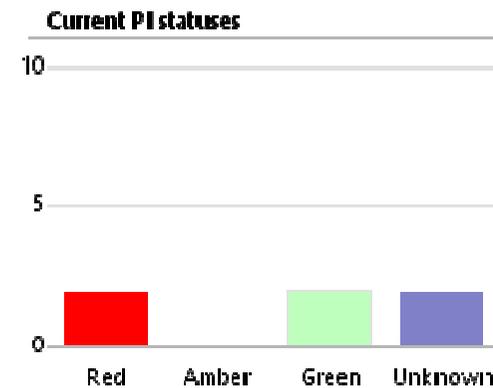
Through the Tower Hamlets Together partnership with the NHS, we aim to reduce the need for people to be treated in hospital, by supporting them to stay healthy and to access support earlier to prevent health problems. We also want to give people more control over their own health and wellbeing and manage their health in community settings.

#### Status summary for this strategic outcome

*Strategic action status chart*



*Strategic measure status chart*



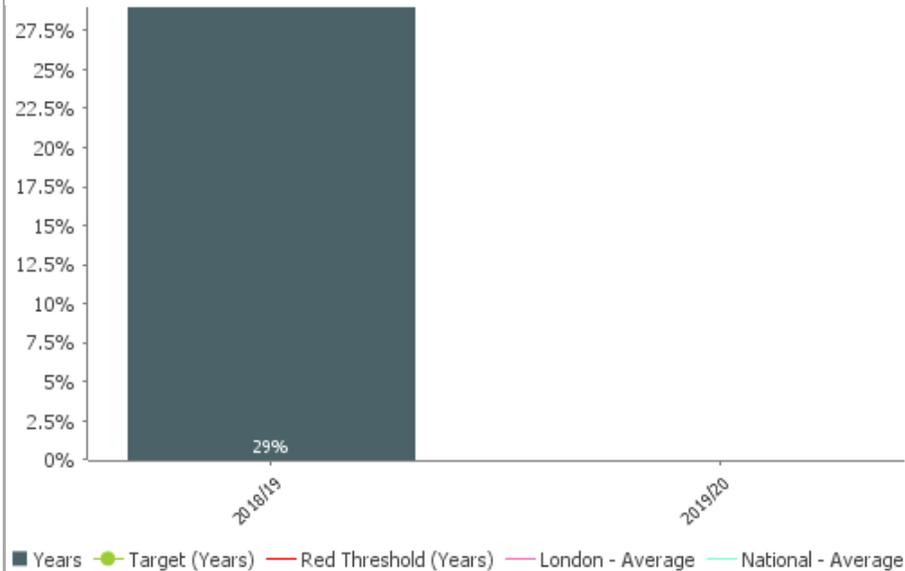
## Residents' self-reported level of physical activity

This measure is taken from the council's residents survey. It is expressed as the percentage of respondents who say that, on average, they complete over 150 minutes of physical activity and are therefore considered physically active in line with national guidance.

Lead member	Last update	Short term trend arrow	Long term trend (DOT)	
Cabinet Member for Adults, Health and Wellbeing Cabinet Member for Culture, Arts and Brexit	2018/19			
Lead officer	Type	Target	Actual	RAG rating
Director of Public Health Divisional Director, Sports, Leisure and Culture	Strategic		29%	 Data Only

### Performance data trend chart

### Latest note



This question was introduced in the 2018/19 residents' survey. Latest outturn relates to the Annual Resident Survey published in Summer 2019. The next survey is due to take place in early 2020.



## Residents' self-reported level of health

This measure is taken from the council's residents survey. The result is expressed as the percentage of respondents who report their health as being 'very good' or 'good'.

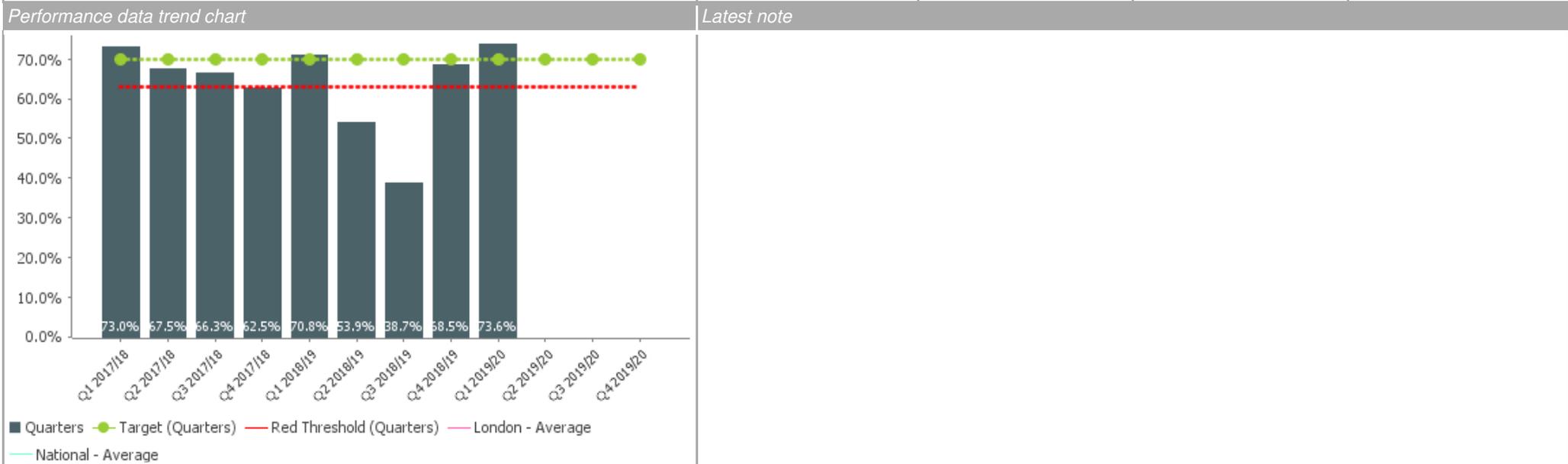
Lead member	Last update	Short term trend arrow	Long term trend (DOT)
Cabinet Member for Adults, Health and Wellbeing	2018/19		
Lead officer	Type	Target	Actual
Director of Public Health	Strategic		77%
			Data Only

Performance data trend chart	Latest note
<p>The chart displays the percentage of residents reporting their health as 'very good' or 'good' for two financial years. The 2018/19 data point is 77%. The 2019/20 data point is not shown. The chart also includes a legend for 'Years', 'Target (Years)', 'Red Threshold (Years)', 'London - Average', and 'National - Average'.</p>	<p>This question was introduced in the 2018/19 residents' survey. Latest outturn relates to the Annual Resident Survey published in Summer 2019. The next survey is due to take place in early 2020.</p>

**✔ People who are more independent after being supported through reablement services**

Reablement is a short term service provided to people leaving hospital and is designed to enable them to remain more independent for longer. The measure reflects the proportion of new clients who required reduced support after reablement or who did not require any further support within the year.

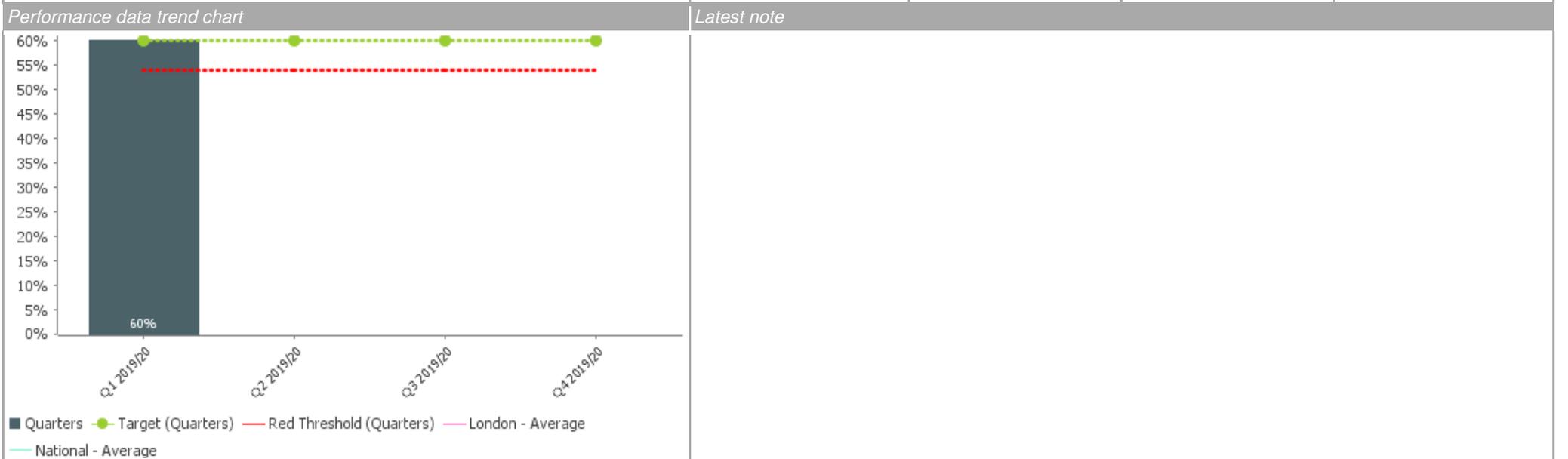
<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Adults, Health and Wellbeing	Q1 2019/20		↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Adults Social Care	Strategic	70.0%	73.6%	✔ Green



## **Children's participation in physical activity (Daily Mile)**

This indicator measures the percentage of primary schools in the borough participating in the national Daily Mile initiative to improve physical activity amongst children.

Lead member	Last update	Short term trend arrow	Long term trend (DOT)	
Cabinet Member for Adults, Health and Wellbeing Cabinet Member for Culture, Arts and Brexit	Q1 2019/20			
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Education and Partnership	Strategic	60%	60%	 Green

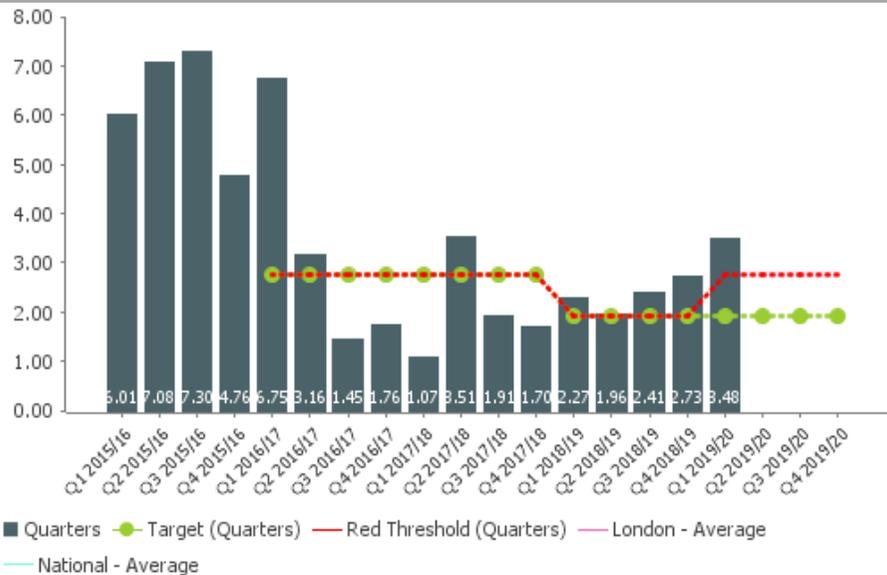


## Delayed discharges from hospital attributable to Council social care services

This measure gives the average daily number of beds in acute hospital care which are occupied by patients who are ready to be discharged but remain in hospital as it has not been possible to make appropriate social care arrangements for them. 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	June 2019		↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Adults Social Care Divisional Director, Integrated Commissioning	Strategic	1.91	4.60	Red

### Performance data trend chart Latest note



#### Why is performance off target?

Delays have gradually increased during the past year, particularly over Q4 (2018/19) and into Q1 (2019/20). One of the reasons for delays continues to be the availability of nursing home placements (short and long term) within the borough. One potential explanation provided for this is difficulties arise from families being unwilling to accept out of borough placements, even if they are geographically close. Complex housing issues and homelessness also contribute to delays attributable to social care. Another reason for an increase in DTOC may be attributed to changes made to the discharge process. This includes the potential sourcing of available beds. A further reason could be the need for earlier discharge planning to be embedded in the Royal London, with earlier discussion of discharge options.

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

The Urgent Care Working Group, our partnership group with the hospital and mental health trust, is working together to find solutions to the issues identified above. We are planning to hold earlier conversations on the ward about planning discharges and patient choice.

We are working with families to help them understand the limitations on available places in their immediate neighbourhood. At the same time we are making sure that our social workers assess clients' needs and wants more comprehensively so that we

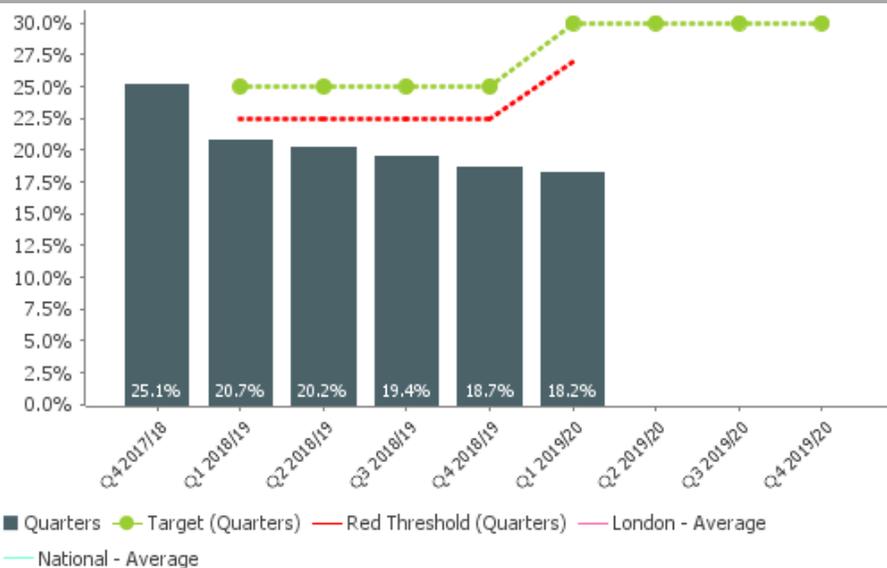
can source the most suitable care places and reduce the number of places being rejected as unsuitable.

## Proportion of adult social care users who are receiving a direct payment

Direct payments enable service users to structure and buy their own care and support through a budget allocated to them. This measure is the current percentage of adult social care service users who are receiving their community-based care in the form of a direct payment.

<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	Q1 2019/20		↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Adults Social Care	Strategic	30.0%	18.2%	Red

Performance data trend chart



Latest note

### Why is Performance off target?

The Direct Payment Policy was refreshed in July 2019, and will go live in September 2019. Pre-Paid Cards Project is under a pilot with some service user groups. Some technical issues with loading the cards are currently being resolved, and the service is working with People Plus, the new Direct Payments provider.

### What actions will be taken?

New users are to be offered the Direct Payment Prepaid Card option from September 2019.

### When will performance be on track?

September /October 2019

**Who is responsible:** - Adult Social Care,

**Senior Responsible Officers:** Claudia Brown, Divisional Director, Adult Social Care

## Strategic plan delivery

<i>Strategic Plan Activity</i>		<i>Note</i>
Action 3.1 	Run activities and programmes that encourage residents to have healthy lifestyles, including encouraging children's healthy weight and nutrition	We run a range of inclusive programmes to promote healthy lifestyles to enable residents from different backgrounds, with diverse needs to participate and improve their wellbeing. Amongst these are schemes specific to adults living with learning disabilities, three quarters of whom have had an annual health check in the past year.
<i>Directorate</i>	<i>Lead officer</i>	Tower Hamlets has one of the highest participation rates nationally in the Daily Mile initiative which ensures that primary school children take regular exercise; the approach being integral to the school curriculum.
Health, Adults and Communities Directorate	Director of Public Health; Divisional Director, Integrated Commissioning	
<i>Portfolio Owners</i>	Cabinet Member for Adults, Health and Wellbeing	
<i>Strategic Plan Activity</i>		<i>Note</i>
Action 3.2 	Provide evidence-based early intervention and prevention programmes, helping residents to be as healthy as possible for as long as possible	Providing evidence based early intervention and prevention programmes is the core purpose of our Public Health division. We have a range of targeted programmes in place that address the changing needs of our population through life; ranging from maternity and early years to old age. We are promoting a mental health campaign linked to "Thrive London", the London wide mental wellbeing programme. We are looking at how we improve treatment and prevention of diabetes and working with NHS partners to ensure better uptake of health screening. Our Integrated Commissioning team is re-procuring our Dementia Caf&eacute; service and developing an improved range of community engagement opportunities for adults living with dementia. We have approved 38 small grants to support local older people's community groups which help to address loneliness. We have also set up a 'Recovery and Employment' Hub to enable people living with mental health conditions to sustain wellbeing and find jobs.
<i>Directorate</i>	<i>Lead officer</i>	
Health, Adults and Communities Directorate	Director of Public Health; Divisional Director, Integrated Commissioning	
<i>Portfolio Owners</i>	Cabinet Member for Adults, Health and Wellbeing	
<i>Strategic Plan Activity</i>		<i>Note</i>

<p>Action 3.3</p> 	<p>Change how we provide information to residents on health and care, making it easier for people to get advice and help at an early stage</p>	<p>We are re-commissioning our information and advice services to ensure easier access for people across the borough. Key to this is setting up a digital portal so that all health, social care and welfare benefits advice is brought together on a single platform. The portal builds upon our current community directory and will become the main entry point for professionals and residents across the borough. In summer 2019, we are running workshops to co-design the portal with local residents. In the Autumn, we will start the process of re-commissioning our advocacy services. We are on track to having a new service provider in place by April next year.</p>
<p><i>Directorate</i></p>	<p><i>Lead officer</i></p>	
<p>Health, Adults and Communities Directorate</p>	<p>Divisional Director, Integrated Commissioning</p>	
<p><i>Portfolio Owners</i></p>	<p>Cabinet Member for Adults, Health and Wellbeing</p>	

<i>Strategic Plan Activity</i>		<i>Note</i>
<p>Action 3.4</p> 	<p>Integrate health and care so that residents get a better, more joined-up experience of both systems</p>	<p>The health and social care integration agenda is a complex area of work which the Tower Hamlets Together Board is driving forward. To achieve this we have appointed a new Independent Chair who will lead this work. To date our achievements include introducing a joint integrated commissioning team and developing a set of outcome measures and commissioning priorities that are shared across health and social care partner organisations. Over the course of the year we plan to improve and broaden access to mental health care for children and young people and we are committed to pooling budgets across health and social care so we can use our resources more effectively. The council in partnership with the Clinical Commissioning Group (CCG) has refreshed the joint Mental Health Strategy that recognises the transition between children and adults services and is built around the principles of prevention, promoting easy and early access and person centred services. The Strategy is due to be ratified by the Health and Wellbeing Board in September 2019. In May, we held an Autism Summit to enhance the service offer to adults living with autism through integration of health and social care services and providing clearer treatment pathways. Our local home care providers have started to work more closely with local GPs and health professionals to improve coordination of care for people with complex needs. We have introduced a Working Group to assess how integrated the health and</p>
<p><i>Directorate</i></p>	<p><i>Lead officer</i></p>	
<p>Health, Adults and Communities Directorate</p>	<p>Divisional Director, Adults Social Care; Divisional Director, Integrated Commissioning</p>	
<p><i>Portfolio Owners</i></p>	<p>Cabinet Member for Adults, Health and Wellbeing</p>	

care system is and where the pressures are, ensuring that we are 'inspection ready' should the regulatory body for health and care - the Care Quality Commission (CQC) - decide to conduct an inspection in Tower Hamlets.

<i>Strategic Plan Activity</i>		<i>Note</i>
Action 3.5 	Make better use of technology and equipment in health and care, recognising its potential to improve how people manage their health conditions and care needs	<p>One of the aims of Tower Hamlets Ageing Well Strategy 2017-2020, is to maintain and promote independence and wellbeing of adult social care users under the duties of the Care Act 2014. One of the aims of the new Independent Living Hub is to increase the uptake of assistive technology where appropriate to support people to live more independently.</p> <p>Recruitment to Senior Practitioner OT post and the three Equipment and Technology Officer posts has been completed with start dates of August and September agreed. The OT post has not been filled and will be re-advertised in August 2019. An action plan will be developed in Q3 with some preparatory work for go-live of the Hub in April 2020.</p> <p>The Community Equipment service was successfully mobilised on 1st April 2019 to Med-equip. The service is now transitioning to business as usual. Quarter 1 performance information has been disseminated to key stakeholders. Governance arrangements have been put in place to contract manage the service.</p>
<i>Directorate</i>	<i>Lead officer</i>	
Health, Adults and Communities Directorate	Director of Public Health; Divisional Director, Adults Social Care; Divisional Director, Integrated Commissioning	
<i>Portfolio Owners</i>	Cabinet Member for Adults, Health and Wellbeing	

<i>Strategic Plan Activity</i>		<i>Note</i>
Action 3.6 	Staff in adult social care will do more to empower people, focusing on the strengths and abilities of social care users as well as the things they need help with	<p>We have delivered a strength based training programme across the Adult Social Care (ASC) service to better align social work practice with requirements of the Care Act 2014 and recent government guidelines. The purpose of this is to ensure our social care professionals have the skills and expertise to deliver a high quality service and are able to support social care service users to live as independently as possible.</p> <p>As well as supporting adults who use social care services, we have significantly enhanced our offer to carers. In quarter 1 (2019/20), 500 carers have received support from the Carers Centre, including over 100 new carers. 166 carers assessments were completed during this period by ASC.</p>
<i>Directorate</i>	<i>Lead officer</i>	
Health, Adults and Communities Directorate	Divisional Director, Adults Social Care	
<i>Portfolio Owners</i>	Cabinet Member for Adults, Health and Wellbeing	

As part of our refreshed offer to carers, work is underway to improve identification, recognition and support to Carers across health and social care - there is now a Carer Champion in each Adult Social Care Team focused on improving support for unpaid carers. In June the Minister of State visited the Carers Centre to mark our celebrations for Carers Week.

We are supporting adults living with learning disabilities to access sustainable employment through two new employment contracts to promote work and volunteering opportunities.

