
Tower Hamlets Strategic Plan 2019-22

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

Quarter 2 monitoring report



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 2 2 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 1 1 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 3 1 2 0 2

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 1 0 4 0 0

2019/2022 Outcome 6

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

Actions 0 0 8 0
 Pls 1 2 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 1 2 0 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 1 0 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 0 1 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

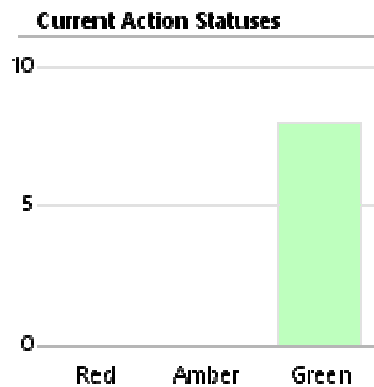
Outcome 1 People access a range of educational, training and employment opportunities.

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.

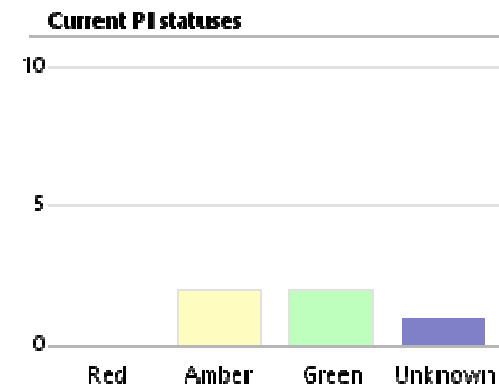
We want to help local residents to capitalise on the dynamic employment growth occurring around them. We want to encourage employers and education providers to work closely together in the design and delivery of education and skills training to reflect the needs of the job market. Higher education is 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.

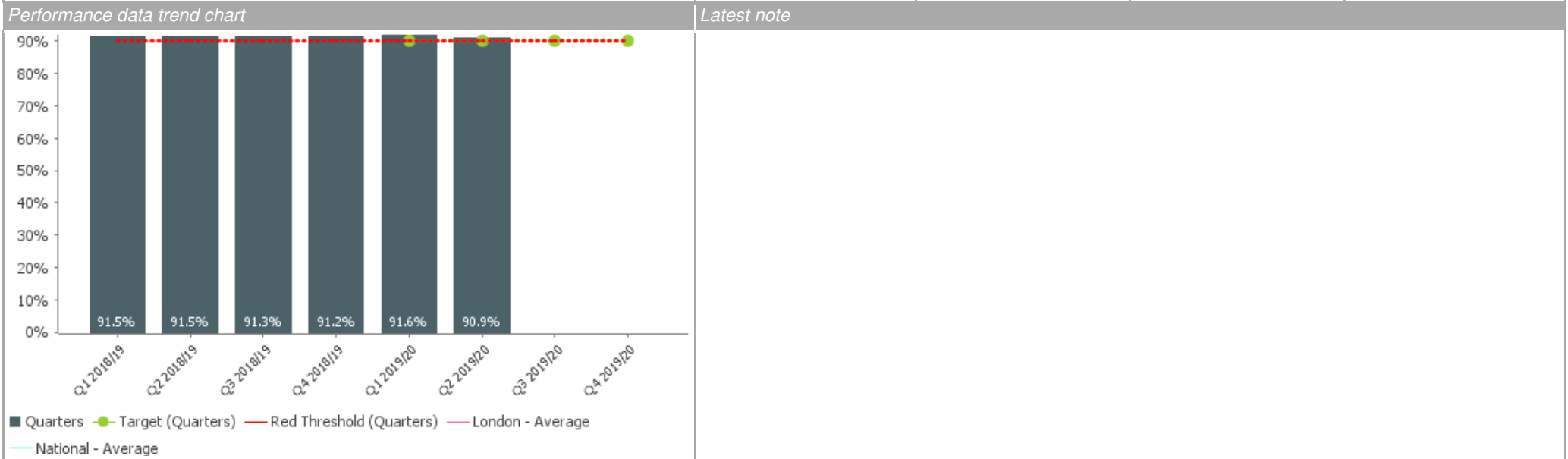
<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Work and Economic Growth	Q2 2019/20		▬	▬
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Growth and Economic Development	Strategic	0	0	? Unknown

<i>Performance data trend chart</i>	<i>Latest note</i>
<p>The chart displays the number of enterprises created over four quarters. The Y-axis ranges from 0 to 30. The X-axis shows quarters from Q1 2019/20 to Q4 2019/20. The 'Red Threshold (Quarters)' (red dashed line) and 'Target (Quarters)' (green dashed line) both start at 0 in Q1 and Q2, then rise to 15 in Q3 and 30 in Q4. The 'London - Average' (pink line) and 'National - Average' (light blue line) are not clearly visible, likely overlapping the zero line.</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	July 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%	90.9%	 Green



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

The percentage of adult learners who completed their course successfully.

<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Culture, Arts and Brexit Cabinet Member for Work and Economic Growth	Q2 2019/20			
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Customer Services	Strategic	95%	95%	 Green

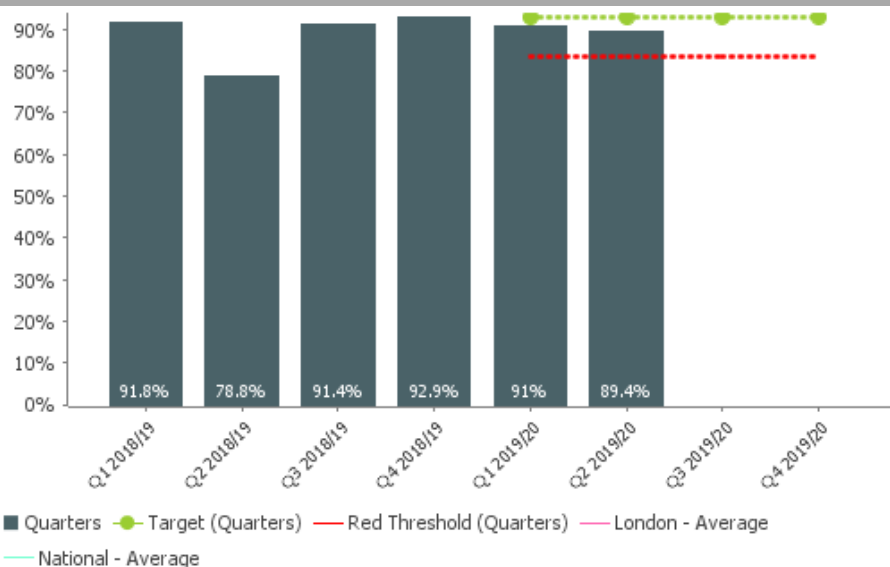


Percentage of 16-17 year olds in education, employment or training

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	Q2 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%	89.4%	Amber

Performance data trend chart



Latest note

Why is performance off target?

September data will be available at the beginning of November. In August, the cohort of young people in years 12 & 13 was 5,893. 5,266 young people are in education, employment or training. Although this is under the year-end target, we are in a better position that at the same point last year, when the cohort was 5,566 and 88.6% (or 4,932) of young people in years 12 & 13 were in education, employment or training.

What is being done to bring performance back on track and who is doing it?

Over the summer, the Young Workpath produced 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?

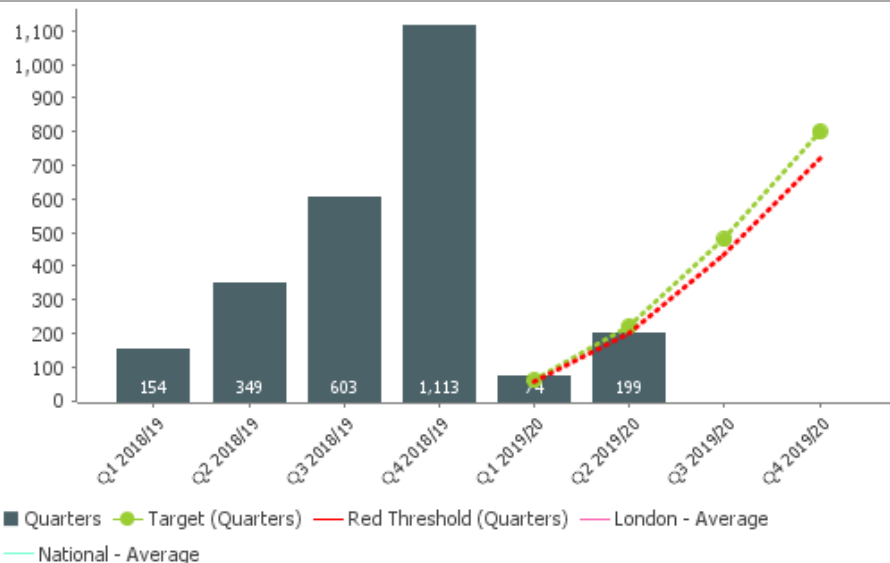
We expect to see the proportion of pupils who are in education, employment or training to increase by the end of Q3 as we have confirmation of pupils who have been accepted and are attending education or who are in employment or training.

▲ 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	Q2 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	220	199	▲ Amber

Performance data trend chart



Latest note

Why is performance off target?

The service has recently gone through a restructure and there are still some vacancies which means that there are fewer staff than expected at this point in time, to support residents into work. In addition, we are still gathering evidence of jobs secured from employers.

The council has recently brought forward our reporting schedule so that we can report our performance and delivery in a more timely fashion. For its measures, the WorkPath service relies on employers to confirm the employment status of the residents we have supported into work and this evidence can take some time to come through. For this reason it is sometimes necessary to adjust outturns over the coming month, as more evidence is received. This data is therefore provisional.


What actions will be taken and who is doing this?


The service recently hosted a jobs fair for local residents. It is expected that there will be a number of job outputs arising from this event. In addition to working with employers, we also work hard to make contact with residents that we have recently supported into jobs to persuade them to provide evidence of their employment status. Unfortunately some residents are unresponsive to these requests.

When will it be back on track?


We expect performance to be back on track in the next quarter.


Strategic plan delivery


Strategic Plan activity		Note
Action 1.1 	Agree common expectations with key stakeholders e.g. schools, New City College, Job Centre Plus, the business community	A key theme of our Growth Plan concentrates on how we can prepare young people for success. Interventions under this theme take a targeted approach to enable young people to access information about their career options early on. Our objective is to help young people understand early on the range of opportunities open to them. In partnership with the East London Business Alliance a 'transition from education to employment' pilot project, called "Careers Carousels" delivered three careers education events at Swanlea School from October 2018 to July 2019. We have secured additional private partners to enhance the careers advice offer.
<i>Directorate</i>	<i>Lead Officer</i>	
Children and Culture Directorate; Place Directorate	Vicky Clark; Christine McInnes	
<i>Portfolio Owners</i>	Cabinet Member for Work and Economic Growth	Our achievement strategy for 14 - 25 year olds, developed by Children's Services in partnership with all key stakeholders, is due launch on October 30th at the first annual Education Partnership Conference, including all key stakeholders and many private sector partners. The strategy has clearly set out common themes and priorities for education and careers guidance for mainstream and special needs groups.

Strategic Plan activity		Note
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)	Our WorkPath and Adult Learning Services have introduced a skills assessment system called Basic & Key Skills Builder (BKSB) with the long term outcome of collating consistent data on skills needs and to inform future commissioning of training. More immediately, all clients registering with WorkPath are now undertaking a full assessment to inform their personal action plan and undertake independent and assisted training modules in functional skills. The service is methodically working through pre-existing client lists to have them undertake the assessment. Alongside this, clients are interviewed reiteratively by their officer in order to develop and maintain their personal development plans.
<i>Directorate</i>	<i>Lead Officer</i>	
Place Directorate	Vicky Clark	
<i>Portfolio Owners</i>	Cabinet Member for Work and Economic	

Growth	
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<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)	<p>We have developed an enhanced careers programme to support middle-attaining pupils at Key Stage 3 in partnership with Tower Hamlets Education Business Partnership (THEBP), East London Business Alliance (ELBA) and others. Stakeholder consultations and surveys took place at Wapping High School, Swanlea, George Green School, and Sir John Cass Redcoats. We piloted three careers events at Swanlea school. Our year 7 workshop in July was attended by 210 students and volunteers from several organisations including Bank of England, Barclays, Clifford Chance, St. Barts NHS, Royal Bank of Scotland, WSP engineering, Acuris, ADM, and ADMISI. We encouraged pupils to talk to industry representatives, advised them on how to pick their GCSE's and they heard about latest research on future work opportunities from guest speakers.</p> <p>The learning from the careers pilot has been written up and we are looking to roll out the next phase of the programme with five local schools and in partnership with Children's Services and several private sector partners. We have secured additional private sector partners interested in offering curriculum support, work experience and mentoring.</p>
<i>Directorate</i>	<i>Lead Officer</i>	
Place Directorate	Vicky Clark	
<i>Portfolio Owners</i>	Cabinet Member for Work and Economic Growth	


<i>Strategic Plan activity</i>		<i>Note</i>
Action 1.4 	Identify key skills and training for employment support professionals	<p>We offer a programme of continuous professional development to our staff to equip them with the tools and information to support others. All new Information, Advice and Guidance (IAG) Officers not already qualified to Level 3 IAG will be enrolled on the course. Careers Young WorkPath is seeking to attract new staff, possibly career graded apprentices, to train to the required Level 6 in Careers Guidance. This training will be open to others in the WorkPath service and partner services.</p>
<i>Directorate</i>	<i>Lead Officer</i>	
Place Directorate	Vicky Clark	
<i>Portfolio Owners</i>	Cabinet Member for Work and Economic Growth	


<i>Strategic Plan activity</i>		<i>Note</i>
Action 1.5 	Provide support to start-ups and existing business	<p>Setting up a business or working in a small entrepreneurial team can be a good opportunity for many disadvantaged residents to gain the financial means to live well in London. However, they can be constrained by confidence and lack of access to business skills,</p>
<i>Directorate</i>	<i>Lead Officer</i>	

Place Directorate	Vicky Clark	professional networks and affordable workspace.
<i>Portfolio Owners</i>	Cabinet Member for Work and Economic Growth	<p>Previous support projects for small and medium enterprises (SMEs) concluded in March 2019. The Enterprise Team is continuing to support new entrepreneurs by organising business networking and by referring individual enquirers to appropriate sources of support on a one-to-one basis.</p> <p>We are developing new projects, namely Marketing Ready and Start Up Ready. Once they've been finalised and approved, we will procure contracts in connection with specialist enterprise support services. We expect to start delivering these projects in the second half of this financial year.</p>

<i>Strategic Plan activity</i>		<i>Note</i>
Action 1.6 	Develop business networks and contacts with hiring managers	<p>Our newly formed Growth and Economic Development (GED) partnership will be meeting at the end of October to agree its projects and priorities for the year ahead. The GED partnership's aims will be to support middle-achieving graduates into good jobs; enable employees to progress through in-work training; and to create business space in the borough suitable for the needs of growing businesses.</p> <p>In August we ran a hugely successful jobs' fair. Over 400 residents attended where they were able to apply for job opportunities and apprenticeships in organisations such as Transport for London and Vision Express. Our Workpath service will be monitoring the success of residents' applications. We are hopeful that our new working relationship with Vision Express will help us to secure more jobs for Tower Hamlets residents in their central London stores.</p> <p>We are actively targeting businesses to boost the supply and take up of apprenticeships in the borough. Of the 130 businesses we have targeted so far, we have received positive outcomes from 62, resulting in generating 71 job opportunities.</p>
<i>Directorate</i>	<i>Lead Officer</i>	
Place Directorate	Vicky Clark	
<i>Portfolio Owners</i>	Cabinet Member for Work and Economic Growth	

<i>Strategic Plan activity</i>		<i>Note</i>
Action 1.7	Provide access to entry point	We continue to provide entry point learning opportunities and deliver courses that promote

	learning which promote personal development	personal development. Our most recent course evaluations show that 97% of our learners agree that their course challenges them to try new things and 97% of our learners find their course stimulating and interesting. Three new cohorts of learners will be starting on English as a Second Language (ESOL) courses for 'Childcare and Women into Health'.
<i>Directorate</i>	<i>Lead Officer</i>	
Resources Directorate	Shazia Hussain	
<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	We work closely with Central London Forward, the GLA, the Lifelong Learning Forum and North London boroughs to gather and analyse labour market data from a range of research and policy centres. We are currently scoping research funded by the Trust for London to look at under employment and in-work progression.
<i>Directorate</i>	<i>Lead Officer</i>	
Place Directorate	Vicky Clark	
<i>Portfolio Owners</i>	Cabinet Member for Work and Economic Growth	

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

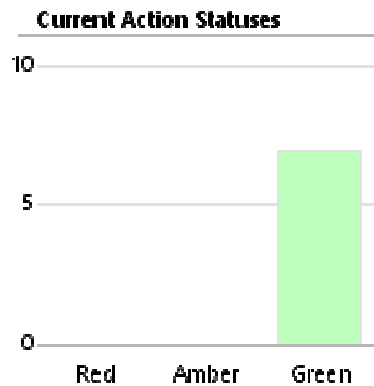
The formative years from 0 to 5 are absolutely critical to the future health and wellbeing of infants in Tower Hamlets. The integrated early years' service works with partners and stakeholders to address levels of provision and quality in early education and childcare. Similarly, health visitors play 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.

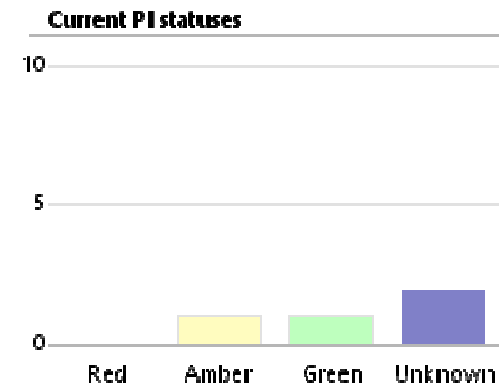
We want children and young people to be able to live in a safe environment, ensuring the best health and developmental outcomes.

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

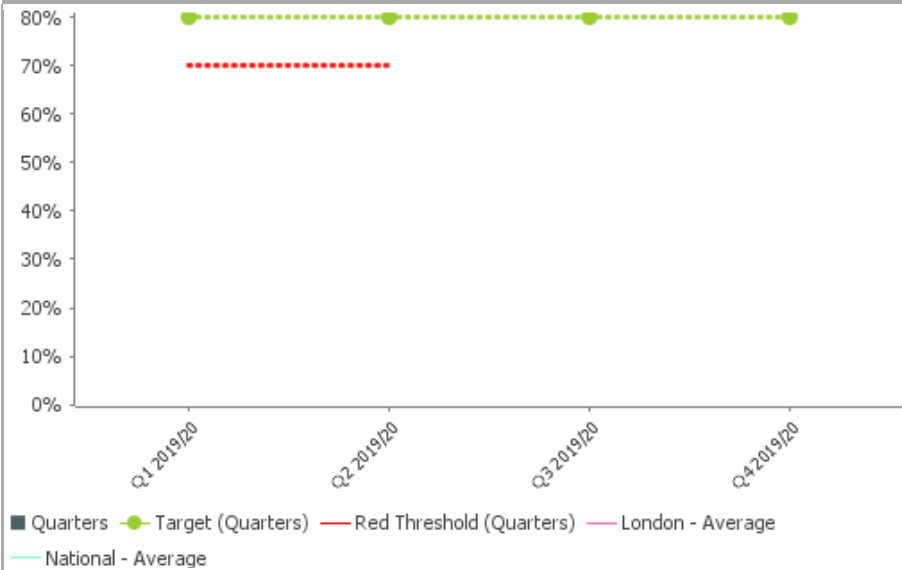
This measure will show the percentage of families who achieved improved outcomes through Early Help support.

Lead member	Last update	Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People	Q2 2019/20	?	?
Lead officer	Type	Target	Actual
Divisional Director, Youth and Commissioning	Strategic	80%	?
			RAG rating
			Unknown

Performance data trend chart

Latest note

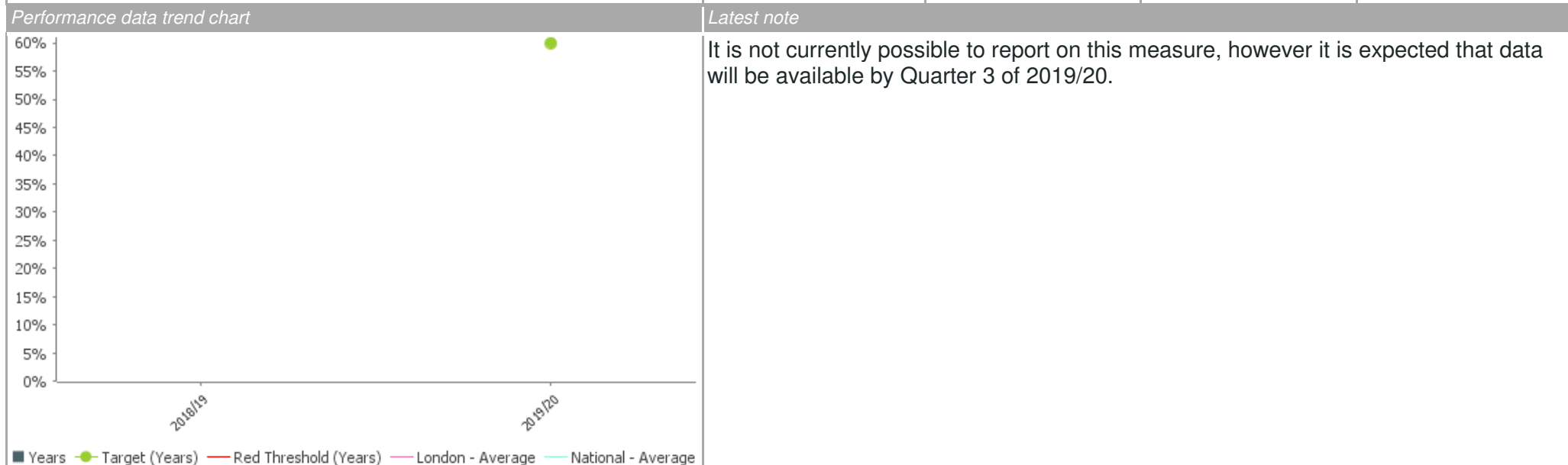
It is not currently possible to report on this measure, however it is expected that data will be available by Quarter 3 of 2019/20.



? 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.

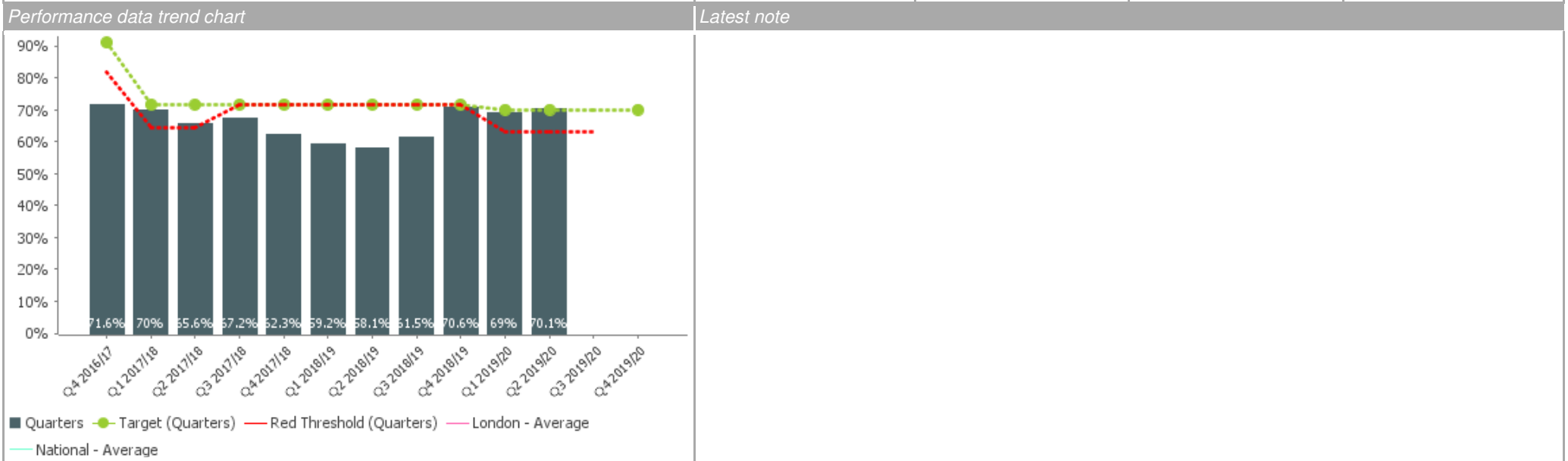
Lead member	Last update	Short term trend arrow	Long term trend (DOT)	
Cabinet Member for Children, Schools and Young People	Q2 2019/20	?	?	
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Youth and Commissioning	Strategic	60%		? Unknown



✔ 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.

<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	Q2 2019/20		↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Children's Social Care	Strategic	70%	70.1%	✔ Green

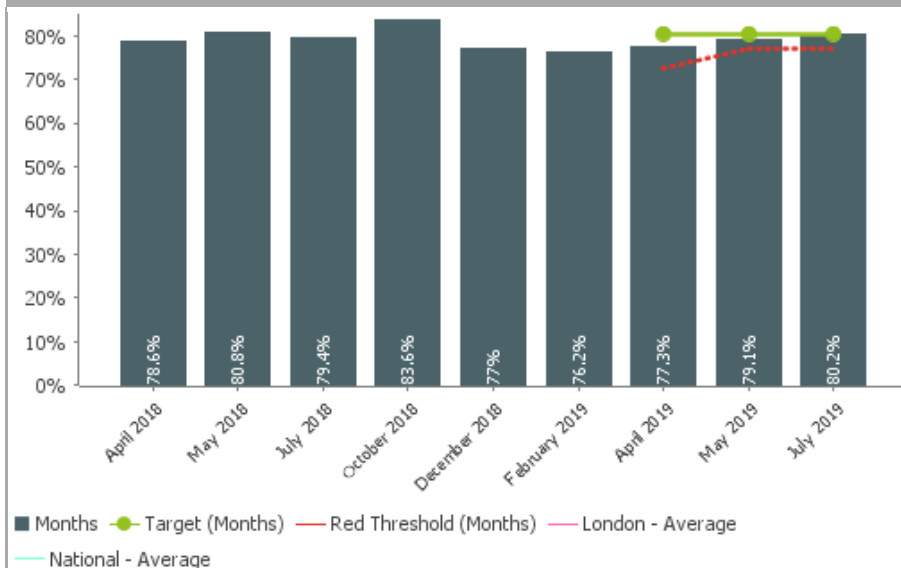


▲ Pupils who are regularly attending school in reception year

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	July 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%	80.2%	▲ 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 (BASS) 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 BAAS and schools to raise attendance in this year group as there are no enforcement measures that can be taken.

