
Tower Hamlets Strategic Plan 2019-22

Working together with the community
for a fairer, cleaner and safer borough
Quarter 3 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 1 1 3 0 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 1 0 3 0 0

2019/2022 Outcome 3

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

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

2019/2022 Outcome 6

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

Actions 0 0 8 0
Pls 2 1 0 0 1

2019/2022 Outcome 7

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

Actions 0 0 8 0
Pls 0 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 0 3

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 1 0 2 0 1

2019/2022 Outcome 11

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

Actions 0 0 8 0
Pls 0 2 1 0 1

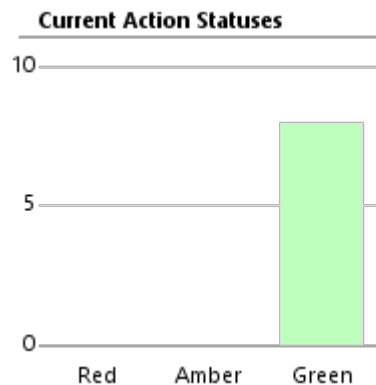
Outcome 1 People access a range of educational, training and employment opportunities.

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.

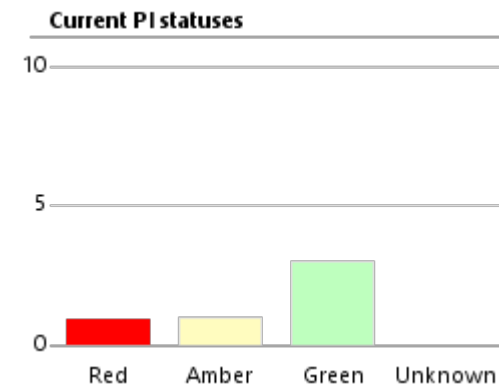
We want to help local residents to capitalise on the dynamic employment growth occurring around them. We want to encourage employers and education providers to work closely together in the design and delivery of education and skills training to reflect the needs of the job market. Higher education is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



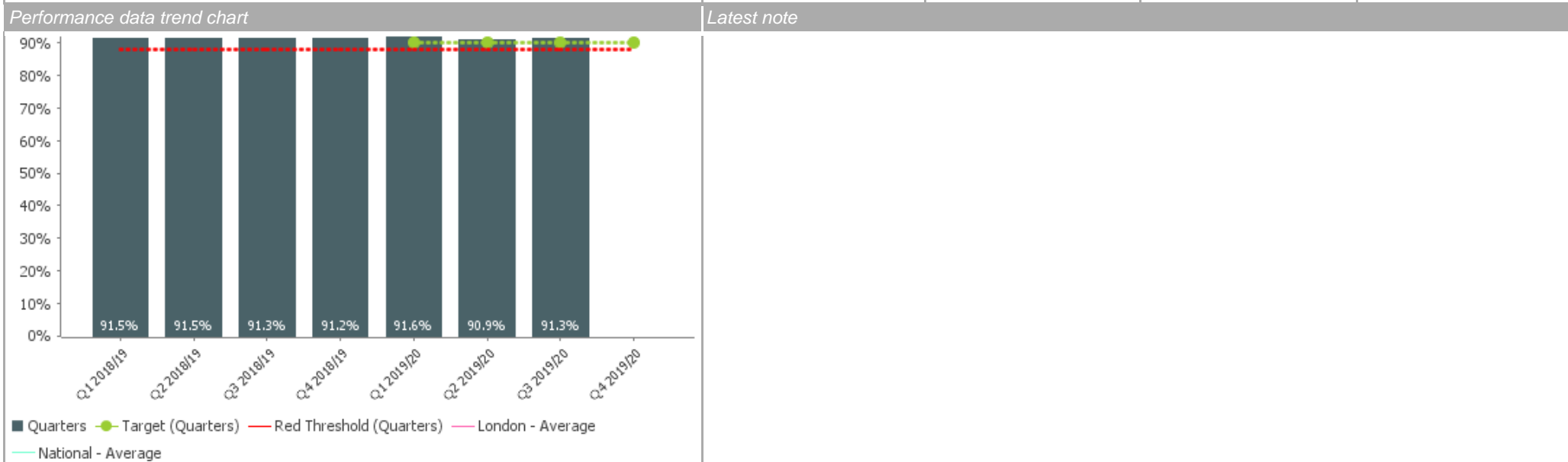
Strategic measure status chart



✓ % 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	October 2019		?	↓
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Education and Partnership	Strategic	90.2%	91.3%	✓ Green

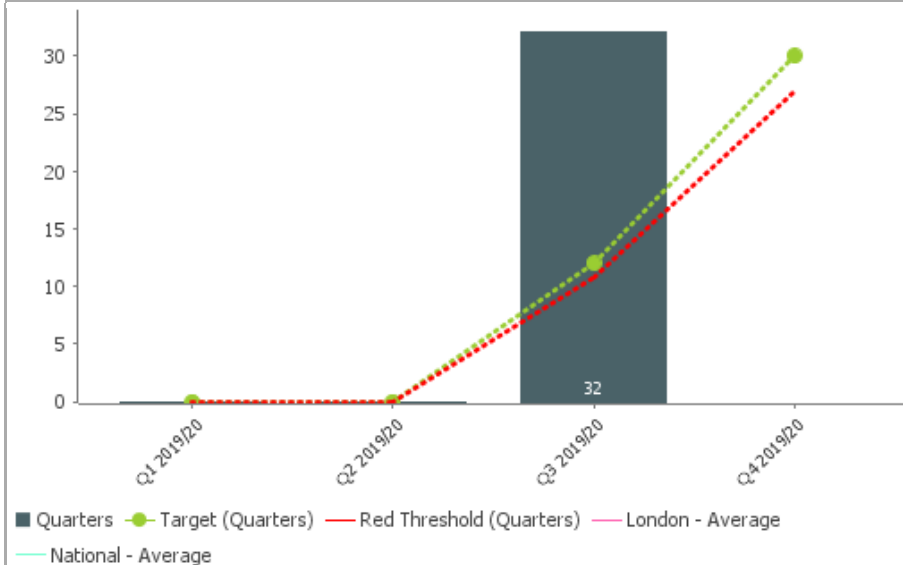


✔ New enterprises created with support from the Council's business development

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	Q3 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	12	32	✔ Green

Performance data trend chart



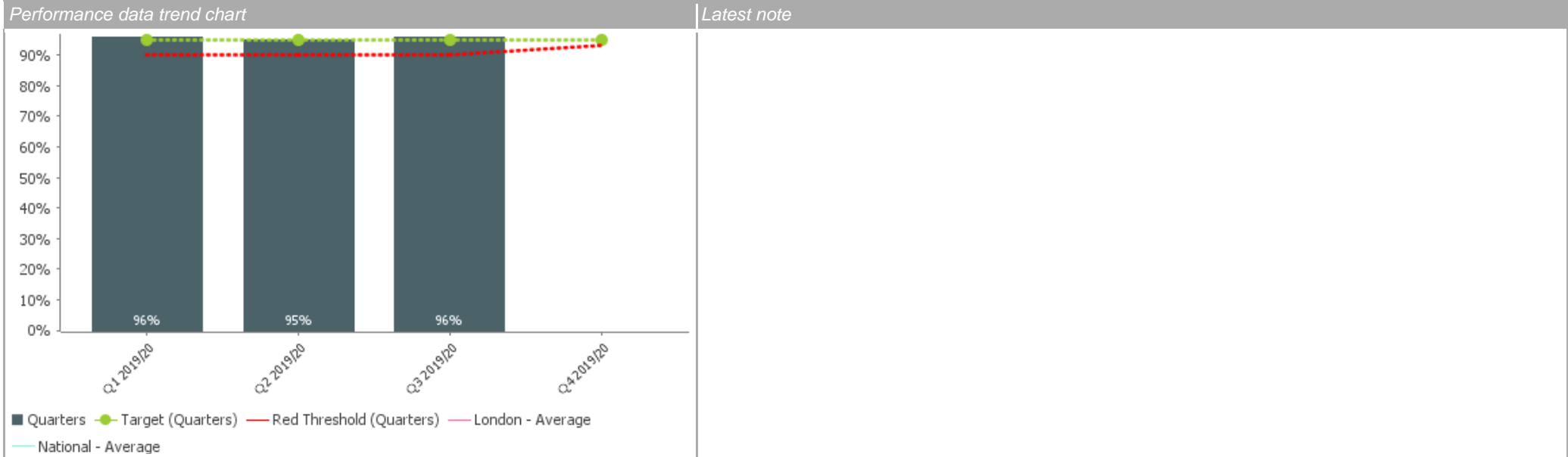
Latest note

32 businesses received business development support, enabling them to become enterprises, from across various Council services this quarter: 13 from the Business Start Up Building Legacies project (in partnership with East London Business Place); 15 from our Lady Lane Market project which provides support for female market traders; and 4 from the Start-ups in London Libraries (SiLL) project run at Idea Stores in partnership with the British Library and GLA.