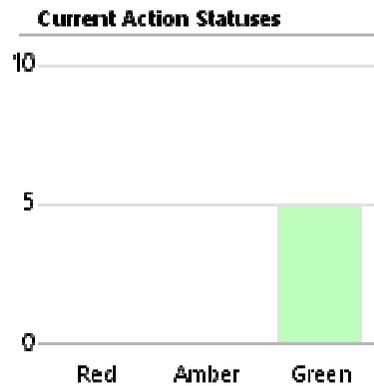
<i>Strategic Plan Activity</i>		<i>Note</i>
Action 3.7 	Offer choice and personalised support to social care users, including the promotion of direct payments so that people have more control over the care they receive	We continue to drive the uptake of Direct Payments to help social care service users exercise more choice and control over their lives and the services they get. We appointed a new provider; People Plus in April 2019 to provide service users with relevant and timely advice in all aspects of improving the take up of Direct payments, and are now offering prepaid direct payment cards. We are in the process of refreshing our Direct Payment Policy; the new approach will be launched in September 2019. All of our Adult Social Care teams across the borough have specific targets that seek to increase uptake of Direct Payments. Personalised care and support based on informed choice is important to people living in nursing and residential homes as well as those living in the community. To this end and to provide quality assurance for residents we plan to introduce a 'Residential Care Charter' for care homes in the borough next year.
<i>Directorate</i>	<i>Lead officer</i>	
Health, Adults and Communities Directorate	Divisional Director, Adults Social Care	
<i>Portfolio Owners</i>	Cabinet Member for Adults, Health and Wellbeing	

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

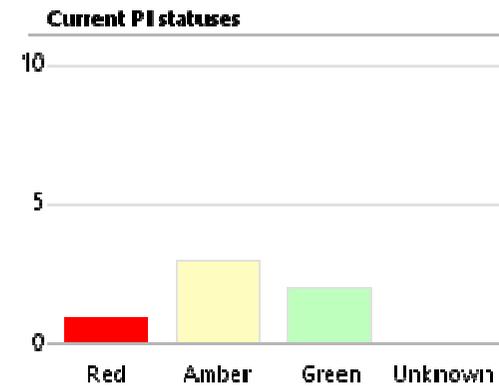
While we want people to have positive associations about life in Tower Hamlets, we cannot deny that Tower Hamlets is a borough of contradictions. Despite the economic opportunities in our borough, many in our community do not benefit from them. The borough is the tenth most deprived local authority in England and has the highest levels of pensioner poverty and child poverty in England. The employment rate of residents is below the national average and some people in our communities find it more difficult to find work than others.

### Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart

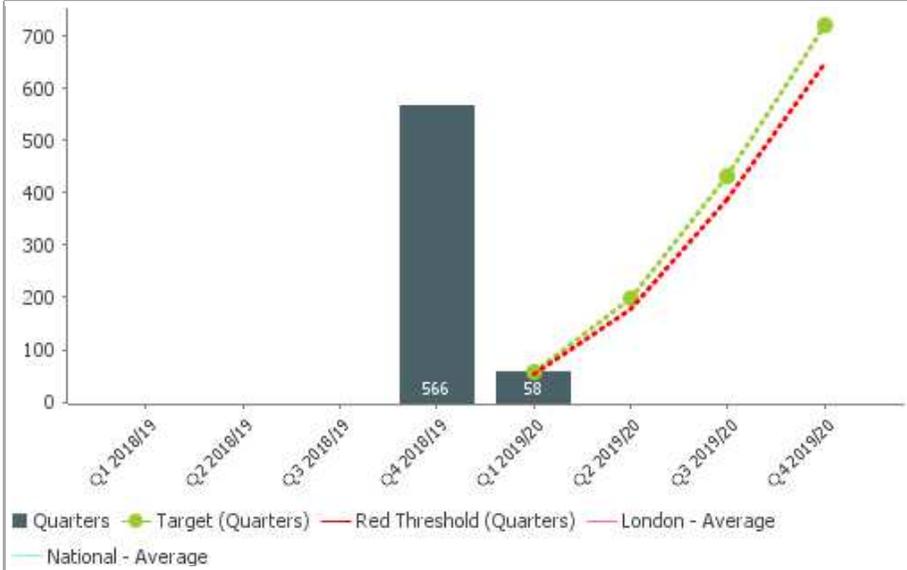


**✔ Number of residents who come from deprived postcodes supported into employment by the Workpath Service**

This measure is a count of the number of residents from deprived postcodes supported into work through support from the council's WorkPath service. Deprived postcodes has been defined postcodes in the bottom 3 deciles according to the Index of Multiple Deprivation (IMD). Cumulative measure.

<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	Q1 2019/20		?	?
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Growth and Economic Development	Strategic	58	58	✔ Green

*Performance data trend chart* *Latest note*



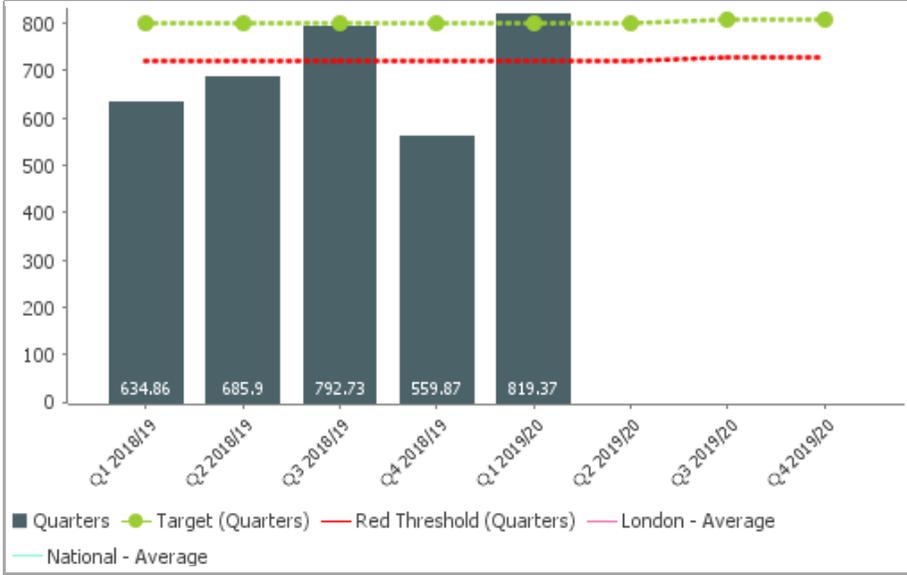
*Latest note*

**✔ Residents who are better off financially after receiving advice on maximising their household income**

The expected annual increase in income of residents who have been supported to maximise their household income (£)

<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Deputy Mayor for Planning, Air Quality and Tackling Poverty	Q1 2019/20		↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Growth and Economic Development	Strategic	800	819.37	✔ Green

*Performance data trend chart*



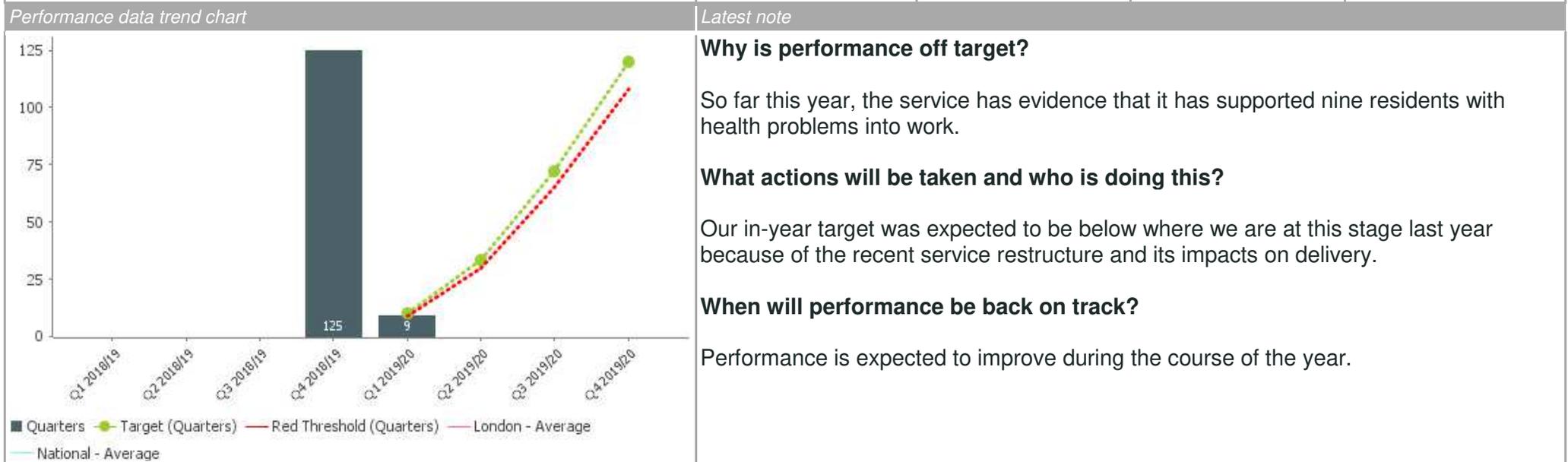
*Latest note*

This indicator measures the average annual increase in benefits achieved for residents who were supported to maximise their income on benefits (including backdated appeals and new benefits). This is a demand-led service and therefore target represents the average achieved for residents over the past four years. However it should be noted that changes to welfare eligibility could reduce the amounts achieved. This service is currently being recommissioned with new mechanisms of monitoring and targets being negotiated. This quarter 119 households were financially better off after receiving advice on maximising their household income.

## ▲ Number of residents who have disabilities supported into employment by the Workpath Service

This measure is a count of the number of residents who have a disability who are supported into work through support from the council's WorkPath service. Measuring residents who have said they have health problems. Cumulative measure.

<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	Q1 2019/20		?	?
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Growth and Economic Development	Strategic	10	9	▲ Amber

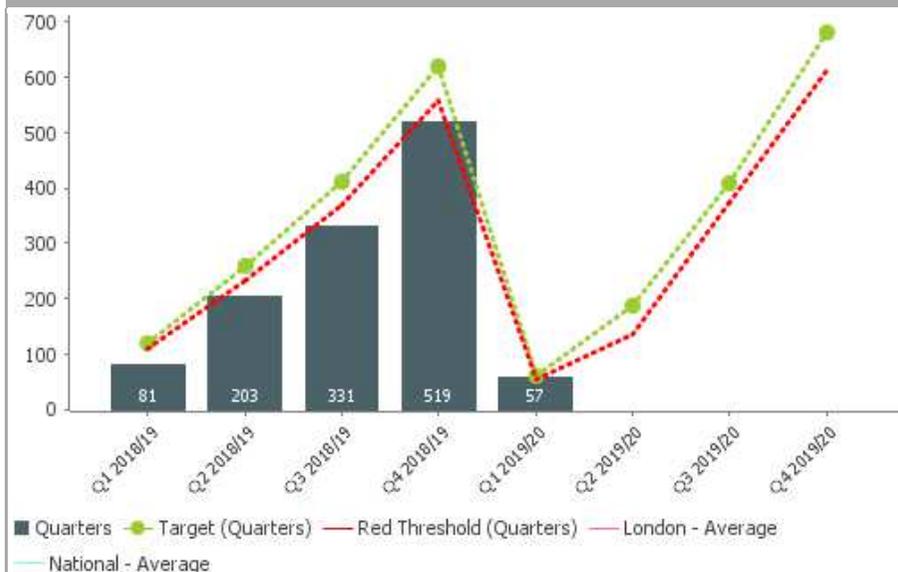


## ▲ Number of residents from BAME backgrounds supported into work

This measure is a count of the number of residents from Black, Asian and minority ethnic (BAME) backgrounds supported into work through support from the council's WorkPath service. Cumulative measure.

<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	Q1 2019/20		↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Growth and Economic Development	Strategic	59	57	▲ Amber

Performance data trend chart



Latest note

### Why is performance off target?

So far this year, the service has evidence that it has supported 57 residents who are from BAME backgrounds into work.

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

Our in-year target was expected to be below where we are at this stage last year because of the recent service restructure and its impacts on delivery.

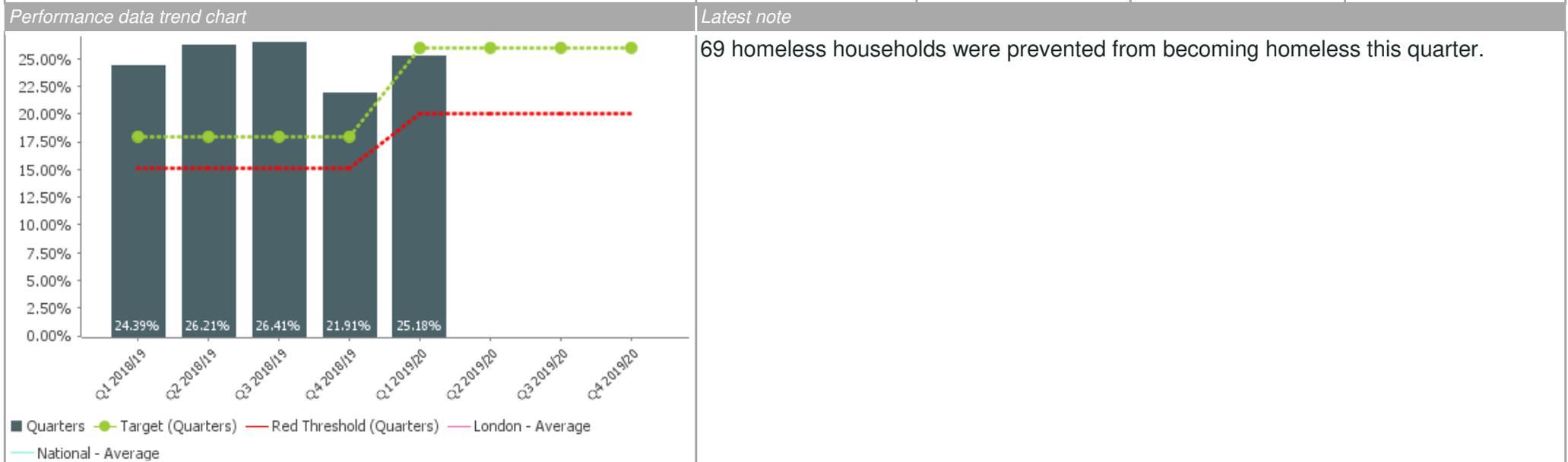
### When will performance be back on track?

Performance is expected to improve during the course of the year.

## ⚠ Households prevented from becoming homeless

Measuring the percentage of households whose homelessness was prevented or relieved via the Housing Options Service or through any funded initiative.

<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Deputy Mayor for Housing (Statutory Deputy Mayor)	Q1 2019/20		↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Housing	Strategic	26.00%	25.18%	⚠ Amber



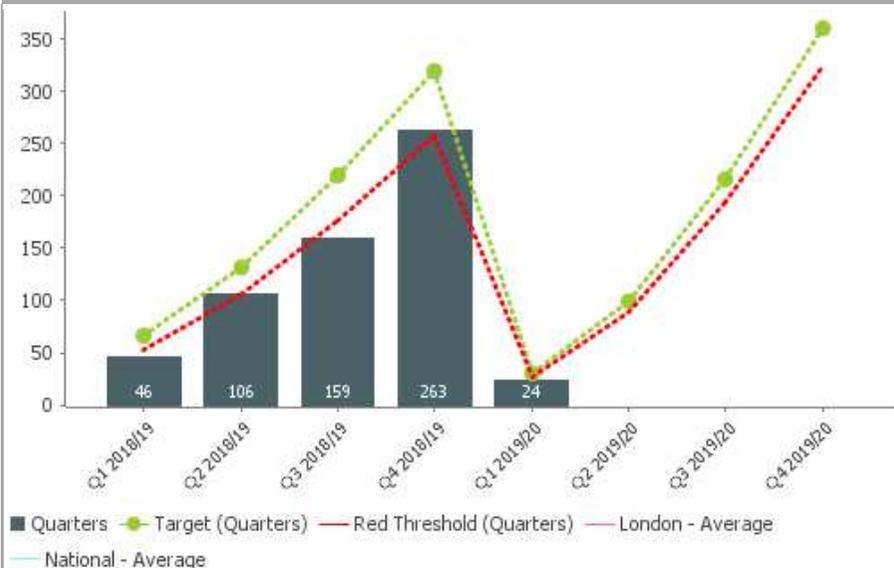
## Number of residents who are women supported into work

This measure is a count of the number of female residents supported into work through support from the council's WorkPath service. Cumulative measure.

<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	Q1 2019/20		↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Growth and Economic Development	Strategic	30	24	Red

Performance data trend chart

Latest note



### Why is performance off target?

So far this year, the service has evidence that it has supported 24 female residents into work

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

Our in-year target was expected to be below where we are at this stage last year because of the recent service restructure and its impacts on delivery.

### When will performance be back on track?

Performance will pick up during the course of the year.

## Strategic plan delivery

Strategic Plan Activity		Note
Action 4.1 	Support households impacted by Universal Credit	<p>The following deliverables have been achieved to date:</p> <ul style="list-style-type: none"> <li>• Total number of clients assisted to date from 15th October 18 = 603</li> <li>• Number of matters dealt with = 1271</li> <li>• Total number of successful Discretionary Housing Payment applications = 16</li> <li>• Total amount awarded from Discretionary Housing fund = £20,763.51</li> <li>• Total number of Universal Credit applications made = 84</li> <li>• Total amount of projected annual Universal Credit awarded where known as a result of the team's assistance = £841808.30</li> <li>• Total number of applications for a Crisis and Support = 6</li> </ul>
<i>Directorate</i>	<i>Lead officer</i>	
Place Directorate	Divisional Director, Growth and Economic Development	
<i>Portfolio Owners</i>	Deputy Mayor for Planning, Air Quality and Tackling Poverty	

Strategic Plan Activity		Note
Action 4.2 	Deliver initiatives to prevent homelessness and rough sleeping	<p>We have recently expanded the Private Rented Sector team to enable us to increase our preventions and sustainment support within the private rented sector.</p>
<i>Directorate</i>	<i>Lead officer</i>	
Place Directorate	Divisional Director, Housing	
<i>Portfolio Owners</i>	Deputy Mayor for Housing (Statutory Deputy Mayor)	

Strategic Plan Activity		Note
Action 4.3 	Work with partners to deliver initiatives to tackle poverty	<p>Training has taken place for poverty proofing the school day and schools identified to take part. Audits will commence in September. The Citizen's Advice Bureau has been appointed as delivery partners for a project to support residents in council tax arrears. The council's boiler replacement programme and the home energy visits are targeted at low income and vulnerable households which will deliver energy costs savings and help to alleviate fuel poverty. We also run a quarterly energy switching scheme aimed at helping households find cheaper energy suppliers.</p>
<i>Directorate</i>	<i>Lead officer</i>	
Place Directorate	Divisional Director, Growth and Economic Development	
<i>Portfolio Owners</i>	Deputy Mayor for Planning, Air Quality and Tackling Poverty	

<i>Strategic Plan Activity</i>		<i>Note</i>
Action 4.4 	Develop Finance and Welfare advice provision in the borough	<p>The Social Welfare Advice Service assists people in maximising their income by identifying any benefits they are eligible for and supporting them to apply for them or appeal previous decisions.</p> <p>This quarter we have provided welfare advice and support to 4,880 households which has so far resulted in 119 households achieving successful outcomes to date. A total of £600,394 has been achieved through successful appeals and reconsiderations for benefits, many of which have been backdated. Almost £3.4m is the estimated annual value of benefits achieved through our maximising income support.</p> <p>Work is ongoing with adult commissioning to refine the advice offer. Social Finance and Toynbee Hall have completed their research and a report is imminent. The adult commissioning team has been holding workshops with stakeholders in order to come up with a proposed model which will be presented shortly.</p> <p>The local community fund applications have been assessed and awards will be made shortly following any representations made following the recommendations presented at Cabinet.</p>
<i>Directorate</i>	<i>Lead officer</i>	
Place Directorate	Divisional Director, Growth and Economic Development	
<i>Portfolio Owners</i>	Deputy Mayor for Planning, Air Quality and Tackling Poverty	

<i>Strategic Plan Activity</i>		<i>Note</i>
Action 4.5 	Review and improve local childcare offer	<p>In May we published our updated Childcare Sufficiency Assessment for 2018/19. Work is ongoing to increase the uptake of the Early Learning for Eligible 2 year olds scheme. An action plan has been completed and 3 schools have been successful in their capital project applications to expand their provisions.</p>
<i>Directorate</i>	<i>Lead officer</i>	
Children and Culture Directorate	Divisional Director, Education and Partnership	
<i>Portfolio Owners</i>	Cabinet Member for Children, Schools and Young People	

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

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

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

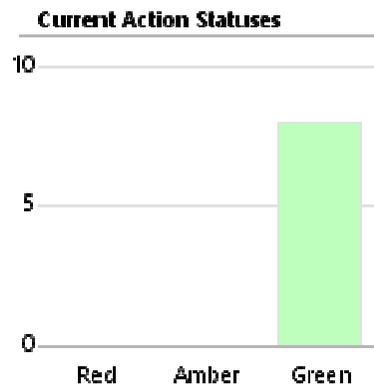
We want the borough to be a clean and attractive place but litter, fly tipping and graffiti on our streets has a detrimental impact on life for residents and visitors. We will tackle these through more efficient and effective services, backed up with investment and enforcement when necessary.

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

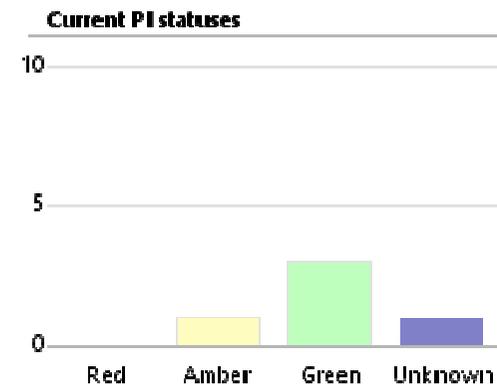
We are committed to protecting and maintaining our parks and open spaces and the council will continue to invest in the public realm to create attractive, liveable, well-maintained neighbourhoods.

### Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart



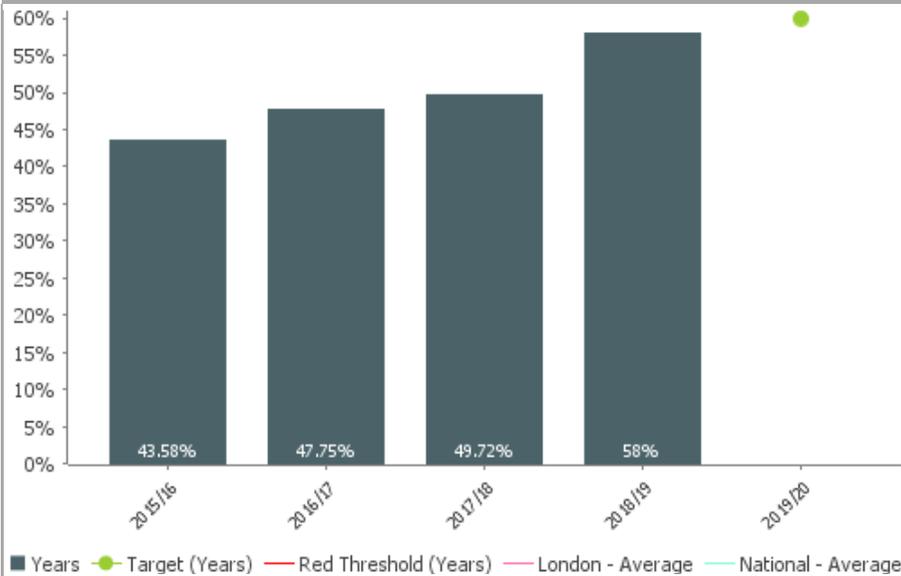
## ? Level of CO2 emissions generated by the Council's activities

Level of CO2 emissions generated by council activities (measuring % reduction from the baseline)

Lead member	Last update	Short term trend arrow	Long term trend (DOT)
Cabinet Member for Environment	2019/20	?	?
Lead officer	Type	Target	Actual
Divisional Director, Housing	Strategic	60%	?
			RAG rating
			Unknown

Performance data trend chart

Latest note



The CO2 emissions outturn for 2018-19 have recently been produced. Emissions of 7,377 tCO2e are an 18% reduction on last year's emissions and a 58% reduction on emissions from 2007. The Council looks on course to not only meet but exceed the overall reduction target of 60% by 2020/21. Contributing to this reduction is our retrofit and maintenance projects which are improving the energy efficiency in our buildings. There has been a decrease in emissions from our and our waste and recycling contractor's fleet.