The approach taken by the BASS 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?

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

The BASS 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 this academic year (which starts in Q3), 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 this 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.	We continue to develop a clear and strong brand for Tower Hamlets as a social work employer of choice following a recent Ofsted rating of 'Good' and seven nominations for national awards. We have put in place a revised learning and development offer along with clear career progression pathways, lower social worker caseloads and a restorative culture which will continue to build a strong brand image. We have offered restorative practice training to all the newly qualified social workers and implemented a training programme based on staff feedback from the training needs analysis undertaken, aimed at delivering a high quality joint social care training for staff working in children's social care services.
<i>Directorate</i>	<i>Lead Officer</i>	
Children and Culture Directorate	Richard Baldwin; Ronke Martins-Taylor	
<i>Portfolio Owners</i>	Cabinet Member for Children, Schools and Young People	We will be setting up a joint Learning and Development Steering group in November 2019, achieving economies of scale will be a key target for this group. Additionally, we are currently co-designing a training program that will be delivered by both staff within the Social Work Academy and Restorative Practice Champions in the teams for new recruits and partner agencies. We anticipate the operational date for in-house training to be in December 2019.


<i>Strategic Plan activity</i>		<i>Note</i>
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 continue to collaborate with the Community Safety team in delivering a prevention and de-radicalisation training programme to improve the support provided by staff within Children's Services to victims at risk of radicalisation. We have also implemented a new exploitation screening tool within the Children Social Care case management system and the impact of this will be closely monitored over the coming months.
<i>Directorate</i>	<i>Lead Officer</i>	
Children and Culture	Richard Baldwin	We continue to offer and facilitate 'M-Pact' (moving parents and children together), an evidence based programme taking a whole family approach. We are currently working with


Directorate		families and supporting children impacted by parental substance misuse by providing a safe place for families to strengthen protective and resilience factors. Additionally, the 'First Step to Recovery' programme is being offered to expectant mothers or mothers with children under the age of five who are currently or have in the past misused drugs or alcohol. This is run on a weekly basis, in partnership with the specialist gateway midwifery service.
<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 help from social care and other universal services; and to develop consistent understanding of thresholds across services and agencies.	We have mapped and successfully reviewed existing and wider pathways into early help from children's social care. To develop consistent understanding of thresholds across services and agencies, we continue to offer workshop/surgeries for new social care staff members within the council and regular team meeting visits to children social care.
<i>Directorate</i>	<i>Lead Officer</i>	
Children and Culture Directorate	Richard Baldwin; Ronke Martins-Taylor	
<i>Portfolio Owners</i>	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.	The new Tower Hamlets Safeguarding Children Partnership was successfully launched in September 2019, and will be pivotal in establishing partnerships between children, young people, families and schools, health staff and other stakeholders. Following the reorganisation of our Virtual School in Q1, we continue to embed a focus on improving outcomes for all vulnerable children through the facilitation and delivery of bespoke safeguarding training to schools and education settings at request and where the need is identified. Additionally, we have organised and facilitated termly Designated Safeguarding Leads for Schools and Education Settings Forum meetings and delivered presentations which are very well attended.
<i>Directorate</i>	<i>Lead Officer</i>	
Children and Culture Directorate	Richard Baldwin; Ronke Martins-Taylor	
<i>Portfolio Owners</i>	Cabinet Member for Children, Schools and	

Young People	
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<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.	Throughout quarter two, we continued in our work to ensure that most family group conferences (FGCs) took place for children who are the subject of a child in need or child protection plan. We have engaged effectively with our Early Help partners so that FGCs are offered at an early stage and further work will be undertaken to promote and develop the Early Help family group conference model.
<i>Directorate</i>	<i>Lead Officer</i>	
Children and Culture Directorate	Richard Baldwin	
<i>Portfolio Owners</i>	Cabinet Member for Children, Schools and Young People	

<i>Strategic Plan activity</i>		<i>Note</i>
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 continue our work to collate data and feedback from children, young people and families through further engagements with schools and a number of focus groups, including that on the Special Educational Needs and Disabilities (SEND) services held for parents and carers of children and young people with SEND. We captured the voices of young people following the 'Good' Ofsted rating of Children Social Care and this was showcased in a video made available across the borough. Additionally, the 'Healthwatch – Young Influencers' who are a group of black and minority ethnic (BAME) young people living in Tower Hamlets conducted a series of mystery shopping exercises and review of services over the summer. The Young Mayor and his team also shadowed their respective cabinet members.
<i>Directorate</i>	<i>Lead Officer</i>	
Children and Culture Directorate	Richard Baldwin; Ronke Martins-Taylor	
<i>Portfolio Owners</i>	Cabinet Member for Children, Schools and Young People	

<i>Strategic Plan activity</i>		<i>Note</i>
Action 2.7 	Provide varied high quality activities outside of school for children and young people.	During quarter two, we successfully delivered a range of summer activities in parks. The Parks and Open Spaces Service has organised a total of 20 events and 63 special activities across 14 parks for children and families to date. Other activities and events were delivered by Sports and Physical Activity, Victoria Park and our Festivals and Events
<i>Directorate</i>	<i>Lead Officer</i>	

Children and Culture Directorate	Ronke Martins-Taylor; Judith St John	services.
<i>Portfolio Owners</i>	Cabinet Member for Children, Schools and Young People	<p>Additionally, our summer holiday scheme which provides childcare for children aged 3 to 13 years olds was rated 'Good' following an unannounced Ofsted inspection in the month of August. The inspection visit occurred on one of the busiest days of the summer programme as 230 children were attending the scheme, which also included two trips to the Mile End Water Festival and King Edward Memorial Park.</p> <p>We continue to work on the development of our youth hub provision for girls and this is on track.</p>

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

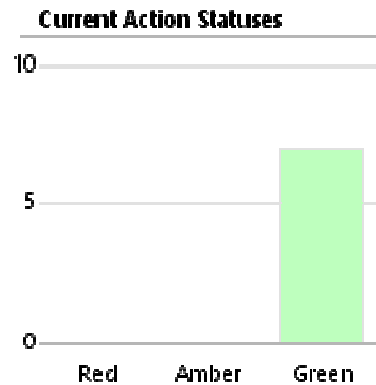
We are committed to improving the health and wellbeing of our local population and the quality of the care services they receive. At the heart of this is ensuring our services are person centred, coordinated and make a tangible and positive difference to people's lives. We have a strong commitment to 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.

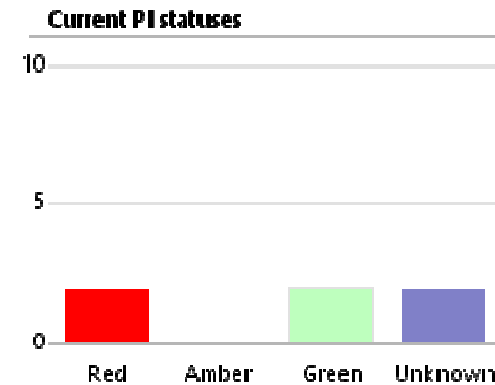
Through the Tower Hamlets Together partnership with the NHS, we aim to reduce the need for people to be treated in hospital, by supporting them to stay healthy and to access support earlier to prevent health problems. We also want to give people more control over their own health and wellbeing and manage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

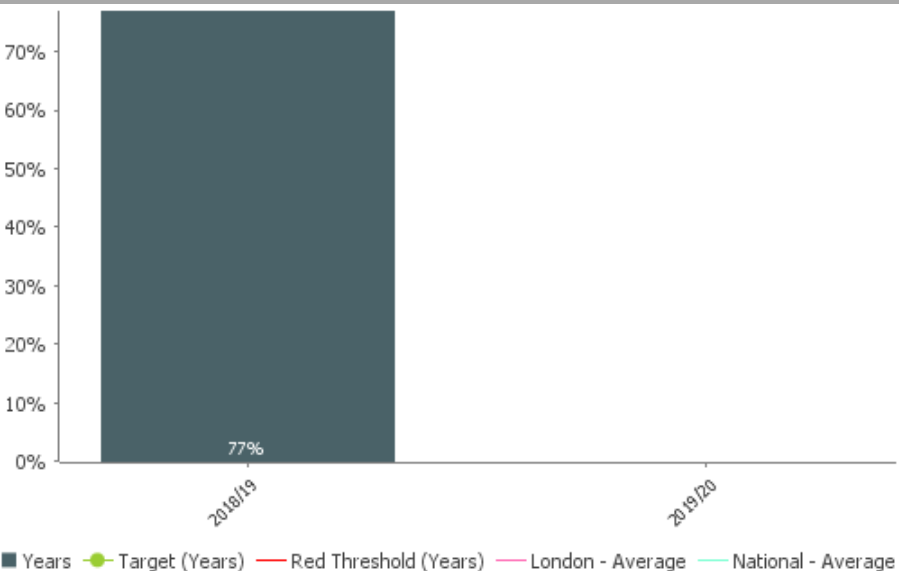


This question was introduced in the 2018/19 residents' survey. Latest outturn relates to the Annual Resident Survey published in Summer 2019. The next survey is due to take place in early 2020 with results expected to be included in the end of year report for 2019/20.

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'.

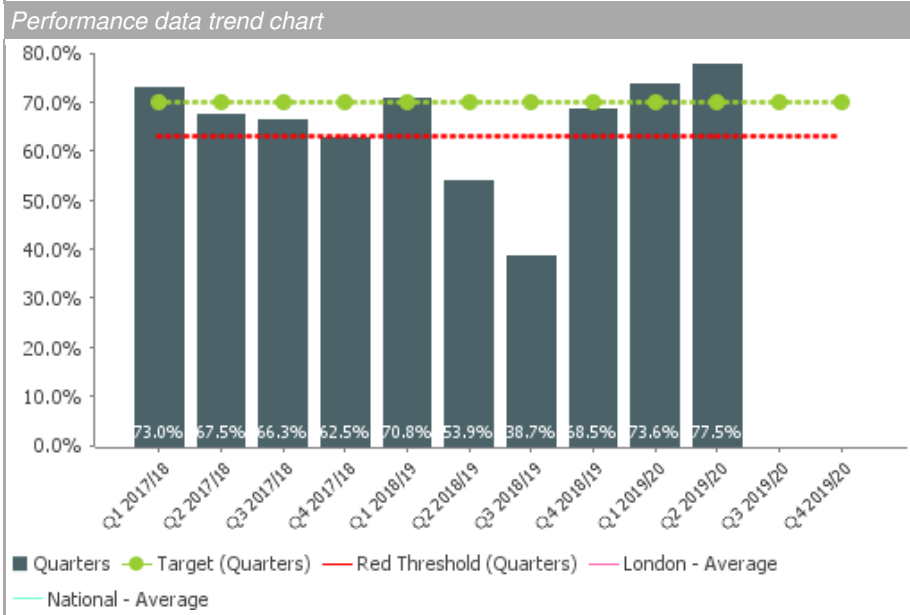
Lead member	Last update	Short term trend arrow	Long term trend (DOT)
Cabinet Member for Adults, Health and Wellbeing	2018/19		
Lead officer	Type	Target	Actual
Director of Public Health	Strategic		77%
			 Data Only

Performance data trend chart	Latest note
 <p>70% 60% 50% 40% 30% 20% 10% 0%</p> <p>77%</p> <p>2018/19 2019/20</p> <p>■ Years ● Target (Years) — Red Threshold (Years) — London - Average — National - Average</p>	<p><i>Latest note</i></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 with results expected to be included in the end of year report for 2019/20.</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	Q2 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%	77.5%	✔ Green



Latest note

The following case study demonstrates the difference our reablement support service makes to people’s lives:

Mr P is 77 years old and was taken to hospital after being found wandering the community in an unkempt and confused state. He spent a month in hospital.

After being discharged from hospital, Mr P was referred to the Reablement Service. The aim was to help Mr P improve his diet, incorporating his preference to return to eating his main meal at his local cafe, and re-establishing a routine for managing his daily personal care.

At first this was challenging as Mr P has a substance dependency and poor mental health. He found it hard to engage, initially feeling the support offered was too intrusive. As a result, Mr P often missed the recommended four daily support visits.




Through listening to Mr P and understanding his aspirations, the Reablement officer visit times and input were re-arranged to support Mr P to continue to independently engage in meaningful, community based activities, resulting in improved engagement with the service to work towards his goals.

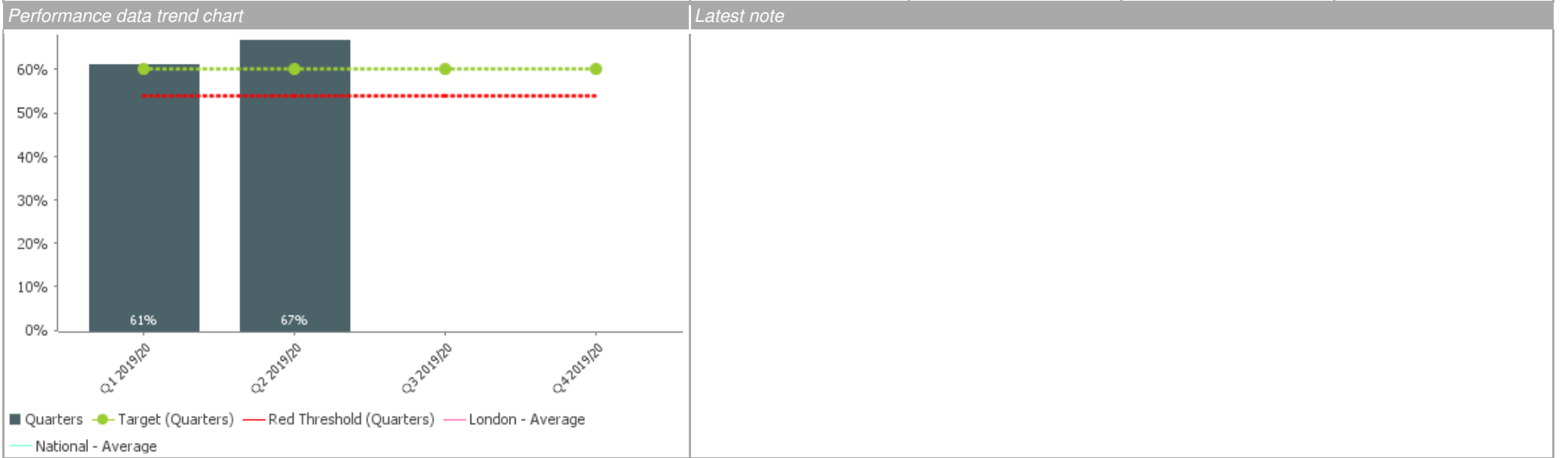
The help received from the service has meant that Mr P has now re-established an eating pattern of three meals a day, consistently completing his personal care and

taking his medication with on-going support agreed with his GP. He is able to live in his own home and go to places he enjoys.

 **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.

<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 Cabinet Member for Culture, Arts and Brexit	Q2 2019/20			
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Education and Partnership	Strategic	60%	67%	 Green



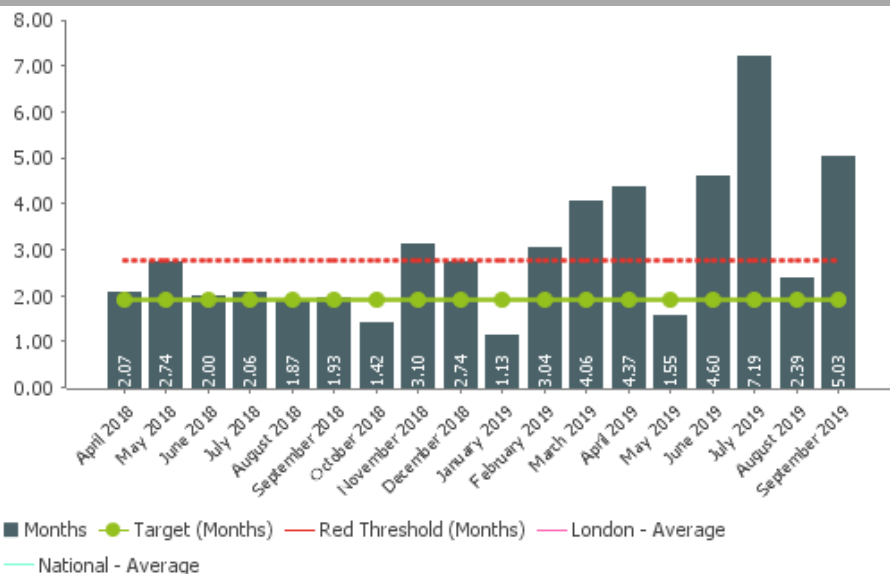
Delayed discharges from hospital attributable to Council social care services

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	Q2 2019/20		↓	↓
<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	4.87	Red

Performance data trend chart

Latest note



Why is performance off target?

Timely transfers of care are critical to the smooth running of the hospital and the health and care system overall. The Royal London Hospital is frequently running at or near full capacity. Delays to discharge from hospital can occur at a number of stages in the patient pathway and the causes of delays are monitored. Issues relating to nursing and residential care admissions account for over 80% of the delays attributed to social care. The other main reasons for these delays are awaiting assessments or community equipment and adaptations. Numbers are small therefore a single case involving a prolonged hospital stay can have a significant impact on the overall performance level. Improving communication between hospital departments, adult social care teams and other partners involved in discharge planning is recognised as a contributory factor to improving performance. Performance on delays attributable to social care in Tower Hamlets is better than performance nationally. In September, 23% of delays locally were due to social care reasons compared to 30% for England as a whole.

What actions will be taken?

Plans are underway to conduct a review of the whole discharge pathway, with a specific focus on communication. This will specifically address

Mental Health delays; these are small in number but big on impact. A pioneering 'Home First' approach to hospital discharge, helping people to go home first pending assessment of their care and support needs is being implemented locally. This programme is being closely monitored to ensure that finding suitable homes and carrying out assessments is not unnecessarily delaying people from coming out of hospital.

When will it be back on track and who is responsible?

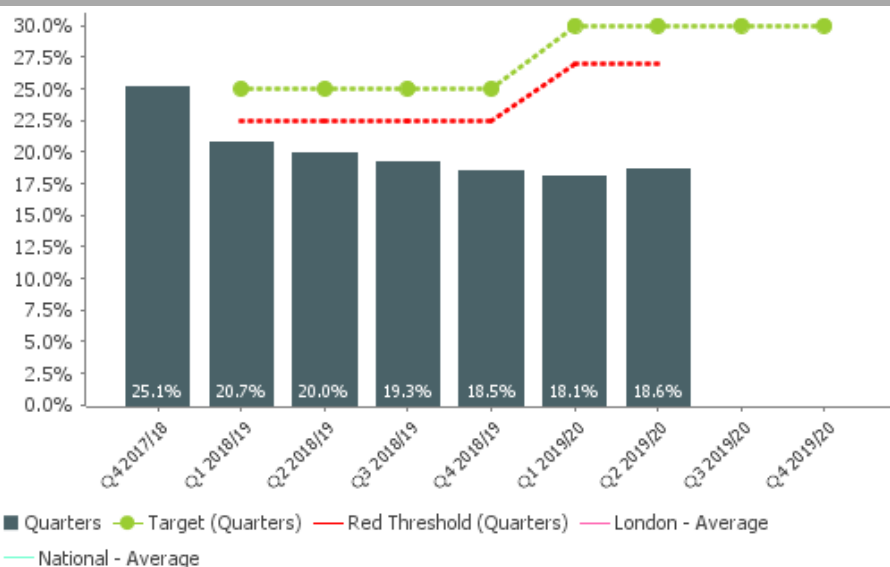
It is difficult to predict when performance will improve, particularly given that winter pressures may impact on hospitals over the winter. However we are confident that the measures in place will deliver improved performance by the end of Quarter 4 2019/20. Our Adult Social Care service leads on this in partnership with colleagues in Integrated Commissioning and the NHS.

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	Q2 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%	18.6%	Red

Performance data trend chart



Latest note

Why is Performance off target?

18.6% of adult social care service users currently have Direct Payments in place which is substantially less than the target rate (30%). Throughout quarter 2 we have seen a small but sustained increase each month in the numbers of people assessed for and using Direct Payments. As of the end of quarter 2 (September 2019), there are 542 active DP users; this is the highest number since June 2018.

Performance is off target for a number of reasons. There is a knock on effect as a result of not meeting last year's target (25%) and due to the extensive developments required to embed DPs and deliver them in a supportive way to service users. Getting Direct Payments set up right so that they can be used effectively, flexibly and simply by people takes time and involves extensive preparatory work, striking a balance between making processes simple and managing risks effectively. Our ambition is to make Direct Payments the default offer for as many people who are eligible for Social Care Services as possible. We therefore set a stretching target; higher than the one for the previous year as a way of challenging ourselves to galvanise our efforts.

In 2018/19 we refreshed the Direct Payments policy, commissioned a new direct payment support service provider and developed new systems paving the way for the introduction of prepaid cards, designed to make DPs less onerous for people. These actions took longer to complete than anticipated which has led to slippage. Contributing factors include:

- The transition of providers proved challenging. This resulted in a slower start than anticipated, including dealing with an inherited backlog of cases that has now been dealt with.
- Extensive review and refresh of policies and procedures due to the implementation of prepaid cards and charging.
- Giving enough time to ensure that staff are fully trained and confident competent in offering direct payments to our service users.

What actions will be taken?



For the remainder of this year we will be furthering our efforts to increase the uptake of Direct Payments. The new Direct Payment Policy is live and aims to give adult social care users more choice, control, creativity and flexibility in the care they receive. The refreshed Policy makes the management of Direct Payments easier. Starting from mid-October, Direct Payments will be the default offer for all new service users. We will start with setting up roughly 20 new service users in order to test the readiness of our systems and then roll out more extensively. Our direct payments support service will help with this. Later in the year we will extend the offer of Direct Payments to existing customers. Prepaid cards have been introduced and are being rolled out from late October. We have communicated this extensively to all adults social care staff, service users and partner organisations. We have set specific targets for all our Social Care Teams and are reviewing their performance against these goals regularly. We are also keeping a close eye on spend on Direct Payments to ensure funds are used effectively and appropriately.

When will performance be on track?


With the new implementations embedded and starting to have an impact, performance shows signs of improvement, with an expected increased take-up of Direct Payments by January 2020. We expect to see a significant improvement in our performance by the end of Quarter 3 and we predict that we will fully meet and exceed the target within 2020/21.


Who is responsible?