✓ % 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	Q3 2019/20		↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Head of Corporate PMO	Strategic	95%	96%	✓ Green

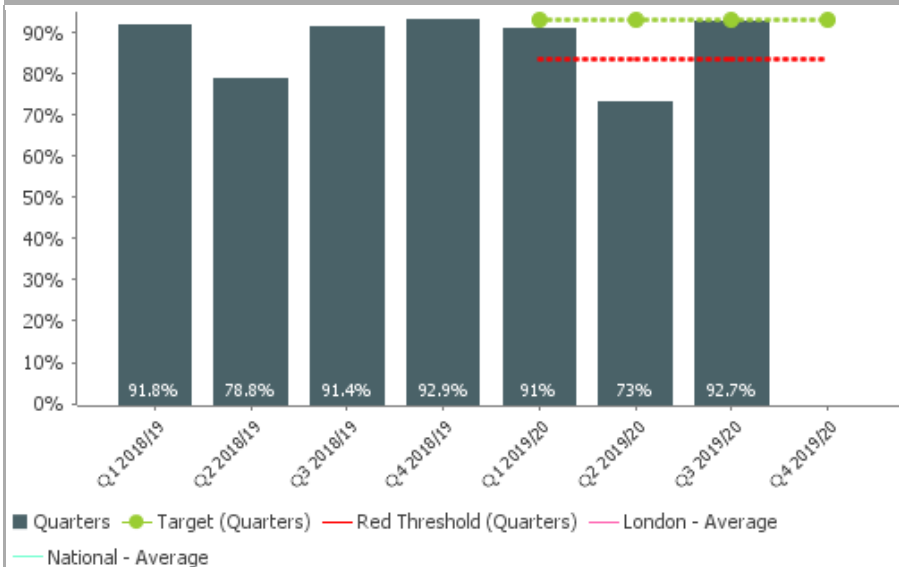


Percentage of 16-17 year olds in education, employment or training

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	Q3 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 Outcome	93%	92.7%	Amber

Performance data trend chart



Latest note

Why is performance off target?

Latest data relates to December 2019. In December, the cohort of young people in years 12 & 13 was 6,025. 5,585 young people are in education, employment or training (EET). Although this is under target, we are in a significantly better position than in the previous reporting period (73%), and we have missed our year-end target by just 0.3 percentage points.

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

In September we started tracking the destinations of all year 11 children for the annual Activity Survey. As part of this activity we are taking targeted action to support those who are not participating to support them back into education, employment or training. This quarter we provided 1,122 information, advice and guidance interventions through our Young WorkPath provision and provided individual interventions support to 626 young people.

When will performance be back on track?

We are continuing our work in tracking destinations through the activity survey. We expect to be on target for our annual NEET and EET outturns for 2019/20 (calculating the average of December, January and February outturns). This data will be available at the end of the financial year.

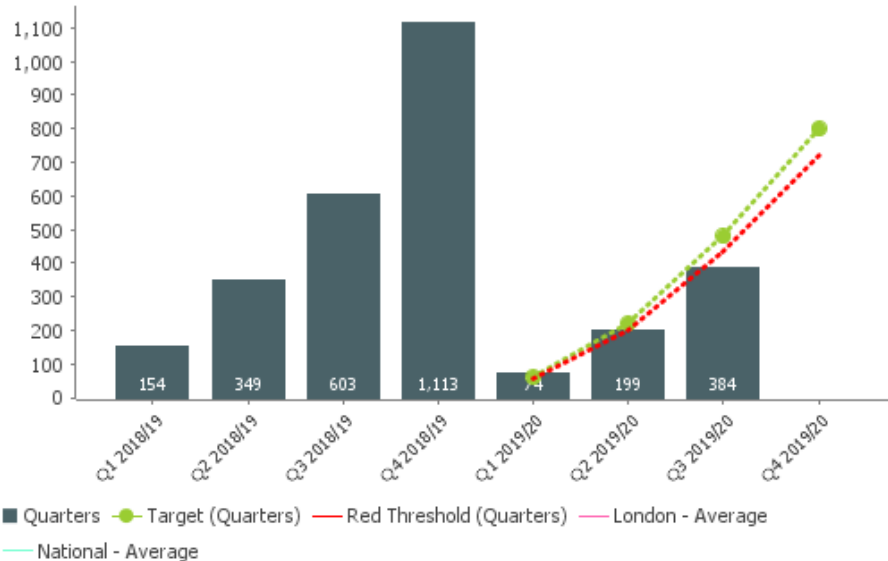
● Adults supported into sustainable employment by the WorkPath service

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

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Work and Economic Growth	Q3 2019/20		↓	↓
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Growth and Economic Development	Strategic	480	384	● Red

Performance data trend chart

Latest note



Why is performance off target?

The WorkPath service is working hard with HR to recruit to its Employer Engagement team following the service restructure that was formalised in July 2019. The EE team is responsible for producing 2/3rds of WorkPath service annual job outcomes but is operating with only 36% of its staff base.

Despite the staff shortages the service has achieved 95% of the cumulative threshold for Q3. Some job outcomes are still to be fully verified by employers but will be confirmed in Q4; because of this there may also be some adjustments to the sub categories, i.e. women, people with disabilities and deprived posts codes.




What actions will be taken and who is doing this?

The service has undertaken three external recruitment exercises since July to appoint to the Employment Engagement team. Two new members of staff started week commencing January 6th. Staff on maternity leave are returning on a phased basis, but the team will not be fully staffed until the end of March 2020. In the meantime managers are reviewing current case-loads to identify and prioritise sectors and employers with high volume recruitment potential.


Staff are volunteering to work out of hours to mitigate staff vacancies and absences, to ensure all registrations are processed and employment verifications are secured in a timely manner. We have modified our evidence criteria for employment to allow payslips to be accepted, whereas previously a signed letter from employers was required.


When will it be back on track?


Staff resources will not be up to 100% until the next financial year, but the above mitigations are already having a positive impact on outcomes numbers. Staff will work to achieve the full year target, but will also continue to assess the pro rata outputs.

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	<p>In October we successfully launched our new Learning and Achievement Strategy for 14-25 year olds with a broad range of stakeholders attending. We are working up plans with our partners to support young people to access training and job opportunities, for example, an annual 6th Form conference, an online mentoring programme, further Year 7+ careers advice, and developing work experience options for a broad range of target groups.</p> <p>This quarter we also have been piloting a number of work experience opportunities for young people. These include a three day graduate support programme with Queen Mary University, Nest and Gemcorp; a week-long work experience programme with Sompo International; a new supported employment programme for Through Care Young people.</p> <p>New partners including the English National Ballet and Tate Modern, and the London Legacy Development Corporation are working with us to offer a range of short and medium term work experience opportunities. This work will inform a programme to be more fully defined in the new year through our Growth & Economic Partnership Board.</p>
<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	
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)	<p>Our Basic & Key Skills Builder (BKSB) assessment system for adults has proved to be very popular with 278 people completing their assessment last quarter, an increase of 250% against previous quarters. Our WorkPath service continues to establish a comprehensive core training offer including ESOL / functional skills and ICT. We are in the process of procuring a new purchasing system which will allow us to commission training for residents which better suit their needs. In partnership with our Tackling Poverty team we have been embedding Better Off calculations into our registration and assessment process. This will help us to better understand the difference we are making to the lives of those we work with.</p>
<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	
Strategic Plan activity		Note
Action 1.3 	Develop a careers education programme for young people in years 7-9 (aged 11 to 14)	<p>We are consulting with private sector employers and education providers in the way that we provide careers support for schools. We are working with QMU, NCC, Nest Corp, Gemcorp, Bright Network, Brightside, Tate Modern, English National Ballet, Ada, Sompo</p>