The Sustainable Development Team is responsible for leading the programme to reduce emissions in Tower Hamlets. The plan for doing this is set out in the Carbon Management Plan. In March 2019 the council declared a Climate Emergency and committed to becoming net zero carbon by 2025. A plan on how this target will be achieved is currently being drawn up for publication by January 2020.

## ✔ Primary school pupils benefiting from a school street at their school

Streets around schools are often dominated by idling cars and speeding traffic at drop-off and pick-up times, resulting in air pollution and an environment that is generally unpleasant for walking and cycling. The numerator for this measure is the number of primary aged pupils who go to a school where a school street has been applied.

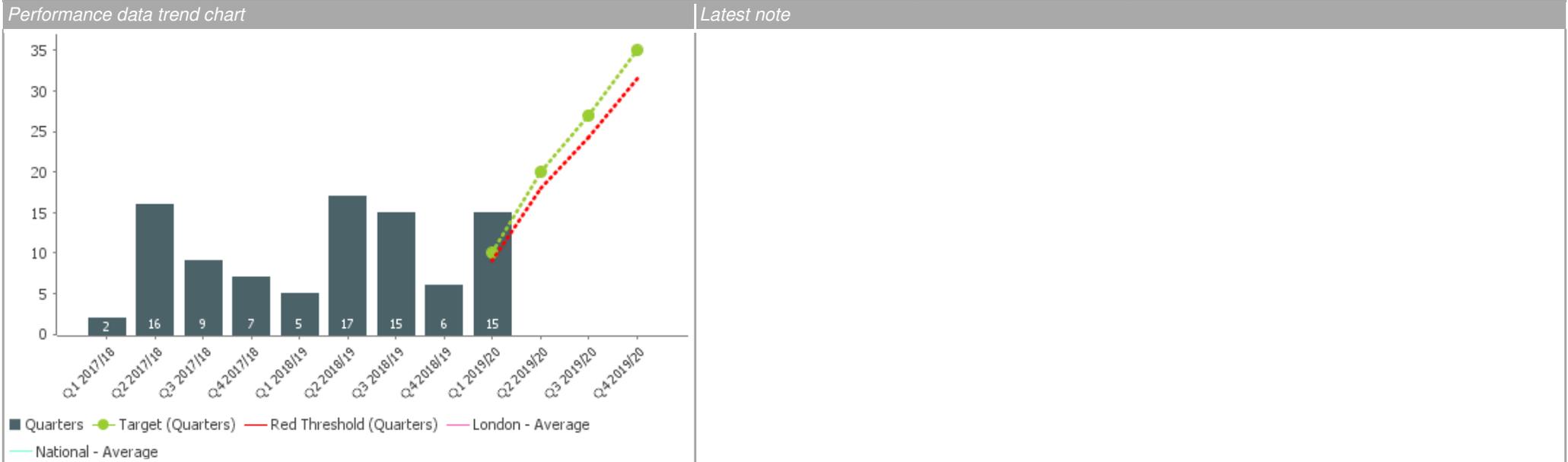
<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Executive Mayor	Q1 2019/20		▬	▬
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Public Realm	Strategic	1.4	1.4	✔ Green

<i>Performance data trend chart</i>	<i>Latest note</i>
<p>The chart displays the number of primary school pupils benefiting from a school street at their school over five quarters. The Y-axis ranges from 0 to 20. The X-axis shows quarters from Q4 2018/19 to Q4 2019/20. The data points are: Q4 2018/19 (1.4), Q1 2019/20 (1.4), Q2 2019/20 (1.4), Q3 2019/20 (1.4), and Q4 2019/20 (21). A red dashed line represents the 'Red Threshold (Quarters)' at 1.4. A green dashed line represents the 'Target (Quarters)' at 21. The 'London - Average' is shown as a red line and the 'National - Average' as a blue line, both remaining at 0.</p>	<p>The service has profiled 21 primary schools to be fitted with a school street by Sept 2020, and by the end of 2020/21 all 50 school streets are profiled to be completed.</p> <p>Ten primary schools will be fitted with a school street by the end of this financial year (2019/20). Works are due to start in Q4. The proportion of primary school aged children that will benefit from a school street by March 2020 is just under 21%.</p>

 **Residents' access to nature through biodiversity projects**

No. of biodiversity enhancement projects involving the community

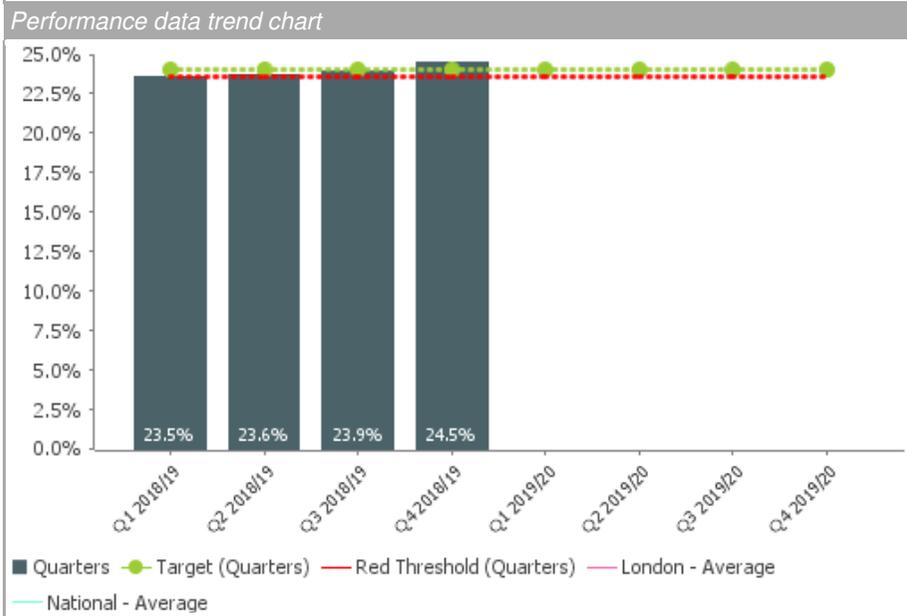
<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Environment	Q1 2019/20			
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Housing	Strategic	10	15	 Green



**✔ Level of household recycling (Quarterly Audited)**

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	Q4 2018/19		↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Public Realm	Strategic	24.0%	24.5%	✔ Green



*Latest note*

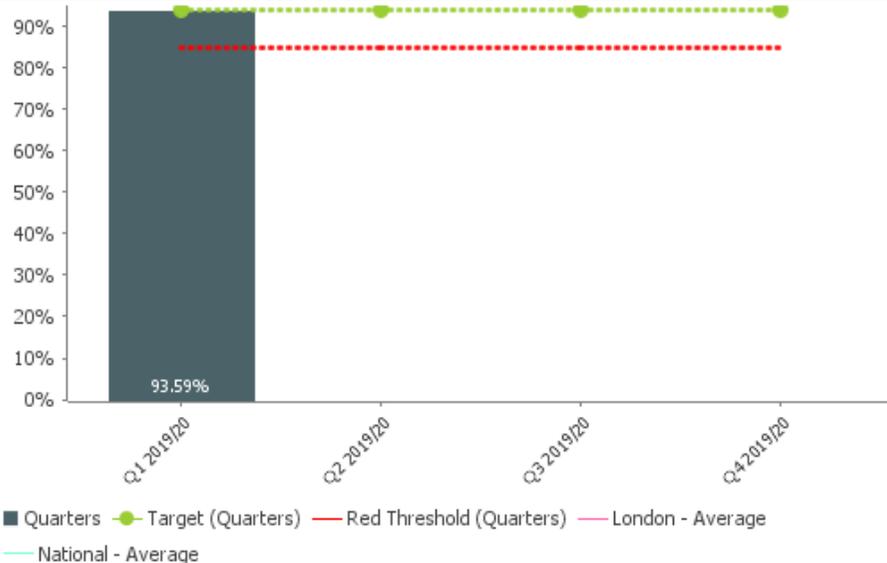
It is not currently possible to report on this measure, however it is expected that data will be available by Quarter 2 of 2019/20.

## ▲ Level of Public Realm cleanliness

This measure is based on a national methodology to assess the cleanliness of streets and the public realm relating to litter. Surveys of a sample of areas are carried out monthly across the borough. Results of all the surveys will be combined to get the annual result. Areas are scored against a national benchmark of cleanliness levels for litter, 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	Q1 2019/20		?	?
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Public Realm	Strategic	94%	93.59%	▲ Amber

Performance data trend chart



Latest note

### Why is performance off target?

We are now assessing the cleanliness of our streets on a monthly basis. The outturn reported here is the average of the results for April, May and June. In June, 89.7% of streets surveyed were deemed to be clean to acceptable standards for litter. In addition, 98.7% of streets were clean to acceptable standards for detritus, 87.2% for graffiti, and 93.5% for fly posting. Streets identified in Spitalfields and Banglatown both failed in litter and flyposting and streets in St Dunstan's failed for litter too.

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

A more targeted approach has been adopted to tackle cleansing and flyposting hotspots across the borough. The service will be provided with graphical analysis of litter and flyposting maps to aid them target their resources for action. This will fall in line with weekly monitoring of contracted services taking place over the summer.

In addition, a number of Council initiatives are helping us to keep the borough clean and tidy. In April we delivered seven Big Clean Up events, with partner organisations and resident volunteers. These events coincided with the Keep Britain Tidy Great British Spring Clean. Our Love your Neighbourhood app can be downloaded onto phones so that residents can report any issues they think need our attention – such as

litter, fly tipping, fly posting, pot holes and more.

**When will it be back on track?**

We expect to see improvements in standards of street cleanliness by the end of Quarter 2 as we deliver a more robust service monitoring.

## Strategic plan delivery

<i>Strategic Plan Activity</i>		<i>Note</i>
Action 5.1 	Implement new arrangements to improve cleansing and the quality of the local environment	<p>Our recently introduced improved street cleansing and monitoring arrangements have resulted in excess of 4,000 random inspections. We are shortly moving from random street inspections to more scheduled inspections based on intelligence gathered from our street care team and from the public, to ensure we cover 'hotspot' areas.</p>
<i>Directorate</i>	<i>Lead officer</i>	
Place Directorate	Divisional Director, Public Realm	
<i>Portfolio Owners</i>	Cabinet Member for Environment	<p>We have produced a draft action plan to help us to tackle commercial and domestic fly tipping across the borough. The action plan is due to be adopted in September and will be complemented by a communications plan to residents and businesses.</p> <p>In April we launched our seventh Big Clean Up event to coincide with Keep Britain Tidy's Great British Spring Clean with the Mayor and local MP Jim Fitzpatrick, partners and residents attending. The next Big Clean Up is being held in September.</p> <p>To help us tackle litter in the borough, we have purchased seventeen more "Bigbelly" smart bins. They have been placed in key areas of high footfall in the borough including four in Whitechapel Market/Underground station and five along the Roman Road market area. These high tech refuse bins use solar power to compact litter, so can hold up to eight times more litter than a normal bin, and email council staff when they need emptying.</p>
<i>Strategic Plan Activity</i>		<i>Note</i>
Action 5.2 	Deliver the Council's Waste Strategy with initiatives to encourage/enforce waste reduction and recycling amongst residents and businesses	<p>We have recently undertaken an estates recycling pilot project. We are now evaluating and reporting the results and will be developing communications material for roll out.</p>

<b>Directorate</b>	<b>Lead officer</b>	<p>Our new Waste Strategy has been published on the council's website. We are now producing a communications plan for the Waste Strategy.</p> <p>We have undertaken several school visits to promote waste minimisation through dry recycling and food waste collection services. Recruitment is in progress for a new Improvement and Engagement Team.</p> <p>We are developing a scheme and plan of action to incentivise and encourage recycling participation. Meetings with Registered Providers/trial estate selection, meetings with bin sensor providers have taken place to trial the scheme.</p> <p>In collaboration with our Town Centres and Communications teams we are developing a pilot project relating to re-usable cups. The model for the cup has been agreed and we are now looking at potential local independent cafes in our town centres to champion the scheme. We will use the findings from our pilot project to widen the implementation of the re-usable cup scheme.</p>
Place Directorate	Divisional Director, Public Realm	
<b>Portfolio Owners</b>	Cabinet Member for Environment	

<b>Strategic Plan Activity</b>		<b>Note</b>
Action 5.3 	Deliver the Mayor's ambitious Love Your Neighbourhood programme to make our streets safer, cleaner and more sociable places to use and to deliver the new investment around street lighting, footways and carriageways throughout the borough	We have completed initial consultation with staff on the re-structure within Operational Services to create a new Environmental Services Team to deliver priority outcomes for environmental improvements.
<b>Directorate</b>	<b>Lead officer</b>	
Place Directorate	Divisional Director, Public Realm	
<b>Portfolio Owners</b>	Cabinet Member for Environment; Executive Mayor	

<b>Strategic Plan Activity</b>		<b>Note</b>
Action 5.4 	Deliver initiatives to maintain and improve existing parks and green spaces	As part of the mayoral pledge, a survey has been completed for planting 1,000 street trees of which 1,600 potential planting locations have been identified. 300

<i>Directorate</i>	<i>Lead officer</i>	
Children and Culture Directorate; Place Directorate	Divisional Director, Public Realm; Divisional Director, Sports, Leisure and Culture	locations within Poplar and Bow have been agreed to plant this planting season.
<i>Portfolio Owners</i>	Cabinet Member for Culture, Arts and Brexit; Cabinet Member for Environment	The planting will be carried out over a three year period which is due to commence in November 2019, with 300 trees being planted thereafter over the next two planting seasons. In addition as part of the yearly replacement tree program we will be planting an additional 200 tree across various locations throughout the borough.
		A pocket park is to be installed at Durant Street which will extend the existing park area. Designs have been completed for integrating Allen Gardens and Buxton Street by blurring the edges with more planting. The plans will be go out to public consultation in September.

<i>Strategic Plan Activity</i>		<i>Note</i>
Action 5.5 	Deliver the Air Quality Action Plan	We are undertaking consultation and feasibility studies on requests for cycle hangars. To date, five cycle hangars have been installed, and another 20 are due to be installed by the end of the financial year. Work is progressing to install five new car shaped bike ports and ten new sets of cycle lockers by the end of this financial year.
<i>Directorate</i>	<i>Lead officer</i>	
Place Directorate	Divisional Director, Public Realm	
<i>Portfolio Owners</i>	Deputy Mayor for Planning, Air Quality and Tackling Poverty	We have bought 6 air quality monitors. 2 units have been deployed on Empson St & Devas St from 3 June to support a DEFRA funded air quality initiative. The other units will be installed shortly. In April we installed a new PM 2.5 monitor on the corner of Mile End Rd and Bancroft Rd. An Air Quality Workshop at Idea Store Whitechapel was delivered in June and we launched Breathe London monitoring sites at six in schools, including one on Commercial St.
		In addition, the council launched a consultation on the Tower Hamlets Transport Strategy 2019-2041. The new Strategy sets out plans to promote walking and cycling to help meet the Mayor of London's target that 90% of all trips in the borough should be made on foot, by cycle or by using public transport by 2041.

<i>Strategic Plan Activity</i>		<i>Note</i>
Action 5.6 	Promote use of cleaner fuel types amongst residents and businesses	We have recently obtained funding from the Greater London Authority (GLA) for a job programme with Hackney Council to create a zero emissions neighbourhood in the City Fringe and Whitechapel area. A project officer is currently being recruited.
<i>Directorate</i>	<i>Lead officer</i>	
Place Directorate	Divisional Director, Public Realm	
<i>Portfolio Owners</i>	Deputy Mayor for Planning, Air Quality and Tackling Poverty	
<i>Strategic Plan Activity</i>		<i>Note</i>
Action 5.7 	Take targeted action to reduce CO2 emissions across residential and community buildings	We are in the process of delivering the Residential Boiler Replacement Programme Phase 2. The project will replace inefficient domestic boilers for low income and vulnerable households. The project is funded through the Carbon Fund which has a budget of £600,000.  In May 2019 Cabinet approved a further £1.7m of projects which includes energy home visits, retrofitting energy efficiency works in schools, grants to SME's, community led solar panel projects and community buildings energy efficiency projects. In March 2019 the council declared a Climate Emergency and committed to become carbon neutral by 2025. To achieve this the council is developing a zero carbon roadmap which will identify the areas where carbon savings would be required including council owned assets where specific council buildings can be targeted for retrofitting. The roadmap document will be presented to Cabinet January 2020 for consideration and approval.
<i>Directorate</i>	<i>Lead officer</i>	
Place Directorate	Divisional Director, Housing	
<i>Portfolio Owners</i>	Cabinet Member for Environment	
<i>Strategic Plan Activity</i>		<i>Note</i>
Action 5.8 	Agree and deliver a Biodiversity Action Plan to protect and enhance wildlife across the borough	The Biodiversity Action Plan was adopted by Cabinet at the beginning of August. The new Plan will be launched in October.
<i>Directorate</i>	<i>Lead officer</i>	
Place Directorate	Divisional Director, Housing	
<i>Portfolio Owners</i>	Cabinet Member for Environment	

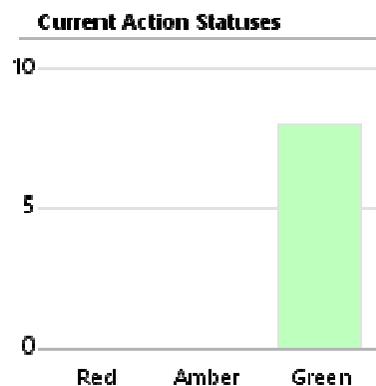
## Outcome 6 People live in good quality affordable homes and well-designed neighbourhoods

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.

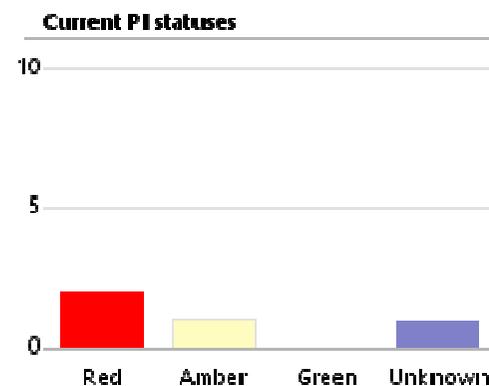
Pressures on the high demand and limited supply of social housing lead to complex challenges concerning overcrowding, homelessness and rough sleeping, while the expansion of the private sector as of source of housing presents challenges to ensure that this stock is in good condition and well managed. Finally while Tower Hamlets delivers amongst the largest numbers of affordable housing amongst Local Authorities each year, we continue to have stretching housing delivery targets from the GLA and have three designated Opportunity Areas to accommodate projected population growth of about 25% by 2031. This level of growth within our borough's 2,157 hectare footprint presents significant challenges to ensure the correct social, economic and physical infrastructure is in place to accommodate this growth, that residents have a vital say and role in regeneration and that opportunities that arise from growth are accessible for our residents.

### Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart





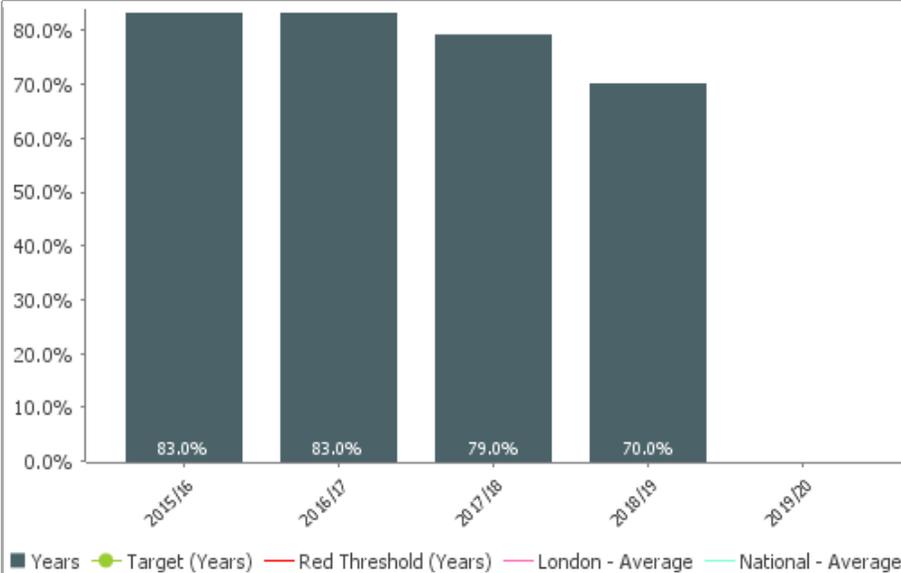
## Residents' satisfaction with the area

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)
Deputy Mayor for Planning, Air Quality and Tackling Poverty	2018/19	↓	↓
Lead officer	Type	Target	Actual
Divisional Director, Public Realm Divisional Director, Planning and Building Control	Strategic		70.0%
			RAG rating Data Only

### Performance data trend chart

### Latest note



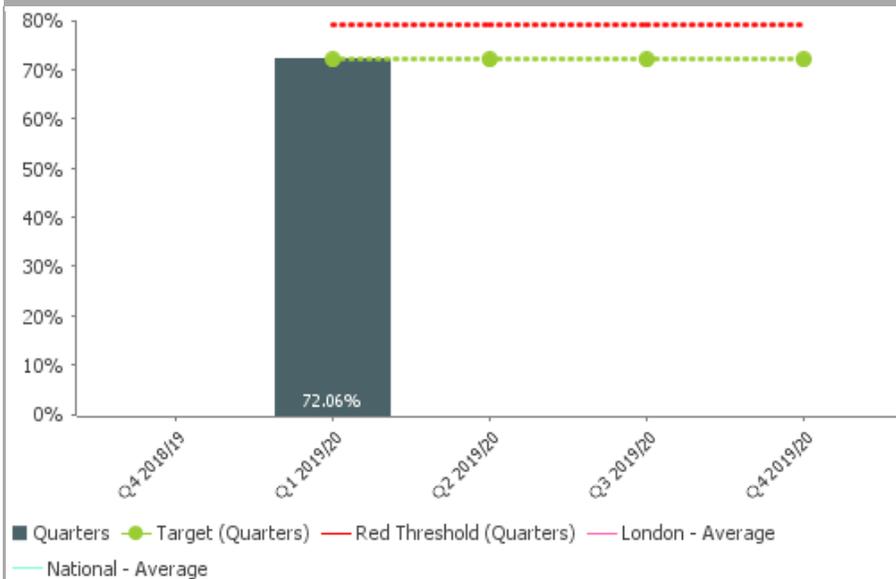
This question was introduced in the 2018/19 residents' survey. Latest outturn relates to the Annual Resident Survey published in Summer 2019. The next survey is due to take place in early 2020.