Strategic plan delivery


Strategic Plan activity		Note
Action 3.1 	Run activities and programmes that encourage residents to have healthy lifestyles, including encouraging children's healthy weight and nutrition	We continue to run a diverse range of inclusive programmes to promote healthy lifestyles, enabling residents from different backgrounds and with different needs to participate and improve their wellbeing. Amongst these are schemes specific to adults living with learning disabilities.
Directorate	Lead Officer	In quarter 2 we prioritised increasing the GP Register so that more people are known to services and able to access Health Checks. Health Checks are important in promoting healthy lives and identifying any conditions early. 75% of adults living with a learning disability in the borough have an annual health check. This is in line with national NHS targets.
Health, Adults and Communities Directorate	Somen Banerjee; Warwick Tomsett	
Portfolio Owners	Cabinet Member for Adults, Health and Wellbeing	
Strategic Plan activity		Note
Action 3.2 	Provide evidence-based early intervention and prevention programmes, helping residents to be as healthy as possible for as long as possible	Our Integrated Commissioning and Adult Social Care teams have a range of targeted programmes in place to address changing health and social care needs throughout the life course of residents. Work continues to improve community engagement through the provision of Dementia cafes and a Dementia Friendly local action plan. Our 'Recovery and Employment' Hub helps people living with mental health conditions to sustain wellbeing and find jobs. During this quarter we have increased take up of Talking Therapies to tackle anxiety and depression. The service is now reaching 25% of the eligible local population.
Directorate	Lead Officer	We have developed and are currently testing a tool for health and social care staff to help them identify people for whom loneliness is an issue. This will help us target our services to reduce loneliness more effectively.
Health, Adults and Communities Directorate	Somen Banerjee; Warwick Tomsett	
Portfolio Owners	Cabinet Member for Adults, Health and Wellbeing	


		<p>We have launched our enhanced health visiting service for families with more complex and higher needs. In addition, we have introduced a digital version of the Red Book, which is used by health visitors to record babies' and children's development. The new digital Red Book is another aspect of making our services digital by default.</p> <p>We have worked with our partners to refurbish the Ambrose King Centre (the sexual health service at the Royal London Hospital), providing a better environment for the users of a service that the council commissions from the NHS. Our service to help people stop using tobacco products exceeded its target, meaning more people are able to lead healthier and smoke free lives.</p>
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<i>Strategic Plan activity</i>		<i>Note</i>
Action 3.3 	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	As part of our developing plans to re-commission our advice and information services, an Integrated Information and Advice Service model (joining up information and advice across health and social care) has now been developed with significant input from local residents whose views were sought in a series of co-production workshops that happened during the summer. Procurement for the information and advice service and advocacy service will begin later in 2019 and both on track to be operational in 2020.
<i>Directorate</i>	<i>Lead Officer</i>	
Health, Adults and Communities Directorate	Warwick Tomsett	
<i>Portfolio Owners</i>	Cabinet Member for Adults, Health and Wellbeing	


<i>Strategic Plan activity</i>		<i>Note</i>
Action 3.4 	Integrate health and care so that residents get a better, more joined-up experience of both systems	The Tower Hamlets Together Board continues to drive forward ambitious programmes of work towards seamless integration of health and social care services. This is a complex and long term issue. In September 2019, Cabinet approved our partnership agreement between the Council and East London Foundation Trust (ELFT), which gives a contractual basis to our joint commitment to share risk and pool budgets. This agreement integrates the funding and delivery of Mental Health and Learning Disability Services which will lead to cost savings and a better experience for our service users living with learning disability and mental health conditions.
<i>Directorate</i>	<i>Lead Officer</i>	
Health, Adults and Communities Directorate	Claudia Brown; Warwick Tomsett	
<i>Portfolio Owners</i>	Cabinet Member for Adults, Health and	

	Wellbeing	<p>At an operational adult social care level, the South East Locality is working on a Care Co-ordination 'Circle of Care' Project to strengthen a seamless provision of services.</p> <p>The evaluation report of first six months of our Acute Hospital Discharge Triage Pilot to September 2019 will be shared in quarter 4. This looked at how effectively hospital discharge, reablement and acute discharge co-ordinated and delivered a care package in the community following hospital admission. The findings will inform the development of a future model for short term support services. A development session in early August 2019 mapped out potential future models for integration between two service areas.</p>
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<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	Our Adult Social Care service is investing in making better use of technology and equipment to help people manage their health conditions and care needs better. For instance, the New Independent Living Hub now has a senior Occupational Therapist, Equipment Officers, and two First Response Officers in post to assist and advise people on the technology most suited to their needs.
<i>Directorate</i>	<i>Lead Officer</i>	We have trained and accredited 15 staff members as Trusted Assessors. This will help to reduce the numbers and waiting times of people awaiting discharge from hospital and help them to move from hospital back home or to another setting. It will also improve how hospitals, primary and community care and local councils can work together to deliver trusted assessment as a key part of the High Impact Change Model, as set out in the NHS Five Year Forward View Next Steps.
Health, Adults and Communities Directorate	Somen Banerjee; Claudia Brown; Warwick Tomsett	
<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 continue to deliver our programme to embed strength based approaches in Adult Social Care (ASC) practice. This enables us to better meet statutory requirements and best practice guidelines.</p> <p>London Adult Directors of Adult Social Services (ADASS) and Tower Hamlets Council co-hosted the inaugural Carers Festival celebrating the vital role of carers in supporting</p>
<i>Directorate</i>	<i>Lead Officer</i>	

Health, Adults and Communities Directorate	Claudia Brown	vulnerable people. Carers across the capital attended the event in September. We also held a social work conference in September with the purpose of embedding strength based, personalised approaches into practice. Our inaugural Practice Week in Adult Social Care is scheduled for week commencing 11th November 2019 to help those taking part to observe social work staff doing their jobs and provide feedback. During this week, a number of audits will also be undertaken to measure the quality of practice against a number of factors which demonstrate good practice. The objective of Practice Week is to enable reflection on the quality of practice and the service so that we can improve and develop, and enable better outcomes for service users and carers in the borough.
<i>Portfolio Owners</i>	Cabinet Member for Adults, Health and Wellbeing	

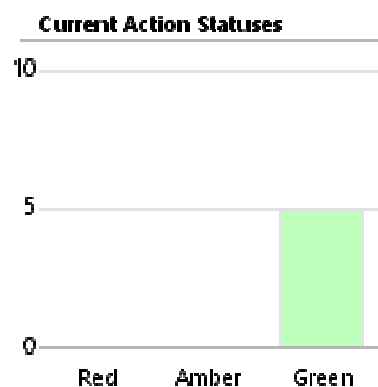
<i>Strategic Plan activity</i>		<i>Note</i>
Action 3.7 	Offer choice and personalised support to social care users, including the promotion of direct payments so that people have more control over the care they receive	During this quarter we have ensured our plans are in place to maximise the roll out of Direct Payments to as many service users who would benefit from them as possible. Starting in October, Direct Payments will be the default offer to all new service users. Later in the year we will extend the offer of Direct Payments to existing customers. Prepaid cards have been introduced and are being rolled out from late October. We have communicated this extensively to all adults social care staff, service users and partner organisations.
<i>Directorate</i>	<i>Lead Officer</i>	
Health, Adults and Communities Directorate	Claudia Brown	
<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

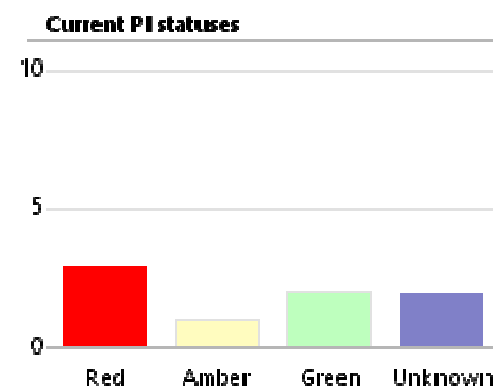
While we want people to have positive associations about life in Tower Hamlets, we cannot deny that Tower Hamlets is a borough of contradictions. Despite the economic opportunities in our borough, many in our community do not benefit from them. The borough is the tenth most deprived local authority in 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




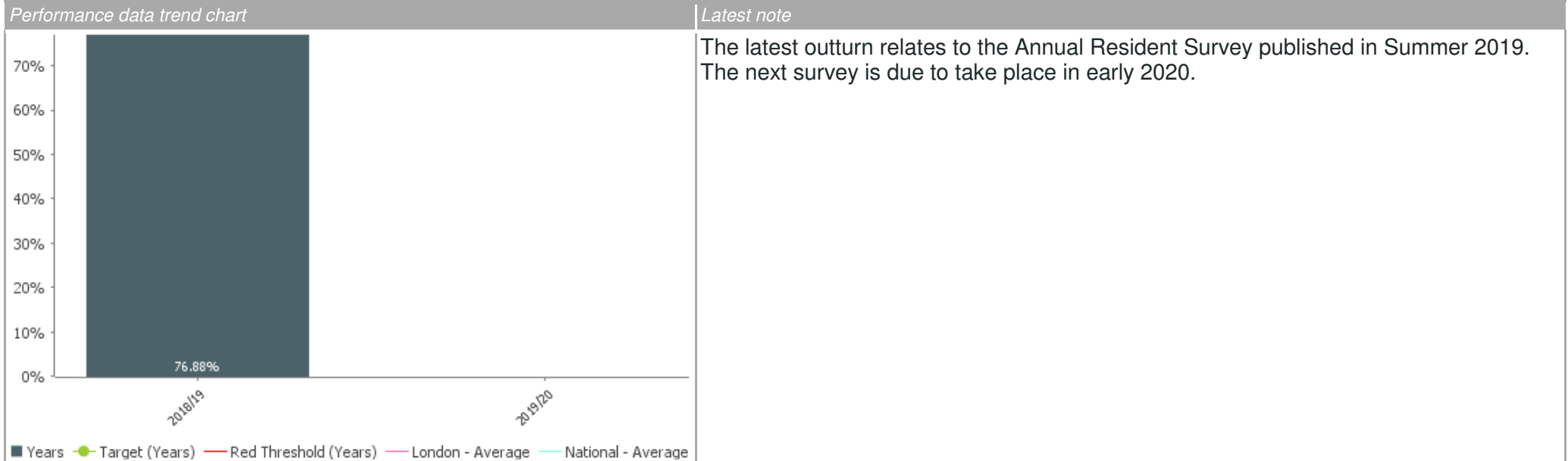
Strategic measure status chart



Residents' self-reported level of health for groups experiencing health inequalities - BAME residents

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	RAG rating
Director of Public Health	Strategic		76.88%	 Data Only

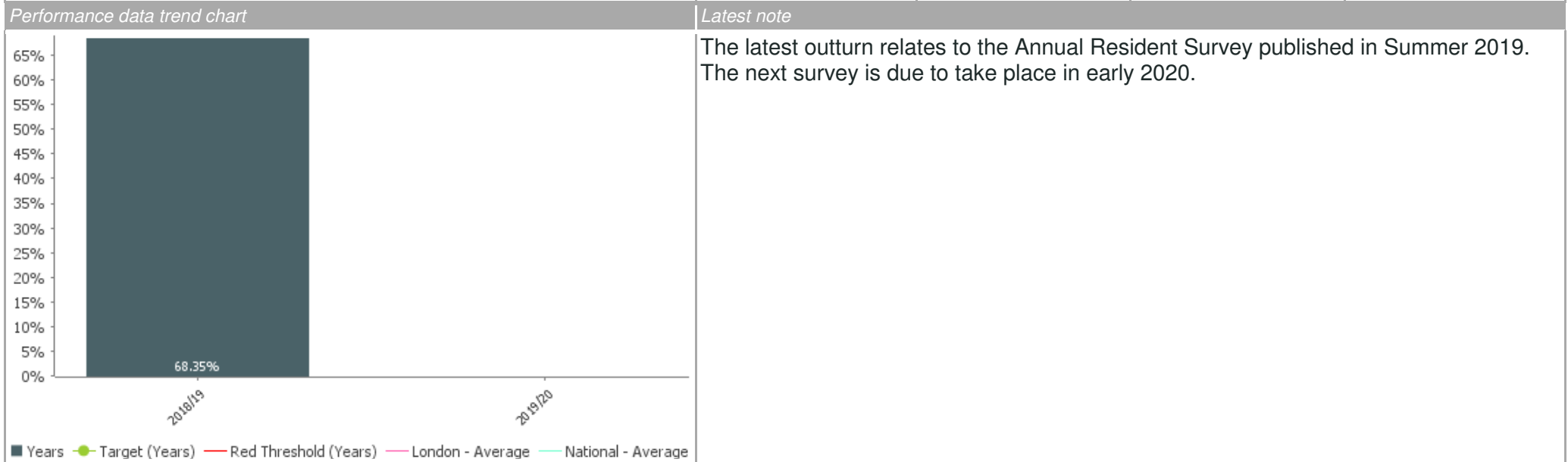




Residents' self-reported level of health for groups experiencing health inequalities - residents from C2, D, E socio-economic groups

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'.

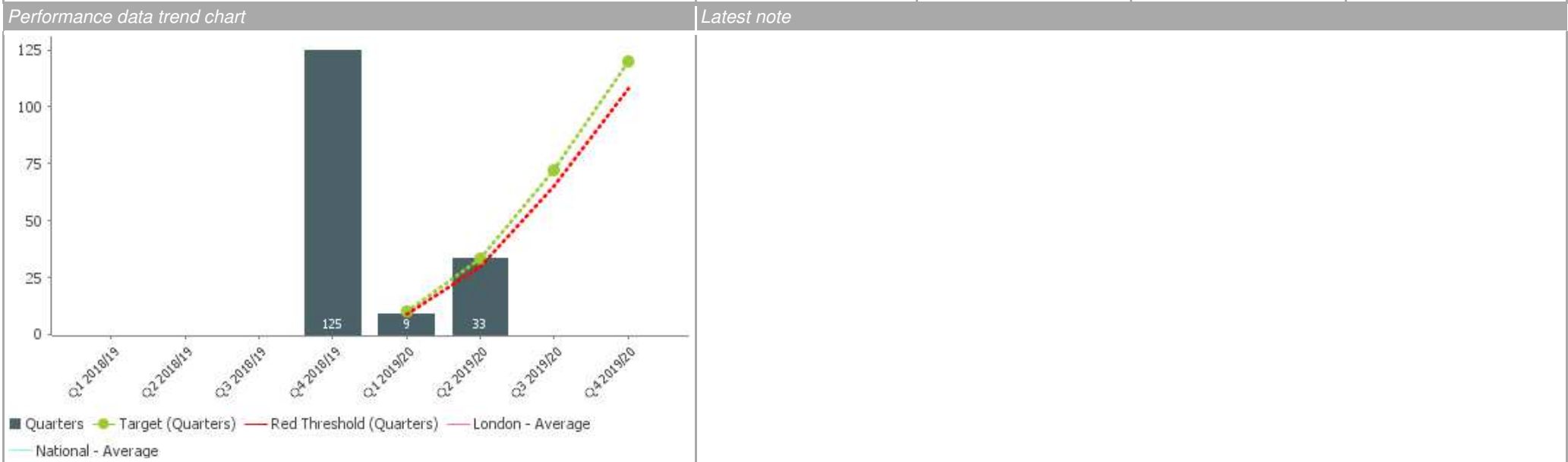
Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Adults, Health and Wellbeing	2018/19			
Lead officer	Type	Target	Actual	RAG rating
Director of Public Health	Strategic		68.35%	Data Only



✔ 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 or health problem, 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	Q2 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	33	33	✔ Green

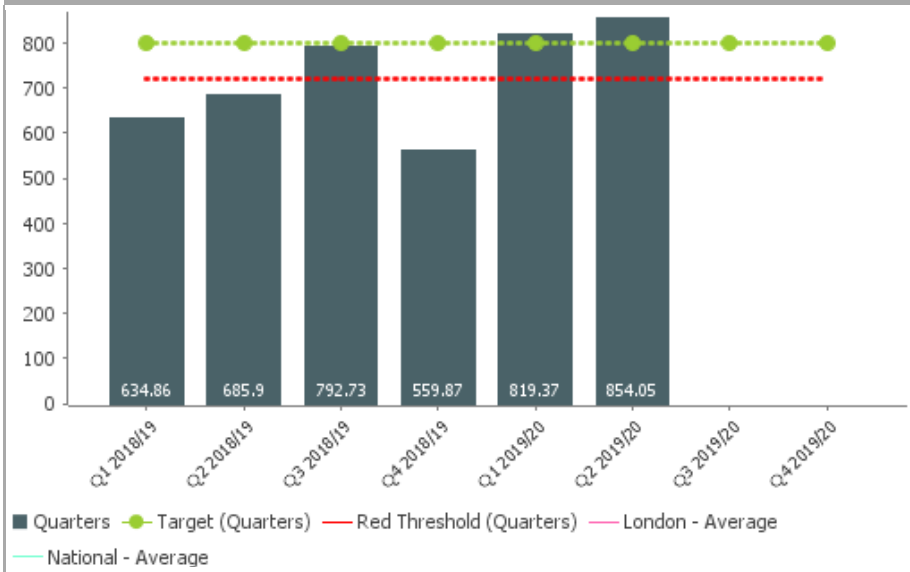


✔ Residents who are better off financially after receiving advice on maximising their household income

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	Q2 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	854.05	✔ Green

Performance data trend chart



Latest note

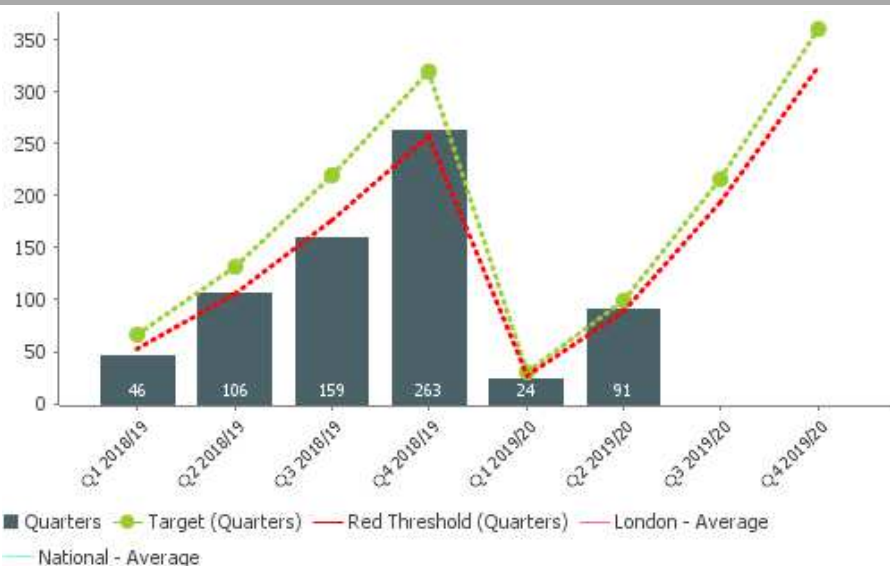
Between July and September 2019 a total of 5,536 clients were assisted through MSG-funded social welfare advice services. The actual amount backdated is £949,895. The increase in income is £3,778,127 (amount awarded going forward for 12 months). The total gain is therefore £4,438,022, equating to an average of £854.05 per outcome.

▲ Number of women supported into work by the WorkPath service

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	Q2 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	99	91	▲ Amber

Performance data trend chart



Latest note

Why is performance off target?

The service has recently gone through a restructure and there are still some vacancies which means that there are fewer staff than expected at this point in time, to support residents into work. In addition, we are still gathering evidence of jobs secured from employers.

The council has recently brought forward our reporting schedule so that we can report our performance and delivery in a more timely fashion. For its measures, the WorkPath service relies on employers to confirm the employment status of the residents we have supported into work and this evidence can take some time to come through. For this reason it is sometimes necessary to adjust outturns over the coming month, as more evidence is received. This data is therefore provisional.

What actions will be taken and who is doing this?

The service recently hosted a jobs fair for local residents. It is expected that there will be a number of job outputs arising from this event. In addition to working with employers, we also work hard to make to make contact with residents that we have recently supported into jobs to persuade them to provide evidence of their employment status. Unfortunately some residents are unresponsive to these requests.

When will it be back on track?

We expect performance to be back on track in the next quarter.

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.

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Work and Economic Growth	Q2 2019/20		?	?
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Growth and Economic Development	Strategic	198	167	Red

Performance data trend chart	Latest note
<p>■ Quarters ● Target (Quarters) — Red Threshold (Quarters) — London - Average — National - Average</p>	<p>Why is performance off target?</p> <p>The service has recently gone through a restructure and there are still some vacancies which means that there are fewer staff than expected at this point in time, to support residents into work. In addition, we are still gathering evidence of jobs secured from employers.</p> <p>The council has recently brought forward our reporting schedule so that we can report our performance and delivery in a more timely fashion. For its measures, the WorkPath service relies on employers to confirm the employment status of the residents we have supported into work and this evidence can take some time to come through. For this reason it is sometimes necessary to adjust outturns over the coming month, as more evidence is received. This data is therefore provisional.</p> <p>What actions will be taken and who is doing this?</p> <p>The service recently hosted a jobs fair for local residents. It is expected that there will be a number of job outputs arising from this event. In addition to working with employers, we also work hard to make to make contact with residents that we have recently supported into jobs to persuade them to provide evidence of their employment status. Unfortunately some residents are unresponsive to these requests.</p> <p>When will it be back on track?</p>

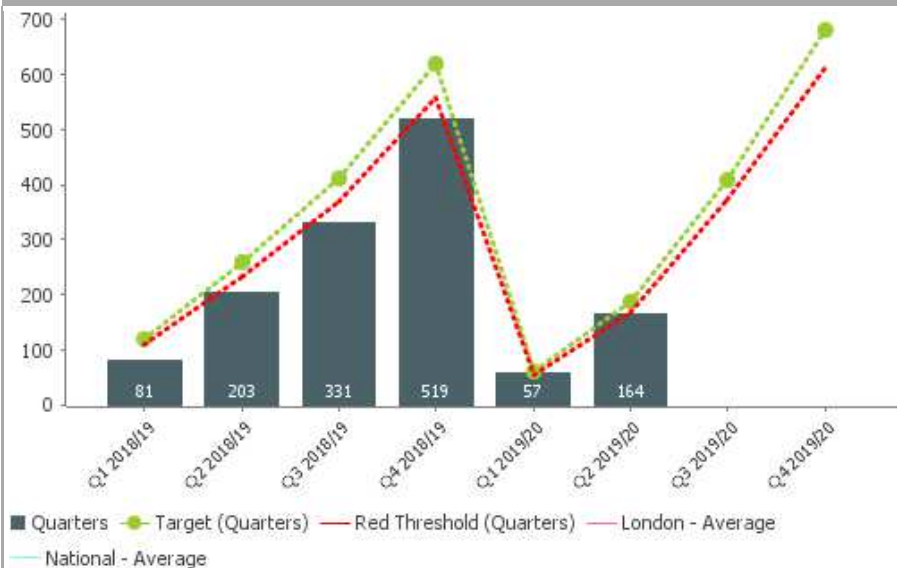
We expect performance to be back on track in the next quarter.

Number of residents from BAME backgrounds supported into work by the WorkPath service

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	Q2 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	187	164	Red

Performance data trend chart



Latest note

Why is performance off target?

The service has recently gone through a restructure and there are still some vacancies which means that there are fewer staff than expected at this point in time, to support residents into work. In addition, we are still gathering evidence of jobs secured from employers.

The council has recently brought forward our reporting schedule so that we can report our performance and delivery in a more timely fashion. For its measures, the WorkPath service relies on employers to confirm the employment status of the residents we have supported into work and this evidence can take some time to come through. For this reason it is sometimes necessary to adjust outturns over the coming month, as more evidence is received. This data is therefore provisional.

What actions will be taken and who is doing this?

The service recently hosted a jobs fair for local residents. It is expected that there will be a number of job outputs arising from this event. In addition to working with employers, we also work hard to make contact with residents that we have recently supported into jobs to persuade them to provide evidence of their employment status. Unfortunately some residents are unresponsive to these requests.

When will it be back on track?

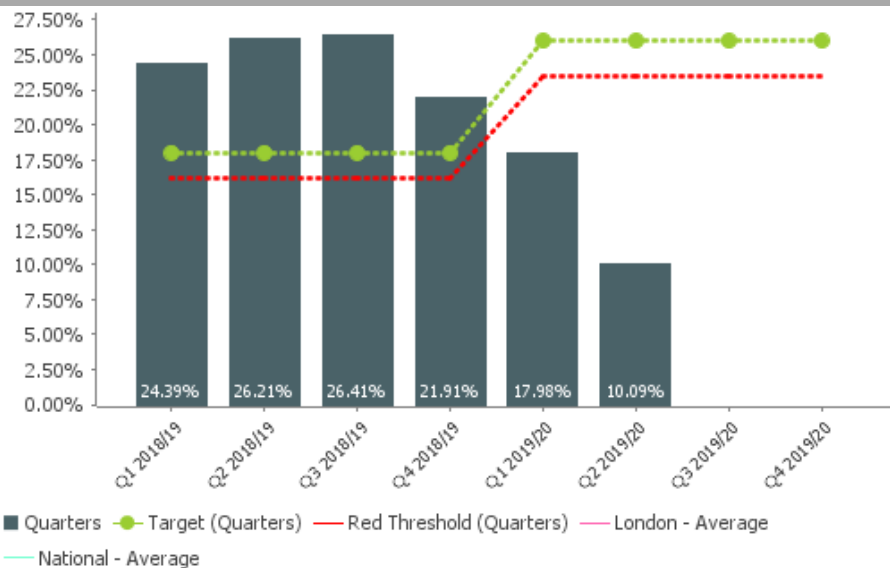
We expect performance to be back on track in the next quarter.

Households prevented from becoming homeless

Percentage of households whose homelessness was prevented or relieved via the Housing Options Service or through any funded initiative. Of the total number of homelessness approaches, the % awarded a prevention or relief duty. Cumulative measure. Based on statutory returns.

Lead member	Last update	Short term trend arrow	Long term trend (DOT)	
Deputy Mayor for Housing (Statutory Deputy Mayor)	Q2 2019/20	↓	↓	
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Housing	Strategic	26.00%	10.09%	Red

Performance data trend chart



Latest note

Why is performance off target?

This measure reports the proportion of households that have been prevented from becoming homeless and have had a Section 184 'prevention or relief outcome letter' served and case closed. This brings reporting on this measure in line with what is statutorily reported to the Ministry of Housing, Communities and Local Government (MHCLG). Performance is off target because there are still a number of prevention cases on record which have not yet been closed. We have a statutory target of 56 days to assess an application. There will be some applications therefore that will be resolved in the following month, however some will continue for longer, if prevention outcome is still being worked on and has not yet been achieved and the statutory measures not completed.


What actions will be taken and who will take them?


We have appointed some temporary staff to clear the backlog of closing cases and for us to be in a position to be able to complete assessments within 56 days, where possible. We are also training staff, reviewing our processes and monitoring our performance more closely. In addition, we are recruiting additional Tenancy Sustainment Officers; one to work with social landlords to prevent homelessness and two to work directly with clients and landlords in the private rented sector. We have also appointed a Visiting Officer whose aim is to strengthen preventions through mediation work with family and friends.

When will performance be back on track?


There are around a further 92 cases that have been prevented either through supported housing pathways or Housing Advice (privately rented accommodation sustainment) that have been prevented, but these have not yet been officially closed off on H-CLIC as not completed the legal statutory paperwork and steps required, so do not count in this reporting period. The performance from June onwards has shown an improvement. Housing Options are meeting with the landlords to discuss their performance, and will monitor performance during 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"> • Total number of clients assisted to date from 15th October 18 = 711 • Number of matters dealt with = 1,585 • Total number of successful Discretionary Housing Payment applications = 19 • Total amount awarded from Discretionary Housing fund = £21,887 • Total number of Universal Credit applications made = 91 • Total amount of projected annual Universal Credit awarded where known as a result of the team's assistance = £843,303 • Total number of applications for a Crisis and Support = 15 <p>Our Benefits Service has reviewed its processes and procedures for Universal Credit to ensure residents are receiving their correct Universal Credit and Local Council Tax Reduction Scheme entitlement. We have also trained more of our Benefits Officers on Universal Credit claims processing to speed up delivery.</p>
Directorate	Lead Officer	
Place Directorate	Vicky Clark	
Portfolio Owners	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 updated our Severe Weather Emergency Protocol relating to rough sleepers in preparation for winter. In partnership with St Mungos, we appointed a Complex Needs Health Coordinator to ensure partnership with health providers are providing equal and rapid access to health services to rough sleepers in the borough when needed. Our street based psychotherapist services have been commended by the Ministry of Housing, Communities and Local Government as an example of best practice.</p> <p>In line with government funding requirements we undertake monthly rough sleeper counts. In July the count was 16 and in September it was 18. These numbers are significantly lower</p>
Directorate	Lead Officer	
Place Directorate	Karen Swift	
Portfolio Owners	Deputy Mayor for Housing (Statutory Deputy Mayor)	

than our neighbouring boroughs, demonstrating that our services aimed at supporting individuals away from the streets are working. A further count will take place on 28th November.