<i>Directorate</i>	<i>Lead Officer</i>	International, and LLDC. This quarter we have been trialling a number of work experience placements with employers. We are now working up plans to deliver a new annual 6th Form careers' conference.
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	We offer a programme of continuous professional development to our staff in the WorkPath and Young WorkPath so that they are better able to support others. So far this year, we have offered a range of training including safeguarding and child protection; refresher training in core work such as CV preparation, employability, sharing good practice, and supporting young people with autism or Special Educational Needs (SEN). We are also offering staff the opportunity to become qualified with the Institute of Leadership and Management (ILM).
<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	Our Enterprise Team supports new entrepreneurs by organising business networking and by referring individual enquirers to appropriate sources of support on a one-to-one basis. We have developed new projects to support small and medium sized enterprises called Marketing Ready, Start Up Ready and Building Legacies which will commence when funding arrangements have been finalised.
<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 1.6 	Develop business networks and contacts with hiring managers	We have expanded our business networks and are now talking to various employers in the borough to secure work experience and apprenticeship opportunities. We have held various taster days at WorkPath for Through Care participants including with the English National Ballet who are offering four-month placements. Over the past quarter we have secured job opportunities for our residents in a number of prestigious businesses and organisations including the Met Police, Primark, Community Works for Health/Barts Health, and Health Care Horizons. Nine young residents have secured work experience opportunities at Sompso Insurance International. We are working with other businesses such as OfGem to offer a graduate work experience programme, taster days and other short work experience placements for
<i>Directorate</i>	<i>Lead Officer</i>	
Place Directorate	Vicky Clark	
<i>Portfolio Owners</i>	Cabinet Member for Work and Economic Growth	

	young people from the borough. The number of apprenticeship opportunities generated as part of the Mayor's commitment so far is 894 out of a 1,000 target.
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<i>Strategic Plan activity</i>		<i>Note</i>
Action 1.7 	Provide access to entry point learning which promote personal development	This quarter we have delivered 26 entry point learning opportunities across three courses. Our course evaluations have shown that our learners found the content engaging and that it challenges them to try new things. We will continue to seek new opportunities to provide entry point learning opportunities.
<i>Directorate</i>	<i>Lead Officer</i>	
Resources Directorate	Teresa Heaney	
<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 other organisations and stakeholders to gather and analyse labour market data from a range of research and policy centres. We are also currently involved in two research studies: a study being led by Uprising looking into unemployed and under-employed young people; and research commissioned through Central London Forward to develop an Outcome Based Agreement model for the Health & Social Care sector, which will influence future AEB (Adult Education Budget) and ACL (Adult Community Learning) commissioning by the Greater London Authority. Our staff in WorkPath and Young WorkPath have been attending events and meetings to improve their understanding of the London labour market so that they can help our customers more effectively. This included attending a Skills London event at Excel Centre in November where 200 employers, universities and training providers were exhibiting. We have also met with TfL on apprenticeship and job opportunities. A number of external organisations attended one of our partnership meetings which provided a useful update on the opportunities available to residents.
<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

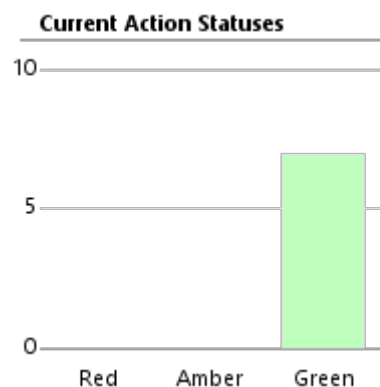
The formative years from 0 to 5 are absolutely critical to the future health and wellbeing of infants in Tower Hamlets. The integrated early years' service works with partners and stakeholders to address levels of provision and quality in early education and childcare. Similarly, health visitors play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

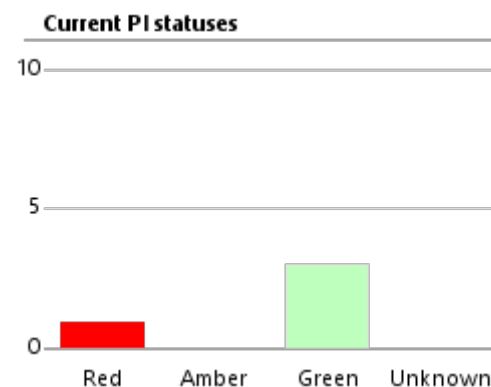
We want children and young people to be able to live in a safe environment, ensuring the best health and developmental outcomes.

Status summary for this strategic outcome

Strategic action status chart



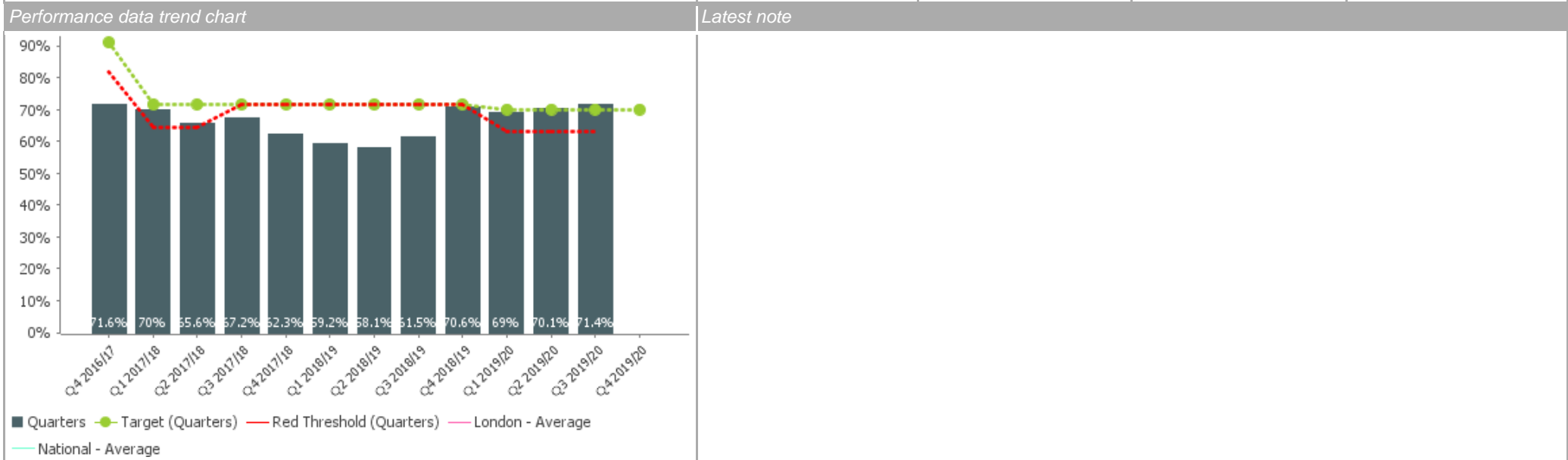
Strategic measure status chart



✔ 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.

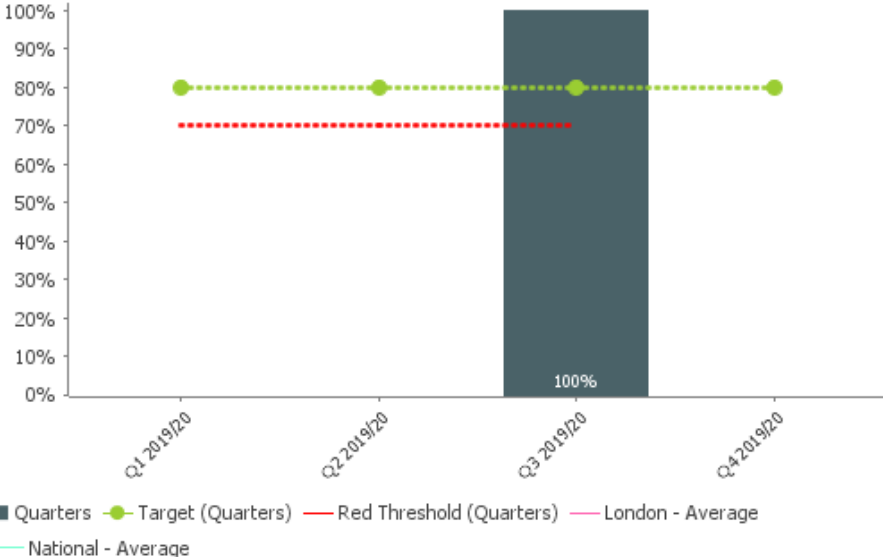
<i>Lead member</i>	<i>Last update</i>	<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Children, Schools and Young People	Q3 2019/20	↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>
Divisional Director, Children's Social Care	Strategic	70%	71.4%
			✔ Green