## ▲ Level of household overcrowding

Overcrowding remains a problem in the borough and reducing overcrowding is a main aim of the council's housing service. This measure calculates the percentage of households on the common housing register (in Bands 1&2 but excluding homeless households) who are living in overcrowded conditions.

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Deputy Mayor for Housing (Statutory Deputy Mayor)	Q1 2019/20		?	?
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Housing	Strategic	72%	72.06%	▲ Amber

Performance data trend chart



Latest note

### Why is performance off target?

Target is based on overall number of applicants in band 1 and 2 that are overcrowded (excluding homeless). Overall 56% of applicants rehoused in the first quarter were overcrowded applicants, which is a significant number, in the context that total lets over the last 4 years has reduced by 40%, which means fewer overcrowded applicants can be moved on but total numbers on the housing register has increased by 4% for this period.

The Council gives high priority to overcrowded applicants but under choice based lettings has very little influence over what applicants bid for. Any bids made need to be considered against other priorities and targets of the council e.g. let's to homeless applicants and decanting blocks for regenerations.

Furthermore, the council under the Allocations scheme has no control over who applies to join the housing register or applicants' personal housing circumstances other than to consider cases in accordance with the published allocations scheme. This means that although overcrowded applicants are being rehoused into suitable accommodation, more applicants are joining all the time as explained above.

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

Officers will continue to work closely with partner RPs, and offer applicants information

on how to resolve their housing and maximising housing opportunities available to them including mutual exchange, PRS and housing moves.

**When will it be back on track?**

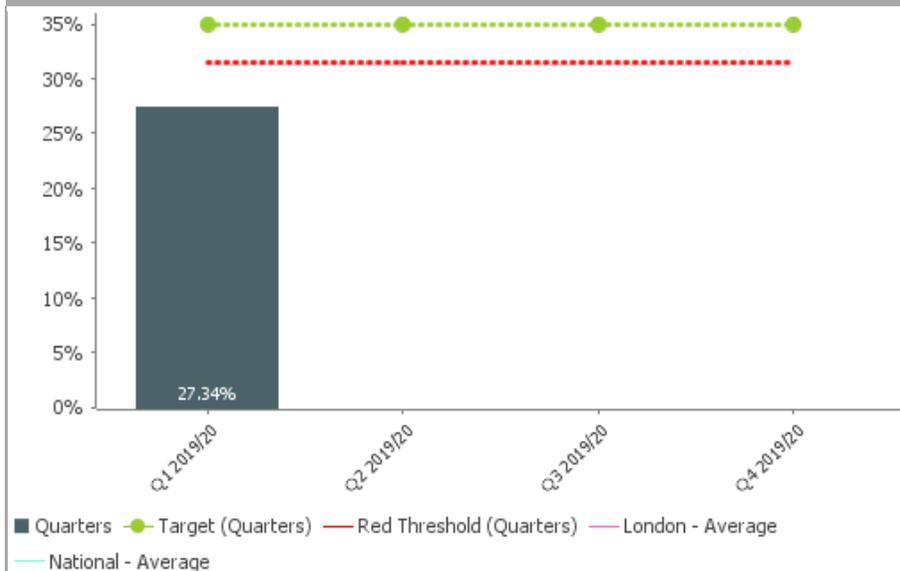
Advertising and Lettings Team Manager will closely monitor and ensure allocations to overcrowded applicants are maximised, but as explained even if number of lets are increased the council has no control over how many more join.

## Level of homeless households moved into permanent accommodation

Moving residents out of temporary accommodation and into permanent homes is a priority for the council. Measuring the proportion of homeless households who have been made permanent offers of accommodation of two bedrooms or more.

Lead member	Last update	Short term trend arrow	Long term trend (DOT)	
Deputy Mayor for Housing (Statutory Deputy Mayor)	Q1 2019/20	?	?	
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Housing	Strategic	35%	27.34%	Red

### Performance data trend chart



### Latest note

#### Why is performance off target?

Last year the council and its partners from the Common Housing Register moved 31% of homeless households into permanent accommodation. In the first quarter of this year 267 homeless applicants have been rehoused into permanent accommodation consisting of two or more bedrooms. There are several reasons why the proportion of households moved into permanent accommodation is lower than our target of 35% of 2 bedrooms or larger homes. Attaining target is driven by homeless applicants bidding for properties which the applicant deems suitable – which the council has limited control over, other than placing longstanding homeless cases on auto-bid, which is being done. Secondly, there are competing demands which operate on the CHR – The needs of other priority groups (such as overcrowded families) may be prioritised when bidding for a property if they have waited longer. Balancing priorities across a range of needs is not straightforward and priority does not necessarily follow being homeless if there are other criteria involved (e.g. wait time).

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

The Council has little influence over applicants' bidding strategy because of choice based lettings, however the council, where possible, is advertising properties for homeless applicants only, especially on new build schemes to maximise lets to this cohort; meeting with partner RPs and also monitoring progress at the CHR forum meetings. Lets are on an upward trend.

### When will it be back on track?

Throughout the year the service will monitor its effectiveness in encouraging residents to change their bidding strategies.

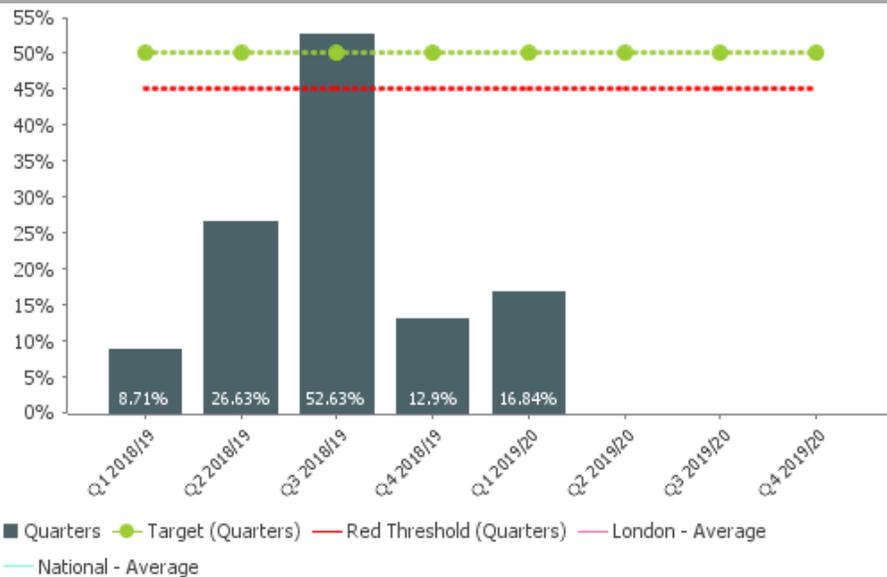
## Level of affordable homes completed

Percentage of completed homes that are classed as affordable

<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Deputy Mayor for Housing (Statutory Deputy Mayor) Deputy Mayor for Planning, Air Quality and Tackling Poverty	Q1 2019/20		↑	↓
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Housing	Strategic	50%	16.84%	Red

### Performance data trend chart

### Latest note



### Why is performance off target?

50 affordable units have been recorded on the LDD Database as being delivered so far this year, out of a total of 197 homes completed.

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

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

The council has received 400 live planning permissions that haven't provided any

indication of commencement or completion as of 31.3.2019. Other London boroughs will have similar planning consents.

There are no actions that the council team can take to influence construction programme timetables as they are RP and private developer-led. However, over the summer, we, along with every other LA, will be contacting relevant approved building inspectors to verify commencement and completions. Often this exercise draws out situations where notifications to the LA haven't been made in the way they ought. This check is undertaken before the 2018/19 returns are signed off by the GLA. This final data to inform the Annual Monitoring Return (AMR) for the year.

**When will it be back on track?**

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

Last year we reported the number of affordable homes completed, where the source was our own informal database, populated by information provided by Registered Providers. The number of affordable homes completed that we are aware of is 227 affordable homes completed in Q1. These homes will appear on the LDD when official paperwork has been sent to the council.

The level of affordable homes completed over the past three years (Q2 2016/17 through to Q1 2019/20) is 23.4% (7,277 units completed of which 1,703 were affordable).

## Strategic plan delivery

<i>Strategic Plan Activity</i>		<i>Note</i>
Action 6.1 	Work with housing associations and other partners to improve the supply of affordable housing (note - this action also supports Outcome 4)	So far this year 227 affordable housing properties have been completed. We have granted permissions for 489 affordable housing units as follows: Locksley Estate, Salmon Lane, 17; Birchdown, Denbury and Huntshaw, 18; Poplar Gas Works, Leven Road, 177; Strahan Road, 9; Safestore, 151; Reardon and Lowder, 18; Eric Estate infills, 99. Of the above developments only, one is slightly short of our affordability policy of 35% of habitable rooms being affordable. Four have achieved 100% affordability.
<i>Directorate</i>	<i>Lead officer</i>	
Place Directorate	Divisional Director, Housing	
<i>Portfolio Owners</i>	Deputy Mayor for Housing (Statutory Deputy Mayor)	

<i>Strategic Plan Activity</i>		<i>Note</i>
Action 6.2 	Identify sites for new council homes and commence delivery	So far this year we have started on site 77 new council homes at Jubilee Street (24), Baroness Road (20) and Locksley A (33) and practical completion is scheduled for June 2020. Contractors have been appointed for the development of 65 new council homes at Barnsley Street (53), Hanbury Street (7) and Sidney Street (5) and start on site is scheduled for October/November 2019. Planning consent has been granted for 114 new council homes at Shetland Road (19), Lowder House (18), Strahan Road (9), Keats House (11), Locksley D (17), St Pauls Way (23) and Norman Grove (17). Procurement of contractors is progressing. Planning applications have been submitted for the development of 118 new council homes at Arnold Road (62), Heylyn Square (33) and Mellish Street (23). Planning applications are due to be submitted by the end of November 2019 for the development of 136 new council homes at Bancroft/Wickford Street (34), Waterloo Gardens (15), Tent Street (38), Yorkshire Road (30), Adjacent to Montefiore Centre (7) and Gill Street (12) Sites have been identified for further development and concept designs are being prepared ahead of community consultation.
<i>Directorate</i>	<i>Lead officer</i>	
Place Directorate	Asset Management	
<i>Portfolio Owners</i>	Deputy Mayor for Housing (Statutory Deputy Mayor)	

<i>Strategic Plan Activity</i>		<i>Note</i>
Action 6.3 	Adopt the Local Plan and produce robust development strategies and policy guidance	<p>The new Community Infrastructure (CIL) Charging Schedule has been submitted for examination. The public hearing is scheduled for late July 2019. This is in accordance with the timetable and scheduled adoption by January 2020. Corporate and Member sessions have been held to develop the Planning Obligations Supplementary Planning Document. Drafting is now underway to produce a version for public consultation in 2019.</p> <p>We are waiting for the Examiners report on our Local Plan. We are expecting to be able to adopt the Local Plan by the end of 2019.</p>
<i>Directorate</i>	<i>Lead officer</i>	
Place Directorate	Divisional Director, Planning and Building Control	
<i>Portfolio Owners</i>	Deputy Mayor for Planning, Air Quality and Tackling Poverty	

<i>Strategic Plan Activity</i>		<i>Note</i>
Action 6.4 	Develop and deliver a borough programme for regeneration	<p>A new Head of Regeneration and a Regeneration Project Manager have been appointed to drive this work forward. We have set up four area boards to reflect the four growth areas identified in the Local Plan: Isle of Dogs and South Poplar; City Fringe; Lower Lea Valley and Central Area. The boards will be responsible for overseeing the implementation of regeneration in the area.</p>
<i>Directorate</i>	<i>Lead officer</i>	
Place Directorate	Corporate Director (PLACE)	
<i>Portfolio Owners</i>	Deputy Mayor for Planning, Air Quality and Tackling Poverty; Executive Mayor	

<i>Strategic Plan Activity</i>		<i>Note</i>
Action 6.5 	Deliver the Council's programme of estate renewal and initiatives to improve housing conditions (note - this action also supports Outcome 4)	<p>We are continuing with our fire safety improvement programme, planning to spend £4.7m across 104 schemes this year. So far we have completed works at Dickinson House. We have commissioned fire risk assessments for nine of our high risk blocks and as a result Brewster House and Malting House have had their risk rating decreased from 'substantial' to 'moderate'. We are in the process of undertaking remedial work on six blocks on the Cranbrook estate to improve their risk score. This work includes re-designing the foyer area. We will also be replacing the front entrance doors.</p> <p>A decision has now been made to extend the council's management of Tower Hamlets Homes (THH).</p>
<i>Directorate</i>	<i>Lead officer</i>	
Place Directorate	Divisional Director, Housing; Divisional Director, Public Realm	
<i>Portfolio Owners</i>	Deputy Mayor for Housing (Statutory Deputy Mayor)	

In Q1 we spent £6m of a £28.4m budget on improvement works, including fire safety works. To date, improvement works on 36 blocks are now complete. We are still making improvements to Cuff Point and Dunmore Point. We are in the process of procuring contractors to undertake further works at Malting and Brewster Houses.

We are revising the information we provide to residents relating to our Private Rented Sector Charter to incorporate legislative changes. We have run a social media campaign which is promoting the key changes in law relating to private renting. We will be producing leaflets with this information in the weeks, and we are in the process of revising our advice for landlords too.

To date there has been no joint enforcement against short term lets. We are putting software in place to support cross-departmental enforcement actions against unlawful short term lettings. We will publicise successful enforcement actions when they take place.

<i>Strategic Plan Activity</i>		<i>Note</i>
Action 6.6 	Negotiate and deliver strategic infrastructure	<p>The Local Infrastructure Fund projects to commence delivery in 2019/20 have been approved through the officer governance process and are due at Cabinet for approval on 31/07/19. This is a month behind the anticipated timetable in order to accord with the Capital Approval Process reporting schedule. The projects include 15 open space and public realm improvement projects nominated by the public as well as a programme to deliver longer term infrastructure in key growth areas of the borough that matches priorities identified by local people.</p> <p>It should be noted that TfL have decided to review the options for crossing the Thames from Rotherhithe to Canary Wharf. As a result they will not be undertaking a public consultation in September as previously identified. Detailed Design work continues on South Dock bridge which will facilitate public consultation in late 2019 and submission of a planning application in 2020.</p>
<i>Directorate</i>	<i>Lead officer</i>	
Place Directorate	Divisional Director, Planning and Building Control	
<i>Portfolio Owners</i>	Deputy Mayor for Planning, Air Quality and Tackling Poverty; Executive Mayor	

<i>Strategic Plan Activity</i>		<i>Note</i>
Action 6.7 	Continue to drive improvements to the planning process	<p>We have updated the terms of reference for our Development and Strategic Development committee to reflect protocol for pre-application engagement. Our new Statement of Community Involvement was adopted in April 2019. We are implementing the improvements identified in our recent LGA Planning Advisory Service Peer Review and updating our progress to the Council's Transformation Board.</p> <p>We have introduced a Planning newsletter as a subscription service within the main resident's newsletter. It includes weekly list of applications received and determined. We are implementing an electronic working (paperless) project which has passed its testing phase and is 90% completed. Our updated Planning and Building Control scheme of delegation to support more efficient decision making has been approved.</p>
<i>Directorate</i>	<i>Lead officer</i>	
Place Directorate	Divisional Director, Planning and Building Control	
<i>Portfolio Owners</i>	Deputy Mayor for Planning, Air Quality and Tackling Poverty	

<i>Strategic Plan Activity</i>		<i>Note</i>
Action 6.8 	Deliver the programme of Liveable Streets	<p>We are taking a phased approach to delivering our Liveable Streets programme. For phase 1, this quarter we have completed pre-engagement consultation and workshops in Bethnal Green and Wapping. We have completed pre engagement in Bow and completed one trial test. For phase 2 we have completed pre-engagement consultation in Brick Lane and Barkantine and started stage 2 workshops in these areas.</p>
<i>Directorate</i>	<i>Lead officer</i>	
Place Directorate	Divisional Director, Public Realm	
<i>Portfolio Owners</i>	Executive Mayor	

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

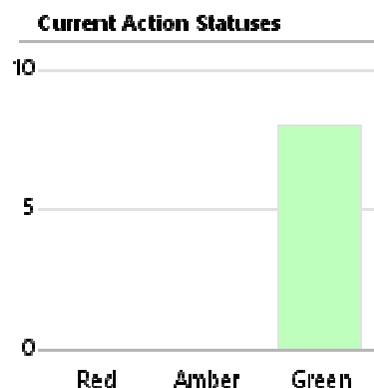
Tower Hamlets is a vibrant, diverse and exciting place to live, work and visit and we want everyone to feel safe and enjoy all that it has to offer, however residents report that crime was their top concern in 2018. Tackling the interlinked issues of violence, anti-social behaviour (ASB), drugs and alcohol is a significant challenge for the borough, but the council is working closely with a range of partners to deliver a holistic response that addresses the causes and consequences of crime, abuse and exploitation.

The council will make use of all the tools and powers available to it to prevent issues occurring and to focus on robust enforcement against the drugs market and its associated violent crime and ASB. We will continue to fund additional police officers and support Operation Continuum activity. The council will also seek to reduce the harm caused to communities by offering improved support to victims, safeguarding people at risk of abuse or neglect, and effective treatment services for those with addictions.

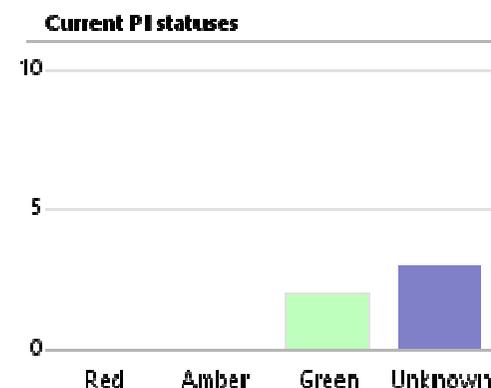
In addition the council will be reviewing its approach to CCTV and evaluating its Neighbourhood Management Pilot to assess what more can be done to enhance feelings of safety by ensuring that its response is evidence led and co-produced with residents.

### Status summary for this strategic outcome

Strategic action status chart



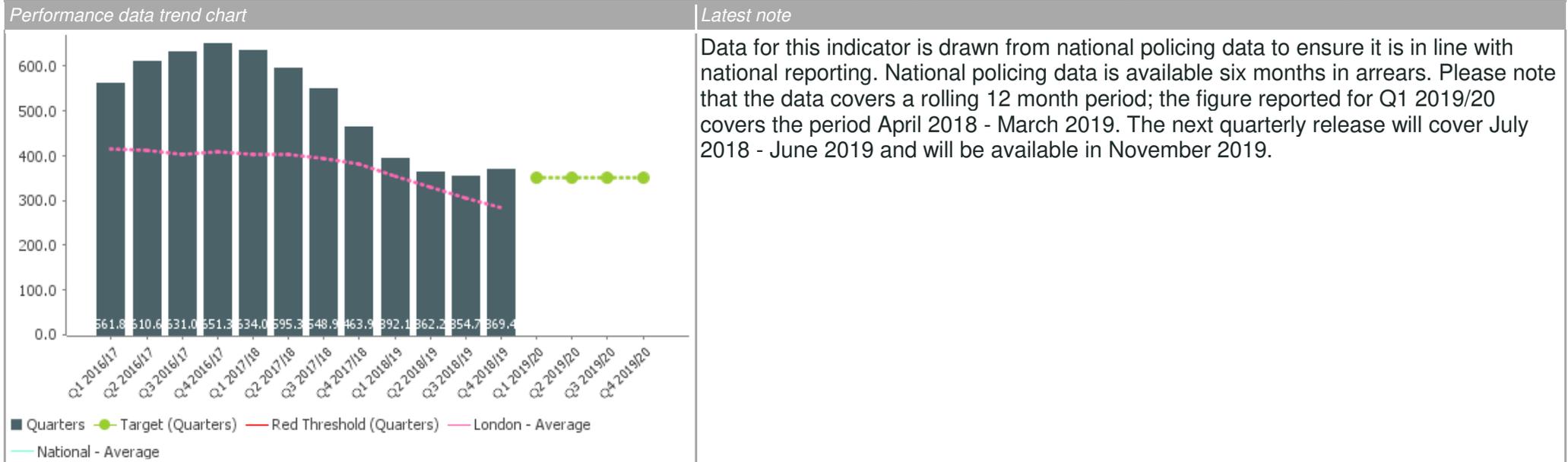
Strategic measure status chart



## ? Young people entering the youth justice system for the first time

This measure looks at the number of young people who enter the youth justice system for the first time in their lives. The measure is calculated quarterly for a rolling 12 month period and is expressed as a rate per 100,000 people in the relevant age group. This standardisation enables comparison to other areas.

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People	Q4 2018/19		↑	↑
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Youth and Commissioning	Strategic		369.4	? Unknown



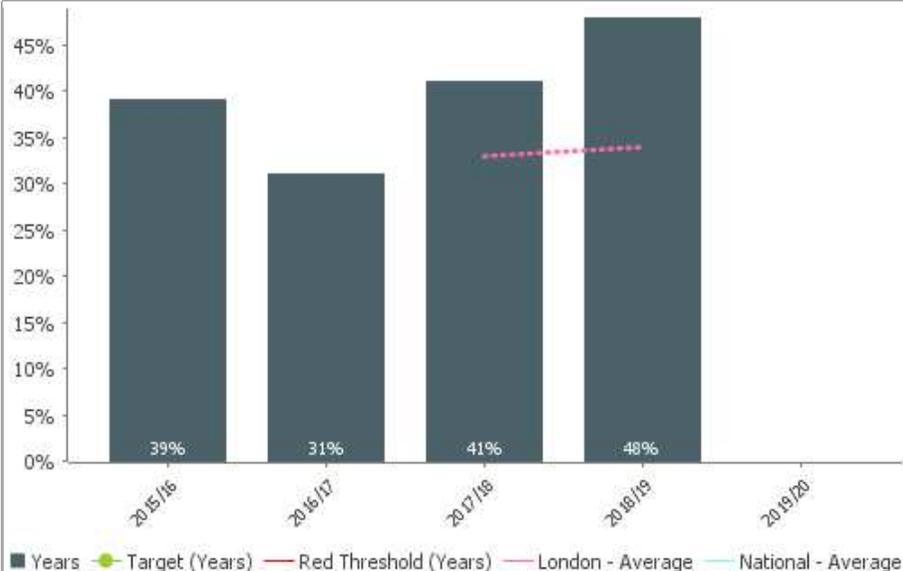


## Residents' concern about crime and anti-social behaviour

This measure is taken from the council's residents' survey and is expressed as the percentage of respondents who felt that crime and Anti-Social Behaviour was ranked in the top three concerns for them.