<i>Strategic Plan activity</i>		<i>Note</i>
Action 4.3 	Work with partners to deliver initiatives to tackle poverty	<p>We have been selected as one of four Local Authorities in England to work with the Children's Society on a three year project to co-ordinate crisis support in the borough. Our pension credit take up campaign has led to an increase of 38 households now claiming pension credit. Activities to alleviate holiday hunger have taken place across the summer in a variety of locations including schools, leisure centres and the Idea Stores.</p> <p>We have produced a report outlining the impact of Universal Credit on Tower Hamlets residents. The report is being officially launched as part of Challenge Poverty Week in October at an event at Toynbee Hall. The report, in conjunction with the GLA, looks specifically at the impacts of families with children.</p> <p>We will be starting our boiler replacement programme in October. This programme is targeted at low income and vulnerable households and will deliver energy costs savings and help to alleviate fuel poverty and reduce carbon emissions. We also run a fuel switching programme three times a year aimed at helping households find cheaper energy suppliers via a reverse style energy auction. Last quarter's switch saw residents benefit from an average annual saving of £212. The next energy auction will be held towards the end of 2019.</p>
<i>Directorate</i>	<i>Lead Officer</i>	
Place Directorate	Vicky Clark	
<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>We have redesigned our commissioned finance and welfare advice offer as part of our move from Mainstream Grants to Local Community Fund. The Local Community Fund awards were made in July and following representations confirmed in August. Funding under Theme 3 Advice and Information was awarded to a consortium to deliver 'Advice Tower Hamlets'. This service is led by Citizens Advice Tower Hamlets, in partnership with twelve local advice agencies. The funding agreement is being prepared with a service start due in October.</p>
<i>Directorate</i>	<i>Lead Officer</i>	
Place Directorate	Vicky Clark	
<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>We have delivered and will continue to deliver Special Educational Needs and Disabilities training for Inclusion Co-ordinators in Private, Voluntary and Independent early years settings to ensure that young children with SEND receive the best and most appropriate support as early as possible. Through children's centres we now work in partnership with health services to ensure support for SEND starts before conception and continues for as long as the family attends. We are working in partnership with the SEND Parent Ambassadors to deliver sessions on parental experiences of SEND processes and practice in order to raise practitioner awareness and share information and knowledge of supporting children with additional needs.</p> <p>We are also working to improve the visibility of our local childcare offer by making it easier for parents and carers to find out through our website what provision is available in their area and what additional support they may be entitled to. We have increased the number of childcare places available to children eligible for 2, 3 and 4 year old funding through the expansion of existing childcare providers and supporting new providers from initial interest through to registration. We continue to work with all childcare providers to develop the quality of their care and education programmes resulting now in 96% of them with a "Good" or "Outstanding" Ofsted judgement.</p>
<i>Directorate</i>	<i>Lead Officer</i>	
Children and Culture Directorate	Christine McInnes	
<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.

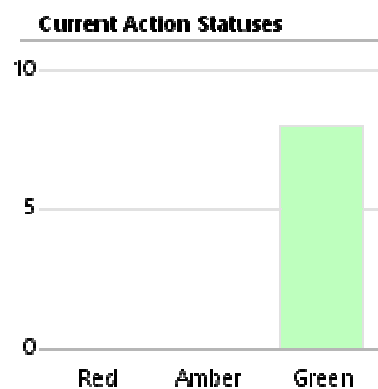
We want the borough to be a clean and attractive place but litter, fly tipping and graffiti on our streets has a detrimental impact on life for residents and visitors. We will tackle these through more efficient and effective services, backed up with investment and enforcement when necessary.

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.

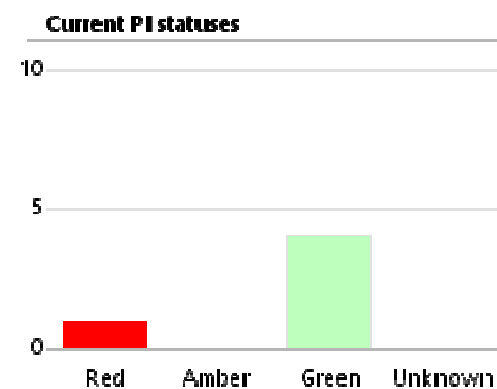
We are committed to protecting and maintaining our parks and open spaces and the council will continue to invest in the public realm to create attractive, liveable, well-maintained neighbourhoods.

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart



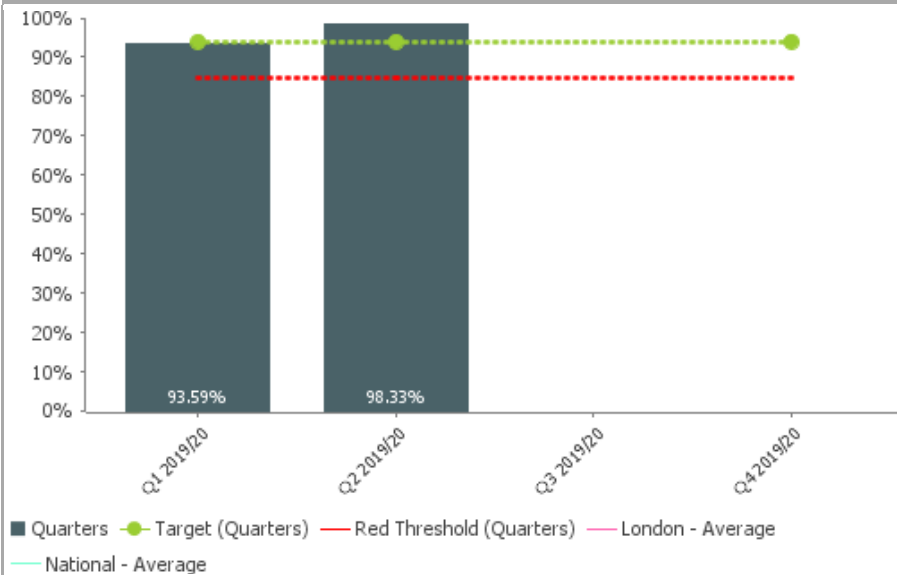
✔ Level of public realm cleanliness

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.

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Environment	Q2 2019/20		↑	↑
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Public Realm Business Manager Operational Services	Strategic	94%	98.33%	✔ Green

Performance data trend chart

Latest note



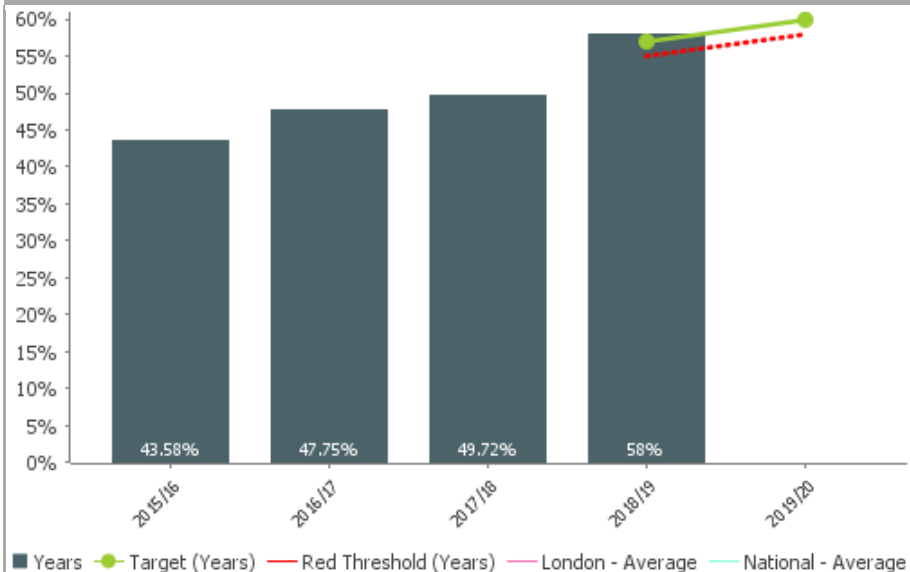
✔ Level of CO2 emissions generated by the Council's activities

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	2018/19		↑	↑
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Housing	Strategic	57%	58%	✔ Green

Performance data trend chart

Latest note



2019/20 data will be available after March 2020.

The CO2 emissions outturn for 2018/19 has recently been produced. Emissions of 7,377 t CO2 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.

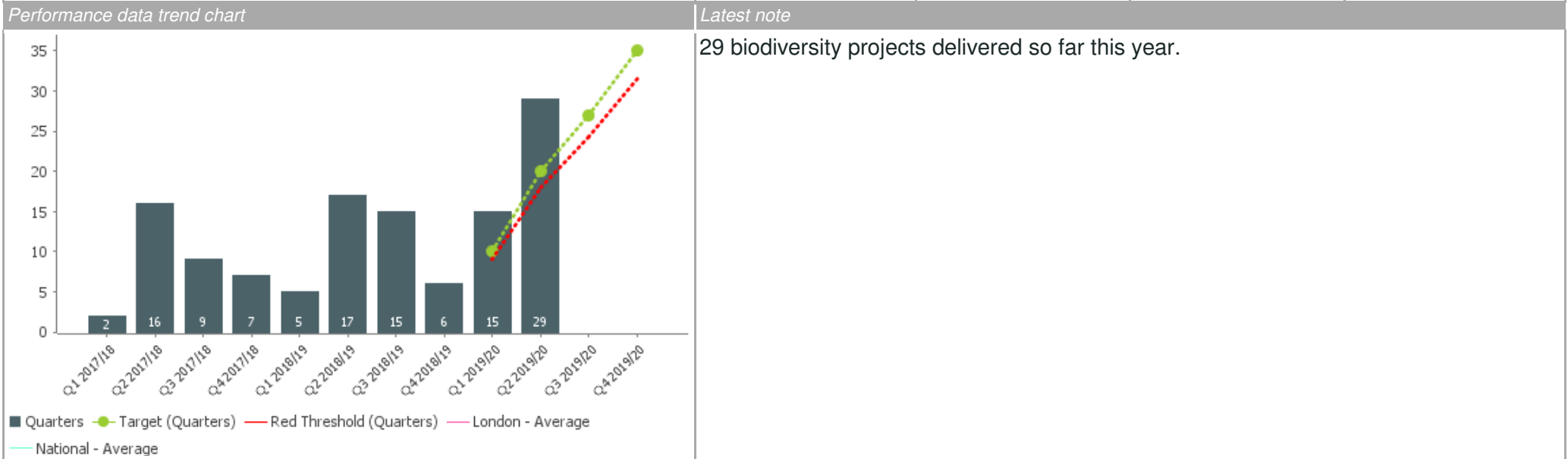
<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Executive Mayor	Q2 2019/20		▬	▬
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Public Realm	Strategic	1.4%	1.4%	✓ Green

<i>Performance data trend chart</i>	<i>Latest note</i>
<p>The chart displays the percentage of primary school pupils benefiting from a school street over five quarters. The y-axis ranges from 0% to 20% in 2.5% increments. The x-axis shows quarters from Q4 2018/19 to Q4 2019/20. Data points for the first three quarters (Q4 2018/19, Q1 2019/20, Q2 2019/20) are all at 1.4%. The Q3 2019/20 data point is also at 1.4%. The Q4 2019/20 data point shows a significant increase to approximately 21%. A red dotted line connects the 1.4% points, and a green dotted line connects the 1.4% and 21% points. A red horizontal line is at 1.4%, and a blue horizontal line is at approximately 1.5%. A light blue horizontal line is at approximately 1.2%.</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	Q2 2019/20		↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Housing	Strategic	20	29	✓ Green

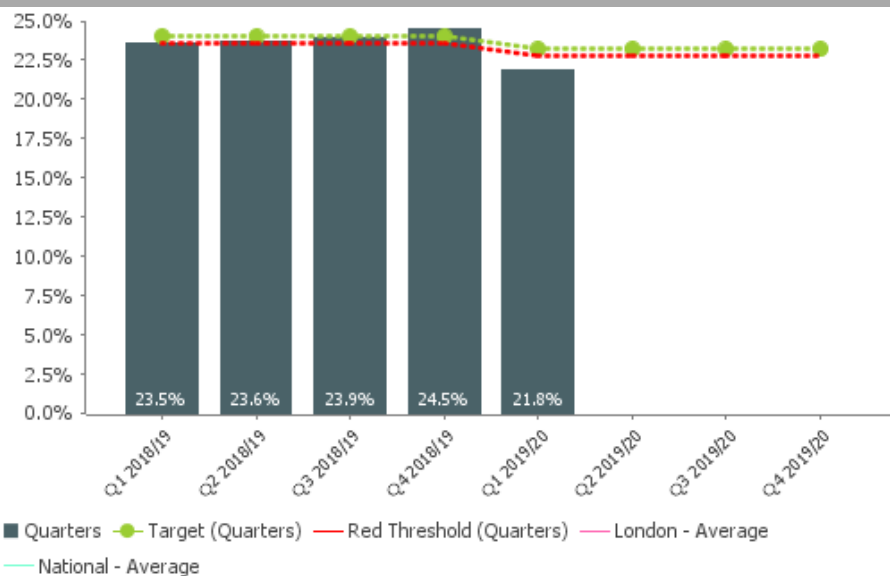


Level of household recycling (Quarterly Audited)

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	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	23.2%	21.8%	Red

Performance data trend chart



Latest note

Why is performance off target?

The latest available audited data related to Q1 of 2019/20. In Q1 18,465 tonnes of household waste were collected, and of that, 4,003 tonnes was sent for reuse, recycling and composting. Performance for the period is just 1.4 percentage points below our target.

Performance is off target because we have not collected the quantity or quality of recycling material that we had expected. Increasing participation in recycling is the most important factor in improving performance of this measure, followed by reducing contamination in recycling bins.

What actions will be taken and who is doing this?

Our Waste Strategy identifies our priorities to improve recycling performance which include service re-design, improving service delivery, and improving our communications with residents and landlords to drive behaviour change.


We have recently completely rescheduled our collection rounds with the aim of making the service more efficient and reliable for customers. In addition, we are continuing to make improvements to the waste and recycling bins of approximately 2,200 blocks of flats in the borough, to ensure there are the number and combination appropriate to the needs of residents.


We are also currently trialling a range of initiatives to improve recycling on estates in the borough, and we are waiting to hear the results of a pan-London research project into improving recycling on estates. We will look at best practice findings from both of these and work with our landlord partners to roll these out borough-wide.

When will it be back on track?


We expect to see an improvement in performance recycling levels as the revised collection rounds settle in and the improvements to the recycling arrangements on housing estates are established which is likely to be in the next financial year.


Strategic plan delivery


Strategic Plan activity		Note
Action 5.1 	Implement new arrangements to improve cleansing and the quality of the local environment	Our eighth Big Clean Up saw residents and community groups lending a hand to help us clean up four areas in the borough (Capgemini between Limehouse Basin and Victoria Park; Good Gym with Barts Volunteers in the John Harrison Garden at the Royal London Hospital; Plastic Free Roman Road and Queen Mary University of London in Meath Gardens; and EY in Chrisp Street Market).
Directorate	Lead Officer	
Place Directorate	Dan Jones	
Portfolio Owners	Cabinet Member for Environment	


Strategic Plan activity		Note
Action 5.2 	Deliver the Council's Waste Strategy with initiatives to encourage/enforce waste reduction and recycling amongst residents and businesses	<p>In September we celebrated Recycling Week by organising a day of sustainability action. As well as stalls and workshops in Globe Town Market Square, there was a Big Clean Up litter pick in Meath Gardens. Events included a 'Nature Meets Waste' workshop where children from Rachel Keeling Nursery were encouraged to create pieces of art from litter and natural materials found in the park. We also attended an assembly and two interactive workshops at Mayflower School to promote waste minimisation, recycling and litter issues, and we are currently engaging with other schools to deliver similar there.</p> <p>We are investigating different ways to increase the recycling rate in the borough. We are planning to introduce a pilot recycling incentive scheme to encourage residents to recycle more. We are in the process of procuring this work. Working with our Town Centres Team and with local independent cafes in the borough, we have developed a pilot project relating to re-usable cups which is due to be launched at the end of October.</p> <p>So that we can provide a better food waste and recycling service in flatted properties in the borough, we are reviewing examples of good practice in other local authorities. We aim to pilot our findings in September 2020.</p>
Directorate	Lead Officer	
Place Directorate	Dan Jones	
Portfolio Owners	Cabinet Member for Environment	


Strategic Plan activity	Note
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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	<p>We recently concluded a public 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.</p> <p>As part of this pledge, we are planning to invest almost £16m on a carriageway and footway resurfacing programme. Approximately £3.2m of planned schemes have been committed to date. The schemes in the programme have been prioritised according to condition survey findings and the roads/footways with the worst condition have been prioritised for improvement within the programme.</p> <p>We have started work on 21 School streets around primary schools throughout the borough to reduce traffic levels at the school gate and make it healthier for pupils to walk to school and breathe cleaner air.</p>
<i>Directorate</i>	<i>Lead Officer</i>	
Place Directorate	Dan Jones	
<i>Portfolio Owners</i>	Cabinet Member for Environment; Executive Mayor	


<i>Strategic Plan activity</i>		<i>Note</i>
Action 5.4 	Deliver initiatives to maintain and improve existing parks and green spaces	<p>We have continued work to improve our parks and open spaces. At Bartlett Park we have now closed Cottal Street to extend the park down to the canal and our designers are working on the detail for the new inclusive play area. We will be opening improved areas of the park in phases and expect to complete all work by February. At Allen Gardens we have recently consulted on plans to integrate Buxton Street into the park and provide a more pleasant area for people walking and cycling. Once we understand the outcome of the highways consultation we will update our plans for Allen Gardens.</p> <p>We have also completed improvement to multi-use games areas and tennis courts at Whitehorse Road, Wapping Gardens. In September, Cabinet approved investment in a number of parks across the borough.</p> <p>The Mayor has recently approved a £1m tree planting programme over the next three years. 333 trees will be planted in 2019/20 starting in the planting season (November). All sites have been identified and surveyed in preparation. A further 333 trees will be planted in the 2020/21 planting season and a final 333 trees in 2021/22.</p>
<i>Directorate</i>	<i>Lead Officer</i>	
Children and Culture Directorate; Place Directorate	Dan Jones; Judith St John	
<i>Portfolio Owners</i>	Cabinet Member for Culture, Arts and Brexit; Cabinet Member for Environment	

<i>Strategic Plan activity</i>		<i>Note</i>
Action 5.5 	Deliver the Air Quality Action Plan	<p>We are rolling out more air quality monitors and they are being installed within our Liveable Streets areas. Two monitors for the Liveable Streets areas are at the Coborn Road/Tredegar Road junction and Tredegar Road/Fairfield Road junction. We will be buying and installing more before Christmas. In July we recorded 450 separate charging activities on our rapid charge points currently installed which has grown steadily from 50 in February 2019.</p> <p>As part of our Liveable Streets programme, we are reviewing the location of sites for installing car bike ports in Wapping, Bethnal Green and Bow. We are also installing an additional 100 on-street cycle hangars in the borough.</p>
<i>Directorate</i>	<i>Lead Officer</i>	
Place Directorate	Dan Jones	
<i>Portfolio Owners</i>	Deputy Mayor for Planning, Air Quality and Tackling Poverty	

<i>Strategic Plan activity</i>		<i>Note</i>
Action 5.6 	Promote use of cleaner fuel types amongst residents and businesses	<p>We want to ensure that small and medium sized enterprises (SMEs) operating in our borough are informed and prepared for the impacts the 2021 expansion of the Ultra-Low Emission Zone (ULEZ) may have on their businesses. With our partners in Haringey, Hackney and Islington, we are bidding for £4m (across four boroughs) to deliver a SME cleaner vehicle support programme to run for three years from 2020/21. By supporting SMEs vehicles to be compliant with the Ultra-Low Emissions Zone (ULEZ), we will contribute towards a better air quality environment for Tower Hamlets.</p> <p>We are also planning to train 500 mechanics across the four authorities – upskilling them to be able to work on electric vehicles.</p> <p>We have now installed 32 electric vehicle charging points and are working to deliver at least 100 by March 2020. After that, we will install 100 per year in 2020/21 and 2021/22.</p>
<i>Directorate</i>	<i>Lead Officer</i>	
Place Directorate	Dan Jones	
<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	<p>Since April 2009 we have been implementing a carbon management plan and are on track to deliver a 60% reduction in carbon emissions against the 2007 baseline in 2020/21.</p> <p>At the beginning of the year, we committed to spend £1.7m from the Carbon Fund to deliver</p>
<i>Directorate</i>	<i>Lead Officer</i>	

Place Directorate	Karen Swift	more energy efficiency and carbon reduction projects.
<i>Portfolio Owners</i>	Cabinet Member for Environment	<p>The small and medium enterprise (SME) Energy Improvement Grants Programme has now awarded 15 grants totalling £64k of which £20k has been paid out for completed projects. These 15 projects will achieve carbon reductions of 61 tonnes.</p> <p>Approval from the Grants Determination Committee was given in September 2019 to deliver our Schools Energy Retrofit Programme and delivery of this will begin in October 2019. This will see at least 8 schools receiving grants to carry out energy retrofit projects.</p> <p>The Residential Boiler Replacement Programme will also commence delivery in October 2019. In preparation we have made residents aware of the programme and have already taken over 30 phone calls from interested residents that will be able to benefit from the programme when delivery commences.</p>

<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	<p>The new Local Biodiversity Action Plan (LBAP) was adopted by Cabinet at the end of July. The new Plan will be launched by the Mayor in Victoria Park in October. So far this year 34 biodiversity enhancement projects that contribute to LBAP objectives have been completed by the council and its partners, including 29 involving the community. These, along with 10 completed developments, have created or enhanced over 1.6 hectares of priority habitat at ground level, and installed over 9,000 square metres of biodiverse green roofs. So far in quarter 2 eight biodiversity enhancement projects involving the community have been delivered. These are:</p> <ul style="list-style-type: none"> • Approach Gardens additional ponds • Swedenborg Gardens mound grassland enhancement • Scrapyard Meadow chalk banks summer 2019 • Swedenborg Gardens south bulb planting 2018-19 • Ackroyd Drive Green Link - Cowslip Meadow chalk bank • Sanctuary Wood enhancements, Tower Hamlets Cemetery Park • Greening the Tarling West Estate
<i>Directorate</i>	<i>Lead Officer</i>	
Place Directorate	Karen Swift	
<i>Portfolio Owners</i>	Cabinet Member for Environment	

- Greening Tom Thumb's Arch, Malmesbury Estate

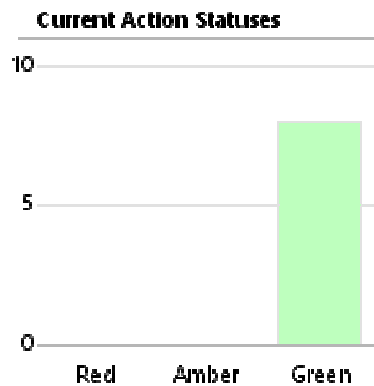
Outcome 6 People live in good quality affordable homes and well-designed neighbourhoods

We want the borough to be a place where people are proud to live and enjoy their lives. Accessing good quality, affordable housing is an ongoing challenge in a borough which has a fast growing population, low income levels for many households and a fast growing private rented sector with high private rents and house prices. Maximising the delivery of affordable homes and improving the quality and management across all housing tenures is therefore paramount. We will continue to increase the supply and delivery of affordable homes by building new council housing, supporting the delivery of new housing at affordable rent levels by registered providers, and maximising the number of affordable homes secured through the planning process. We will continue to drive up the quality of housing across all tenures, including the private sector, through increased licensing and enforcement, and will improve standards across social housing through stronger management.

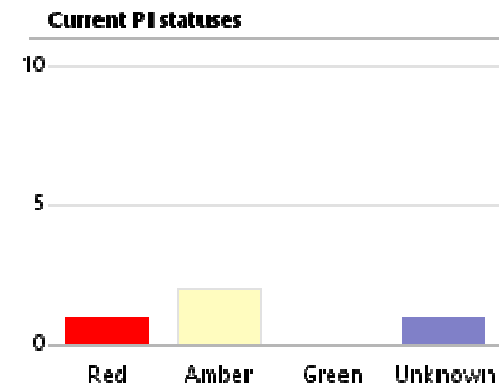
We will refresh our approach to Regeneration, including environmental improvements, across the borough; continuing our programme of estate regeneration and delivering the Better Neighbourhoods Programme, so that growth across the borough is coordinated and shaped in such a way that everyone shares the benefits.

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart





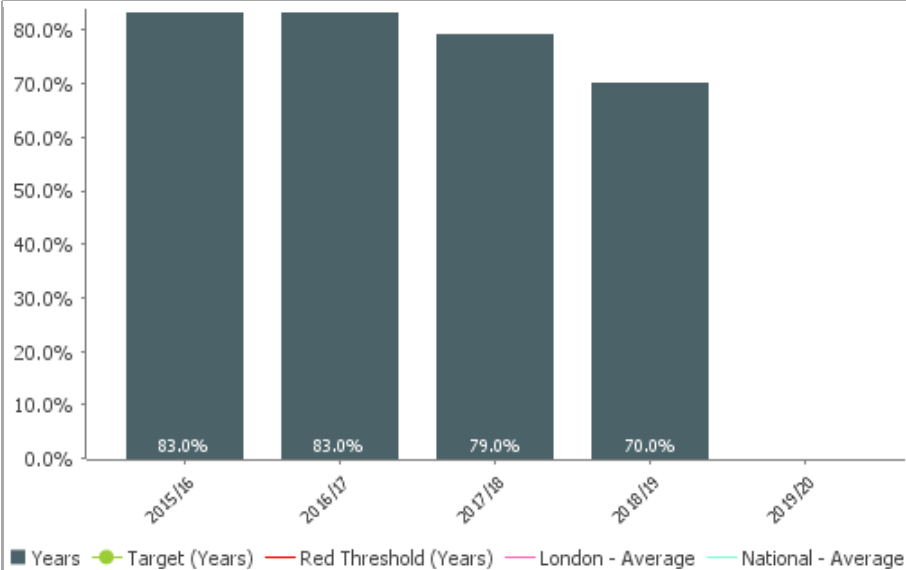
Residents' satisfaction with the area

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



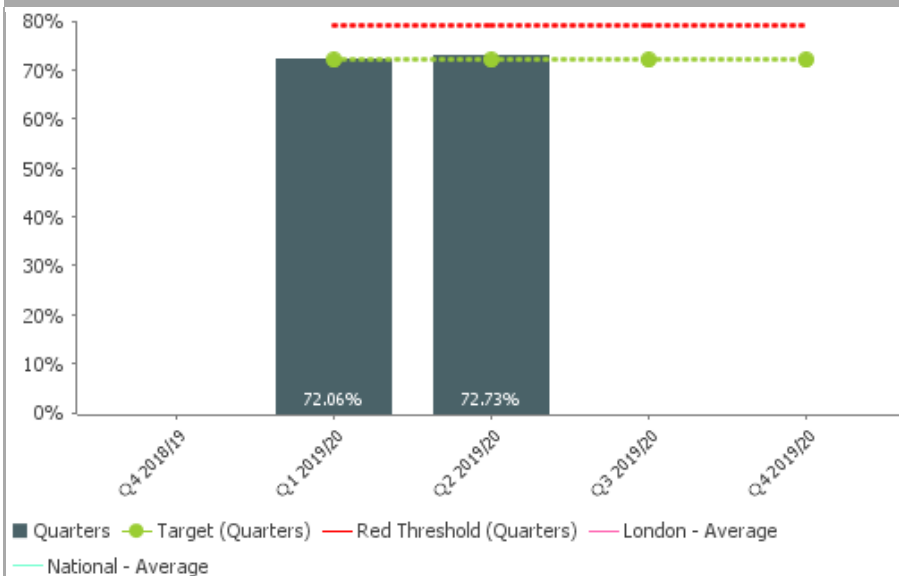
Latest outturn relates to the Annual Resident Survey published in Summer 2019. The next survey is due to take place in early 2020 with results expected to be included in the end of year report for 2019/20.