 **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.

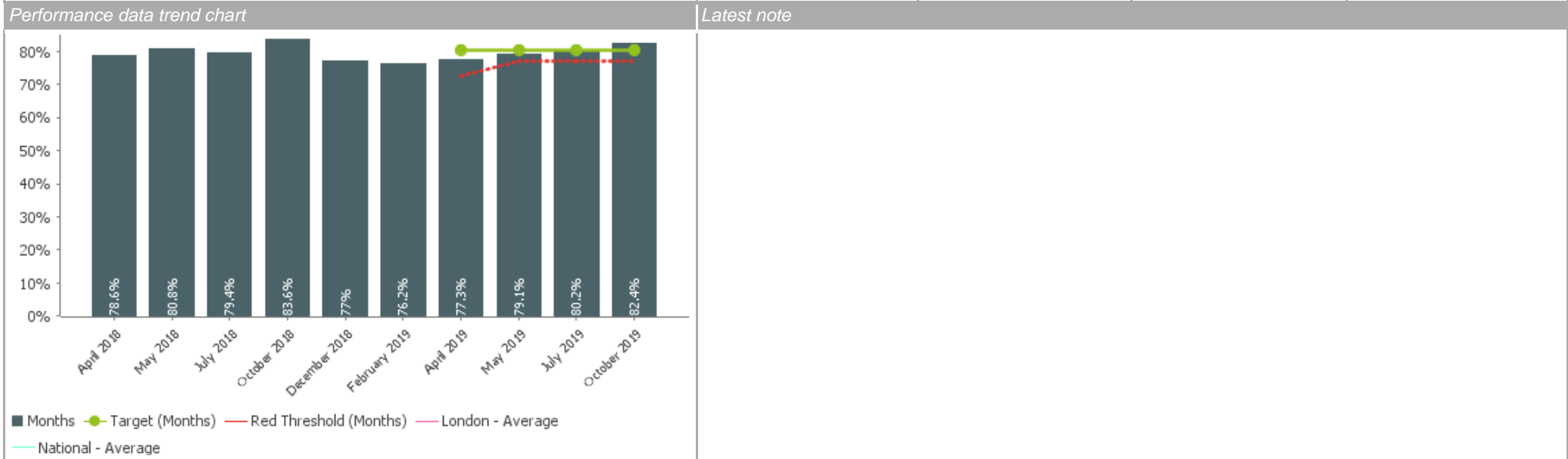
<i>Lead member</i>	<i>Last update</i>	<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>	
Cabinet Member for Children, Schools and Young People	Q3 2019/20			
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Youth and Commissioning	Strategic	80%	100%	 Green

<i>Performance data trend chart</i>	<i>Latest note</i>
	<p>Please note that there have been technical issues with the recording of the case closures of Early Help Assessments (EHAs) that underpin this measure. As a result, a number of EHAs are showing as incomplete in the system when they should be closed. Although performance is 100% for Q3 the data behind this (a total of 5 cases) does not reflect full performance.</p> <p>Work is continuing with all those services that complete EHAs to address the reporting issues for this measure.</p>

✓ 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	October 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%	82.4%	✓ Green

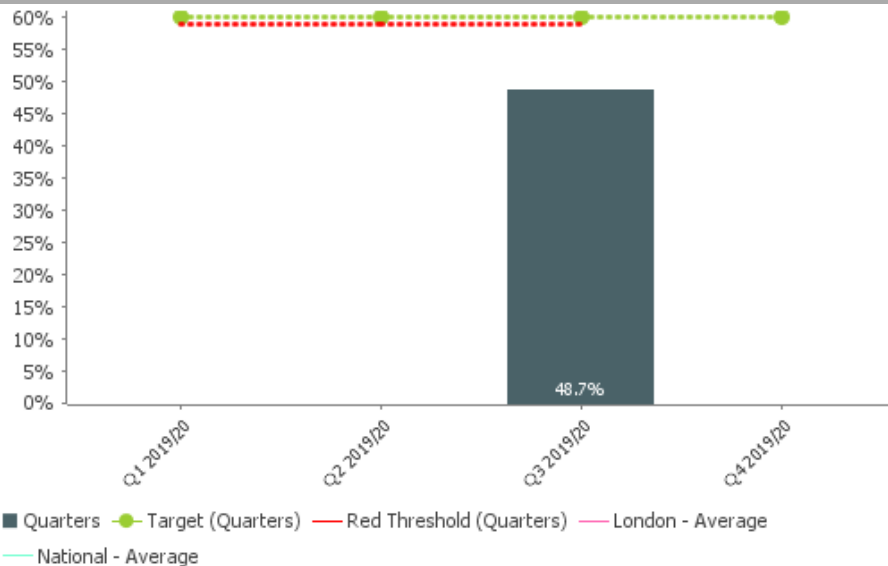


● Young people engaging with the youth service who achieve a recorded outcome

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	Q3 2019/20		▬	▬
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Youth and Commissioning	Strategic	60%	48.7%	● Red

Performance data trend chart



Latest note

Why is performance off target?

This measure is currently off target in part due to the Youth Service transitioning to a new recording system in the reporting year. The transition coupled with some internal staffing issues has resulted in recording gaps on the new system.

However we are currently overachieving against our target for the number of young people registered with the Youth Service (6,180 registrations compared to a target of 5,260) as a result of the work that has been undertaken by both commissioned and internal providers to deliver an outreach offer that engages more children and young people.


What actions will be taken and who is doing this?

The Youth Service has now created an action plan which is being reported to the Divisional Director. It is intended that this will resolve the in-house recording issues and result in improved performance reporting.


When will performance be back on track?


The performance for commissioned providers is on track. However, given where we are in the financial year it is unlikely that the internally run youth centres will be able to achieve their targets by the end of 2019/20. Notwithstanding this work is ongoing to ensure that all outstanding data is uploaded onto the system.


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.	<p>Our Social Work Academy (SWA) continues to embed and develop its brand and standing among practitioners within the borough, and beyond. The range of training available has developed and communication has honed and improved. The restorative practice ethos is developing strong roots in the organisation and significant cultural change is becoming apparent. Our training offer has stabilised and delivered training including, Neglect, Toxic Trio, Learning Circles and Interactive Sessions with senior managers. The offer to newly qualified social workers in their assessed and supported year of employment has tightened with a new and specific Induction Programme delivered. Senior managers took an active part in the induction and the SWA received very positive feedback. Q3 saw the design and delivery of the new bi-monthly SWA Newsletter which captures news, events, and relevant professional articles as well as promoting training dates. The next issue is due in February 2020.</p> <p>We have established a joint Learning & Development steering Group after separate preparation meetings were held with both Children's and Adult's Social Care staff. The preparation meetings captured the reflections of Social Work staff and will feed into the new steering group. This new sub-group meets in early January to develop and drive the joint agenda forward with a key focus on developing L&D Champions and building a learning culture. External partnerships are developing with active and ongoing work with 'What Works, Frontline' and a new Leadership Programme being developed with Interserve. The Leadership Programme should commence roll out in Q4 and Tower Hamlets will also take part in a Learning and Development research project in early 2020.</p> <p>We delivered a very successful conference examining emerging issues in around Violence against Women and Girls (VAWG) in early December. External facilitators led discussions and laid the foundation for further focus on the issues in 2020. A working party has been developed to implement further training and awareness which will meet again in February 2020.</p> <p>In December, the Social Work Academy hosted its 'Social Worker of the Year Awards' which successfully celebrated the work of some of our best practitioners and recognised the work of all. We were also pleased to see our colleague win the 'Practice Educator of</p>
<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	


the Year Award' at the National Social Worker Awards in London.