<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	2018/19		↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Community Safety	Strategic		48%	Data Only

*Performance data trend chart* *Latest note*



The latest outturn relates to the Annual Resident Survey published in Summer 2019. The next survey is due to take place in early 2020.



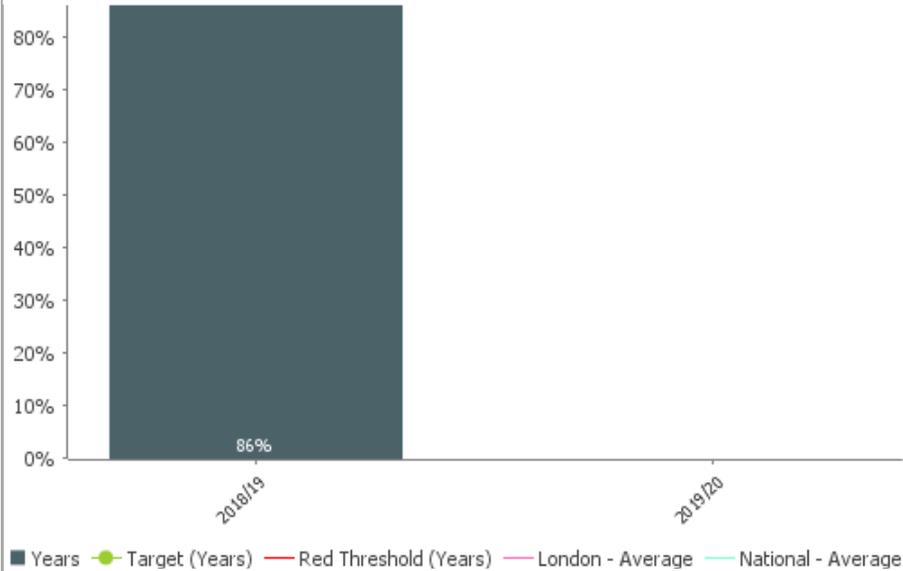
## Residents' feeling of safety in their local area

This measure is taken from the council's residents' survey and is expressed as a percentage of respondents who feel safe in their local area during the daytime.

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities	2018/19			
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Community Safety	Strategic		86%	Data Only

### Performance data trend chart

### Latest note

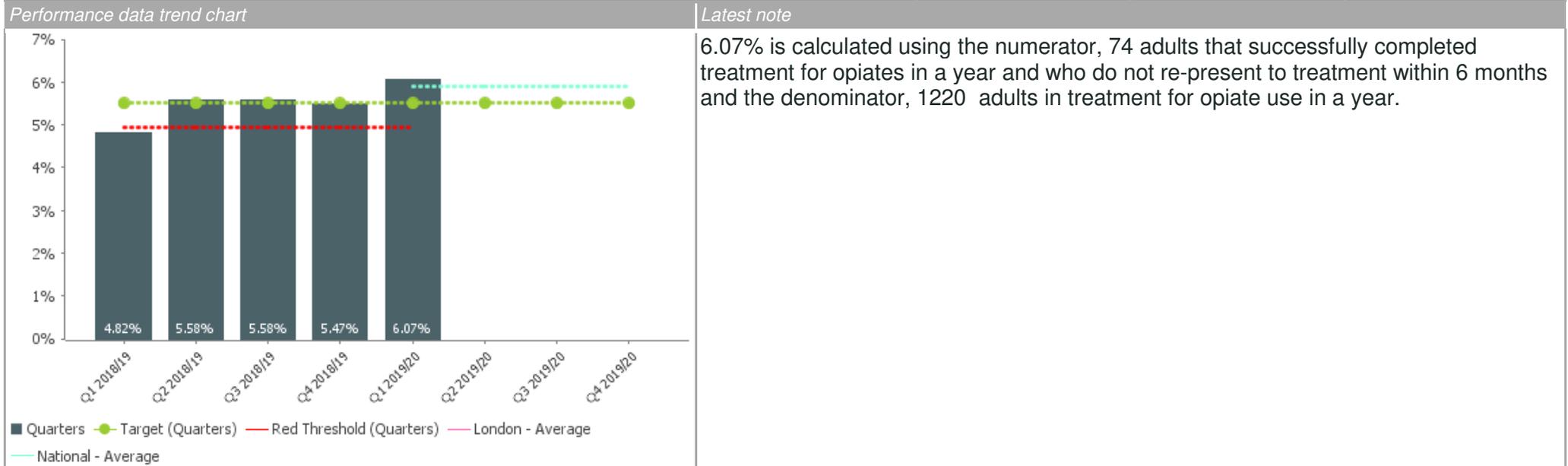


The latest outturn relates to the Annual Resident Survey published in Summer 2019. The next survey is due to take place in early 2020.

## ✔ Drug users (opiate users) successfully completing treatment

This indicator looks at successful addiction recovery. It shows the proportion of opiate users that left drug treatment successfully (free of drug(s) dependence) who do not return to treatment again within 6 months expressed as a proportion of the total number of opiate users in treatment. It is well evidenced that cessation of drug use reduces re-offending significantly, reduces infection transmission and improves health and well-being.

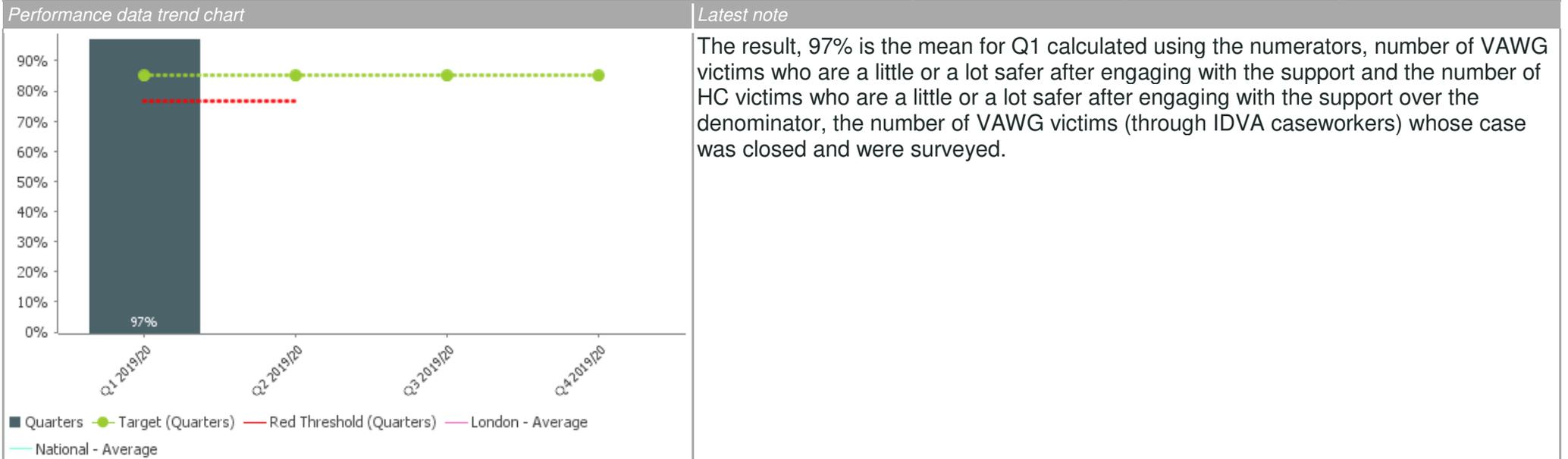
Lead member	Last update	Short term trend arrow	Long term trend (DOT)	
Deputy Mayor and Cabinet Member for Community Safety and Equalities	Q1 2019/20	↑	↑	
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Community Safety	Strategic	5.5%	6.07%	✔ Green



**✔ Victims of violence against women and girls or hate crime who feel safer after engaging with victim support**

This indicator measures the effectiveness of the council's commissioned services from Victim Support. The council commissions two services; one to support victims of serious hate crime and one to support those who have experienced domestic abuse. The measure is derived from the results of a self-completion satisfaction survey that all those who have used the service are invited to complete and forms part of the contract monitoring of the commissioned service.

<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	Q1 2019/20		?	?
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Community Safety	Strategic	85%	97%	✔ Green



## Strategic plan delivery

<i>Strategic Plan Activity</i>		<i>Note</i>
Action 7.1 	Provide education and awareness-raising to prevent and tackle issues including violence against women and girls, safeguarding and exploitation	<p>Our Community Safety Teams for Prevent &amp; Hate Crime are delivering targeted educational and awareness training to prevent and tackle violence, and safeguard vulnerable people from exploitation. During quarter 1 we ran:</p> <ul style="list-style-type: none"> <li>• 23 workshops reaching to 507 individuals to raise awareness of Prevent;</li> <li>• 33 outreach &amp; briefing sessions reaching 543 individuals within community organisations, the council and our partner organisations;</li> <li>• 31 training /outreach sessions reaching 962 professionals such as teachers, mental health and A&amp;E staff, and parents to raise awareness of hate crime, domestic violence and violence against women and girls (VAWG).</li> </ul> <p>One school has signed up to our pledge to eradicate VAWG for the whole school and we trained 78 teachers to help them identify potential victims of VAWG early on.</p> <p>Our outreach work has resulted in 100% of those reached having increased awareness to signpost victims, and what to do if they become victims.</p>
<i>Directorate</i>	<i>Lead officer</i>	
Children and Culture Directorate; Health, Adults and Communities Directorate	Divisional Director, Children's Social Care; Divisional Director, Adults Social Care; Divisional Director, Community Safety	
<i>Portfolio Owners</i>	Cabinet Member for Adults, Health and Wellbeing; Cabinet Member for Children, Schools and Young People; Deputy Mayor and Cabinet Member for Community Safety and Equalities	

<i>Strategic Plan Activity</i>		<i>Note</i>
Action 7.2 	Run a new specialist substance misuse project and get more people into treatment programmes, so that more people get the help they need	<p>In the last quarter, we successfully concluded the procurement of three new contracts for treating adults misusing drugs and alcohol. We will be mobilising these new contracts over the summer to make sure that there is a smooth transition for clients moving from our existing to our new treatment suppliers.</p>
<i>Directorate</i>	<i>Lead officer</i>	
Health, Adults and Communities Directorate	Divisional Director, Community Safety	

<b>Portfolio Owners</b>	Deputy Mayor and Cabinet Member for Community Safety and Equalities	
<b>Strategic Plan Activity</b>		<b>Note</b>
Action 7.3 	Make it easier for residents to report ASB to the council	<p>We are making it easier for residents to get in touch with us and get things done. We have started to review our online ASB reporting system by consulting with residents and partners to co-produce a simpler and more user friendly way of telling us about ASB.</p> <p>Our ASB Investigators now work on a geographical basis, and are aligned to the relevant police Safer Neighbourhood Teams. This means they can work much more closely with the police to achieve resolutions.</p>
<b>Directorate</b>	<b>Lead officer</b>	
Health, Adults and Communities Directorate	Divisional Director, Community Safety	
<b>Portfolio Owners</b>	Deputy Mayor and Cabinet Member for Community Safety and Equalities	
<b>Strategic Plan Activity</b>		<b>Note</b>
Action 7.4 	Continue partnership working with the Police to carry out geographic drugs operations ('Operation Continuum') so that drugs markets are continually disrupted	<p>We work in partnership with the police to carry out drugs operations in targeted locations in the borough as part of Operation Continuum. In quarter 1 we targeted locations in Bow, Stepney and Mile End wards. These have resulted in:</p> <ul style="list-style-type: none"> <li>• 27 warrants were executed which led to 22 arrests and 13 people charged with 31 drug supply offences. A significant amount of cash and large quantities of Class A drugs (including knives) were also recovered.</li> <li>• A total of 45 arrests were made in the area, of which 31 were for drug offences and drug supply.</li> <li>• 11 weapons/drugs sweeps by the Tower Hamlets Enforcement Officers (THEOS) led to a large seizure of cannabis in Mile End Park. 6 people arrested were referred on to drug treatment services.</li> </ul>
<b>Directorate</b>	<b>Lead officer</b>	
Health, Adults and Communities Directorate	Divisional Director, Community Safety	
<b>Portfolio Owners</b>	Deputy Mayor and Cabinet Member for Community Safety and Equalities	
<b>Strategic Plan Activity</b>		<b>Note</b>
Action 7.5 	Invest in CCTV, Police personnel and other resources to proactively tackle crime and	We are continuing to invest in CCTV, police personnel and other resources to tackle crime and ASB.

	ASB, enabling us to identify hotspots and take swift action	<p>Our council-funded Partnership Task Force of police officers made 94 arrests, conducted 280 stop &amp; searches, issued 265 ASB Warnings, issued 29 Community Protection Warnings (CPWs), issued 8 Penalty Notices for Disorders (PNDs), seized 18 vehicles, executed 4 warrants, and made 26 Drug Intervention Programme (DIP) referrals.</p> <p>In June the Mayor in Cabinet agreed our new strategic approach to utilising CCTV. This will now inform the development of a business case for investment to upgrade the CCTV system and the location of cameras.</p> <p>We have started to change the way our own Tower Hamlets enforcement officers (THEO) work more effectively with our ASB team, CCTV and public realm colleagues. We are planning a recruitment day to attract new staff into the THEO service.</p>
<i>Directorate</i>	<i>Lead officer</i>	
Health, Adults and Communities Directorate	Divisional Director, Community Safety	
<i>Portfolio Owners</i>	Deputy Mayor and Cabinet Member for Community Safety and Equalities	

<i>Strategic Plan Activity</i>		<i>Note</i>
Action 7.6 	Hold perpetrators of crime and abuse to account, using the full spectrum of our enforcement powers when needed	<p>We are using our powers to hold perpetrators to account. We issued 8 premises closure notices, 29 Community Protection Warnings during Quarter 1. Our Community Multi Agency Risk Assessment Conference (MARAC) is using its full range of powers to safeguard ASB victims at home.</p>
<i>Directorate</i>	<i>Lead officer</i>	
Health, Adults and Communities Directorate	Divisional Director, Community Safety	
<i>Portfolio Owners</i>	Deputy Mayor and Cabinet Member for Community Safety and Equalities	

<i>Strategic Plan Activity</i>		<i>Note</i>
Action 7.7 	Work closely with the community to prevent, identify and tackle crime, ASB, abuse and community tensions	<p>We are progressing an ambitious programme of work focussed on crime prevention, tackling ASB and community tensions. We are assessing the impact and effectiveness of our Neighbourhood Management project designed to tackle crime and ASB at a local neighbourhood level. An evaluation report on the first year of operation is being reviewed by the Project Board. We held the most recent Independent Prevent Advisory Board in June. We continue to work on expanding</p>
<i>Directorate</i>	<i>Lead officer</i>	
Health, Adults and Communities Directorate	Divisional Director, Community Safety	

<b>Portfolio Owners</b>	Deputy Mayor and Cabinet Member for Community Safety and Equalities	and diversifying membership of the Board and embedding skills including effective scrutiny and setting funding priorities based on evidence.
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<i>Strategic Plan Activity</i>		<i>Note</i>
Action 7.8 	Provide personalised support for victims, including new specialist support to victims of knife crime at the Royal London Hospital	<p>Our new project to deliver effective personalised support for victims of knife crime is now up and running. It is designed to deliver a 'wrap around' service tailored to individual needs for a minimum of 12 weeks after referral. In Quarter 1 the Community Safety Violent Crime Reduction Team (CSRT) received 6 referrals from the Royal London Hospital Major Trauma Unit and one from a local housing association.</p> <p>We have a range of interventions in place for safeguarding victims of domestic abuse. In Quarter 1, thirteen referrals were made to our new Sanctuary service; a multi-agency victim support scheme designed to help families at risk of abuse to stay in their own homes. Our Independent Domestic Violence Advocates (IDFA) provided support to 211 victims of domestic abuse between April and June 2019. All of those referred to Victim Support who completed a satisfaction survey reported they were happy with the service with 97% stating they felt safer and 100% more confident as a direct result of the tailored support they received.</p>
<b>Directorate</b>	<b>Lead officer</b>	
Health, Adults and Communities Directorate	Divisional Director, Community Safety	
<b>Portfolio Owners</b>	Deputy Mayor and Cabinet Member for Community Safety and Equalities	

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

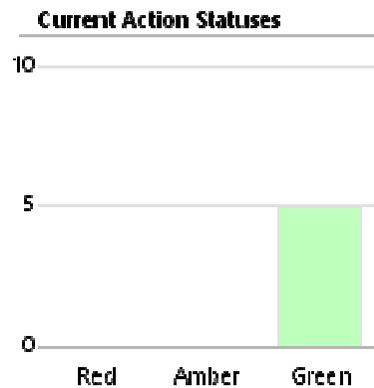
Tower Hamlets is a place with a rich history- from its beginnings as an historic docks and manufacturing area it has grown and developed at a faster rate than anywhere else in the UK. This culturally rich and diverse area faces unique challenges as it moves from a place of deprivation to become an extension of the Central London economic powerhouse and a vibrant borough in its own right.

We are also one of the most vibrant and diverse communities in the UK. Local people are proud of the high levels of community cohesion, and value the rich cultural offer that comes with this mix.

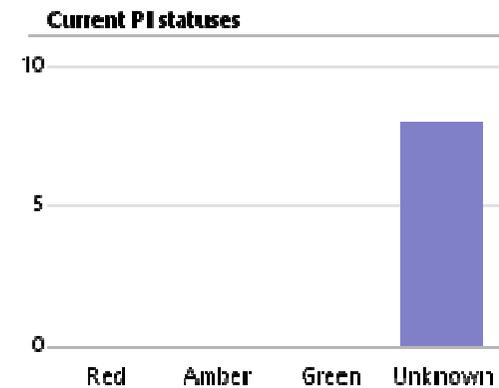
In February 2019, the government published its Integrated Communities Action Plan which we will use to develop Council's Cohesion Framework to help embed cohesion in all our business. This will have a focus on building positive relationships valuing diversity, supporting equality of opportunity and enhancing a sense of belonging.

### Status summary for this strategic outcome

*Strategic action status chart*



*Strategic measure status chart*



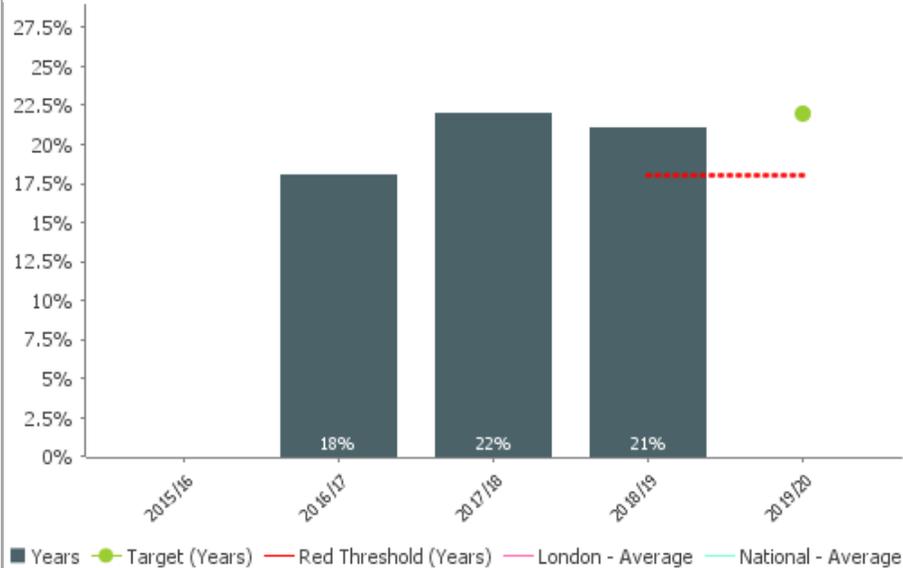
## ? Residents' level of volunteering

This measure is taken from the council's residents survey and is expressed as a percentage of respondents who answered yes to the statement 'over the last 12 months, how often, if at all, have you taken part in any volunteering activities? By volunteering, we mean giving unpaid help through groups, clubs, schools or organisations for the benefit of others'.

Lead member	Last update	Short term trend arrow	Long term trend (DOT)	
Cabinet Member for Work and Economic Growth	2019/20	?	?	
Lead officer	Type	Target	Actual	RAG rating
Divisional Director Strategy, Policy and Partnership	Strategic	22%		? Unknown

### Performance data trend chart

### Latest note

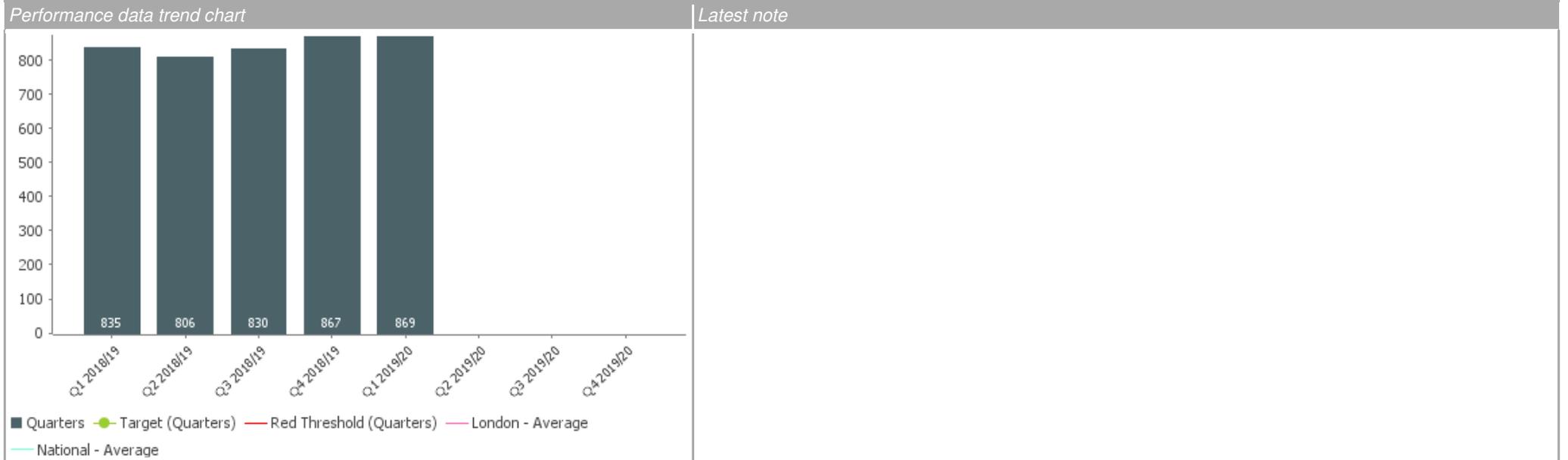


This question was introduced in the 2018/19 residents' survey. Latest outturn relates to the Annual Resident Survey published in Summer 2019.