▲ 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)	Q2 2019/20		↓	↓
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Housing	Strategic	72%	72.73%	▲ 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). Excluding homeless households, there are 11,654 households in bands 1 and 2 and 8,476 of these households are living in overcrowded conditions.

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. lets 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 are being taken to bring performance back on target?

Officers will continue to work closely with partner Registered Providers, and offer applicants information on how to resolve their housing and maximising housing opportunities available to them including mutual exchange, private rented sector and housing moves.

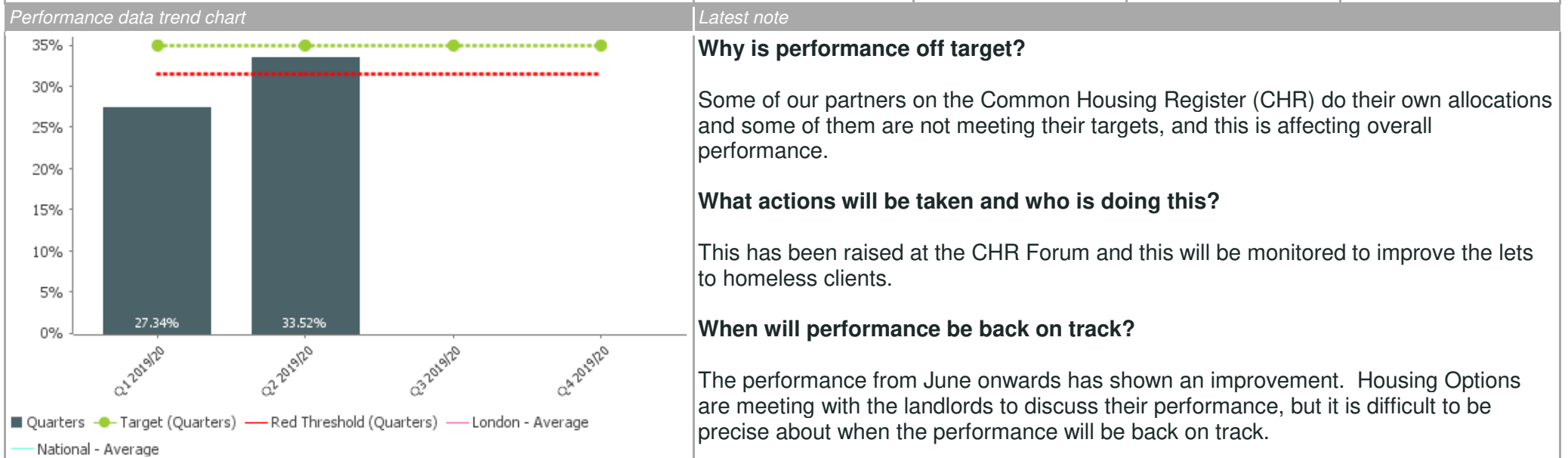
Who is responsible for bringing performance back on target and by when?

Our Advertising and Lettings Team Manager is closely monitoring to 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.

▲ Homeless households moved into permanent accommodation

Moving residents out of temporary accommodation and into permanent homes is a priority for the council. This indicator measures the proportion of all lets in the reporting period (accommodation of two bedrooms or more) which were made to homeless households.

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Deputy Mayor for Housing (Statutory Deputy Mayor)	Q2 2019/20		▲	▲
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Housing	Strategic	35%	33.52%	▲ Amber

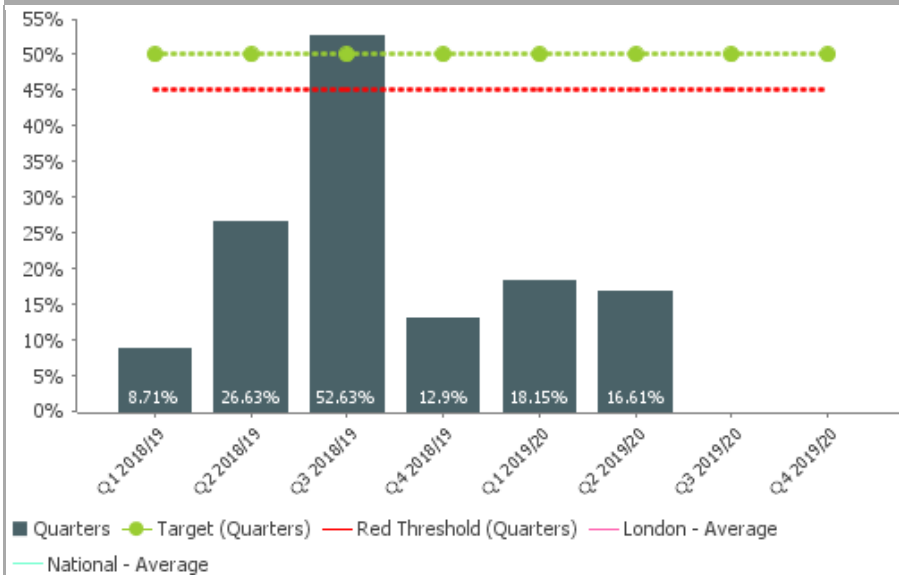


Level of affordable homes completed

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	Q2 2019/20		↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Housing	Strategic	50%	16.61%	Red

Performance data trend chart



Latest note

Why is performance off target?

51 affordable units have been recorded on the LDD Database as being delivered so far this year, out of a total of 307 homes completed. Nine homes were recorded as having been completed between July-September, though none of them were affordable. The council does not currently lead the construction of most residential development in the borough so if the private sector or RPs are not completing units then figures will most likely be off target.

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?

Development can be implemented up to three years after a planning permission has been granted. Over the last three years since October 2016, the Council has granted

344 planning permissions for residential development. Of these, there are 252 live permissions where there is currently no indication of commencement or completion.

There are no actions that the Council's planning service can take to directly influence developer or RP construction programme timetables. However there may be opportunities to map out stalled or un-commenced sites and utilise existing links with RP partners in particular understand blockages to delivery. The Council could also consider increasing the purchase of affordable housing secured as planning obligations on developer-led schemes. Bench-marking delivery against the situation in other comparable local authorities would also help to improve the Council's intelligence around housing delivery.

Checks were undertaken over the summer with relevant developers and external building inspectors to try and verify our data on their schemes. This improves our understanding of the commencement and completions status of each approved residential development. The current data held on our system reflects the outcome of these checks.

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.


Note

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 439 to date.


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


Strategic plan delivery


Strategic Plan activity		Note
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, 51 affordable units have been officially recorded on the LDD Database as being delivered, out of a total of 197 homes completed. However through contacting our housing providers partners, we are aware that there are 439 affordable housing homes that have been completed so far this year; these homes will appear on the LDD Database when official paperwork has been sent to the Council for processing. We have granted permissions for 561 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, Norman Grove, 17, St Paul's Way, 23 and Heylyn Square, 32. Of the above developments only, one is slightly short of our affordability policy of 35% of habitable rooms being affordable. Seven have achieved 100% affordability.
Directorate	Lead Officer	
Place Directorate	Karen Swift	
Portfolio Owners	Deputy Mayor for Housing (Statutory Deputy Mayor)	

Strategic Plan activity		Note
Action 6.2 	Identify sites for new council homes and commence delivery	We are progressing on delivering the Mayoral pledge to deliver 1,000 new council homes which will help to tackle the housing crisis in the borough. Since Q1, we have granted planning consent for the construction of a further 59 council homes. We are in the process of producing tender documentation so that we can procure contractors to start delivery. These homes will be delivered in Shetland Road, Strahan Road, St Paul's Way, Norman Grove, Mellish Street, and at Lowder House, Keats House, and Locksley D. We have started to consult with local residents on the development options for the Clichy Estate. We have set up a Resident Panel and we are appointing an Independent Resident Adviser. This development is expected to enable the delivery of an additional 250 new homes.
Directorate	Lead Officer	
Place Directorate	Alan Mccarthy	
Portfolio Owners	Deputy Mayor for Housing (Statutory Deputy Mayor)	

		<p>In the next couple of months, our contractors will be starting on site to build 65 new homes (53 new homes at Barnsley Street, 7 at Hanbury Street, and 5 at Sidney Street). The planning application for the development of 62 new council homes at Arnold Road will be considered in November, and in the next couple of months we expect planning applications to come in for the development of 124 new council homes (34 in Bancroft/Wickford Street, 15 in Waterloo Gardens, 38 in Tent Street, 30 in Yorkshire Road, and 7 adjacent to the Montefiore Centre).</p> <p>Sites have been identified for development of a further 250 new council homes and we are preparing concept designs ahead of community consultation. These will form part of the programme for the delivery of the first tranche of the second 1,000 council homes.</p>
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<i>Strategic Plan activity</i>		<i>Note</i>
Action 6.3 	Adopt the Local Plan and produce robust development strategies and policy guidance	The Planning Inspectorate issued their final report on our new Local Plan in September. We are now making some final minor amendments and we expect the Local Plan to be fully adopted by the council in January 2020. The new Community Infrastructure Levy (CIL) Charging Schedule was examined in public in August. We are still waiting for the final Examiner's Report, but anticipate adopting the new schedule by January 2020.
<i>Directorate</i>	<i>Lead Officer</i>	
Place Directorate	David Williams	
<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	We are currently working on a South Poplar Masterplan which will provide planning and design guidance for developments in the area, with a particular focus on connections over Aspen Way, and supporting economic growth and social integration. The next step is to produce a baseline urban analysis study which will help us to understand the existing infrastructure constraints and opportunities. This work is supported by Transport for London and the Greater London Authority.
<i>Directorate</i>	<i>Lead Officer</i>	
Place Directorate	Ann Sutcliffe	
<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)	So far this year we have spent c£10m of the £28.2m forecast spend on improvement works, including fire safety works. We have now completed improvements in 36 blocks, and we are currently working on a further 24 blocks. We have a budget of £4.7m to deliver fire safety improvements across 104 schemes. We have now developed a fire risk assessment policy which will inform our cycle of risk assessment on our housing stock. In Q2 we completed fire safety remedial works on six blocks on the Cranbrook Estate. We have also completed roof compartmentalisation safety work across the Avebury Estate. We are in the process of installing fire safety doors for 491 properties in 51 blocks across the borough. After each set of works we undertake another risk assessment to check that our works have improved the fire risk assessment score. We have almost completed the improvement work to Cuff and Dunmore Point, including asbestos surveys and removals, balcony repairs, new windows and doors, electrical testing and updating, fire safety works, internal decoration and repairs to the roof. We have now procured contractors to undertake improvement works at Malting and Brewster Houses and the Structural Risk Assessment for this work is now available to residents via our website.
<i>Directorate</i>	<i>Lead Officer</i>	
Place Directorate	Dan Jones; Karen Swift	
<i>Portfolio Owners</i>	Deputy Mayor for Housing (Statutory Deputy Mayor)	

<i>Strategic Plan activity</i>		<i>Note</i>
Action 6.6 	Negotiate and deliver strategic infrastructure	In July, Cabinet approved a number of Local Infrastructure Fund projects to commence delivery in 2019/20. 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. Transport for London (TfL) have decided to review the options for crossing the Thames from Rotherhithe to Canary Wharf, postponing activity on a potential bridge. As a result they did not undertake a public consultation in September as we had previously expected. We remain in close contact with TfL and will engage with any future proposals. We are developing detailed design work for a new South Dock bridge and will consult on our proposals in late 2019 before we submit a planning application in 2020. In September we started consultation on how we should allocated Local Infrastructure
<i>Directorate</i>	<i>Lead Officer</i>	
Place Directorate	David Williams	
<i>Portfolio Owners</i>	Deputy Mayor for Planning, Air Quality and Tackling Poverty; Executive Mayor	

	Funds received in 2019/20.
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<i>Strategic Plan activity</i>		<i>Note</i>
Action 6.7 	Continue to drive improvements to the planning process	<p>As part of our drive to improve our online services, we have developed a Planning Weekly News List. Residents can register and receive a weekly list of planning applications determined, submitted and recent planning appeals by ward or for the whole borough. We are now developing the news update section. We are also working on a project which will enable residents to undertake the full planning application process online. The project which will streamline our processes will be launched in the next few months.</p> <p>We have adopted a new Planning and Building Control Scheme of Delegation aimed at supporting appropriate decision making. We are also developing a new fee for planning performance agreement management and monitoring. This is a fee for developers and it will go towards the cost of the planning service.</p> <p>In September we launched the 2019 Local Infrastructure Fund (LIF) consultation for residents and local businesses. LIF consists of developer contributions to fund projects in the communities where developments are taking place. The consultation, available online and by paper at our Idea Stores will run through quarter 3.</p>
<i>Directorate</i>	<i>Lead Officer</i>	
Place Directorate	David Williams	
<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>The Liveable Streets programme aims to improve the look and feel of public spaces in neighbourhoods across the borough and make it easier, safer, and more convenient to get around by foot, bike and public transport. We also to encourage more sustainable journeys and to improve air quality and road safety.</p> <p>We are actively engaging with residents, businesses and other stakeholders via workshops and consultation events around our Liveable Streets Programme. In quarter 2 we held workshops, drop in sessions, and walkabouts in Bethnal Green, Wapping, Barkantine and Brick Lane, and these schemes are now active. We met with several residents and tenants associations and the Tower Hamlets Accessibility Forum and the Housing Forum.</p>
<i>Directorate</i>	<i>Lead Officer</i>	
Place Directorate	Dan Jones	
<i>Portfolio Owners</i>	Executive Mayor	

We will be consulting on detailed proposals for Bethnal Green from 28th October.

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

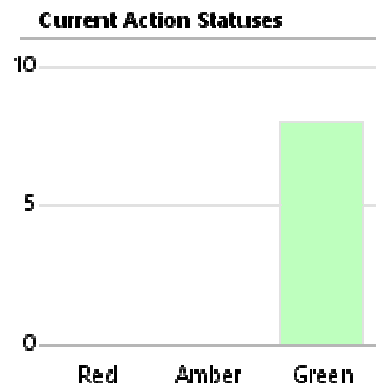
Tower Hamlets is a vibrant, diverse and exciting place to live, work and visit and we want everyone to feel safe and enjoy all that it has to offer, however residents report that crime was their top concern in 2018. Tackling the interlinked issues of violence, anti-social behaviour (ASB), drugs and alcohol 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.

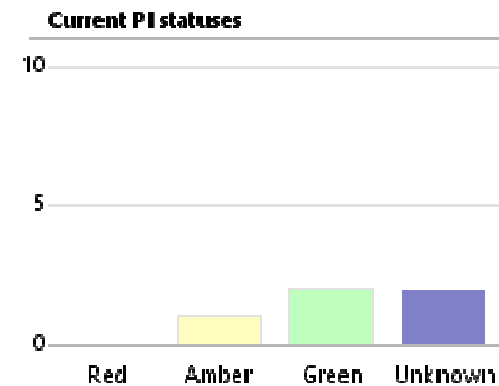
In addition the council will be reviewing its approach to CCTV and evaluating its Neighbourhood Management Pilot to assess what more can be done to enhance feelings of safety by ensuring that its response is evidence led and co-produced with residents.

Status summary for this strategic outcome

Strategic action status chart




Strategic measure status chart

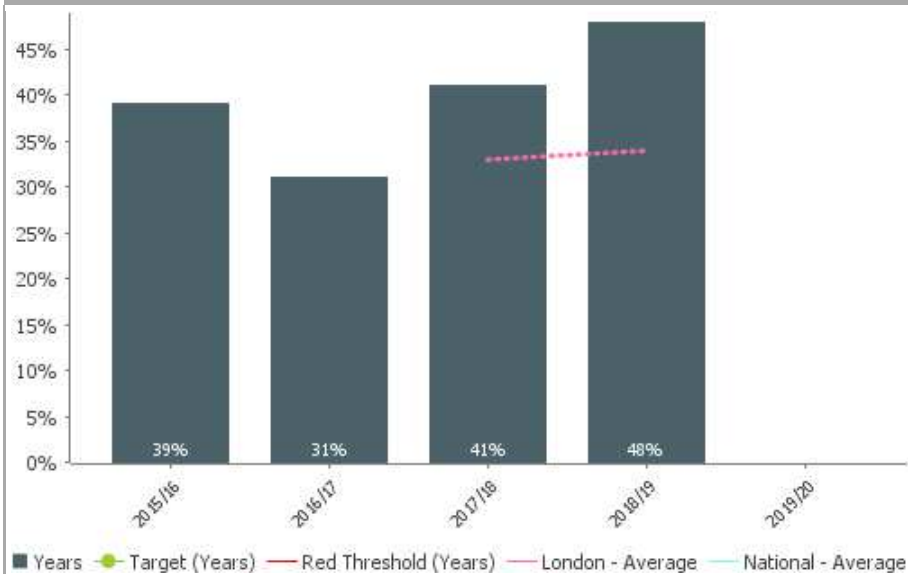


Residents' concern about crime and anti-social behaviour

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.

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		48%	 Data Only

Performance data trend chart



Latest note

Latest outturn relates to the Annual Resident Survey published in Summer 2019. The next survey is due to take place in early 2020 with results expected to be included in the end of year report for 2019/20.



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

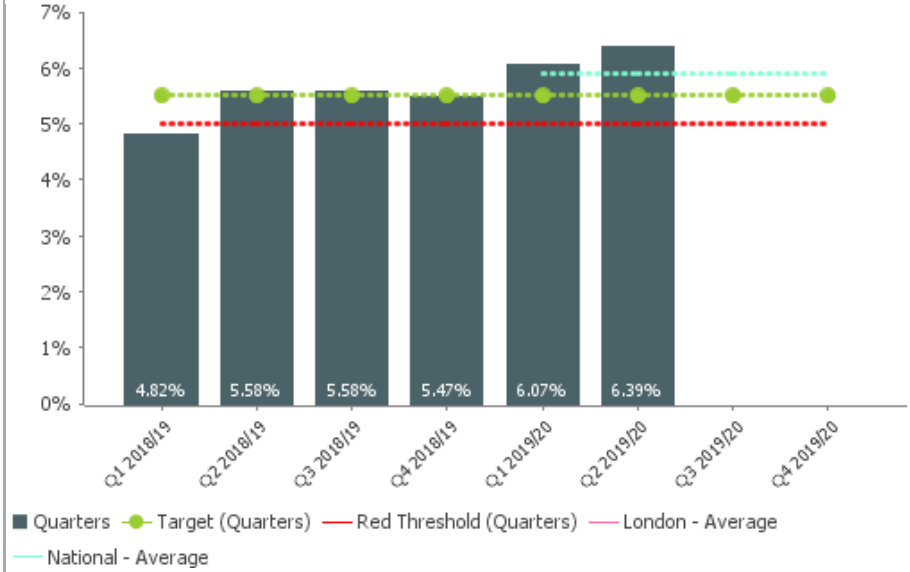
Performance data trend chart	Latest note
<p>80% 70% 60% 50% 40% 30% 20% 10% 0%</p> <p>2018/19 2019/20</p> <p>86%</p> <p>■ Years ● Target (Years) — Red Threshold (Years) — London - Average — National - Average</p>	<p>This question was introduced in the 2018/19 residents' survey. Latest outturn relates to the Annual Resident Survey published in Summer 2019. The next survey is due to take place in early 2020 with results expected to be included in the end of year report for 2019/20.</p>

✔ 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.

<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Deputy Mayor and Cabinet Member for Community Safety and Equalities	Q2 2019/20		↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Community Safety	Strategic	5.5%	6.39%	✔ Green

Performance data trend chart



Latest note

The current data (6.07% in Q1, and 6.39% in Q2) shows we are exceeding the target of 5.5%. This indicator looks at successful addiction recovery.

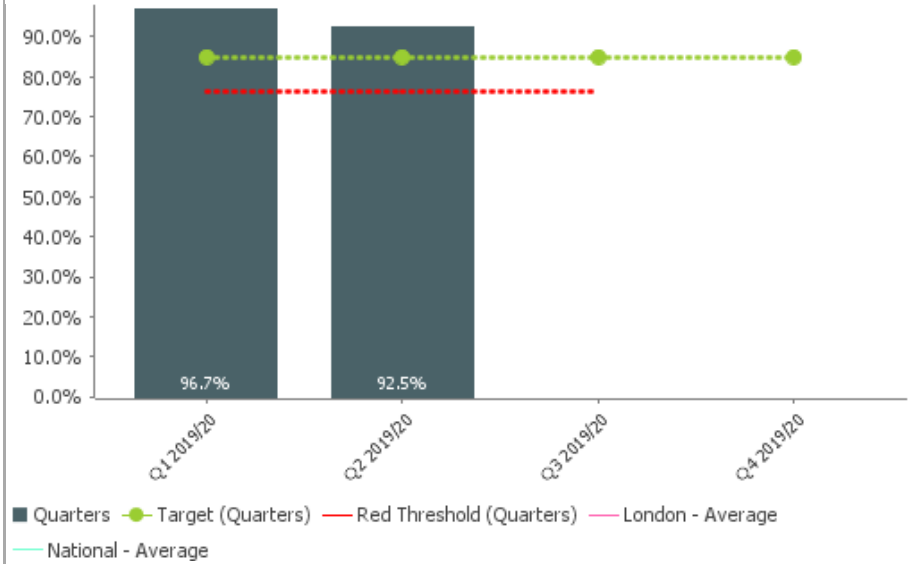
Example of resident impact: A, a 35 year old South Asian male with a long history of Drug and Alcohol use, was referred to Reset treatment by Probation in November 2018 following a conviction for assault. A had a history of ADHD since childhood for which he was on medication. A reported issues related to anger particularly following use of alcohol. A was in a relationship, and had a one year old child who had some Children and Families services involvement as a 'child in need'. At assessment A reported that he was unemployed. Following assessment A was referred for anger management by the Probation Service and engaged in treatment for his alcohol dependency by Reset. A completed both the Anger Management course and his engagement with Reset successfully in August 2019. Though there are recommendation by Children and Families services to attend parenting course for both parents, the Child in Need Case has been closed. A is now drug and alcohol free, and currently in employment. Supervision with probation ongoing

✔ 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	Q2 2019/20		↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Community Safety	Strategic	85.0%	92.5%	✔ Green

Performance data trend chart



Latest note

The current data (96.7 % in Q1, and 92.5% in Q2) shows we are exceeding the target of 85.0%. This indicator reflects the effectiveness of the council's commissioned services in supporting victims of domestic abuse and serious hate crime in terms of making them feel safer after support.

⚠️ 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.

<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	Q1 2019/20		⬆️	⬆️
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Youth and Commissioning	Strategic	350.0	350.5	⚠️ Amber

<i>Performance data trend chart</i>	<i>Latest note</i>																												
<table border="1"> <caption>Performance Data Trend Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Rate per 100,000</th> </tr> </thead> <tbody> <tr><td>Q1 2016/17</td><td>561.8</td></tr> <tr><td>Q2 2016/17</td><td>614.7</td></tr> <tr><td>Q3 2016/17</td><td>635.0</td></tr> <tr><td>Q4 2016/17</td><td>655.4</td></tr> <tr><td>Q1 2017/18</td><td>637.8</td></tr> <tr><td>Q2 2017/18</td><td>591.4</td></tr> <tr><td>Q3 2017/18</td><td>548.9</td></tr> <tr><td>Q4 2017/18</td><td>455.6</td></tr> <tr><td>Q1 2018/19</td><td>388.3</td></tr> <tr><td>Q2 2018/19</td><td>362.2</td></tr> <tr><td>Q3 2018/19</td><td>354.7</td></tr> <tr><td>Q4 2018/19</td><td>369.4</td></tr> <tr><td>Q1 2019/20</td><td>350.5</td></tr> </tbody> </table>	Quarter	Rate per 100,000	Q1 2016/17	561.8	Q2 2016/17	614.7	Q3 2016/17	635.0	Q4 2016/17	655.4	Q1 2017/18	637.8	Q2 2017/18	591.4	Q3 2017/18	548.9	Q4 2017/18	455.6	Q1 2018/19	388.3	Q2 2018/19	362.2	Q3 2018/19	354.7	Q4 2018/19	369.4	Q1 2019/20	350.5	<p>Why is performance off target?</p> <p>We are very close to the target, only exceeding the target by 0.5. Target is 350 and the current figure is 350.5. The current figure of 350.5 first time entrants entering the youth justice system for the first time in their lives is the lowest figure to date (99 over 28247).</p> <p>The average of the last 4 quarters (2018/2019) was 369. The FTE rate has been successfully reduced on a consistent basis since 2016-17 onwards. This shows that the Youth Offending Service continues to make great progress reducing the number of first-time entrants.</p> <p>The measure is calculated quarterly for a rolling 12 month period and is expressed as a rate per 100,000 local youth population figure for 10-17 year olds. 317 was the figure for the Tower Hamlets YJB YOT family average, based on an average including 10 other Borough's for Q1 2019/20, which means we are 9th out of a total of 11 Youth Offending Services.</p> <p>PLEASE NOTE the data is taken from the latest available YJB YDS national report for Apr-Jun 2019. The data itself covers the period of Apr 18 - Mar 19.</p> <p>What actions will be taken?</p> <p>A fully staffed YOT prevention team will continue to offer a consistent Triage service to</p>
Quarter	Rate per 100,000																												
Q1 2016/17	561.8																												
Q2 2016/17	614.7																												
Q3 2016/17	635.0																												
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Q3 2018/19	354.7																												
Q4 2018/19	369.4																												
Q1 2019/20	350.5																												

divert low risk young people from entering the justice system for the first time.