<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.	<p>The Exploitation Service continued to engage with partners and in the quarter took part in a number of awareness raising sessions with the NSCPCC as well as training for housing providers and monthly family group sessions on exploitation and the wider agenda. The team continued its work with particular focus on better understanding the wider picture of exploitation and how to prevent escalation of risk. A plan has been implemented to look at referrals for further oversight of lower risk cases in the prevention of escalation. A partnership plan is being developed that will include all relevant partners to ensure that priorities are clear. There is also a short term working group with partners in place to review serious youth violence and what can be offered to children and young people up to the ages of 25 whilst a new training programme for exploitation, serious youth violence and gang affiliation has been developed and will be launched in March 2020.</p> <p>In addition to the above, the Substance Misuse Service successfully completed the M_PACT (Moving Parents and children Together) programme with 11 families and 16 young people in the quarter, implementing care plans which encompassed continuity of support for the whole family, making referrals to other relevant services and connecting families to community resources. Positive feedback was received from the participating families of improvement in relationship with their children, and ability to comfortably talk about substance misuse and addiction in their families. The team also engaged further with partners in the delivery of hidden harm training to colleagues in the Eva Armsby social work team. The training will be offered throughout the year to all social care teams and is delivered by our Drug and Alcohol Action Team (DAAT) in partnership with Safe East (young people substance misuse and sexual health service), covering a range of topics including raising awareness on the impact of substance misuse on families and promoting what we offer locally.</p>
<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 2.3 	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.	Throughout Q3, we continued to develop a more consistent understanding of thresholds across services and agencies through the provision of joint training to key partners including Early Help. The training is designed to embed consistency in the application of our Children's Social Care threshold document and also to ensure that the pathways between Early Help and Children's Social Care services are fully understood. The work of the Early Help practitioner who is co-located within the Multi-Agency Safeguarding Hub team continues, and remains pivotal in ensuring those referrals which do not meet the threshold for Children's Social Care are picked up.
<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.	We have established the Tower Hamlets Safeguarding Children Partnership (THSCP) Executive group comprising of three senior lead representatives; the Corporate Director for Children's Social Care, Director of Equality at the CCG and the Borough Commander to ensure that the safeguarding system is working appropriately. During the quarter, the Independent Scrutineer has continued in his work with a particular focus on the 'voice of the child' and with future plans of meeting with services in exploring better effective mechanisms for hearing and feeding back the voice of the child. We will use task and finish groups to explore how we can work together across agencies to best address key issues; Domestic Violence and Abuse (DVA) has already been identified as a priority area for us to focus on. In December 2019, we held a DVA training summit with key partners in attendance and we have additionally ensured that regular DVA training is offered as part of our commitment to learning and development. The new Tower Hamlets Safeguarding Children Partnership is currently in the transitory period until March 2020, at which point the new arrangements will replace the Local Safeguarding Children's Board (LSCB) and further engagement with wider partners including Education and Health will be undertaken.
<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>
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Action 2.5 	Continue to offer Family Group Conferencing to families in need at the earliest stage.	We continued to offer family group conferencing (FGC) to families in Q3 and adapted the FGC model to meet the needs of the Early Help framework. This includes the offer of an FGC to families so that they can create their own family network plan to help them manage independently without professional involvement. We have strengthened our partnership with the Early Help service and partners through the delivery of training as part of the early help training programme. Additionally, there is a gradual increase in the number of referrals made to the FGC service with a total of 94 referrals received in the period; 48 for children in need, 34 for those subject of a child protection plan, two for children looked after and 10 for early help cases. We also continue to see an overall rise in the number of earlier referrals made before CP, often resulting in step downs or case closures, further illustrating that the message to refer to FGC for earlier resolution and family involvement is now embedded.
<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.	During Q3, the Children and Education scrutiny sub-committee undertook a “Deep Dive” into Special Educational Needs and Disabilities (SEND) which included attendance and contributions from a young person with SEND from the Youth Council, as well the Deputy Young Mayor for Health and Well-being. There has also been ongoing engagement and consultations with schools, pupils and parents around the Primary Place Review, and this will continue into Q4 and beyond. Our Parent & Family Support Service took part in a number of engagement activities in the quarter to further collate feedback from children, young people, families and the wider community. This included the Parent and Carer Council Meeting in November with consultation and feedback on the borough’s Community Cohesion plan, the Local Infrastructure Fund (LIF) consultation and a review of Air Quality resources produced by Public Health. In December 2019, a Home Educators Information event was delivered in partnership with the Parent and Family Support Service and Education Safeguarding Service. It included a workshop on mathematics inspiration delivered by colleagues from the Tower Hamlets Education Partnership as well as a workshop on “SEND issues and concerns” delivered by the Family Information and Advice and Support Team with an
<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	

awareness raising session on the Local Offer. The service also held monthly Somali Parents and Carers Network Meetings at various locations and the topics of discussion included support around employment and training, an effective communication strategy when dealing with professionals workshop and a presentation from the SEND Ambassadors. Additionally, the Annual Parent Survey was launched in November 2019, and feedback will be presented at the annual Parent Conference in March 2020.

<i>Strategic Plan activity</i>		<i>Note</i>
Action 2.7 	Provide varied high quality activities outside of school for children and young people.	<p>In Q3, the October holiday childcare scheme successfully took place at St Matthias Primary school with a number of places provided for children with Special Educational Needs and/or Disabilities and vulnerable children referred by Children’s Social Care and other partner agencies. The scheme included local trips for the early years main scheme and teen space to the Olympic Park, Victoria Park, Ragged School Museum and Spitalfields Farm. During the scheme an Ofsted inspection took place, achieving the rating of MET, the highest grade available in the new Ofsted grading framework for holiday clubs. We received positive reviews from parents/carers with 96% of those who fed back (28%) rating our activities as very good or good, 100% rating our staff as very good or good, and 98% saying they would use the scheme again.</p> <p>In addition, our Youth Service has seen positive work and progression during Q3 with partnerships aimed at increasing girls’ participation through high quality activities outside of school being developed and piloted by Columbia Youth Hub, with presentation of the Bronze Duke of Edinburgh Award for 15 young women. The service further developed a girls empowerment project during the summer holiday and delivered this successfully into Q3 which has led to approximately 20 young girls regularly attending the Limehouse Youth hub. Also there are a number of specific programmes aimed at girls being delivered at Spotlight – reaching out and widening our offer for girls outside of school and these include “Music She Makes”, a weekly project for female-identifying music, non-contact boxing sessions and Girls' Club every Friday.</p> <p>Currently, our Deputy Young Mayor’s portfolio focuses on promoting and increasing girls in sport, working with schools, youth hubs and other third sector groups. We have now</p>
<i>Directorate</i>	<i>Lead Officer</i>	
Children and Culture Directorate	Ronke Martins-Taylor; Judith St John	
<i>Portfolio Owners</i>	Cabinet Member for Children, Schools and Young People	

		<p>integrated the Young Leaders and Group Work Officer from our participation team into our universal hubs with the focus of working with frontline youth engagement workers and officers in coordinating and further developing our youth hub provision for girls. Finally, we have developed a framework for how we work with our younger female residents and an action plan is in place for delivering Young Women's Work, Leadership and Group work and youth forums across our various youth hubs.</p>
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Outcome 3 People access joined-up services when they need them and feel healthier and more independent

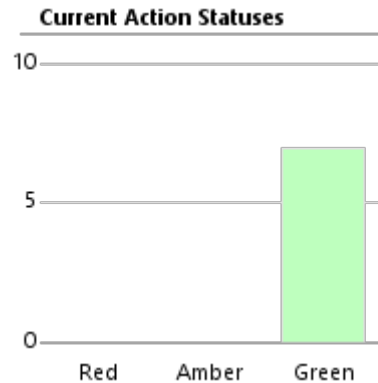
We are committed to improving the health and wellbeing of our local population and the quality of the care services they receive. At the heart of this is ensuring our services are person centred, coordinated and make a tangible and positive difference to people’s lives. We have a strong commitment to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

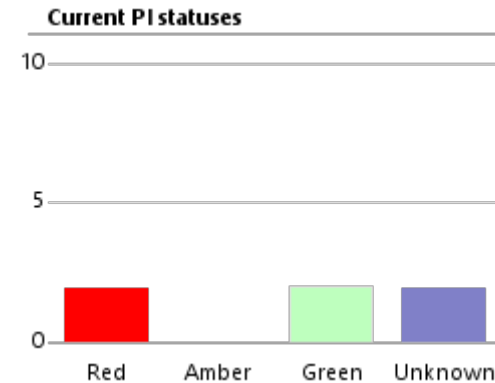
Through the Tower Hamlets Together partnership with the NHS, we aim to reduce the need for people to be treated in hospital, by supporting them to stay healthy and to access support earlier to prevent health problems. We also want to give people more control over their own health and wellbeing and manage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

Status summary for this strategic outcome

Strategic action status chart




Strategic measure status chart



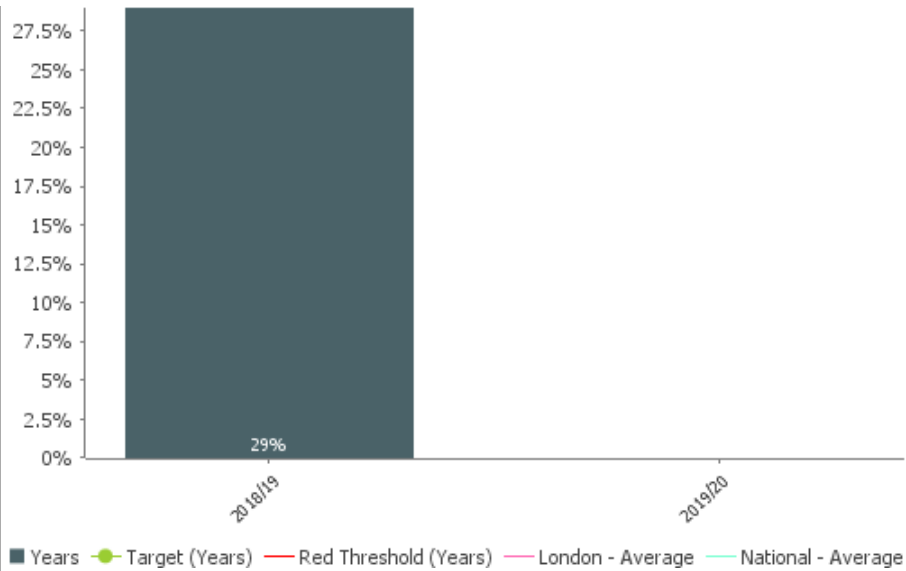
Residents' self-reported level of physical activity