## Level of Hate Crime

### MOPAC Local Borough Police Priority - Number of offences of hate reported to the Police including Disability, Faith, Homophobic, Racist and Transgender

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities Executive Mayor	2018/19			
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Community Safety	Strategic		867	 Data Only

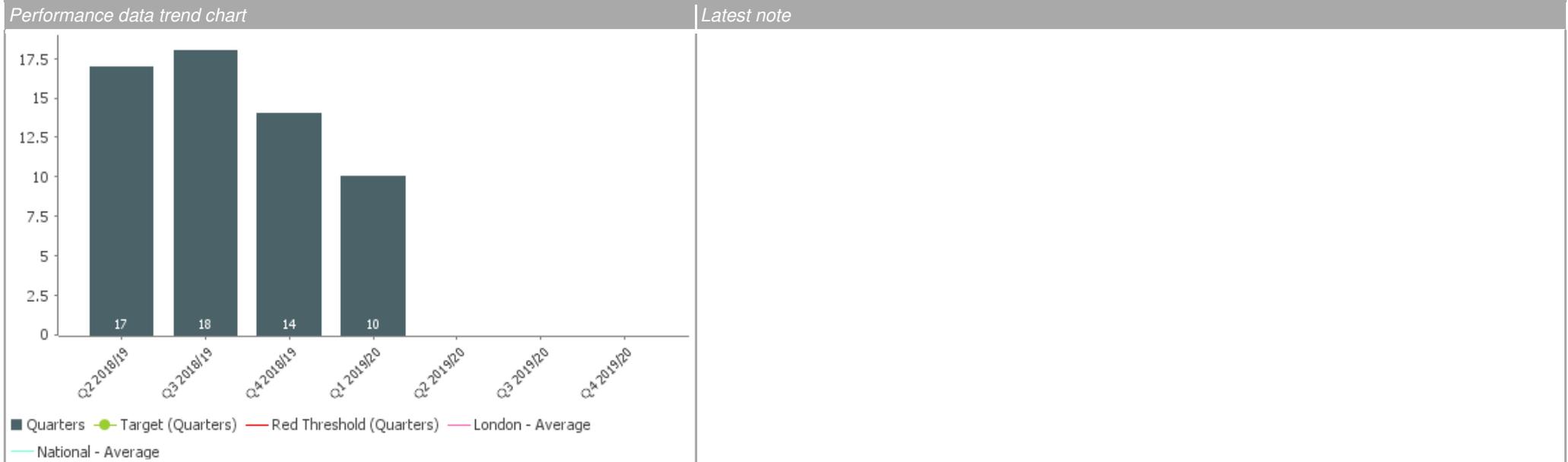




## Level of hate crime (Disability)

### MOPAC Local Borough Police Priority - Number of offences of hate reported to the Police relating to disability

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities Executive Mayor	Q1 2019/20		↑	↑
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Community Safety	Strategic		10	Data Only

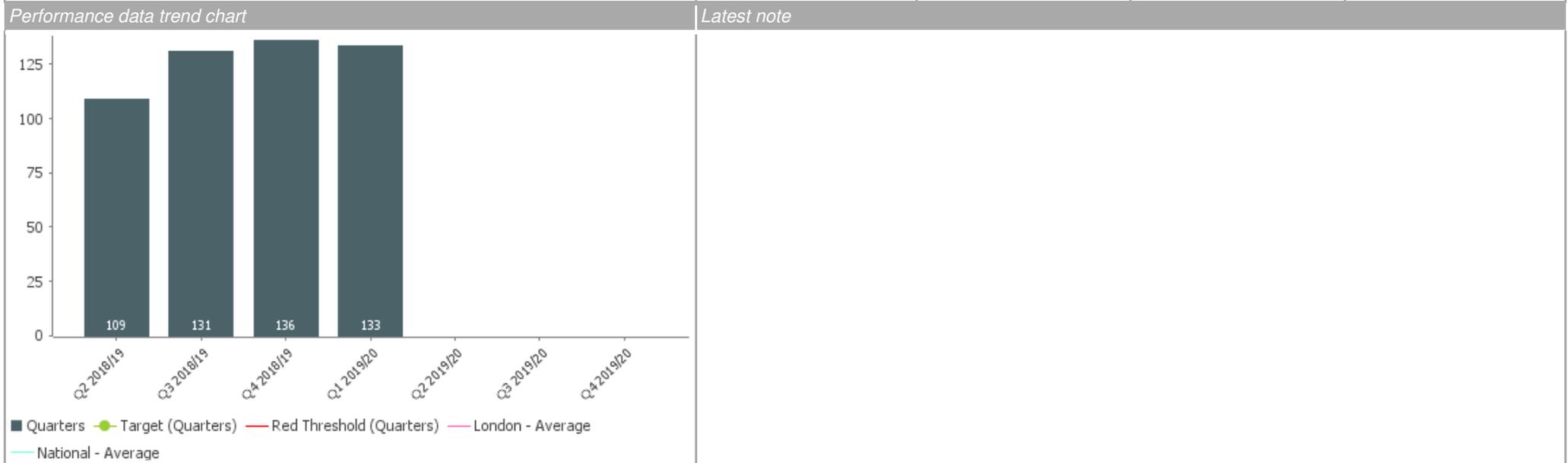




## Level of hate crime (Faith)

### MOPAC Local Borough Police Priority - Number of offences of hate reported to the Police relating to faith

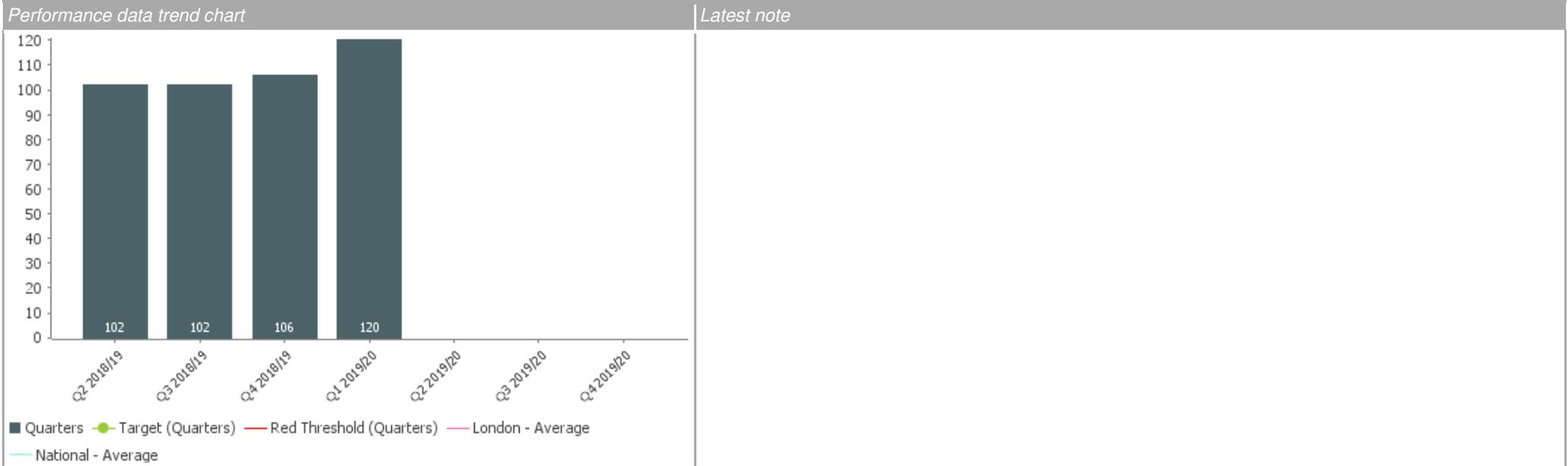
Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities Executive Mayor	Q1 2019/20		↑	↓
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Community Safety	Strategic		133	Data Only



 **Level of hate crime (Homophobic)**

**MOPAC Local Borough Police Priority - Number of offences of hate reported to the Police relating to homophobia**

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities Executive Mayor	Q1 2019/20			
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Community Safety	Strategic		120	 Data Only

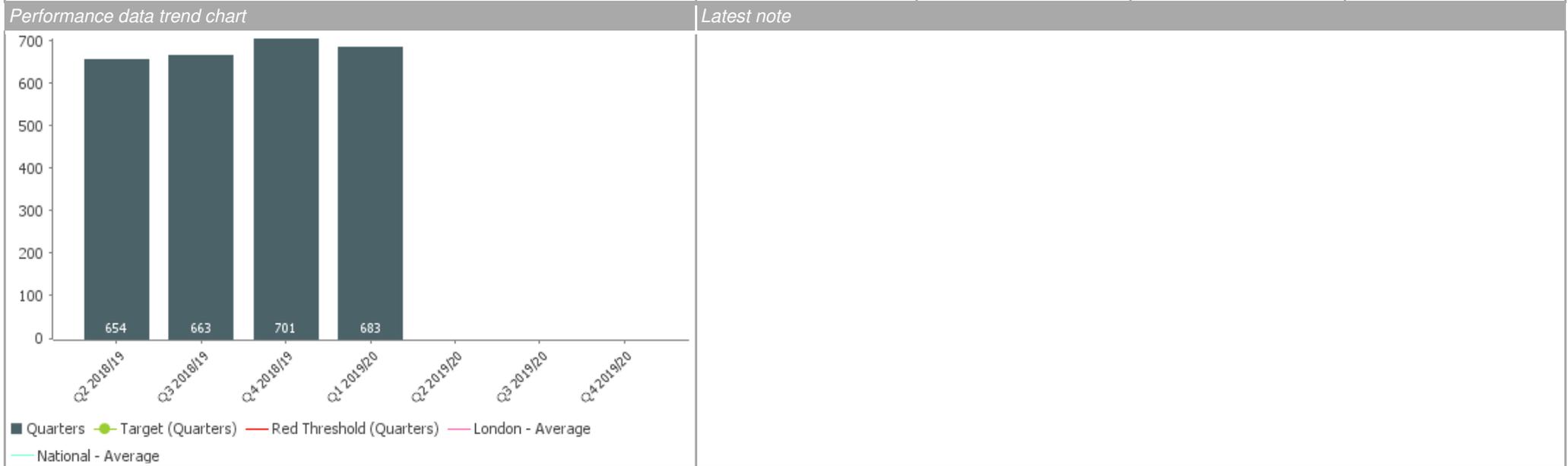




## Level of hate crime (Racist)

### MOPAC Local Borough Police Priority - Number of offences of hate reported to the Police relating to racism

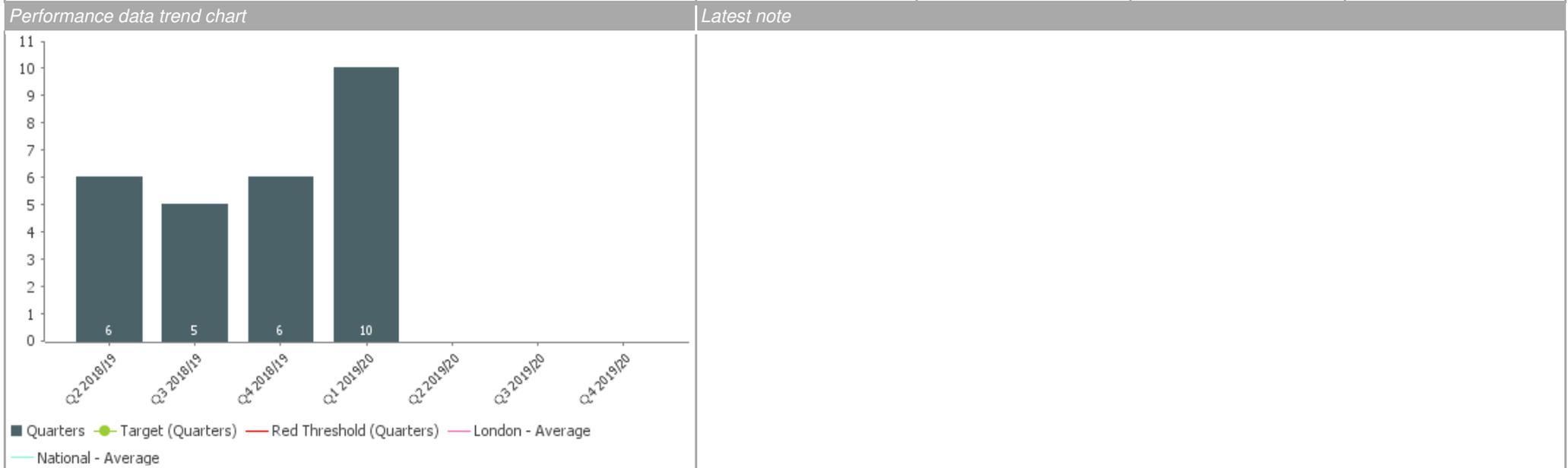
Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities Executive Mayor	Q1 2019/20			
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Community Safety	Strategic		683	Data Only



## Level of hate crime (Transgender)

### MOPAC Local Borough Police Priority - Number of offences of hate reported to the Police relating to transphobia

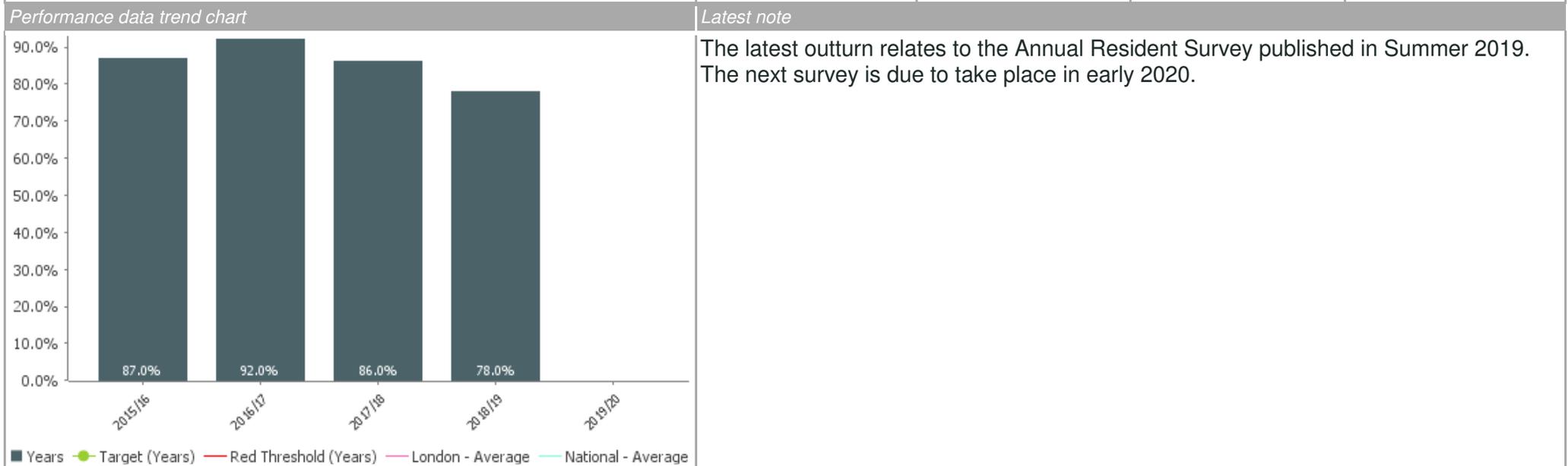
Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities Executive Mayor	Q1 2019/20			
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Community Safety	Strategic		10	 Data Only



## Residents' perception of people from different backgrounds getting on well

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'

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities Executive Mayor	2018/19			
Lead officer	Type	Target	Actual	RAG rating
Divisional Director Strategy, Policy and Partnership	Strategic		78.0%	 Data Only



## Strategic plan delivery

<i>Strategic Plan Activity</i>		<i>Note</i>
Action 8.1 	Work with stakeholders and communities to tackle emerging tensions and issues within and between communities including those generated by hate crimes or extremism	<p>A range of initiatives have been taking place during Q1. The Community Safety Teams for Prevent &amp; Hate Crime have been delivering targeted educational and awareness training to prevent and tackle violence, and safeguard vulnerable people from exploitation. We are also continuing to develop the Prevent Advisory Board.</p> <p>In addition we are developing a Cohesion Plan, this will be a five year plan which sets out our approach to ensuring the Borough continues to be a place where people feel they belong and where people feel they get on well together and have an equal voice. The draft Plan is shaped around three priorities on relationships, participation and equality.</p>
<i>Directorate</i>	<i>Lead officer</i>	
Health, Adults and Communities Directorate	Divisional Director, Community Safety	
<i>Portfolio Owners</i>	Deputy Mayor and Cabinet Member for Community Safety and Equalities	
<i>Strategic Plan Activity</i>		<i>Note</i>
Action 8.2 	Roll out community-led improvement projects & programmes including supporting the voluntary & community sector to deliver services and bring people together	<p>Despite many councils reducing funding for the voluntary and community sector, we have been able to protect the current level of funding. The Local Community Fund (LCF) programme will replace the Mainstream Grants programme from September. We have agreed 50 projects that will be funded by LCF and delivered by the voluntary and community sector from October 2019 to March 2023. The Community Benefit Rent Reduction Panel has also awarded funding to 7 local organisations. Our assessment of the existing 107 Mainstream Grants funded projects established that 98% are on track for delivery.</p> <p>We have completed the review of the current Voluntary and Community Sector Strategy and we have worked with the VCS to agree the scope of the new 2020-2023 strategy.</p>
<i>Directorate</i>	<i>Lead officer</i>	
Governance Directorate	Divisional Director Strategy, Policy and Partnership	
<i>Portfolio Owners</i>	Cabinet Member for Resources and the Voluntary Sector; Deputy Mayor and Cabinet Member for Community Safety and Equalities; Executive Mayor	
<i>Strategic Plan Activity</i>		<i>Note</i>
Action 8.3 	Improve services for refugees and people fleeing harm	We are reviewing services for refugees, asylum seekers and unaccompanied asylum seeking children and will be engaging with a range of internal and external

<b>Directorate</b>	<b>Lead officer</b>	stakeholders as part of this review.
Governance Directorate	Divisional Director Strategy, Policy and Partnership	
<b>Portfolio Owners</b>	Deputy Mayor and Cabinet Member for Community Safety and Equalities; Executive Mayor	

<b>Strategic Plan Activity</b>		<b>Note</b>
Action 8.4 	Deliver projects to support integration of new communities	The Fight For Equality educational resource has been completed. This has been developed with Bancroft Library and Archive, the local community and students from George Green School.
<b>Directorate</b>	<b>Lead officer</b>	We have agreed contracts with a local provider who will deliver ESOL and conversation clubs 7 days a week across the borough. We are also providing a Welcome Guide for new migrants that will be launched in October.  The Cohesion programme in Mile End came to an end in May and the Aldgate East programme is ongoing. So far approximately 6,000 residents have participated in various activities and events, and volunteers have been trained in filming, photography and interviewing.
Governance Directorate	Divisional Director Strategy, Policy and Partnership	
<b>Portfolio Owners</b>	Deputy Mayor and Cabinet Member for Community Safety and Equalities; Executive Mayor	

<b>Strategic Plan Activity</b>		<b>Note</b>
Action 8.5 	Deliver initiatives to celebrate diverse cultures of our borough	We have delivered a range of cultural events during the last quarter. The In Your Neighbourhood events held in Victoria Park in May were well attended with nearly 18,000 visitors. The Boishshaki Mela event held in Weavers Fields in June attracted 45,000 people. Additional events for St George's Day and the Somalian Community Day have also been held. The LGBT community Forum held 2 forum meetings and a coffee morning for the LGBT community that offered advice and support. Events were also held during May to promote International Day Against Homophobia and Transphobia and the first of 5 Pride events was held at the end of June.
<b>Directorate</b>	<b>Lead officer</b>	
Children and Culture Directorate; Governance Directorate	Divisional Director Strategy, Policy and Partnership; Divisional Director, Sports, Leisure and Culture	
<b>Portfolio Owners</b>	Cabinet Member for Culture, Arts and Brexit; Deputy Mayor and Cabinet Member for Community Safety and Equalities; Executive Mayor	

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

Our customers are varied and have a range of needs. Everyone who lives, works, studies, visits or does business in Tower Hamlets will use a council service in some form, whether they are visiting one of the council's parks, applying for a parking permit or simply walking down one of our streets.

We want to make it easier for people to contact us online. Helping our residents to become confident dealing with us online helps them to become more independent financially, socially and practically. This will help them in other areas of their lives, such as getting information about jobs, or getting a better deal from their energy provider.

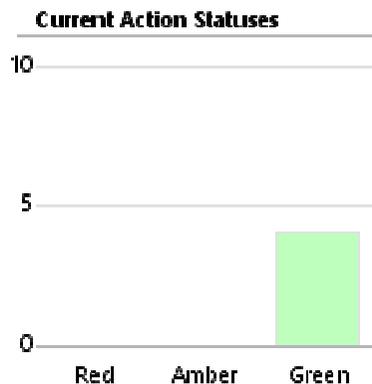
We will be 'digital by default' (which means that this will generally be the main way that people contact or do business with us for straightforward matters). Every customer should feel that they have received excellent customer service when dealing with us. Customers should be able to easily connect with us whenever they want. In most cases we should be able to meet their needs first time around. To do this we will need to work with our customers to get feedback, as well as analysing the information provided by people using our services.

We need to transform our approach to business intelligence and insight. The Council and its partners collect and store vast amounts of data on our citizens, businesses and communities that we use as part of our everyday service delivery and transform into intelligence to inform service planning. However much of this data is fragmented and underused – we need to unlock the potential of our data giving staff the power to make better informed decisions to deliver better outcomes for our citizens and communities.

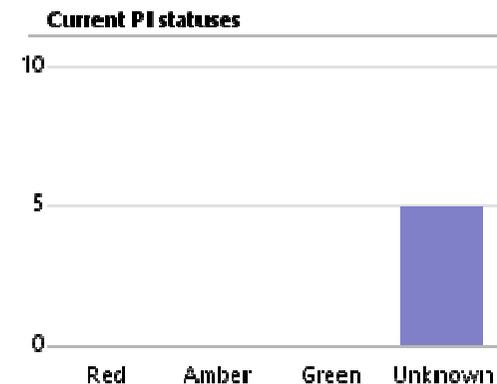
Through positive delivery of our Community Engagement Strategy, we want to strengthen our relationship with local people by enabling them to be actively involved in the design and delivery of services.