When will performance be on track?


The current direction of travel indicates that the YOT is working towards meeting the current target of 350.

Note


Please note that the data for this indicator is drawn from national policing data to ensure it is in line with national reporting. National policing data is available six months in arrears. Please note that the data covers a rolling 12 month period; the figure reported for Q1 2019/20 covers the period April 2018 - March 2019. The next quarterly release will cover July 2018 - June 2019 and will be available in November 2019.


Strategic plan delivery


Strategic Plan activity		Note
Action 7.1 	Provide education and awareness-raising to prevent and tackle issues including violence against women and girls, safeguarding and exploitation	Our Community Safety Teams for Prevent & Hate Crime continue to deliver targeted educational and awareness training to prevent and tackle violence, and safeguard vulnerable people from exploitation. During quarter 2 we ran:
Directorate	Lead Officer	
Children and Culture Directorate; Health, Adults and Communities Directorate	Richard Baldwin; Claudia Brown; Ann Corbett	<ul style="list-style-type: none"> • 35 workshops reaching 715 individuals to raise awareness of Prevent; • 22 outreach & briefing sessions reaching 1,277 individuals within community organisations, the council and our partner organisations; • 14 training sessions delivered to 212 professionals to raise awareness of hate crime, domestic violence and violence against women and girls (VAWG); • 4 councillors and 31 professionals are now VAWG Champions.
Portfolio Owners	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	Work is underway for our ambitious 16 Days of Activism against Gender Based Violence and the White Ribbon Campaign Day which takes place on 25th November 2019.


Strategic Plan activity		Note
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	Our new specialist substance misuse service is now up and running. The new treatment provider - Change, Grow, Live (CGL) - is set to provide a persons' centred recovery support service by the end of October to adults misusing drugs and alcohol.
Directorate	Lead Officer	Alongside this, a new substance misuse investigation team set up in August and funded by the Mayor's Office for Policing and Crime (MOPAC), has:
Health, Adults and Communities Directorate	Ann Corbett	<ul style="list-style-type: none"> • supported 30 civil/criminal orders, • made 128 voluntary referrals for ASB related to substance misuse incidents.
Portfolio Owners	Deputy Mayor and Cabinet Member for	

	Community Safety and Equalities	The aim of the Team is to use a support and compliance model, utilising powers provided by the Anti-Social Behaviour Crime and Policing Act 2014 to direct complex drug and alcohol users into treatment.
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<i>Strategic Plan activity</i>		<i>Note</i>
Action 7.3 	Make it easier for residents to report ASB to the council	We have completed our review of the customer journey process experienced by victims of ASB by co-producing recommendations with residents and partners. We are now working to implement those recommendations by further improving information on our webpages, simplifying reporting of ASB and improving the overall customer journey. We are improving awareness of how to report ASB via the Safer Together Gold Campaign. 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 and residents to achieve resolutions to complex ASB issues
<i>Directorate</i>	<i>Lead Officer</i>	
Health, Adults and Communities Directorate	Ann Corbett	
<i>Portfolio Owners</i>	Deputy Mayor and Cabinet Member for Community Safety and Equalities	


<i>Strategic Plan activity</i>		<i>Note</i>
Action 7.4 	Continue partnership working with the Police to carry out geographic drugs operations ('Operation Continuum') so that drugs markets are continually disrupted	We work in partnership with the police to carry out targeted drugs operations in locations in the borough as part of Operation Continuum. We continue to enforce our powers under the Anti-Social Behaviour Act legislation to tackle on-street drug dealers and their vehicles by issuing Community Protection Warnings, and Community Protection Notices. In Q2, this has resulted in: <ul style="list-style-type: none"> • 104 CPWs issued • 12 CPNs issued for breaching a CPW • 6 prosecutions for breaching a CPN This work is supported by information of serious and organised crime group mapping insights for improved intelligence-led operations. 88% of people issued a CPW have not come to notice of police again for drugs matters. This is a new initiative working with Tower Hamlets police team and is generating interest in London.
<i>Directorate</i>	<i>Lead Officer</i>	
Health, Adults and Communities Directorate	Ann Corbett	
<i>Portfolio Owners</i>	Deputy Mayor and Cabinet Member for Community Safety and Equalities	

<i>Strategic Plan activity</i>		<i>Note</i>
Action 7.5 	Invest in CCTV, Police personnel and other resources to proactively tackle crime and ASB, enabling us to identify hotspots and take swift action	We continue to invest in CCTV, police personnel and other resources to tackle crime and ASB. Our council funded partnership taskforce of police officers has: <ul style="list-style-type: none"> • made a total of 113 arrests; • issued 152 ASB warnings; • issued 16 Penalty Notices for Disorder • seized 13 vehicles.
<i>Directorate</i>	<i>Lead Officer</i>	
Health, Adults and Communities Directorate	Ann Corbett	
<i>Portfolio Owners</i>	Deputy Mayor and Cabinet Member for Community Safety and Equalities	We have developed our business case for investment to upgrade the CCTV system and this is now going through its approval process. Our CCTV room helped the police make a total of 243 arrests between April and September 2019. We have started our recruitment drive for Tower Hamlets Enforcement Officers (THEO) to attract new staff to the THEO service. We are also looking at the systems, processes and structures of the service to make sure it can deliver the best possible outcomes for residents.

<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	Under the enforcement powers of the ASB Crime & Policing Act 2014, we are using our powers to hold perpetrators of crime and abuse to account. During quarter 2, we issued: <ul style="list-style-type: none"> • 1 Premises Closure notice to close a drugs address; • 3 Partial Premises Closure Orders; • 1 Community Behaviour Order; • 5 injunctions; and • 1 Community Protection Warning.
<i>Directorate</i>	<i>Lead Officer</i>	
Health, Adults and Communities Directorate	Ann Corbett	
<i>Portfolio Owners</i>	Deputy Mayor and Cabinet Member for Community Safety and Equalities	Our Community Multi Agency Risk Assessment Conference (CMARAC) is using its full

		range of powers to safeguard ASB vulnerable victims in their own home which resulted in 2 housing evictions of ASB perpetrators during quarter 2.
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<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>Our ambitious work programme to tackle ASB, community tensions and prevent crime continues in quarter 2. Working with residents we:</p> <ul style="list-style-type: none"> • facilitated a Community Action Day in Rectory Gardens in Limehouse with the ward councillor and local residents to clear-up and rejuvenate the park and stop it becoming a magnet for ASB; • developed "Action Taken" leaflet to help residents understand what we are doing to reduce crime and ASB and to highlight the successes we have had; • we have another Community Action Day in the near future on the Hereford Estate working in partnership with local ward councillors, local residents and in partnership with Tower Hamlets Homes. <p>An evaluation of the effectiveness and impact of the Community Action Days held to date will be presented at the next Mayor's Crime & ASB Board for a decision about extending the programme to cover the rest of the wards in the borough.</p> <p>Our Independent Prevent Advisory Group continues to help us co-produce our work to prevent extremism. In September two guest speakers from the Home Office and the Counter Terrorism Command Unit helped the group build up knowledge for effective scrutiny, and set funding priorities based on evidence.</p>
<i>Directorate</i>	<i>Lead Officer</i>	
Health, Adults and Communities Directorate	Ann Corbett	
<i>Portfolio Owners</i>	Deputy Mayor and Cabinet Member for Community Safety and Equalities	

<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>We have an extensive Knife Crime Action Plan and a number of innovative projects. In quarter 2, our hospital based Community Safety Violent Crime Reduction Project offered support to 69 victims of violence - 13 of these young adults live in Tower Hamlets. Out of these thirteen, five young people agreed to accept additional support and continue to engage with the project. The Project aims to reduce repeat victimisation, reduce knife</p>
<i>Directorate</i>	<i>Lead Officer</i>	

Health, Adults and Communities Directorate	Ann Corbett	crime, safeguard and support those who wish to exit a criminal lifestyle.
<i>Portfolio Owners</i>	Deputy Mayor and Cabinet Member for Community Safety and Equalities	<p>We have an extensive range of interventions in place for safeguarding victims of domestic abuse. In quarter 2, three referrals were made to our new sanctuary service. The Scheme may be described as 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 (IDVA) provided specialist support to 140 victims of domestic abuse.</p> <p>We are working with the Police, Beyond the Streets and Streetlights UK, and Safeguarding Teams to support women working in the sex trade with information and refer them to support services.</p>

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

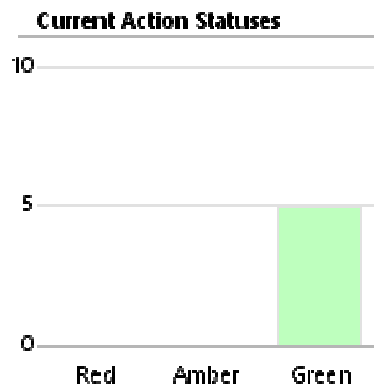
Tower Hamlets is a place with a rich history- from its beginnings as an historic docks and manufacturing area it has grown and developed at a faster rate than anywhere else in the UK. This culturally rich and diverse area faces unique challenges as it moves from a place of deprivation to become an extension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

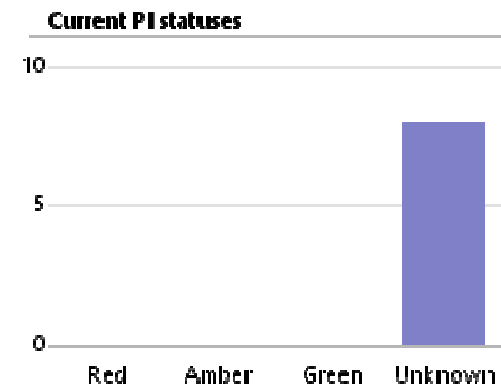
In February 2019, the government published its Integrated Communities Action Plan which we will use to develop Council's Cohesion Plan to help embed cohesion in all our business. This will have a focus on building positive relationships valuing diversity, supporting equality of opportunity and enhancing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

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart



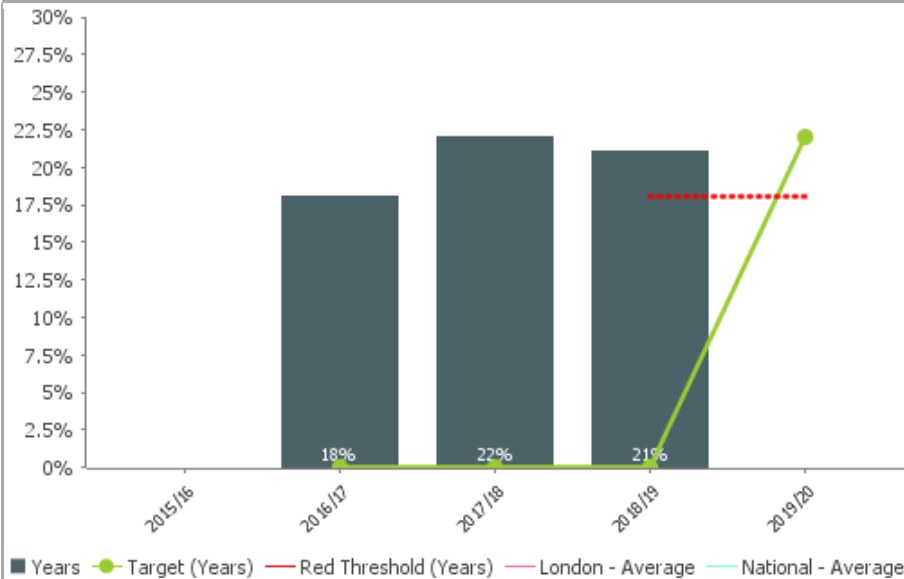
? Residents' level of volunteering

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



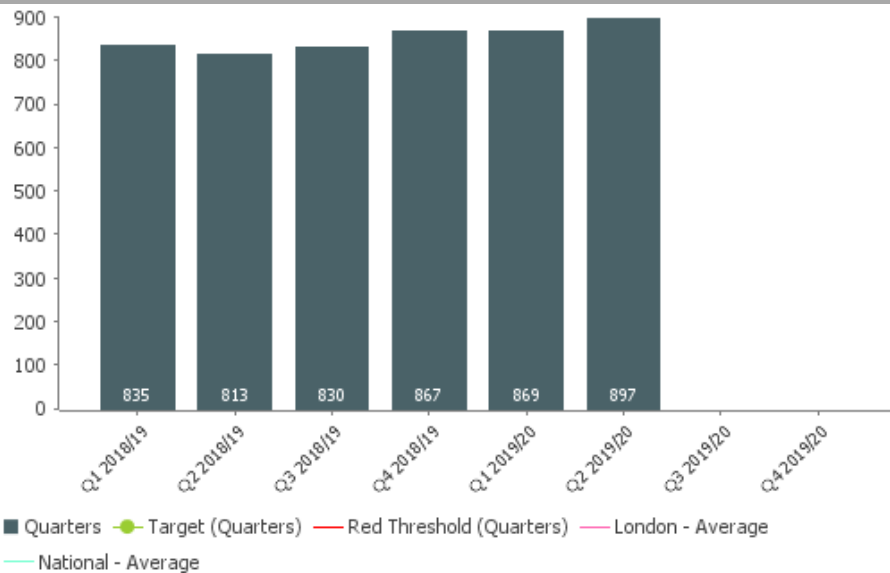
Latest outturn relates to the Annual Resident Survey published in Summer 2019. The next survey is due to take place in early 2020 with results expected to be included in the end of year report for 2019/20. The London comparator is taken from the Survey of Londoners (June 2019).

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. This is a 12 months rolling measure.

<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Deputy Mayor and Cabinet Member for Community Safety and Equalities Executive Mayor	Q2 2019/20		?	?
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Community Safety	Strategic		897	Data Only

Performance data trend chart



Latest note

The rolling 12 months figures show that Tower Hamlets has the 4th highest level of recorded hate crime in London by volume. The numbers are up 10% (84 offences) on the previous year made up by comparative increases in faith, homophobic and race hate offences. Despite the increase Tower Hamlets improved from having the 3rd highest level to 4th highest level by volume.

In Q2 (as opposed to in the rolling 12 months), Tower Hamlets had the 6th highest volume of recorded hate crime in London. Westminster, Lambeth, Hackney, Camden and Southwark all had higher volumes. There have been no 'hate' critical incidents reported, and there has been no reason to convene the Tension Monitoring Group during the past quarter.

We are undertaking a range of activities to improve community cohesion, reduce tension, but also to encourage and improve reporting (which may lead to higher levels of recorded crime of previously unreported incidents). Examples include:

- National Hate Crime Awareness Week – a series of activities including a Peace Walk
- No Place for Hate Forum and annual action plan
- No Place for Hate Campaign, Pledge Competition, and Champions
- Disability Hate Crime Project to tackle under reporting
- London Muslim Centre Hate Crime Ambassadors Project to encourage

reporting of Islamophobia

- Hate Incidents Panel which ensures a coordinated response to hate crime cases
- Challenging prejudice amongst young people through Youth Council and Youth Champions

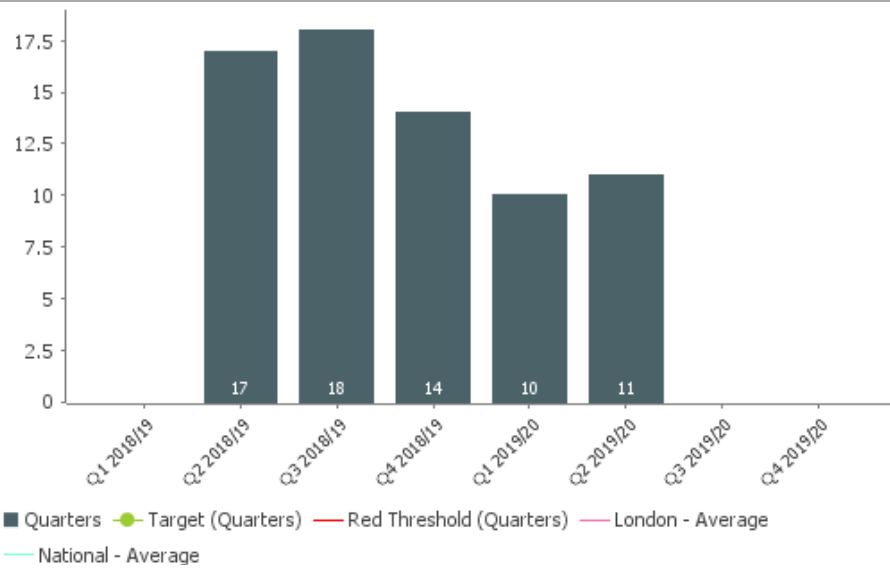


Level of hate crime (Disability)

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	Q2 2019/20			
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Community Safety	Strategic		11	Data Only




Performance data trend chart	Latest note
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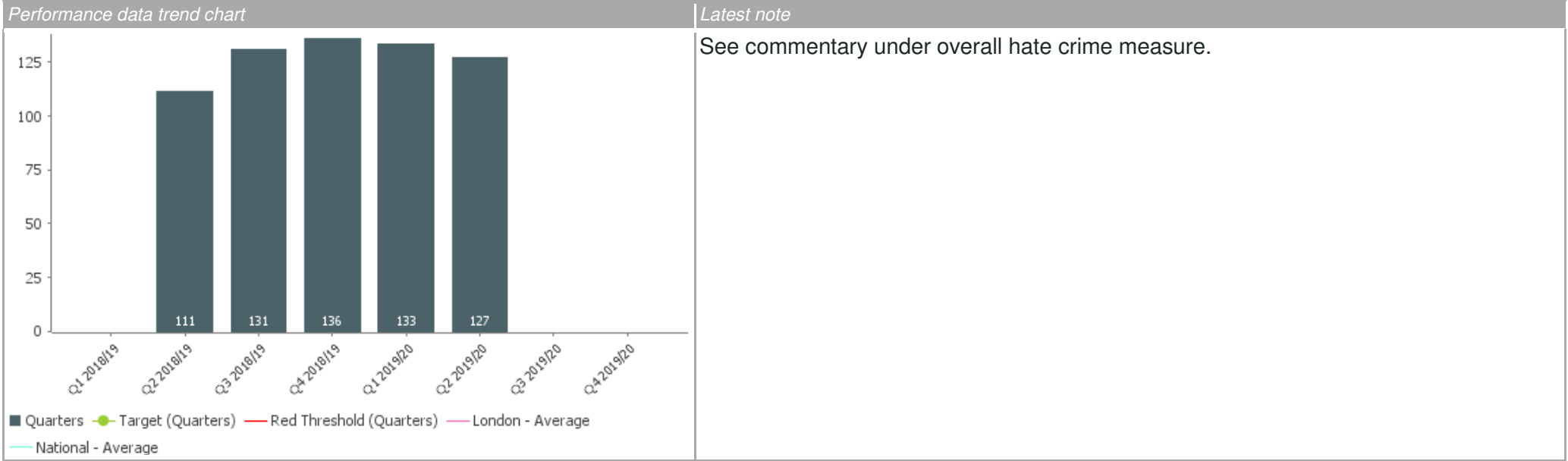


See commentary under overall hate crime measure.

 **Level of hate crime (Faith)**




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

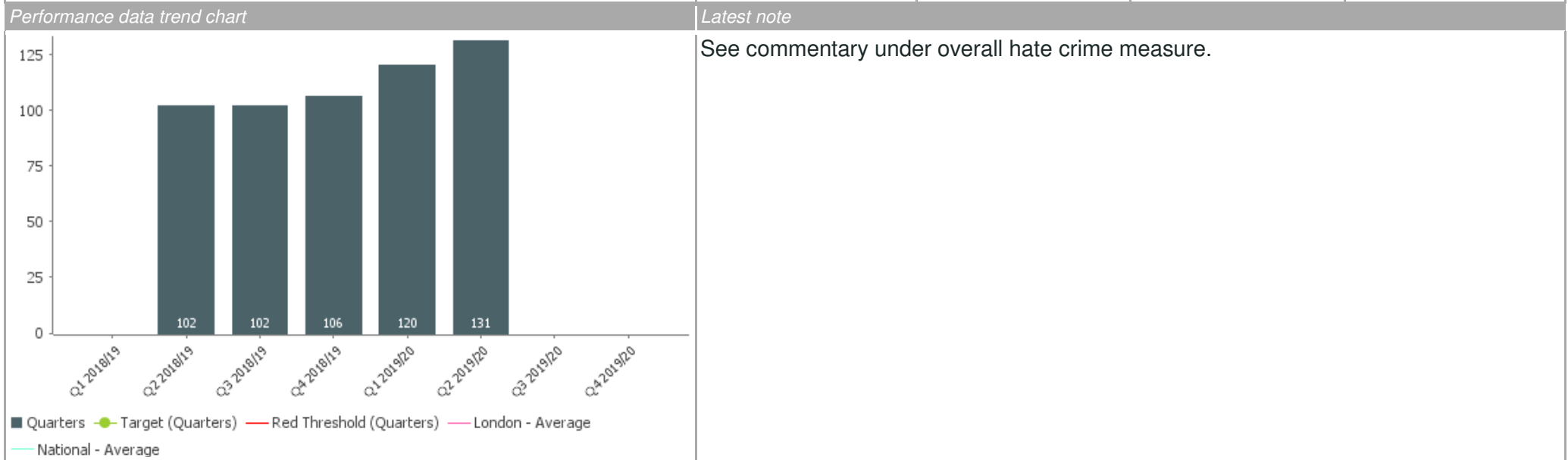
Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities Executive Mayor	Q2 2019/20			
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Community Safety	Strategic		127	 Data Only



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	Q2 2019/20			
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Community Safety	Strategic		131	 Data Only

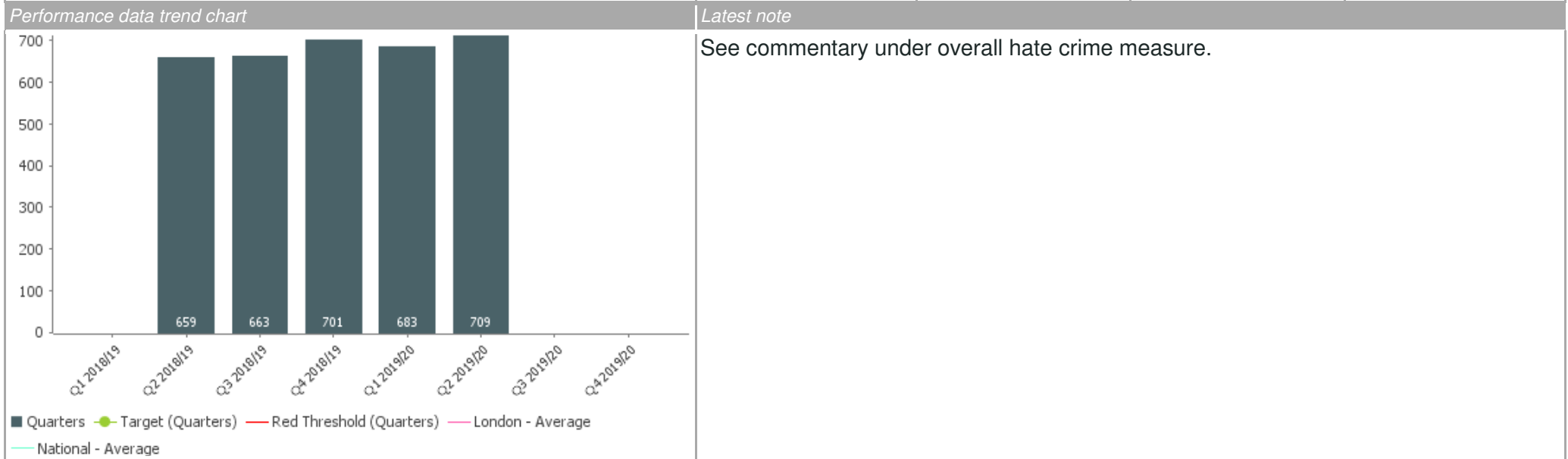




Level of hate crime (Racist)




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	Q2 2019/20			
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Community Safety	Strategic		709	Data Only

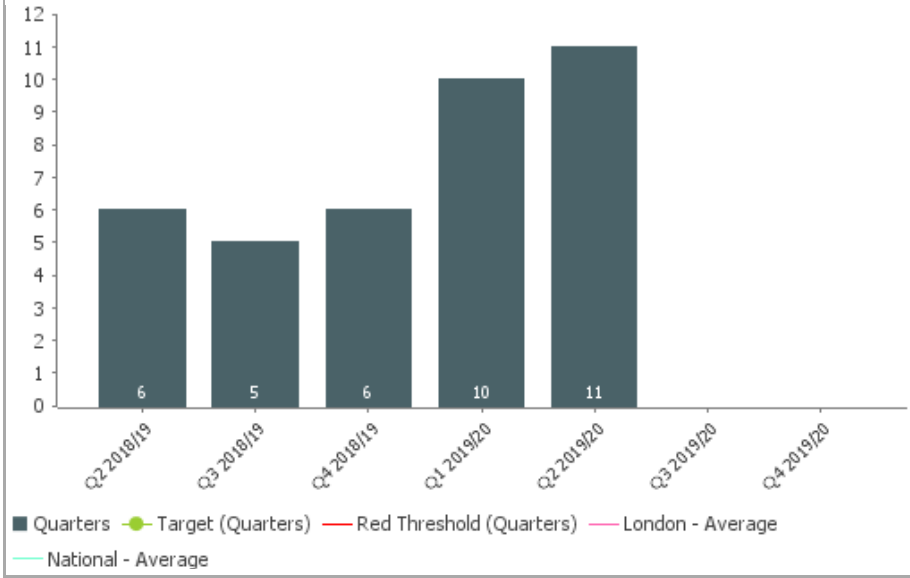


 **Level of hate crime (Transgender)**

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	Q2 2019/20			
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Community Safety	Strategic		11	 Data Only




Performance data trend chart *Latest note*

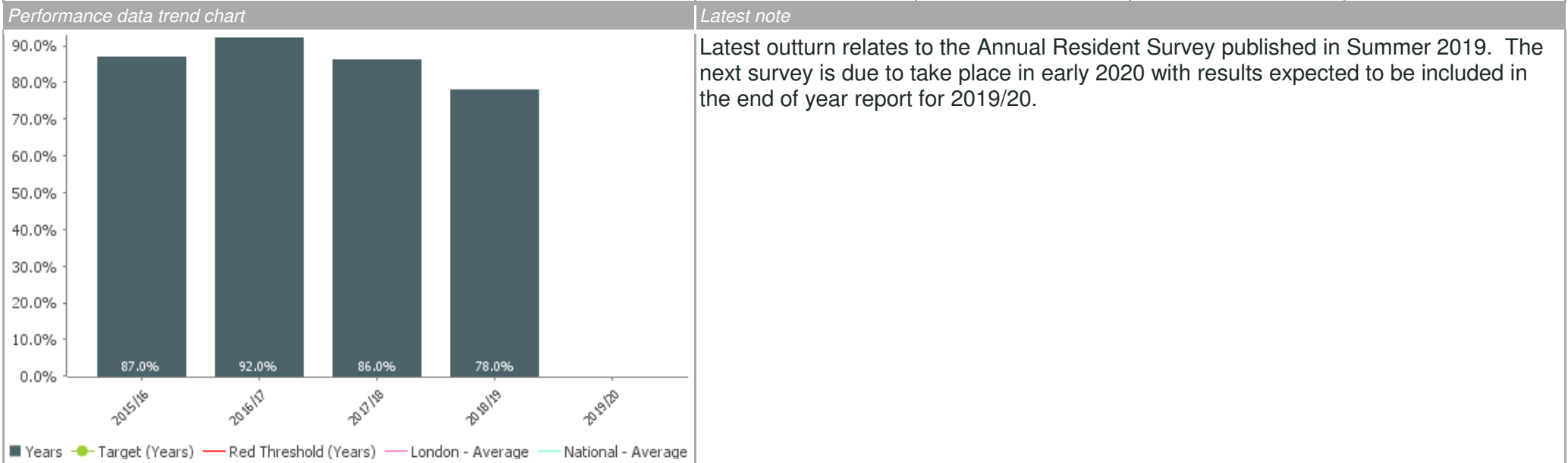


See commentary under overall hate crime measure.