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	RAG rating
Director of Public Health	Strategic		77%	Data Only

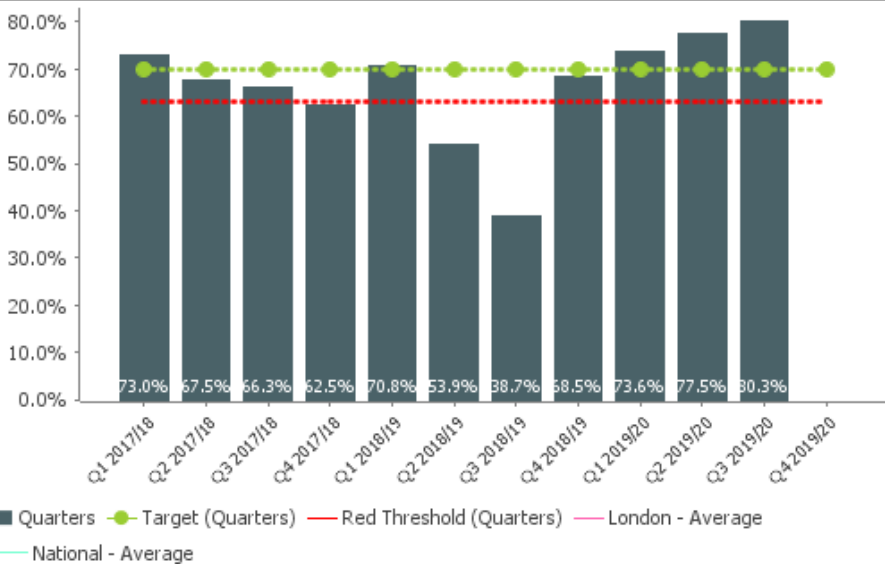
Performance data trend chart	Latest note
<p>70% 60% 50% 40% 30% 20% 10% 0%</p> <p>77%</p> <p>2018/19 2019/20</p> <p>■ Years ● Target (Years) — Red Threshold (Years) — London - Average — National - Average</p>	<p>This question was introduced in the 2018/19 residents' survey. Latest outturn relates to 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 or current service users who may have deteriorated following a fall or a spell of illness. Reablement 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	Q3 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%	80.3%	✔ Green

Performance data trend chart *Latest note*



Performance is showing an improvement in Q3. Moving forward we will be developing the service to ensure that we are able to sustain and further improve the delivery. We are currently working with our health partners to create an integrated service in 2020/21.

The following is a recent example of how a short term reablement service can help to bring positive and sustainable change to the lives of young adults with complex, long term needs and their carers.

M is a young adult living with Global Development Delay (GDD); an umbrella term for multiple impairments affecting physical, cognitive, communication and social aspects of a child's development. M has anxiety and double incontinence and lives with their mother who provides a high level of support and care. M was referred to reablement to increase their independence, significantly by enabling them to wash themselves and use the bath on their own. Prior to the service starting, M's mother had to run the water and bathe the young adult which was a time consuming process that was sometimes stressful for them both and put strains on their relationship. M had problems sequencing the tasks around getting ready for a bath and this compounded M's anxiety about forgetting what to do.

The Occupational Therapist used a technique called "social story" as a tool to support M to plan, organise and sequence bathing. Use of social stories helps to set out appropriate social interactions or provide prompts to enable a person to understand and carry out the steps to completing a specific task on their own. Social stories are useful as they are tailored to communicate at the right level for both service users and their carers. Working together with M, the Occupational Therapist created a pictorial bathing

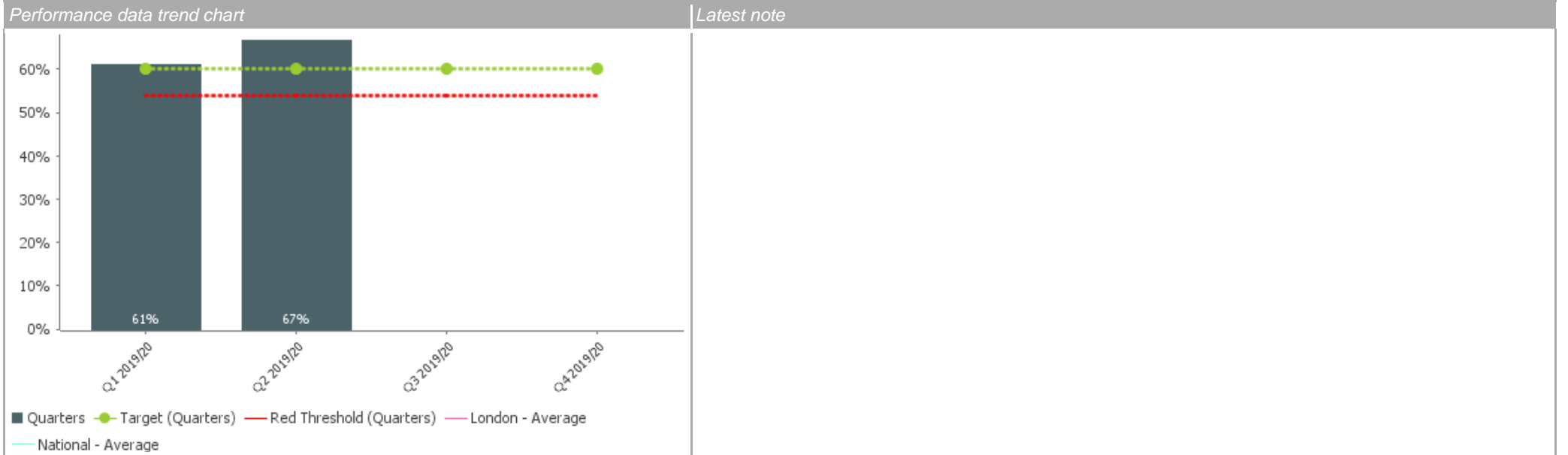
guide showing the sequence of tasks associated with bathing. This enabled M to gradually take on the tasks for various aspects of bathing and over the next few weeks, M's mother was able to withdraw her support.

At the end of the six week reablement service, M was able to use the bath independently. This improved both M's sense of independence and the relationship between M and their mother. From what began as an intensive and stressful process before reablement started, M's mother's role was just to run the bath water and occasionally check during bath times to see if M was OK. This reduced stress and improved wellbeing for both of them as well as increasing M's independence.

✔ 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



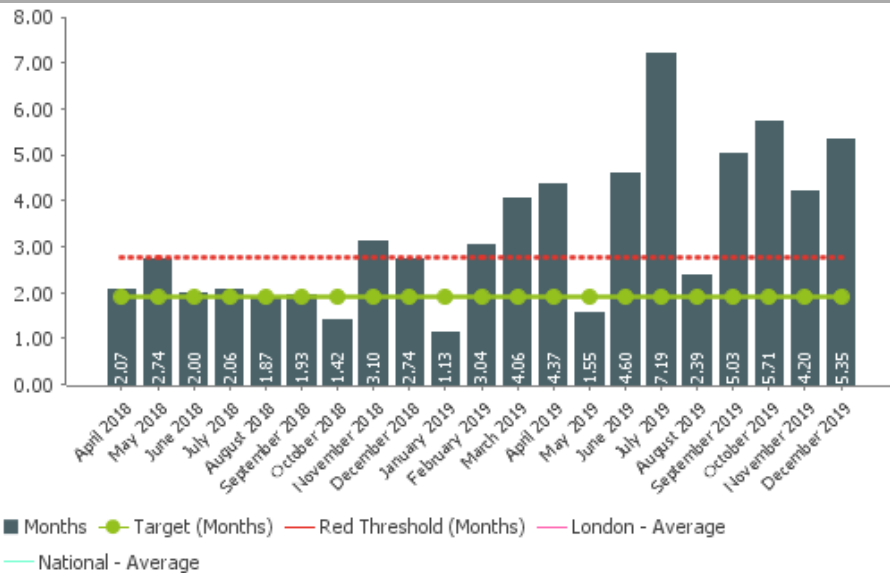
Delayed discharges from hospital attributable to Council social care services

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	Q3 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	5.10	Red

Performance data trend chart

Latest note



Why is performance off target?

In Q3 we have seen a larger percentage of delayed transfers of care for mental health cases. Along with finding placements for older people in borough, Tower Hamlets has very limited placement capacity. As a result finding appropriate placements for both mental health and older people clients has proven to be very challenging. The hospital based team has also had a high level of staff sickness.

What actions will be taken and who is doing this?