### Status summary for this strategic outcome

Strategic action status chart



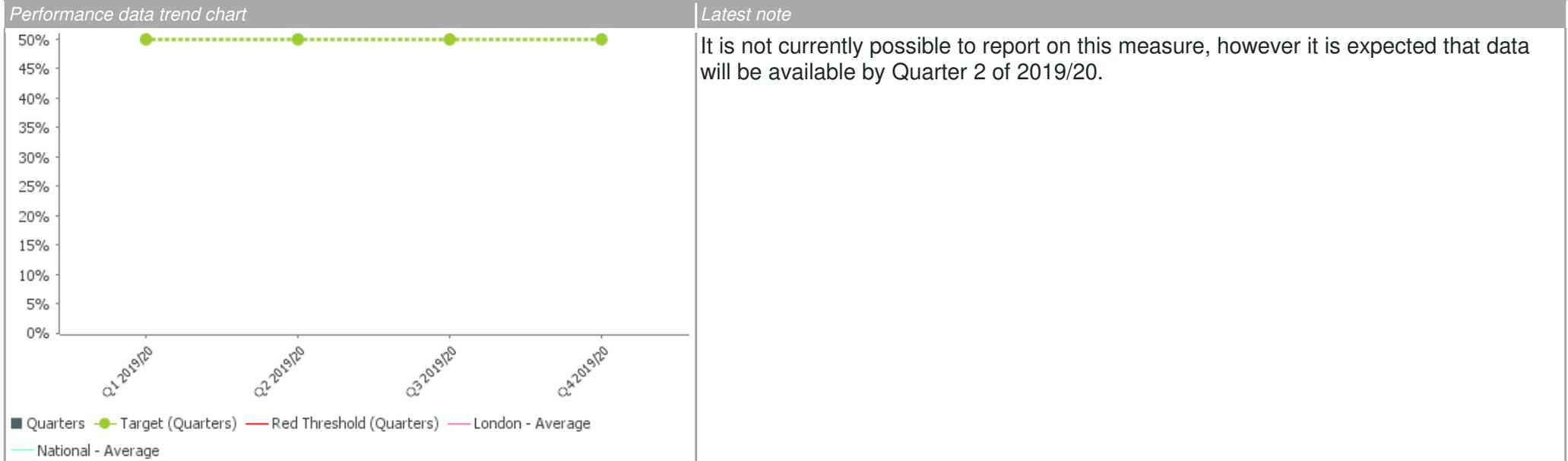
Strategic measure status chart



## ? Service user satisfaction with the Council's online service offer

This indicator measures the % of customers who are satisfied with the online customer experience.

Lead member	Last update	Short term trend arrow	Long term trend (DOT)	
Cabinet Member for Culture, Arts and Brexit	Q1 2019/20	?	?	
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Customer Services	Strategic	50%		? Unknown

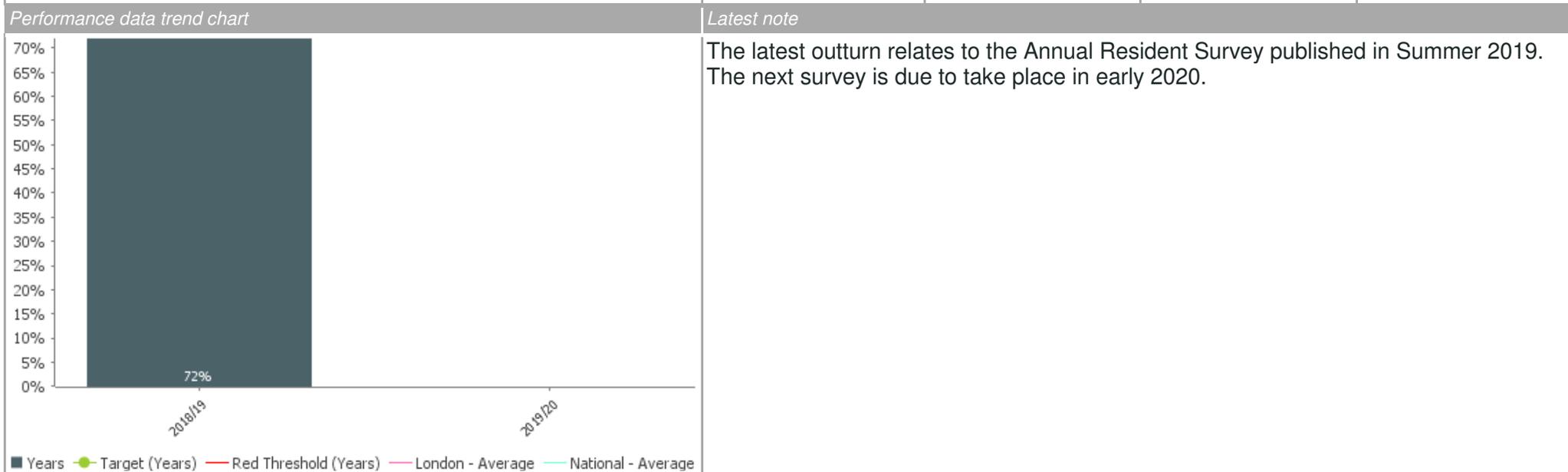




## Residents' perception of being kept informed by the Council

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 keeps residents informed about what it is doing'.

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Executive Mayor	2018/19			
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Communications and Marketing	Strategic		72%	Data Only





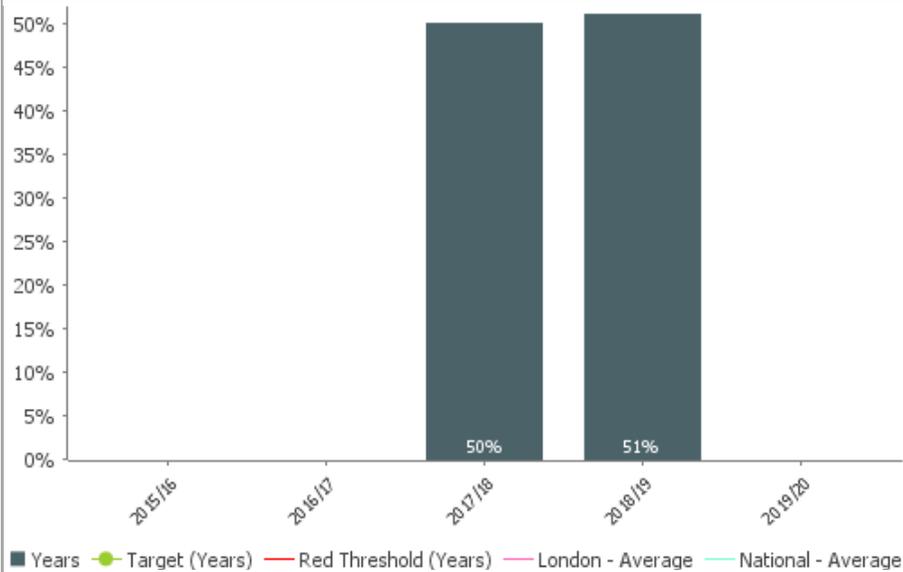
## Residents' perception of Council transparency

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 is open and transparent about its activities'.

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Executive Mayor	2018/19			
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Communications and Marketing Head of Information Governance Divisional Director Strategy, Policy and Partnership	Strategic		51%	Data Only

### Performance data trend chart

### Latest note



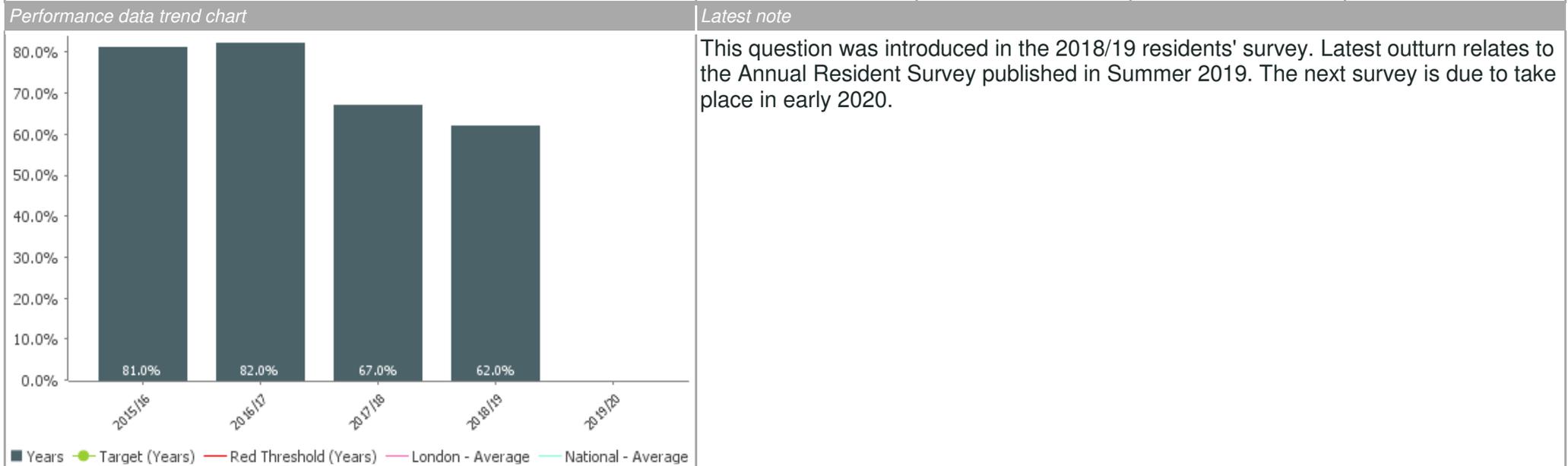
The latest outturn relates to the Annual Resident Survey published in Summer 2019. The next survey is due to take place in early 2020.



## 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.

Lead member	Last update	Short term trend arrow	Long term trend (DOT)
Cabinet Member for Culture, Arts and Brexit	2018/19		
Lead officer	Type	Target	Actual
Divisional Director, Customer Services	Strategic		62.0%
			Data Only



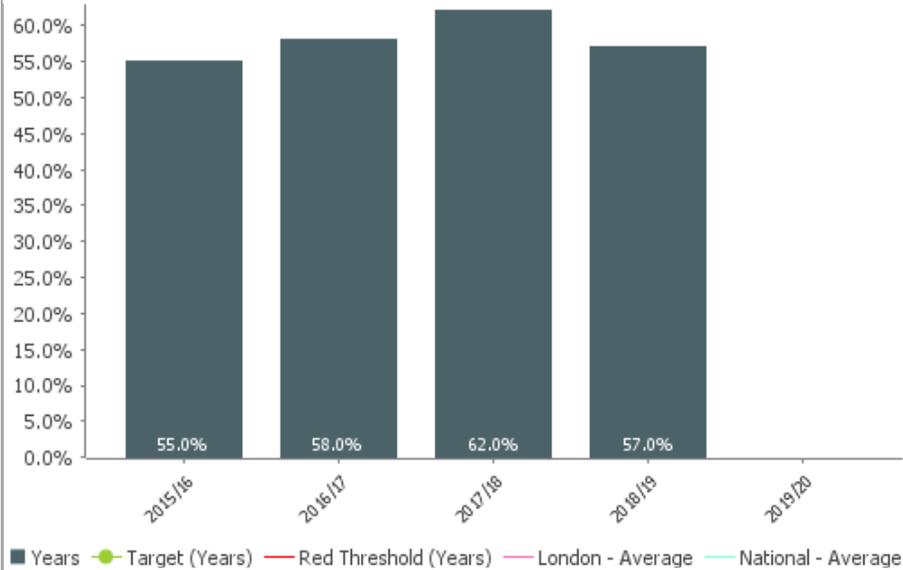


## Residents' perception of being involved in decision-making

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	2018/19		
Lead officer	Type	Target	Actual
Divisional Director, Communications and Marketing Divisional Director Strategy, Policy and Partnership	Strategic		57.0%
			Data Only

Performance data trend chart	Latest note
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The latest outturn relates to the Annual Resident Survey published in Summer 2019. The next survey is due to take place in early 2020.

## Strategic plan delivery

<i>Strategic Plan Activity</i>		<i>Note</i>
Action 9.1 	Work with internal and external stakeholders to deliver improvements in the Council's consultation and engagement approach	We are improving how we consult and engage our internal and external stakeholders and will launch a new consultation hub. The hub will ensure there is a consistent standard of consultation, will complement existing in-house systems and residents will be able to sign up for information about particular issues and our council communications. We are also producing consultation and engagement guidance for Officers and Members so that we have a more consistent approach to engaging with residents, businesses and our stakeholders.
<i>Directorate</i>	<i>Lead officer</i>	
Governance Directorate	Divisional Director, Communications and Marketing; Divisional Director Strategy, Policy and Partnership	
<i>Portfolio Owners</i>	Executive Mayor	
<i>Strategic Plan Activity</i>		<i>Note</i>
Action 9.2 	Develop a digital strategy which supports our work to improve customer services through digital platforms	We have started work to put our most used services online so people can access them 24 hours a day, seven days a week, on their mobile devices at home, or using equipment at the new Digital Hubs being developed in our five Idea Stores. We are investing nearly £2 million to create Digital Hubs in each of the five Idea Stores to support residents who do not have their own devices, or need help using computers. The hubs will offer free access to Wi-Fi and tablets, floorwalkers offering support and an online training programme on topics such as social media safety, online banking, coding and basic IT skills. Trials of our new Digital Hubs started in two Idea Stores in May before we roll them out across all five stores. Part of this work includes developing a Digital statement - setting out our vision and principles for going digital in the council. This will be developed further to include a greater focus on digital inclusion.
<i>Directorate</i>	<i>Lead officer</i>	
Resources Directorate	Divisional Director, Customer Services	
<i>Portfolio Owners</i>	Cabinet Member for Culture, Arts and Brexit	
<i>Strategic Plan Activity</i>		<i>Note</i>
Action 9.3 	Develop initiatives to increase democratic participation by local communities	We have worked with Ward Councillors to develop a support framework. Through quarter 1 we have undertaken a review on Strengthening Local Democracy which resulted in a report agreed at General Purposes Committee on 25 June 2019 setting out identified areas of best practice and makes recommendations to
<i>Directorate</i>	<i>Lead officer</i>	
Governance	Electoral Services Manager; Divisional Director	

Directorate	Strategy, Policy and Partnership; Head of Democratic Services	continue to strengthen and improve local democracy in Tower Hamlets.
<i>Portfolio Owners</i>	Executive Mayor	

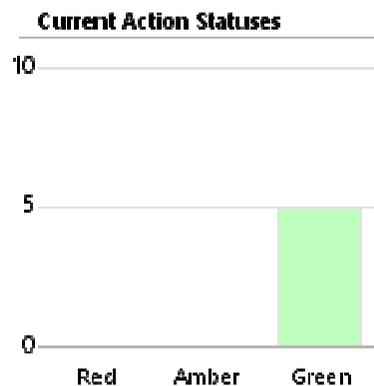
<i>Strategic Plan Activity</i>		<i>Note</i>
Action 9.4 	Deliver a Communications Strategy to tell the story about the Council	Our Communications Team continue to work with our partners to promote the borough , to tell a story about the council, to build a digital communications network and improve the council's brand. We have agreed our Communication Strategy for 2019-20. Our new strategy sets out our campaigns and the new approaches we will use to achieve better outcomes and best value for our citizens.
<i>Directorate</i>	<i>Lead officer</i>	
Governance Directorate	Divisional Director, Communications and Marketing	
<i>Portfolio Owners</i>	Executive Mayor	

**Outcome 10 People say we work together across boundaries in a strong and effective partnership to achieve the best outcomes for our residents**

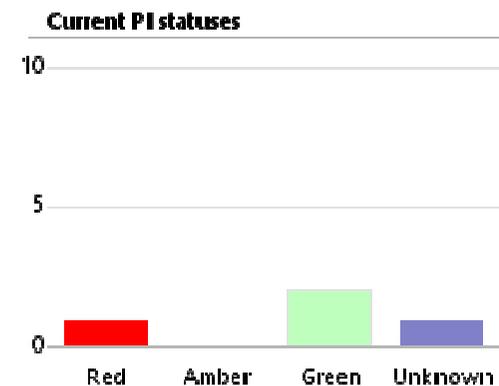
We will work in partnership with stakeholders to share resources and become more than the sum of our parts. The Tower Hamlets Strategic Partnership is the borough's Local Strategic Partnership bringing together key stakeholders to provide and improve services and outcomes for local residents. In particular it gives residents more powerful input in the way services are provided and ensures that all aspects of the community work together to achieve the objectives of a borough plan. As partners have reflected on the key opportunities and challenges facing the borough, we have also thought hard about how we are going to achieve our objectives. In a time of austerity and uncertainty, 'less of the same' will not be enough. Public sector organisations in the borough are already making big changes to the ways that they work, and this will need to continue. And as the richness of our conversations about the role of organisations and people beyond the public sector have shown, we really do all need to play our part. Responsible local businesses, a thriving voluntary sector and residents themselves are critical to achieving this Plan.

**Status summary for this strategic outcome**

*Strategic action status chart*



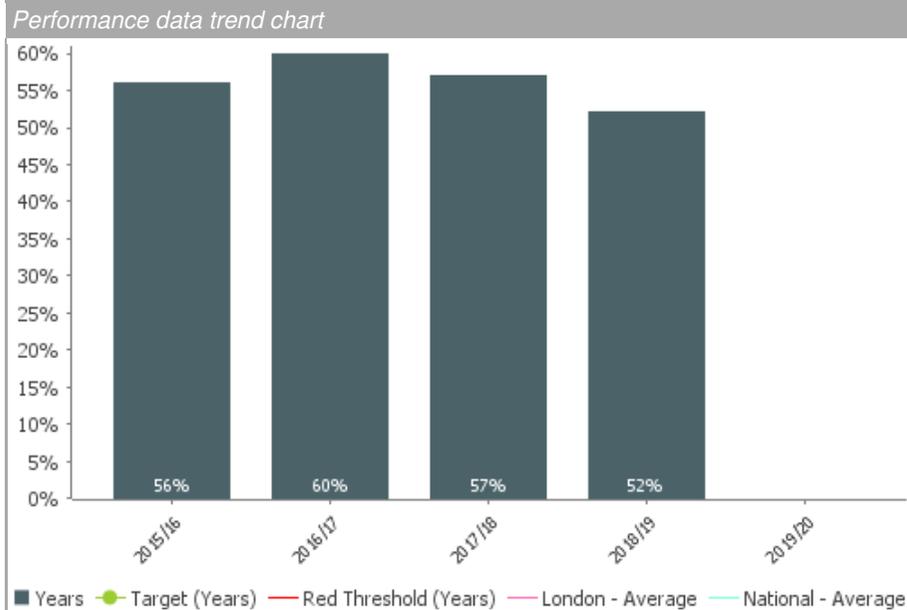
*Strategic measure status chart*



## Resident satisfaction with Council and partner response to anti-social behaviour (ASB)

This measure is taken from the council's residents' survey and is expressed as the percentage of respondents who agree that the Police / public service deal with issues in the community

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities	2018/19			
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Community Safety	Strategic		52%	 Data Only



*Latest note*

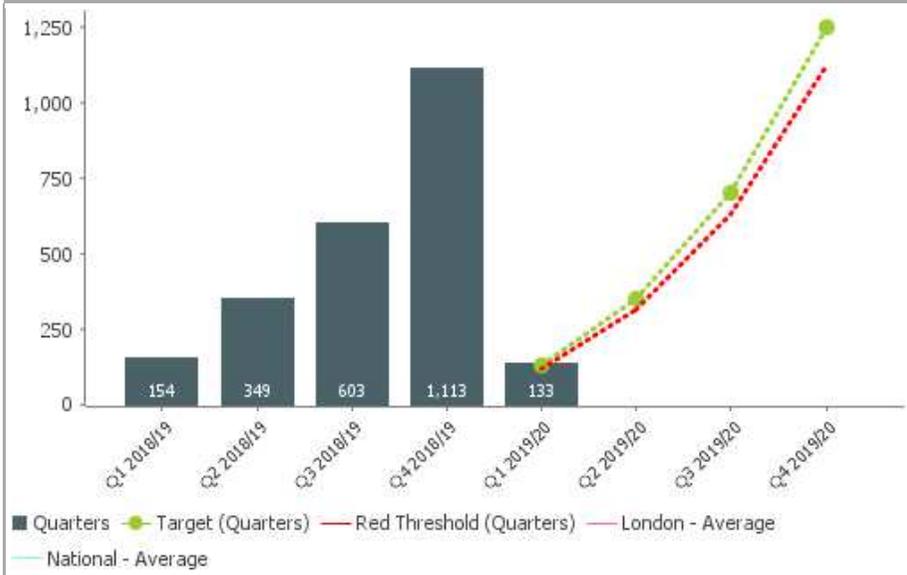
The latest outturn relates to the Annual Resident Survey published in Summer 2019. The next survey is due to take place in early 2020.

**✔ Residents supported into employment by the WorkPath partnership**

This measure is a count of the number of residents supported into work through support from the WorkPath partnership, consisting of the council's WorkPath service and a range of internal and external partners. Cumulative measure.

<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	Q1 2019/20		↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Growth and Economic Development	Strategic	130	133	✔ Green

*Performance data trend chart* *Latest note*



**Why is performance off target?**

So far this year we have evidence to show that the WorkPath partnership has supported 120 residents into work. 60 residents gained job outcomes as a result of interventions by the WorkPath service. 30 residents gained employment through the ESF/DWP funded Work and Health Programme delivered by Ingeus. 19 young people gained apprenticeships and/or employment through the help of Young WorkPath. 11 job starts for residents from iTRES (the Council's internal temporary agency) outside those recorded with WorkPath. Performance is lower than expected because of we are still waiting to receive recorded evidence of job outputs from some of our partners.

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

The WorkPath service is working with partners to get job output evidence in a more timely fashion.

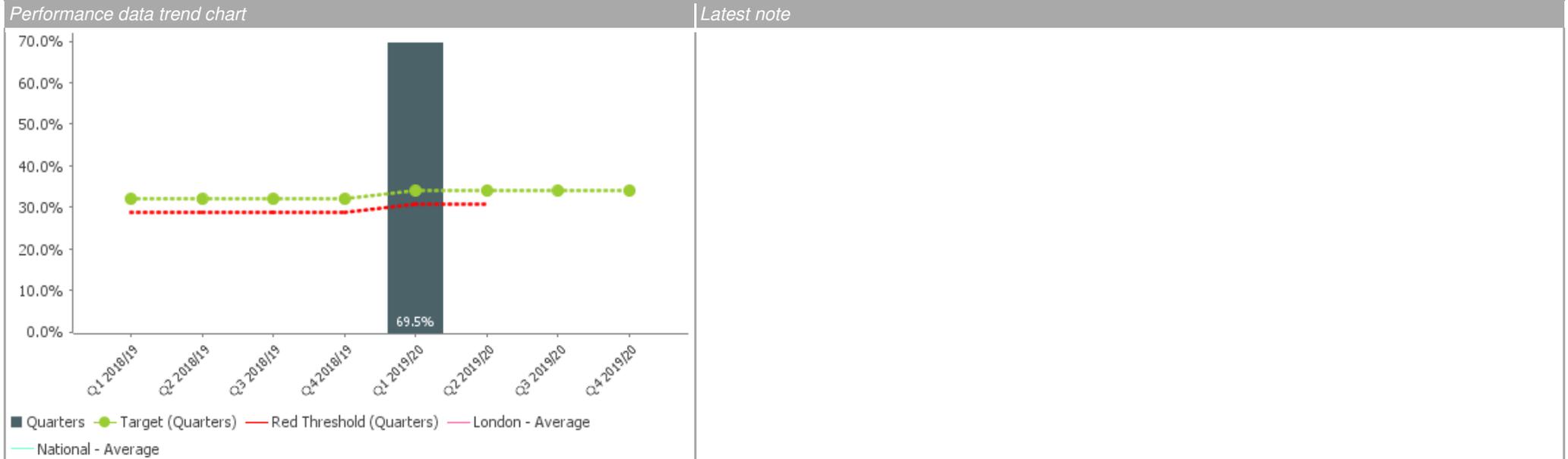
**When will it be back on track?**

We expect performance to be back on track over the course of the year.