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'


<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 Executive Mayor	2018/19			
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director Strategy, Policy and Partnership	Strategic		78.0%	 Data Only




Latest outturn relates to the Annual Resident Survey published in Summer 2019. The next survey is due to take place in early 2020 with results expected to be included in the end of year report for 2019/20.

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	Community tension is monitored on a weekly basis, however, no incidents have led to increased tension requiring the Tension Monitoring Group to convene. Levels of hate crime are monitored by the Community Safety Partnership and overseen by the Hate Crime Forum.
<i>Directorate</i>	<i>Lead Officer</i>	
Health, Adults and Communities Directorate	Ann Corbett	
<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	The Local Community Fund, a new programme of funding for voluntary and community sector (VCS) organisations, will replace the existing Mainstream Grants programme in October 2019. Under the new Local Community Fund, Cabinet have approved funding arrangements for 50 projects. In September, our Grants Determination Sub-Committee, who are in charge of making the final decision on funding arrangements, agreed to extend the funding of 17 organisations under the former Mainstream Grants Programme. This helps to protect services for residents that were impacted by the change. Across all of our funding streams, we are assisting organisations relating to the following areas: Inclusion / Health and Wellbeing, Digital Inclusion and Awareness, Advice and Information, Employment and Skills, and Community Safety.
<i>Directorate</i>	<i>Lead Officer</i>	
Governance Directorate	Sharon Godman	
<i>Portfolio Owners</i>	Cabinet Member for Resources and the Voluntary Sector; Deputy Mayor and Cabinet Member for Community Safety and Equalities; Executive Mayor	We are currently working with key partners to develop our new Voluntary and Community Sector Strategy. We are liaising with community researchers to develop a plan for

		engagement with the wider public. We have also undertaken consultation with Voluntary and Community Sector organisations at the premises forum.
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<i>Strategic Plan activity</i>		<i>Note</i>
Action 8.3 	Improve services for refugees and people fleeing harm	We have undertaken engagement with council services to understand access to services for refugees and those fleeing harm to map out and develop our current understanding. The next phase of this will be to work with external organisations to understand the experience of these groups and things we can learn from best practice in other areas.
<i>Directorate</i>	<i>Lead Officer</i>	
Governance Directorate	Sharon Godman	
<i>Portfolio Owners</i>	Deputy Mayor and Cabinet Member for Community Safety and Equalities; Executive Mayor	

<i>Strategic Plan activity</i>		<i>Note</i>
Action 8.4	Deliver projects to support integration of new communities	We have an additional 23 Controlling Migration Fund (CMF) participants enrolled on our English for Speakers of Other Languages (ESOL) programme, Conversation Club courses and volunteering programmes through local providers. Our new Welcome to Tower Hamlets guide was printed and evaluated by CMF learners, CMF volunteers, ESOL learners and volunteers in the borough, staff and external stakeholders. A total of 170 participants took part in the evaluation of the guide. Feedback from the evaluation of the welcome guide will be used to produce a final digital version, which will be available in November 2019. We have continued to run our Cohesion Programme. The programme is designed to increase engagement and interaction between people from different backgrounds in Mile End and Aldgate East. Through local volunteers, we released a film called 'The Aldgate East Stories' which was screened in different venues in Aldgate East including at the Genesis Cinema. We ran our end of event project event for Aldgate East on 28th September 2019.
<i>Directorate</i>	<i>Lead Officer</i>	
Governance Directorate	Sharon Godman	
<i>Portfolio Owners</i>	Deputy Mayor and Cabinet Member for Community Safety and Equalities; Executive Mayor	

<i>Strategic Plan activity</i>		<i>Note</i>
Action 8.5	Deliver initiatives to celebrate	Over the summer we ran our maior events programme in parks and open spaces to bring

▶	diverse cultures of our borough	residents together. In total we ran 20 events and 63 activities across 14 parks. We are on track to surpass our target for the year to support over 100 events in parks, with 154 processed to date and approximately 143,000 attendees.
<i>Directorate</i>	<i>Lead Officer</i>	
Children and Culture Directorate; Governance Directorate	Sharon Godman; Judith St John	At the beginning of August we held our 'A Great Day Out' event in Victoria Park. This is a free yearly event with a great offering of live music, fairground rides, educational activities and culturally inclusive activities. The event was attended by over 5,000 participants. As part of the event we worked in partnership with a local Bengali artist and a Somalian art organisation (Numbi Arts). Guests took part in workshops to learn traditional Somali finger weaving using willow and recycled newspapers.
<i>Portfolio Owners</i>	Cabinet Member for Culture, Arts and Brexit; Deputy Mayor and Cabinet Member for Community Safety and Equalities; Executive Mayor	<p>We have launched a series of three Bowls taster sessions (one in August and two in September) held at Victoria Park Bowls Club. These have combined music, entertainment, food and drink with bowls try outs. The events were designed to encourage more membership at the club with an emphasis on attracting a new and diverse audience.</p> <p>We launched our Oval night market in mid-May and there have been a total of three events, the most recent of which was in July. The markets combine live music, workshops, urban street food and craft stalls by small enterprises from Tower Hamlets. They promote creative and cultural activity in the borough.</p> <p>We have been planning our programme for Black History Month in October and our hugely popular fireworks event in November.</p>

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.

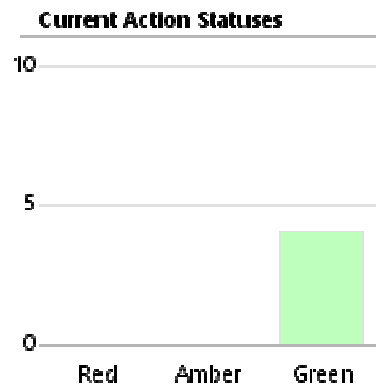
We will be 'digital by default' (which means that this will generally be the main way that people contact or do business with us for straightforward matters). Every customer should feel that they have received excellent customer service when dealing with us. Customers should be able to easily connect 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.

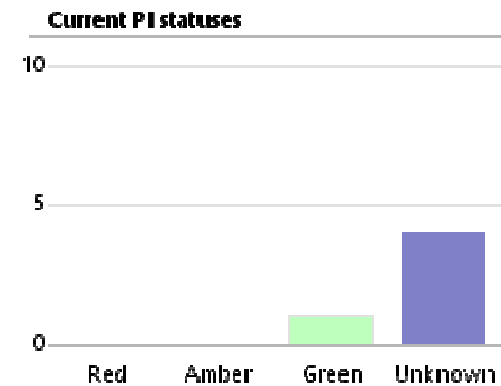
Through positive delivery of our Community Engagement Strategy, we want to strengthen our relationship with local people by enabling them to be actively involved in the design and delivery of services.

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart





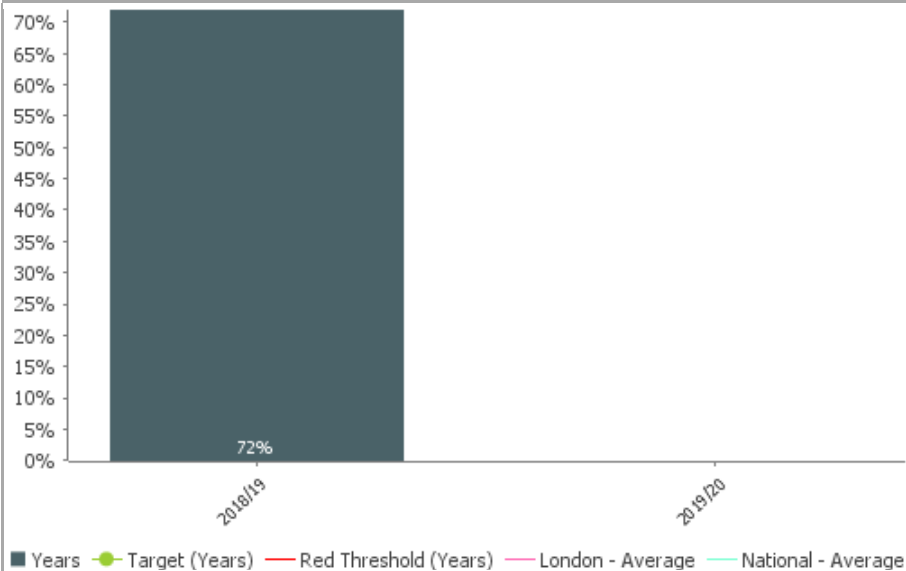
Residents' perception of being kept informed by the Council

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

Performance data trend chart

Latest note



Latest outturn relates to the Annual Resident Survey published in Summer 2019. The next survey is due to take place in early 2020 with results expected to be included in the end of year report for 2019/20.



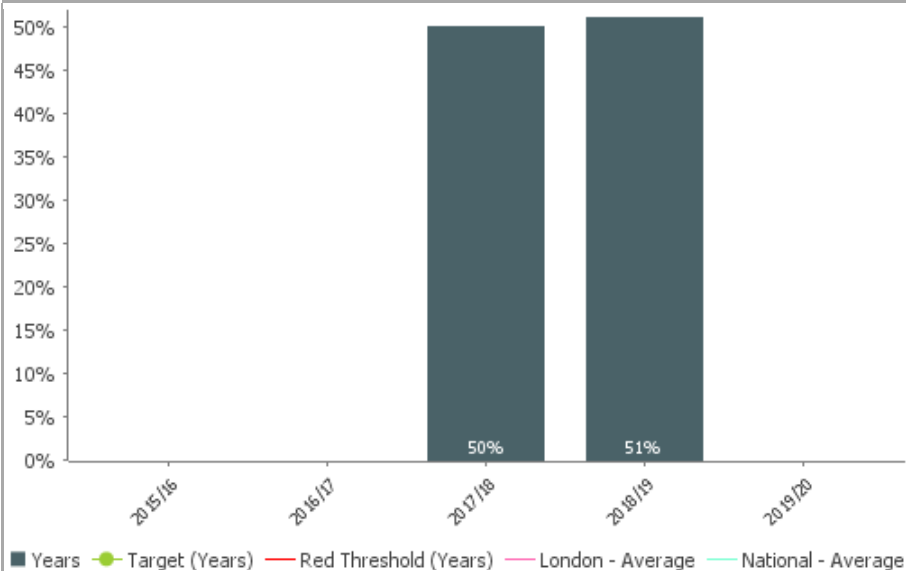
Residents' perception of Council transparency

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



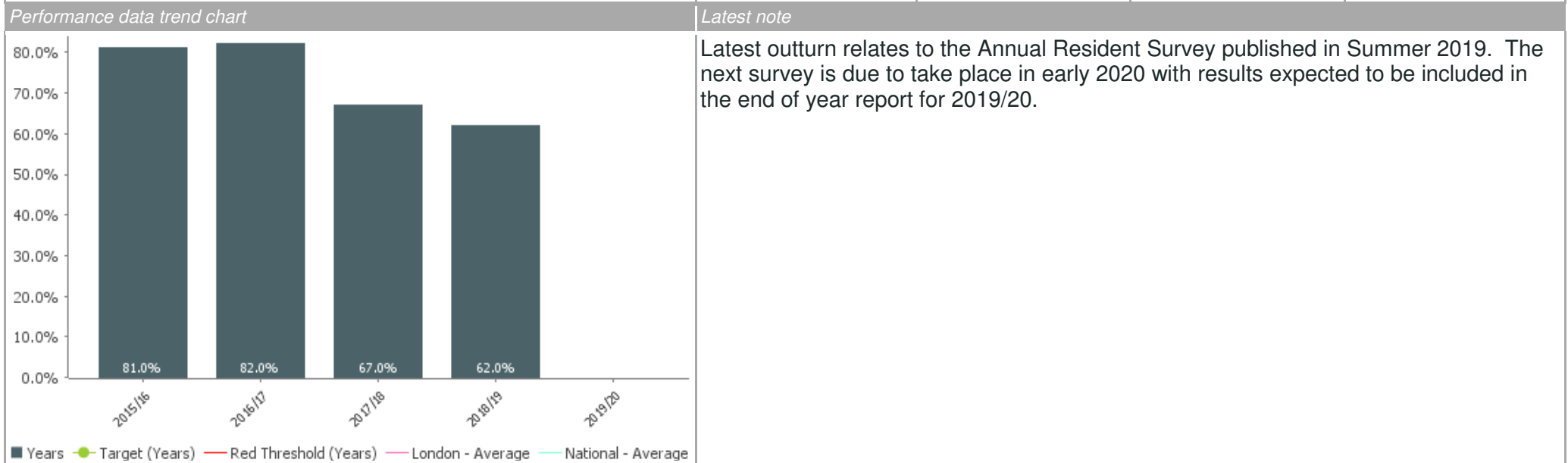
Latest outturn relates to the Annual Resident Survey published in Summer 2019. The next survey is due to take place in early 2020 with results expected to be included in the end of year report for 2019/20.



User satisfaction with libraries and Idea Stores

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

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



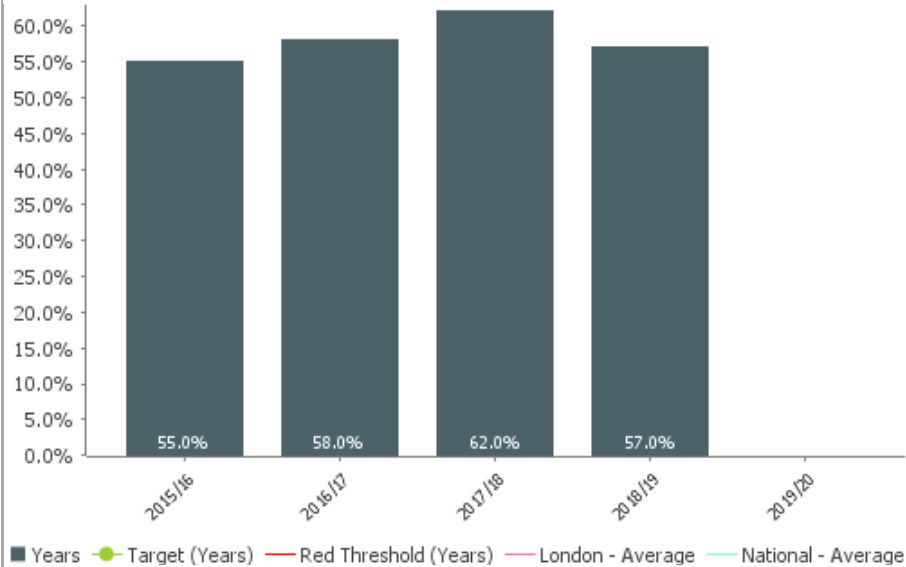


Residents' perception of being involved in decision-making

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



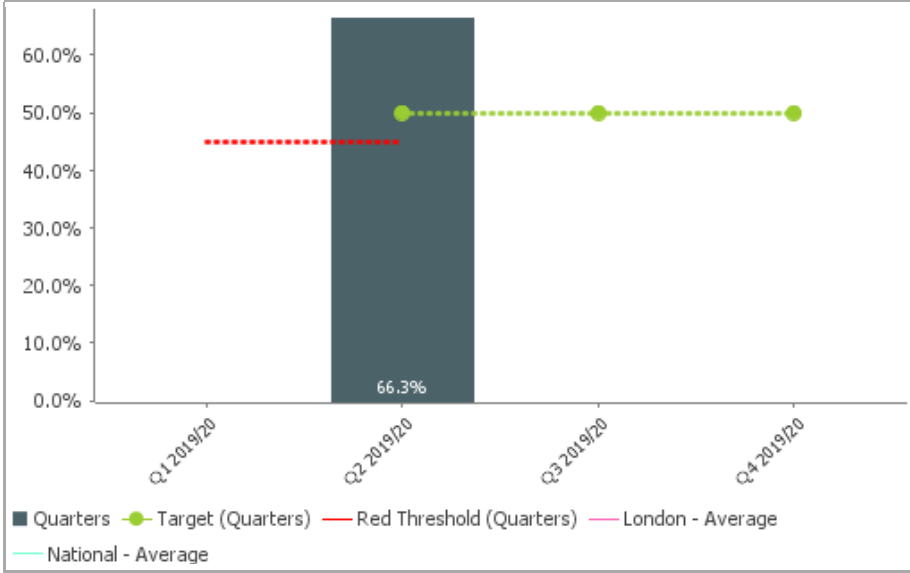
Latest outturn relates to the Annual Resident Survey published in Summer 2019. The next survey is due to take place in early 2020 with results expected to be included in the end of year report for 2019/20.

 **Service user satisfaction with the Council's online service offer**

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

<i>Lead member</i>	<i>Last update</i>	<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>	
Cabinet Member for Culture, Arts and Brexit	Q2 2019/20			
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Customer Services	Strategic	50.0%	66.3%	 Green

Performance data trend chart *Latest note*



Latest note

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. We have commissioned a new consultation hub, which will ensure there is a consistent standard of consultation and will offer new opportunities to engage digitally with residents. The site is currently under development. We are currently training our communications team to use the site and consultations will start to be added once the site is up and running and our staff are fully trained. Our communications team and strategy teams worked in partnership to produce a consultation and engagement handbook. The handbook advises staff on how to build effective and best practice consultation and engagement activities and will be shared with staff in due course.
<i>Directorate</i>	<i>Lead Officer</i>	
Governance Directorate	Andreas Christophorou; Sharon Godman	
<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 continued to migrate more of our services to self-service platforms. You can now book, re-schedule and cancel bulky waste collections online. Since this went live in mid-July we have had over 3,000 bulky waste submissions. This has the benefit of saving both time and money compared with making the requests via telephone or face-to-face. We have also created an online application form to join the housing register. This also went live in mid-July. To date there have been over 400 applications.
<i>Directorate</i>	<i>Lead Officer</i>	
Resources Directorate	Shazia Hussain	
<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	In August we began a review of our polling districts. The review is designed to see if the polling districts in Tower Hamlets are arranged to suit the needs of our voters. Our review is expected to be concluded at the end of January 2020.

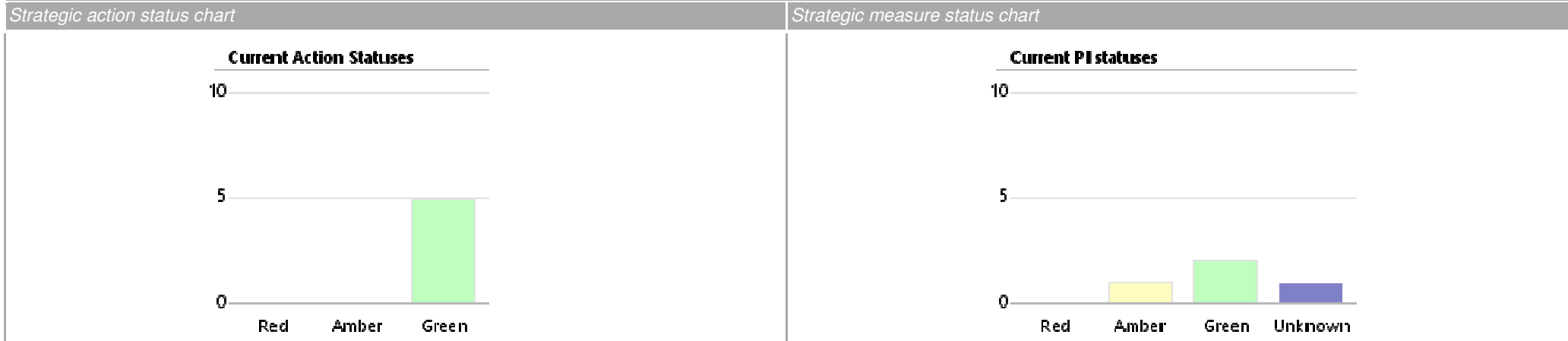
<i>Directorate</i>	<i>Lead Officer</i>	
Governance Directorate	Robert Curtis; Sharon Godman; Matthew Mannion	The results of our Strengthening Local Democracy Review were released at the end of June. Throughout this quarter, we have been sharing these results with relevant internal stakeholders to strengthen and improve local democracy in Tower Hamlets. One of the recommendations was to engage more with new borough residents. We are currently developing a 'how to get involved' video and supporting the Council's 'Welcome to Tower Hamlets' booklet to increase democratic engagement with new residents. These are both expected to be completed next quarter.
<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 continues to work with internal and external partners to implement the 2019-20 Communications Strategy that was agreed in quarter one. This work contributes to the delivery of the council's key corporate campaigns and helps to promote the borough by empowering our staff and stakeholders to tell our story. We provided a council stall at Queen Mary University's Freshers' Fair and generated over 75 sign-ups to the council's e-newsletter, introduced hundreds of new students to the council and welcomed them to the borough. Our reach on LinkedIn continued to increase, aided by staff sharing and posting good news about the council. This has helped us welcome more than 400 additional followers. We are now running 'Place' features in Our East End publication. Place features tell the story of an interesting place within Tower Hamlets. In Septembers' addition we ran a feature on the Truman Brewery and included a community feature on an internationally renowned choreographer and dancer who produced an autobiographical documentary entitled 'The Curry House Kid' that was filmed around Brick Lane.
<i>Directorate</i>	<i>Lead Officer</i>	
Governance Directorate	Andreas Christophorou	
<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

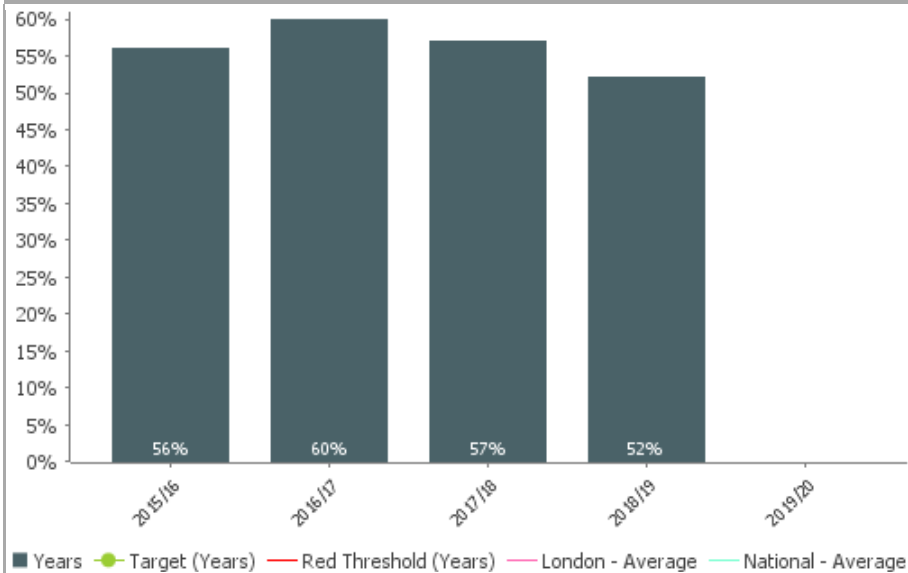


Resident satisfaction with Council and partner response to anti-social behaviour (ASB)

This measure is taken from the council's residents' survey and is expressed as the percentage of respondents who agree that the Police / public services 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

Performance data trend chart



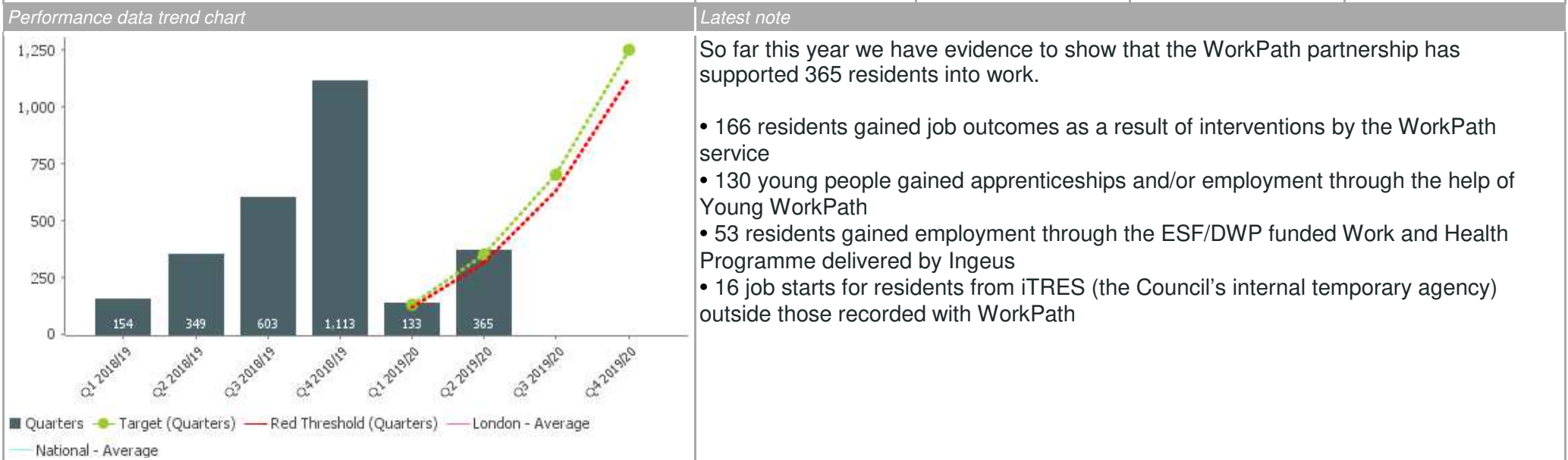
Latest note

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 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.