The impact of the above is evident in the performance for Q3. To manage this the escalation process has been implemented: there is a daily silver call with the Mental Health Team, the case allocation process in the hospital has been adjusted from ward base allocation to allocating the case based on social workers' capacity and staff sickness is being managed under our sickness procedure

When will it be back on track?

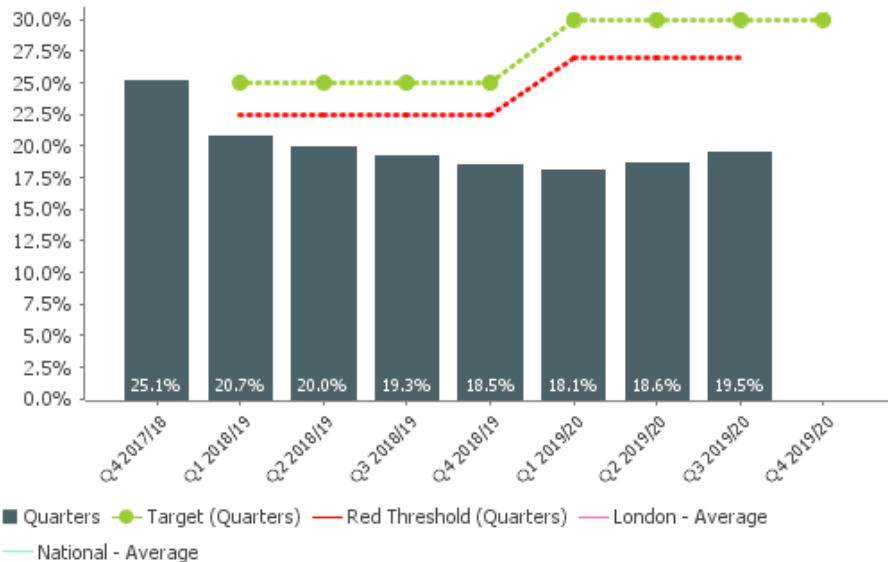
Staff will work to ensure the above mitigations have a positive impact to achieve the full year target.

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.

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Adults, Health and Wellbeing	Q3 2019/20		↑	↑
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Adults Social Care	Strategic	30.0%	19.5%	Red

Performance data trend chart



Latest note

Why is Performance off target?

19.5% of adult social care service users currently have Direct Payments in place which is an improving picture but substantially less than the target rate (30%). Throughout quarters 2 and 3 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 3 (December 2019), there are 560 active DP users; the highest number since March 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 previous year to galvanise our efforts.

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. As of mid-October Direct Payments are the default offer for new service users. We initially set up 20 new service users in order to test the readiness of our systems and then roll out. 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 were introduced in Quarter 3 and are being rolled out. 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 review 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?

We expect to see continued improvement in our performance to the end of Quarter 4 and we predict that we will fully achieve the target within 2020/21.

Who is responsible?

Adult Social Care

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	In Q3 we have seen an improvement in: a) over half of people with learning disabilities have had an annual health check; b) rolling out a Hospital Passport scheme with Tower Hamlets Together; c) introducing new screening tests with primary care service and working on improving screening rates for people with learning disabilities.
<i>Directorate</i>	<i>Lead Officer</i>	
Health, Adults and Communities Directorate	Somen Banerjee; Warwick Tomsett	
<i>Portfolio Owners</i>	Cabinet Member for Adults, Health and Wellbeing	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.

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.
<i>Directorate</i>	<i>Lead Officer</i>	
Health, Adults and Communities Directorate	Somen Banerjee; Warwick Tomsett	
<i>Portfolio Owners</i>	Cabinet Member for Adults, Health and Wellbeing	To strengthen community based care and support, we have: • extended a handy person contract and Elderly Support Contract for older Vietnamese and Chinese residents to 31 December 2020; • extended LinkAge Plus contract to 31 March 2022; • secured new sources of funding to allow for the continuation of lunch clubs catering for all dietary needs including BME groups. Our Community Safety Substance Misuse Service have refreshed the Substance Misuse Strategy. A prevention Substance Misuse Strategy Action Plan will be developed.


Strategic Plan activity


Note


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	Our new Integrated Information and Advice Service model and a commissioning approach was approved by Cabinet in December 2019. The redesigned service will provide joined up information and advice across health and social care services. Next steps include resident involvement in the procurement of the new service, and then having a new provider in place by the end of summer 2020. A Care Act Advocacy service will be procured separately.
<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 (THT) health and social care partnership has an ambition to provide local residents with seamless integrated services between NHS, council and partners.
<i>Directorate</i>	<i>Lead Officer</i>	In Q3 across THT we further developed our plans and priorities for integrated community based care (Out of Hospital). Steady progress continues to be made with the Mental Health Strategy. This was approved by the Health and Wellbeing Board on 19th November 2019 and we are now developing a delivery plan with our partners. The Autism Service provides an enhanced offer to residents with Autism Spectrum Disorder (ASD) through training, recruiting staff to tackle backlog and provide an accessible digital portal for people with ASD. Planning work is underway to raise local awareness for World Autism Awareness Day on 2nd April 2020. We have improved home based care and support services through regular monitoring visits to monitor quality of home care provider services. At an operational adult social care level, managers and practitioners continue to attend the
Health, Adults and Communities Directorate	Claudia Brown; Warwick Tomsett	
<i>Portfolio Owners</i>	Cabinet Member for Adults, Health and Wellbeing	

monthly Health and Wellbeing Committees and locality based network meetings to continue to work on a Circle of Care Co-ordination Project with the purpose of strengthening a seamless provision of services.

<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	We have trained and accredited 15 staff members as Trusted Assessors to help people understand and choose the right technology and equipment to support their health and social care needs. 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.
<i>Directorate</i>	<i>Lead Officer</i>	
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	In quarter 3, we supported 64 people with Learning Disability to access employment skills, 5 of which are now in employment. Currently, 119 people with Learning Disabilities are being supported on an employment support contract. 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. We now have a Quality & Practice Forum that guides the development of strengths based approaches in social work practice. The forum supports staff to think holistically about their intervention, supporting an 'around the person' approach which connects them to community and universal services. A positive outcome of the Forum is that it encourages staff to think differently about their intervention.
<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	

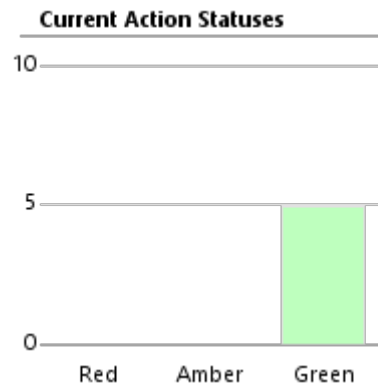
<i>Strategic Plan activity</i>		<i>Note</i>
Action 3.7 	Offer choice and personalised support to social care users, including the promotion of direct payments so that people have more control over the care they receive	<p>During quarter 3, we have made steady progress to delivering 4 interdependent work streams of the 'Supporting Independence' programme for adults with Learning Disability. These include: out of borough reviews, return to borough, negotiations and Shared lives. Of the 145 clients placed out of borough, 134 were identified for a progression model assessment. To date 75 have had a progression model assessment, and a further 29 received a Care Act Assessment. To date we have delivered the following:</p> <ul style="list-style-type: none"> • 5 people moved out residential care and into in borough supported living accommodation; • 4 people returned to the family home from out of borough placements. The Shared Lives project launched in April 2019 has helped carers with training day placements.
<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

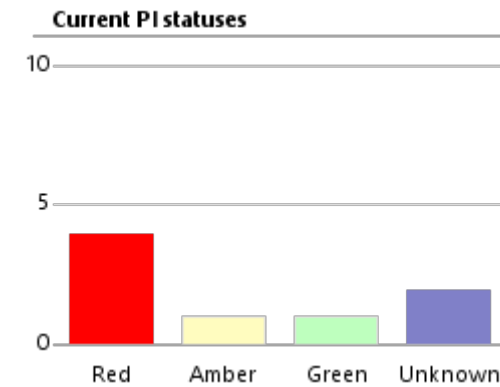
While we want people to have positive associations about life in Tower Hamlets, we cannot deny that Tower Hamlets is a borough of contradictions. Despite the economic opportunities in our borough, many in our community do not benefit from them. The borough is the tenth most deprived local authority in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