## ✔ Children & Young People accessing Mental Health Services

This measure gives the percentage of children and young people aged 5 - 17 who have a diagnosable mental health condition and are receiving treatment to support their mental wellbeing..

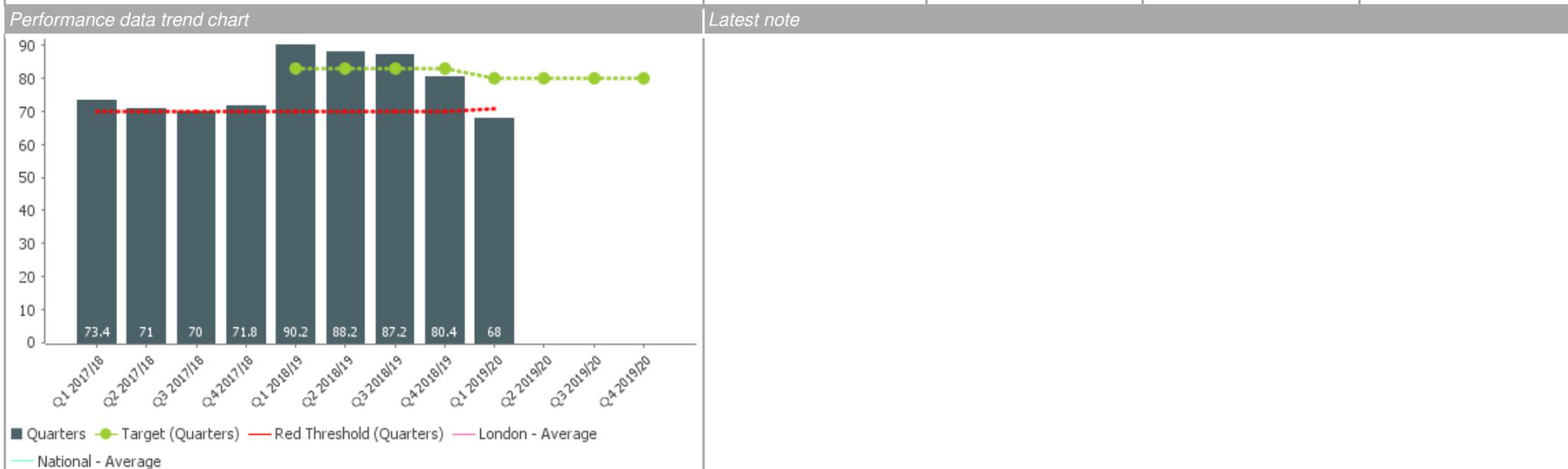
Lead member	Last update	Short term trend arrow	Long term trend (DOT)	
Cabinet Member for Adults, Health and Wellbeing Cabinet Member for Children, Schools and Young People	Q1 2019/20	?	?	
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Youth and Commissioning Divisional Director, Integrated Commissioning	Strategic	34.0%	69.5%	✔ Green



## Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services (Effectiveness of Reablement Services)

2B Part 1: The proportion of older people aged 65 and over discharged from hospital to their own home or to a residential or nursing care home or extra care housing for rehabilitation, with a clear intention that they will move on/back to their own home (including a place in extra care housing or an adult placement scheme setting), who are at home or in extra care housing or an adult placement scheme setting 91 days after the date of their discharge from hospital.

<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	June 2019		↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Adults Social Care	Strategic	83.1	66.7	Red



## Strategic plan delivery

<i>Strategic Plan Activity</i>		<i>Note</i>
Action 10.1 	Understand public sector investment, commitments and resourcing across Tower Hamlets	We have worked with stakeholders to map ESOL provision across the borough. We will use this analysis to identify opportunities for joining up resources.
<i>Directorate</i>	<i>Lead officer</i>	
Governance Directorate	Divisional Director Strategy, Policy and Partnership	
<i>Portfolio Owners</i>	Executive Mayor	
<i>Strategic Plan Activity</i>		<i>Note</i>
Action 10.2 	Deliver a Tower Hamlets place-based campaign	The research phased has been completed. We are now working with agencies that can help us deliver the campaign.
<i>Directorate</i>	<i>Lead officer</i>	
Governance Directorate	Divisional Director, Communications and Marketing	
<i>Portfolio Owners</i>	Executive Mayor	
<i>Strategic Plan Activity</i>		<i>Note</i>
Action 10.3 	Develop a clear set of priorities for partnership working	Organised by the Tower Hamlets Partnership, the Tower Hamlets Business Summit took place in June at Canary Wharf. The Summit was attended by 100 organisations.
<i>Directorate</i>	<i>Lead officer</i>	
Governance Directorate	Divisional Director Strategy, Policy and Partnership	
<i>Portfolio Owners</i>	Executive Mayor	

<i>Strategic Plan Activity</i>		<i>Note</i>
Action 10.4 	Work with partners to mitigate impact of Brexit on communities and stakeholders in Tower Hamlets	The Tower Hamlets Partnership Executive Group has established a BREXIT Action Group that will identify actions to deliver the recommendations of the BREXIT Commission. We have continued to run our campaign to keep EU citizens informed about their rights under the EU settlement scheme. An online BREXIT Partnership Toolkit has also been launched and a BREXIT Resource Hub has been developed for partners agencies.
<i>Directorate</i>	<i>Lead officer</i>	
Governance Directorate	Divisional Director Strategy, Policy and Partnership	
<i>Portfolio Owners</i>	Cabinet Member for Culture, Arts and Brexit; Executive Mayor	

<i>Strategic Plan Activity</i>		<i>Note</i>
Action 10.5 	Improve collaborative working and integration with partners to drive improvements against the four priority areas of the Tower Hamlets Plan	We are supporting the Tower Hamlets Partnership Executive Group to develop their performance framework.
<i>Directorate</i>	<i>Lead officer</i>	
Governance Directorate	Divisional Director Strategy, Policy and Partnership	
<i>Portfolio Owners</i>	Executive Mayor	

## Outcome 11

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

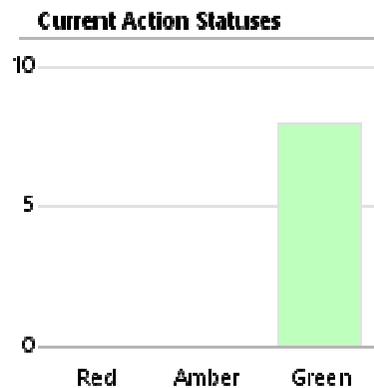
Public services are under huge long-term financial pressures and are also facing rising demand from service users. There are already many initiatives underway to change the way that public services are designed and run in Tower Hamlets, such as the integration of health and social care.

We as civic leaders will need to increase our efforts, and ensure a greater coherence of approach across our organisations.

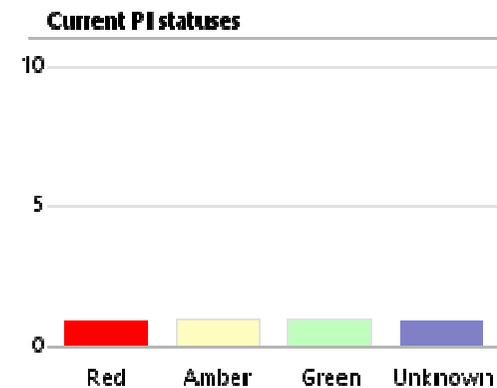
We are calling this a 'whole system' approach to change in Tower Hamlets, and it will require us to work together in new ways, build better alignment of our respective efforts in service of our shared aims, and put the interests of the borough above those of our individual organisations.

### Status summary for this strategic outcome

*Strategic action status chart*



*Strategic measure status chart*



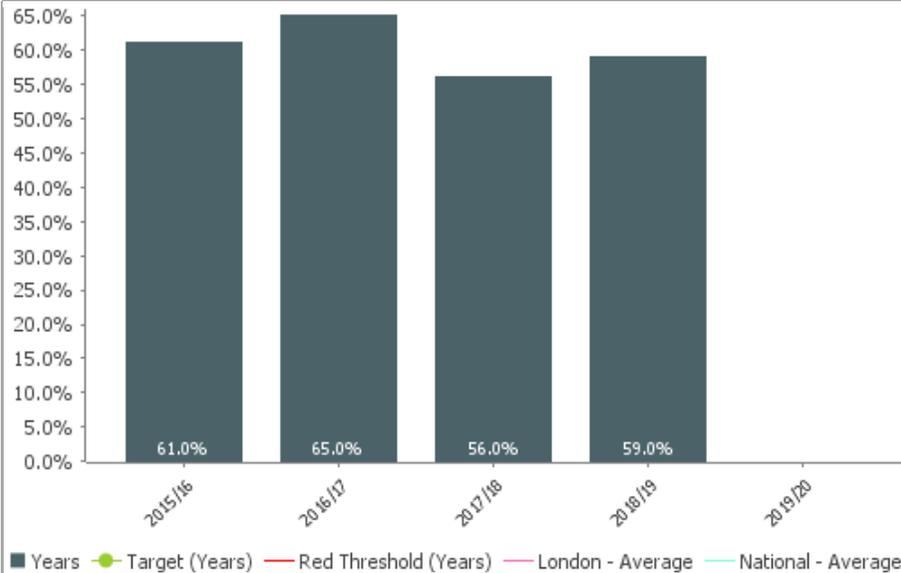
## Resident view of the council doing a better job than a year ago

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	2018/19			
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Communications and Marketing Divisional Director Strategy, Policy and Partnership	Strategic		59.0%	 Data Only

### Performance data trend chart

### Latest note

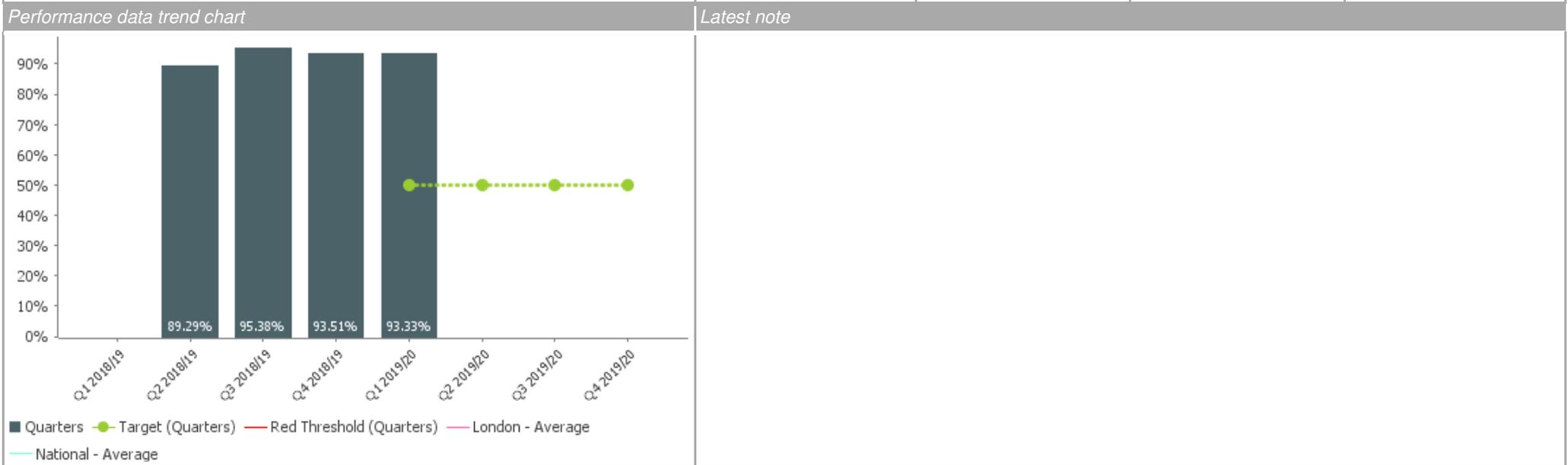


The latest outturn relates to the Annual Resident Survey published in Summer 2019. The next survey is due to take place in early 2020.

 **Media and press view of the Council**

This measure looks at the percentage of positive and neutral media coverage (trade, local, regional, national and BME media) of the Council as an organisation, across a range of media platforms, that is either positive or neutral in tone.

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Executive Mayor	Q1 2019/20			
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Communications and Marketing	Strategic	50%	93.33%	 Green

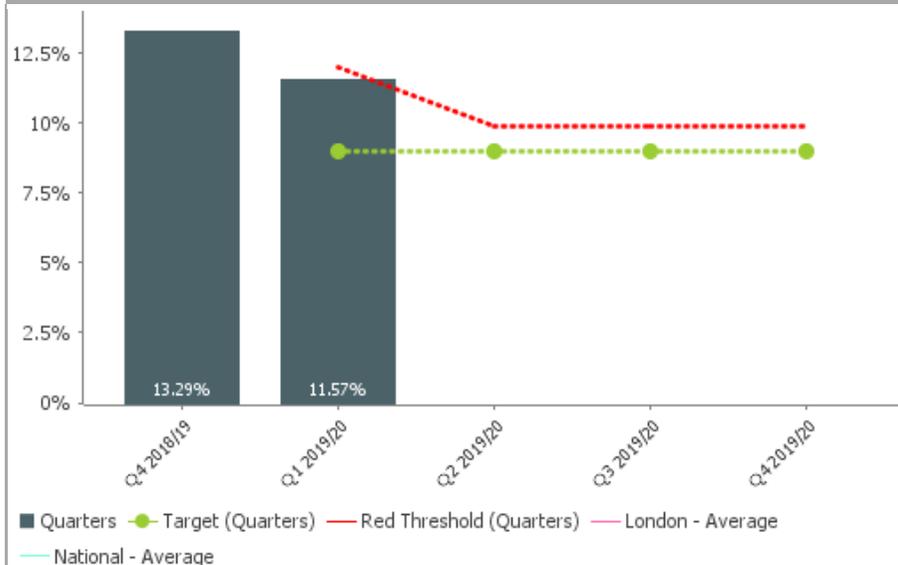


## ▲ Council staff turnover rate

Measuring the percentage of staff who have left the organisation in the rolling 12 month period. As a proxy of staff retention.

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Resources and the Voluntary Sector	Q1 2019/20		▲	▲
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Human Resources	Strategic	9%	11.57%	▲ Amber

### Performance data trend chart



### Latest note

Provisional outturn to be confirmed by the service.

#### Why is performance off target?

The 9% target is an aspirational and stretching target given that the average turnover for the last 3 years from 2015-18 has been between 16.05% and 10.82%.

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

The proposed changes to terms, conditions and benefits should deliver more transparent understanding of the employee offer for LBTH. Work is underway to reduce agency and retain staff in social care and other areas and this should assist in reducing turnover. Work on revising induction and replacing the current applicant tracking system will support us to ensure staff have a great experience of joining the Council and encourage improvement in retention rates.

#### When will it be back on track?

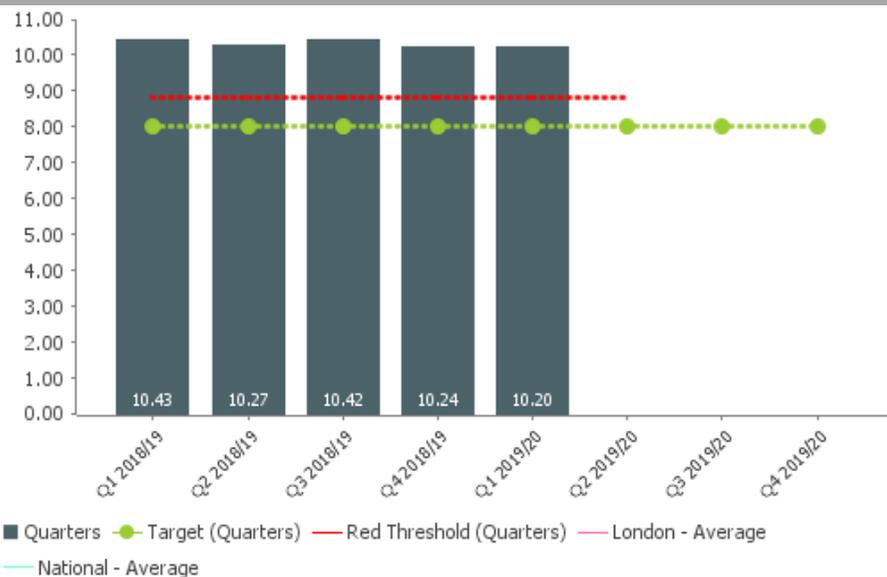
We will continuously monitor whether our actions outlined above have a positive impact on our retention rates.

## Council 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	Q1 2019/20			
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Human Resources	Strategic	8.00	10.20	 Red

### Performance data trend chart



### Latest note

#### Why is performance off target?

There has been a slight reduction (from 10.24 to 10.20) in the average days lost per employee in this last quarter; however not enough to meet the target of 9 days which has still been missed.

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

The service area will carry out interventions and management action continues to take place in accordance with the council's plans and procedures. This includes:

- Seeking to test the impact and effectiveness of a new absence management process in different trial areas which will be rolled out during October 2019
- Continuing the on-going roll out of the mandatory sickness management training and annual refresher courses for managers – Ongoing
- Embedding sickness management training in the corporate offer available through the Learning Management System – Ongoing
- Introducing a new offer for 'Managing the wellbeing of your team' focused on stress, pressure and resilience and another one for all staff in 'Building personal resilience and managing your wellbeing' – Ongoing

#### When will it be back on track?

Human Resources will continue to monitor staff sickness absence and highlight the importance of holding return to work meetings and timely interventions. There will also be focused discussion at PIB, DLT's and SLT's.

## Strategic plan delivery

Strategic Plan Activity		Note
Action 11.1 	Deliver the Smarter Together Transformation Programme	The Smarter Together Programme, which encompasses most of the council's transformational change, is proceeding broadly to plan for this year. Whilst we have had some slippages we are beginning to see real progress. Progress this quarter includes: <ul style="list-style-type: none"> <li>• Implementation of a number projects aimed at bringing support services together has started;</li> <li>• A number of key customer journeys are now available online;</li> <li>• The new, external, Community Equipment Service has gone live;</li> <li>• The first service users have moved into Lester Court (a supported living facility for people with learning disabilities) and the Shared Lives Service has been launched.</li> </ul>
<i>Directorate</i>	<i>Lead officer</i>	
Resources Directorate	Head of Corporate PMO	
<i>Portfolio Owners</i>	Executive Mayor	
Strategic Plan Activity		Note
Action 11.2 	Deliver improvements to how we use our land and buildings	Work has been commissioned to explore the options for the future management of the community hubs. Poplar HARCA has been appointed as management agent for Bow Community Hub until October 2019. A mid-point review will take place during Quarter 2.
<i>Directorate</i>	<i>Lead officer</i>	
Place Directorate	Asset Management	
<i>Portfolio Owners</i>	Cabinet Member for Resources and the Voluntary Sector	We have also started to review existing property portfolios to understand the property needs of our services going forward. This work includes looking at how we supplement funding our property needs and investigating ways in which we can ensure our operational estate running costs are as efficient as possible.
Strategic Plan Activity		Note
Action 11.3 	Improve the IT infrastructure and modernise applications to enable innovation	We are making a number of IT infrastructure changes which will enable us to deliver smoother, faster and more efficient services for our customers.

<i>Directorate</i>	<i>Lead officer</i>	
Resources Directorate	Divisional Director, IT	We have upgraded our network which has allowed us to deploy secure, stable and fast WiFi to corporate and public users at 51 council locations. We have also installed 70 touch screens in council offices so that we can reduce our reliance on paper in meetings. By the end of 2019, we will be in a position to define technology for the New Town Hall and by the end of 2019/20 we will commence the rollout of Office 365 across the whole organisation.
<i>Portfolio Owners</i>	Cabinet Member for Resources and the Voluntary Sector	

<i>Strategic Plan Activity</i>		<i>Note</i>
Action 11.4 	Develop a modern workforce within the Council through culture change	We are putting measures in place to reduce over use of interim and agency staff. We have increased the number of permanent staff in Adult's and Children's Social Care and reduced our vacancy gap from 35% to 26% so far this year. We have launched a Social Worker Academy to support newly qualified children's social care workers. We are working to replicate some of this work for adult social care social workers. We are contributing to the development of the national social work apprenticeship scheme and exploring how we can encourage existing employees to join the scheme when it is launched later in the year.  We are improving the Council's training and development offer to other service areas too. There are currently eight council-wide apprenticeship courses running for our staff.
<i>Directorate</i>	<i>Lead officer</i>	
Resources Directorate	Divisional Director, Human Resources	
<i>Portfolio Owners</i>	Cabinet Member for Resources and the Voluntary Sector	

<i>Strategic Plan Activity</i>		<i>Note</i>
Action 11.5 	Embed Outcomes Based Budgeting across the Council	Work on Outcome Based Budgeting is underway. The framework has been agreed with services and the analysis to inform the process has commenced.
<i>Directorate</i>	<i>Lead officer</i>	
Resources Directorate	Divisional Director of Finance, Procurement and Audit	
<i>Portfolio Owners</i>	Cabinet Member for Resources and the Voluntary Sector	

<i>Strategic Plan Activity</i>		<i>Note</i>
Action 11.6	Deliver a programme of service reviews to	In January, Corporate Leadership Team approved a programme of improvement

	improve operational effectiveness	and efficiency reviews of council services to meet one of six Mayoral priorities: improve our pace and effectiveness of change in transforming the ways the council works and delivers services. Having built on existing improvement activities and our transformation programme, we are developing a culture of continuous improvement and as necessary redesign across the organisation. This will require a quick and high level organisational review focusing principally on the Place Directorate and a programme of targeted service reviews. The reviews that we are planning to undertake this year are: Street Care (& associated services), Markets, Community Safety, SEND and Human Resources-sickness.
<i>Directorate</i>	<i>Lead officer</i>	
Governance Directorate	Divisional Director Strategy, Policy and Partnership	
<i>Portfolio Owners</i>	Executive Mayor	

<i>Strategic Plan Activity</i>		<i>Note</i>
Action 11.7 	Review business intelligence processes and procedures to support better outcomes for local people	Key services across the council have been working together to build upon the vision in the Intelligence Transformation Plan. We have been exploring different technical solutions that will radically change how we use our data to inform service planning and commissioning. We have also been developing a roadmap that sets out how we are going to deliver this part of the 2022 Blueprint.
<i>Directorate</i>	<i>Lead officer</i>	
Governance Directorate	Divisional Director Strategy, Policy and Partnership	
<i>Portfolio Owners</i>	Executive Mayor	

<i>Strategic Plan Activity</i>		<i>Note</i>
Action 11.8 	Change our approach to performance management to focus on better outcomes for residents	Our new approach to performance management, outcomes based accountability, has been agreed and is reflected in our new Strategic Plan. The process for delivery will commence in Q2.
<i>Directorate</i>	<i>Lead officer</i>	
Governance Directorate	Divisional Director Strategy, Policy and Partnership	
<i>Portfolio Owners</i>	Executive Mayor	