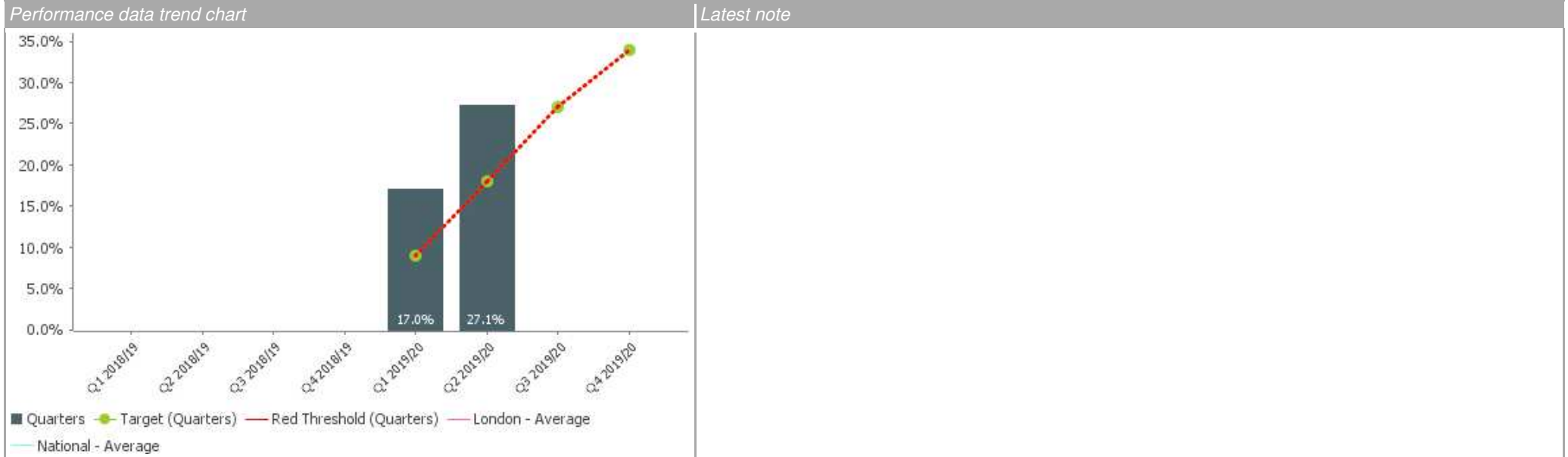
<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Work and Economic Growth	Q2 2019/20		↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Growth and Economic Development	Strategic	350	365	✔ Green



✔ 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..

<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 Cabinet Member for Children, Schools and Young People	Q2 2019/20		?	?
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Youth and Commissioning Divisional Director, Integrated Commissioning	Strategic	18.0%	27.1%	✔ Green



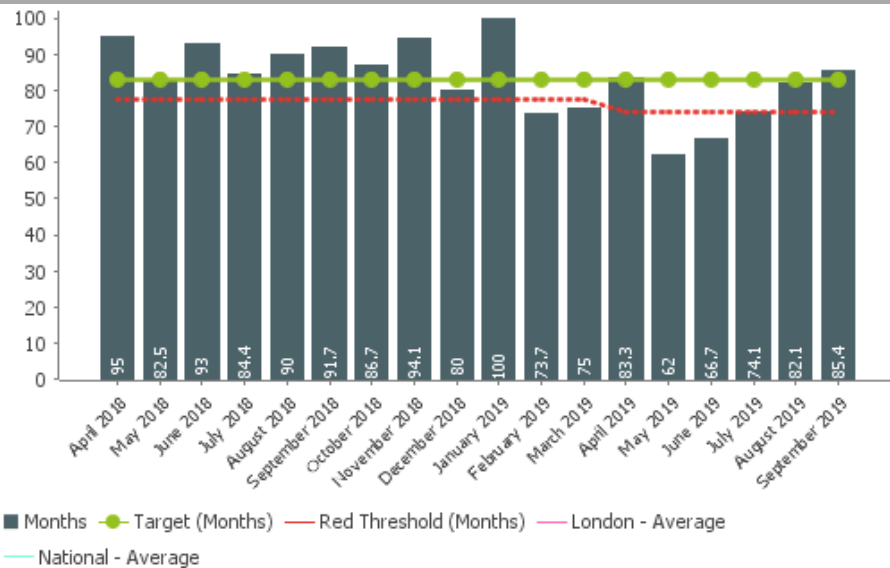


Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services (Effectiveness of Reablement Services)

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.

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Adults, Health and Wellbeing	Q2 2019/20		↓	↑
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Adults Social Care	Strategic	83.1	82	Amber

Performance data trend chart	Latest note
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Why is Performance off target?

The number of people who are discharged from hospital each month into a reablement service to help them regain their independence is quite small, therefore performance against this indicator tends to fluctuate. In quarter 2, of the 100 people who received a reablement service 82 are known to be living at home 91 days after discharge. This is just below the target of 83.1%. Note that the target has been revised upwards this quarter from 80% to 83% to reflect the confirmed performance level set out in the NHS Better Care Fund (BCF); a national funding programme that seeks to join up local health and social care services. Performance has improved steadily over the quarter. In September, 35 out of 41 people were at home 91 days after discharge (85.4%).

What are we doing?

The multi-disciplinary hospital discharge team is working to maximise the effectiveness of the reablement pathway. Our reablement service was recently re-inspected by the Care Quality Commission (CQC) - the independent regulator for health and social care services in England. It was rated as 'good'. Therefore we are confident that we are running a high quality reablement service and service users report high satisfaction levels.

(See Outcome 3 '*People who are more independent after being supported through reablement services*' as this section contains a case study highlighting the difference that our reablement service makes to the lives of people with complex needs.)

When will performance be on track?

We expect to fully meet the target during Quarter 3 .

Who is responsible:

Claudia Brown, Divisional Director, Adult Social Care, LBTH and Warwick Tomsett, Joint Integrated Care Director, (LBTH & CCG)

Strategic plan delivery

<i>Strategic Plan activity</i>		<i>Note</i>
Action 10.1	Understand public sector investment, commitments and resourcing across Tower Hamlets	The Partnership Executive Group, comprising of senior officers from the council and other leaders of partner organisations (including the police, NHS, schools and universities, East London Business Alliance and many more), agreed to pilot a public sector spend analysis of English for Speakers of Other Languages (ESOL) provision in the borough so that partners could better understand the spread of provision and identify opportunities to join up budgets.
<i>Directorate</i>	<i>Lead Officer</i>	
Governance Directorate	Sharon Godman	
<i>Portfolio Owners</i>	Executive Mayor	We have now mapped the borough's ESOL provision and made this publicly available on the Council's website, allowing residents to access the relevant information online. We intend to present a summary of this work at a future Partnership Executive Group meeting, in order to identify whether this approach could be applied to other issues in the borough.

<i>Strategic Plan activity</i>		<i>Note</i>
Action 10.2	Deliver a Tower Hamlets place-based campaign	We have completed the research phase of our Tower Hamlet's Place based campaign. In July we presented our findings to the Tower Hamlets Partnership Board, which consists of key stakeholders who improve services and outcomes for local residents. The presentation focussed on our research findings, including modelling our approach on other place campaigns and outlining next steps.
<i>Directorate</i>	<i>Lead Officer</i>	
Governance Directorate	Andreas Christophorou	
<i>Portfolio Owners</i>	Executive Mayor	The Tower Hamlets Partnership Board has given approval to move to the design stage for the campaign which will start in quarter 3.

<i>Strategic Plan activity</i>		<i>Note</i>
Action 10.3	Develop a clear set of priorities for partnership working	We are transforming the Tower Hamlets Partnership so that it is equipped to face the challenges in 2020.

<i>Directorate</i>	<i>Lead Officer</i>	In June the Partnership Board met to take stock of the progress over the last year and identify how it should operate in the future. The council is now building on this information to develop a new programme with refreshed priorities for the partnership, which involves further outreach activity with the community and specific priority projects.
Governance Directorate	Sharon Godman	
<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	We are working with partners to prepare for Brexit. We set up a sub-group of the Partnership Executive Group (a group made up of the most strategic partners in the borough) comprising the business, health and education sectors to deliver specific recommendations from the Brexit Commission. This includes a reassurance campaign, borough-wide events and focussed attention on the digital, construction and health and care employment challenges.
<i>Directorate</i>	<i>Lead Officer</i>	
Governance Directorate	Sharon Godman	
<i>Portfolio Owners</i>	Cabinet Member for Culture, Arts and Brexit; Executive Mayor	

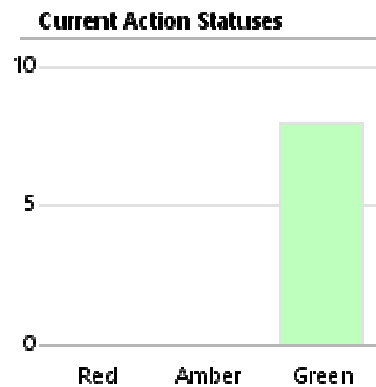
<i>Strategic Plan activity</i>		<i>Note</i>
Action 10.5	Improve collaborative working and integration with partners to drive improvements against the four priority areas of the Tower Hamlets Plan	We are working with partners to monitor the progress against the Tower Hamlets Plan. In September we launched the Tower Hamlets Plan Annual Report, which summarises the activity across the partnership to deliver the plan over the last year. It also agrees outcome measures, which helps us track progress against the outcomes we agreed in July 2018. We are continuing to use Appreciative Inquiries to improve our collaboration on borough-wide issues. In September we held an Appreciative Inquiry on Substance Misuse, involving additional partners from the judiciary, sheltered housing and drug policy forum.
<i>Directorate</i>	<i>Lead Officer</i>	
Governance Directorate	Sharon Godman	
<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

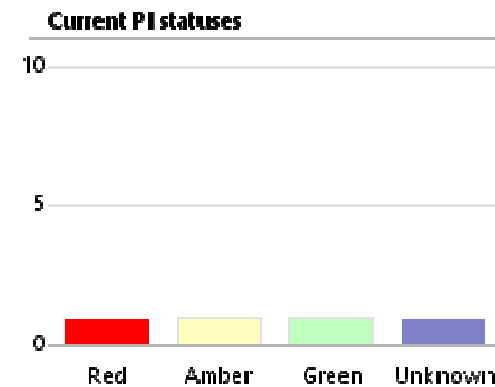
Public services are under huge long-term financial pressures and are also facing rising demand from service users. There are already many initiatives underway to change the way that public services are designed and run in Tower Hamlets, such as the integration of health and social care. We as civic leaders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



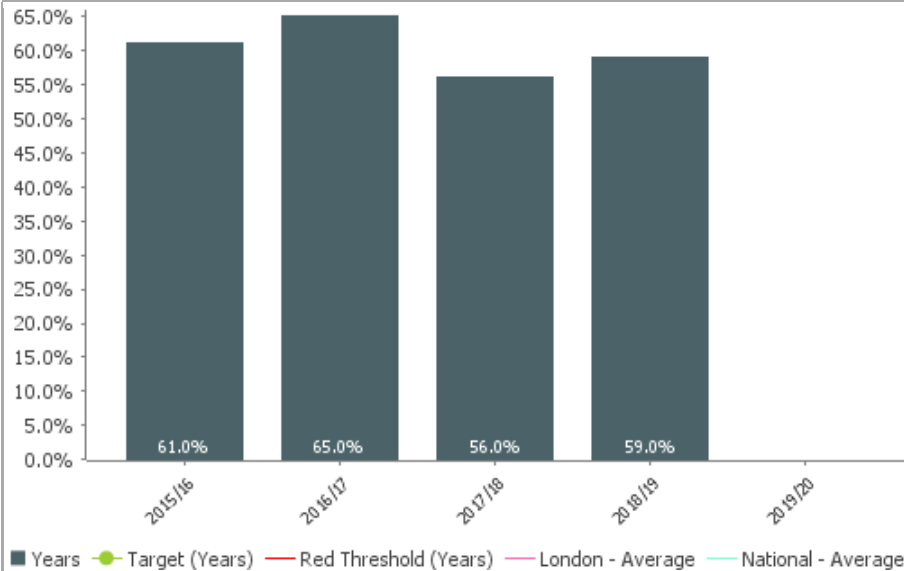
Resident view of the council doing a better job than a year ago

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

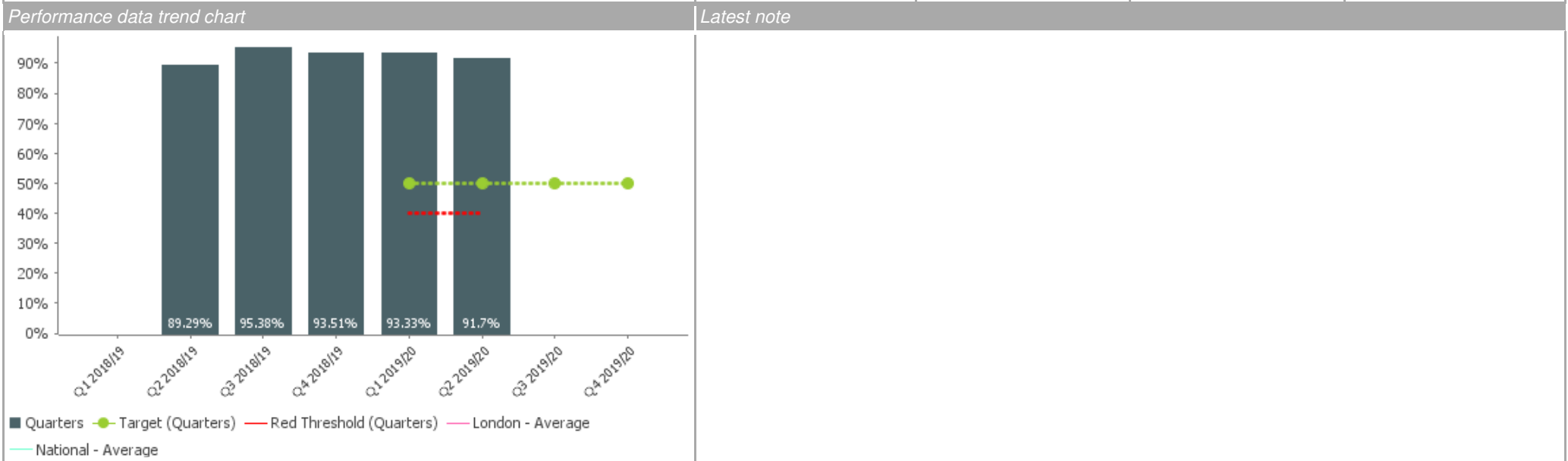


The latest outturn relates to the Annual Resident Survey published in Summer 2019. The next survey is due to take place in early 2020.

 **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	Q2 2019/20			
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Communications and Marketing	Strategic	50%	91.7%	 Green

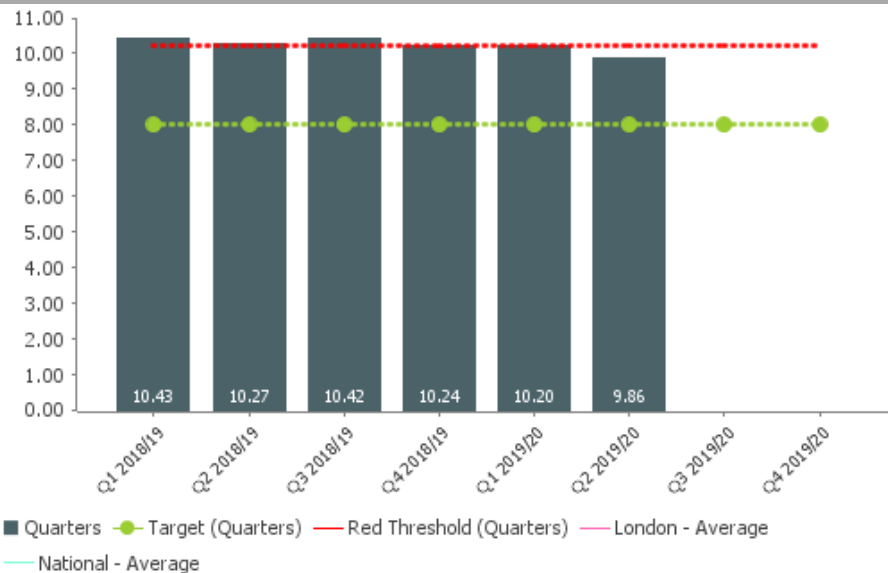


▲ Council sickness absence

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	Q2 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	9.86	▲ Amber

Performance data trend chart



Latest note

Why is performance off target?

Performance is now better than the minimum expectation of 10.24 days but continues to fall short of the target of 8.0 days. Sickness absence levels are calculated on a 12 months rolling basis and the calculation includes those who have left the organisation. Sickness levels are reducing but levels of absence from earlier in the current 12 months period mean that, overall, performance continues to fall short of the target. Performance improvements for this indicator will be gradual as a result. Sickness levels have reduced by 0.4 days when compared to Q2 2017/18.

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

Our Human Resources (HR) team are launching a new Sickness Absence Management software system called 'First Care'. We are planning on launching First Care in November and we hope it will improve productivity, streamline administrative processes and enhance the way we support our employees through sickness absence. We are undertaking an Improvement and Efficiency review of sickness absence. A scoping document has been completed and the full review will be taking place in December. This will help us identify where improvements can be made. Our Intelligence & Performance team will continue to monitor sickness absence data using our Organisational Health dashboard. This uses Power BI software to drill down into the data and analyse it intelligently to identify where improvements can be made.

When will it be back on track?

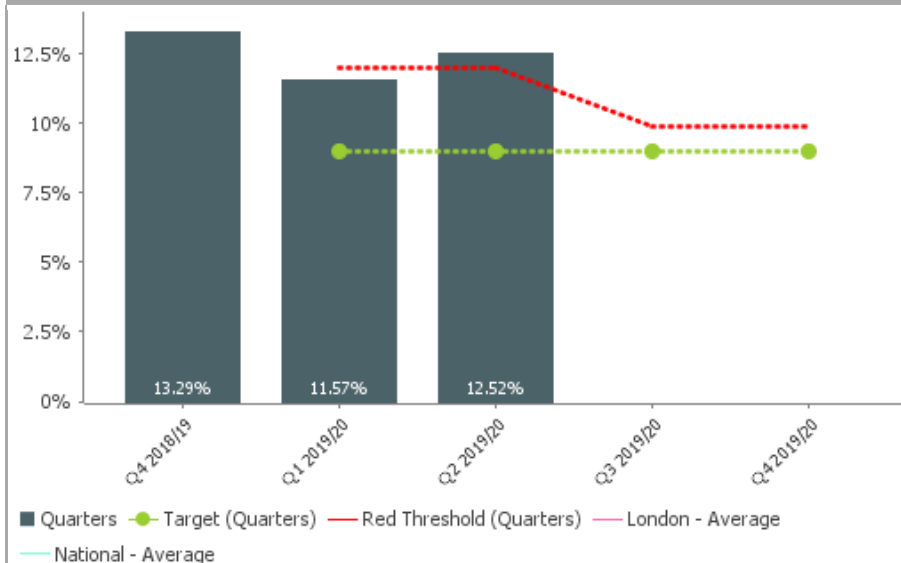
We will continuously monitor whether our actions outlined above have a positive impact on our sickness absence rates. We have already seen improvements and expect this to continue into the future. It is difficult to predict when this measure will be on track, however, in the last six months sickness absence rates have fallen from 10.24 to 9.86 and we will continue to find ways of reducing this further. It is likely to be a gradual change as reporting is calculated on a 12 month rolling basis.

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	Q2 2019/20	↓	↓	
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Human Resources	Strategic	9%	12.52%	Red

Performance data trend chart Latest note



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%. A number of things are likely to have had an impact on the staff turnover rate including team restructures and the uncertainty of Brexit.

The current labour market shows that for some of our core roles, staff are able to secure higher salaries in the outer London area. Historically labour competition has been inner London only.

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

A number of reviews are in place across the organisation and there is increased management of sickness and staff matters. Work to stabilise the workforce, create baseline establishments for the organisation in all areas and work to improve the recruitment experience are all contributing factors to reducing future turnover 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.


Strategic plan delivery


Strategic Plan activity		Note
Action 11.1	Deliver the Smarter Together Transformation Programme	<p>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 challenges this quarter we continue to see progress. Progress this quarter includes:</p> <ul style="list-style-type: none"> • Re-tendering for the secondary schools catering contract. • Several key customer journeys are now available online • Rolled out replacement multi-functional devices (printer / scanner / copier) across the whole estate.
Directorate	Lead Officer	
Resources Directorate	Teresa Heaney	
Portfolio Owners	Executive Mayor	

Strategic Plan activity		Note
Action 11.2	Deliver improvements to how we use our land and buildings	<p>In September we took a significant in improving how we use our land and buildings. On 20th September we officially broke ground for our new town hall in Whitechapel at the historic Royal London Hospital building. As part of the ground breaking ceremony, the Mayor buried a time capsule for future generations.</p> <p>We have now completed our initial review of the existing property portfolio to understand the property needs of our services in the future. As a result, we have identified around £400k of efficiency opportunities. Further activity will include, a second round of looking at our businesses, and reviewing our advertising spaces.</p> <p>The refurbishment works at our community hub at Granby Hall will be completed by the end of November and will be open in December. The refurbishment works at Raines House community hub are expected to be completed by the end of March and with an opening date scheduled for April.</p>
Directorate	Lead Officer	
Place Directorate	Alan Mccarthy	
Portfolio Owners	Cabinet Member for Resources and the Voluntary Sector	

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>	We are seeking to improve digital connectivity in the borough and have been investigating options for delivering superfast broadband and fibre networks in Tower Hamlets. Tower Hamlets Homes will be nominating potential pilot sites to conduct non-intrusive surveys. Finalisation of the wayleave agreements by fibre operators and the council will permit the rollout of fibre across the council's social housing stock. An independent review of the telephony service has been completed and presented to senior staff in IT and Customer Services. Next steps will be decided soon.
Resources Directorate	Adrian Gorst	
<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 have continued to develop our Organisation and Culture programme, which seeks to improve our organisational culture. Work over the last quarter has included the development of a revised staff awards scheme, targeted follow up with teams where engagement scores were low in the staff survey, and the design of 'temperature check' surveys which will be rolled out from November. A revised Personal Development Review (PDR), which seeks to enhance staff development, has also been implemented which includes a structured review of each member of staff's strengths and development needs in relation to the council's behaviours framework. Our Adult Social Care team has formally joined the Social Work Academy, which aims to inspire and develop the next generation of social workers in the UK. Collaboration with the Social Work Academy will ensure that we maximise joint learning and development opportunities.
<i>Directorate</i>	<i>Lead Officer</i>	
Resources Directorate	Amanda Harcus	
<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	We are now using Outcomes Based Budgeting for our budget setting process for 2020-23. This enables the allocation of funding to best support the achievement of our strategic priorities and outcomes.
<i>Directorate</i>	<i>Lead Officer</i>	
Resources Directorate	Kevin Bartle	

<i>Portfolio Owners</i>	Cabinet Member for Resources and the Voluntary Sector	
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<i>Strategic Plan activity</i>		<i>Note</i>
Action 11.6	Deliver a programme of service reviews to improve operational effectiveness	<p>We have produced an initial scoping document outlining how we will conduct our Improvement & Efficiency Review on Human Resources – Sickness Absence. We have decided to postpone the review until December as we are trialling a new Sickness Absence Management software system called ‘First Care’. The First Care pilot has been launched in September and we hope it will improve productivity, streamline administrative processes and enhance the way we support our employees through sickness absence. The postponed review will analyse the effectiveness of the First Care pilot.</p> <p>Our Improvement & Efficiency review on market services is currently in its scoping stage. The review will focus on improving branding, marketing, appeal and offer of selected markets. It is expected to be completed in the next quarter. We will begin our review on Street Care after the completion on the markets review. Our reviews on Community safety and Special Education Needs and Disability (SEND) services will begin in 2020.</p>
<i>Directorate</i>	<i>Lead Officer</i>	
Governance Directorate	Sharon Godman	
<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	<p>We have begun to develop our requirements specification for new business intelligence tools and I infrastructure with staff across the organisation. We will finalise this in the next quarter and assess different products to determine our future corporate business intelligence solution.</p> <p>As part of a bigger project to review all enabling functions in the council in line with our new target operating model, we have developed plans for a major exercise to understand how staff currently develop and supply business intelligence and data to services across the organisation.</p>
<i>Directorate</i>	<i>Lead Officer</i>	
Governance Directorate	Sharon Godman	
<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	We have now rolled out our outcome-based performance management arrangements for our Strategic Plan across the council. The delivery of our outcomes is overseen by delivery

	on better outcomes for residents	teams of officers from across the organisation, making sure we focus on what makes a difference to residents rather than our organisational structures. We are now using an outcome-based performance approach in the development and refresh of all strategies.
<i>Directorate</i>	<i>Lead Officer</i>	
Governance Directorate	Sharon Godman	
<i>Portfolio Owners</i>	Executive Mayor	