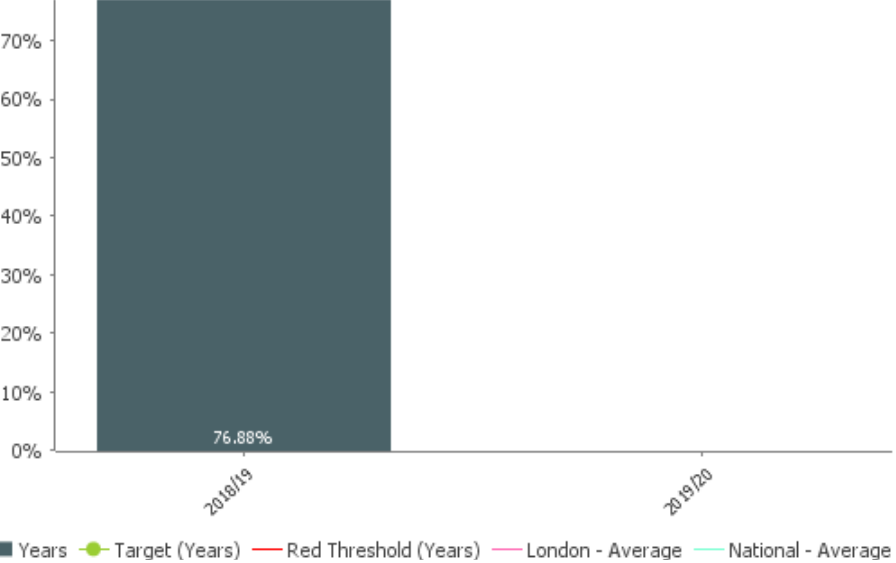
Strategic measure status chart



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

Performance data trend chart	Latest note
 <p>The chart displays the percentage of respondents reporting their health as 'very good' or 'good' for BAME residents. The y-axis ranges from 0% to 70%. The x-axis shows two financial years: 2018/19 and 2019/20. A bar for 2018/19 is shown at 76.88%. The 2019/20 bar is not visible, indicating no data is available for that year. The legend includes: Years (dark blue bar), Target (Years) (green dot), Red Threshold (Years) (red line), London - Average (pink line), and National - Average (light blue line).</p>	<p>The latest outturn relates to the Annual Resident Survey published in Summer 2019. The next survey is due to take place in early 2020.</p>



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

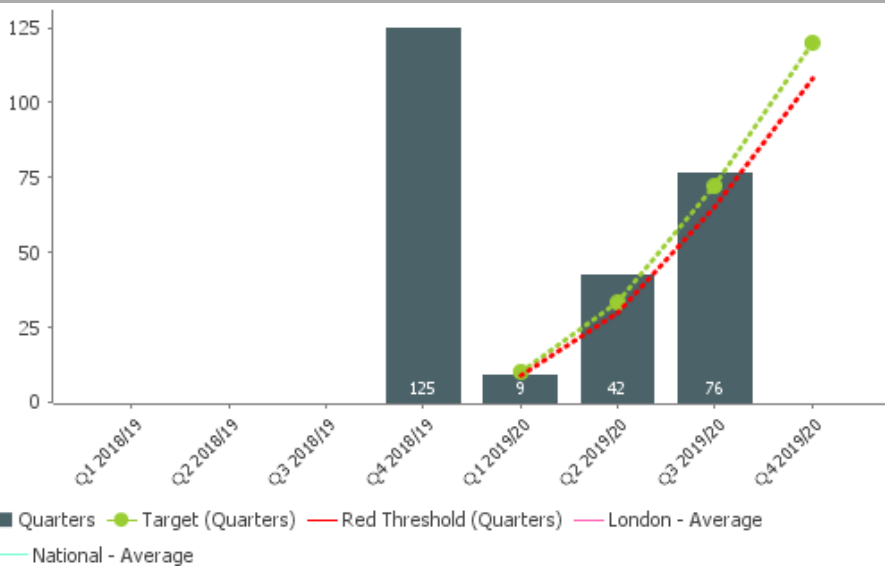
Performance data trend chart	Latest note
<p>The chart displays the percentage of residents reporting 'very good' or 'good' health. For the 2018/19 period, the actual value is 68.35%. The 2019/20 period has no data shown. The chart also includes a legend for Target (Years), Red Threshold (Years), London - Average, and National - Average, though no specific values are plotted for these series.</p>	<p>The latest outturn relates to the Annual Resident Survey published in Summer 2019. The next survey is due to take place in early 2020.</p>

✔ 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.

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Work and Economic Growth	Q3 2019/20		?	?
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Growth and Economic Development	Strategic	72	76	✔ Green

Performance data trend chart Latest note



32 residents with a disability were supported into employment by the WorkPath in this quarter bringing the total for the year to 76 residents.

Why is performance off target?

The WorkPath service is working hard with HR to recruit to its Employer Engagement (EE) team following the service restructure that was formalised in July 2019. The EE team is responsible for producing 2/3rds of WorkPath service annual job outcomes but is operating with only 36% of its staff base.

Despite the staff shortages the service has achieved 95% of the cumulative threshold for Q3. Some job outcomes are still to be fully verified by employers but will be confirmed in Q4; because of this there may also be some adjustments to the sub categories, i.e. women, people with disabilities and deprived postcodes.

What actions will be taken and who is doing this?

The service has undertaken three external recruitment exercises since July to appoint to the Employment Engagement team. Two new members of staff started week commencing January 6th. Staff on maternity leave are returning on a phased basis, but the team will not be fully staffed until the end of March 2020. In the meantime managers are reviewing current caseloads to identify and prioritise sectors and employers with high volume recruitment potential.

Staff are volunteering to work out of hours to mitigate staff vacancies and absences, to ensure all registrations are processed and employment verifications are secured in a timely manner. We have modified our evidence criteria for employment to allow payslips to be accepted, whereas previously a signed letter from employers was required.

When will it be back on track?

Staff resources will not be up to 100% until the next financial year, but the above mitigations are already having a positive impact on outcomes numbers. Staff will work to achieve the full year target, but will also continue to assess the pro rata outputs.

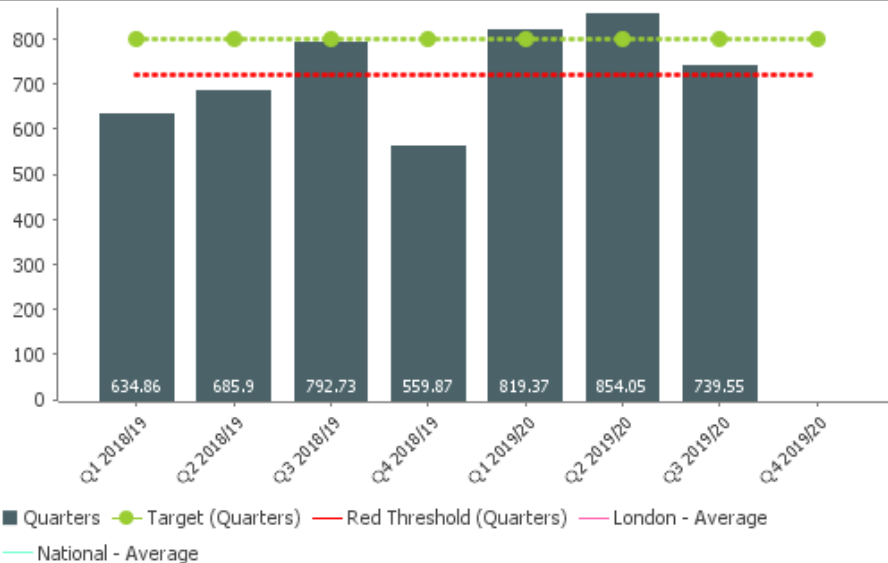
▲ Residents who are better off financially after receiving advice on maximising their household income

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

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Deputy Mayor for Planning, Air Quality and Tackling Poverty	Q3 2019/20		↓	↓
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Growth and Economic Development	Strategic	800	739.55	▲ Amber

Performance data trend chart

Latest note



Why is performance off target?

This indicator measures the average annual increase in benefits achieved for residents who were supported to maximise their income on benefits (including backdated appeals and new benefits).

Between October and December 2019 a total of 4,904 clients were assisted through MSG-funded social welfare advice services. The total amount of income is £3,626,750. This includes the amount backdated and the amount going forward for 12 months. The total gain of £3,626,750 equates to an average of £739.55 per client. Gains recorded by the Citizens Advice Bureau range from £21.00 to £18,876.

This is a demand-led service and therefore target represents the average achieved for residents over the past four years. However it should be noted that changes to welfare eligibility could reduce the amounts achieved. During the October to December 2019 period the service is delivered through Advice Tower Hamlets a consortium made up of 13 partner organisations led by Citizens Advice Bureau. The change from several funded organisations through Mainstream Grants to the consortium delivery model funded through Local Community Fund has had an impact on data collection as the partners get used to a new way of managing and reporting their activity to the lead organisation.

What actions will be taken and who is doing this?

Citizens Advice Bureau as the lead meet with partner organisations with a formal meeting of the consortium due to take place before March 2020. Measures to ensure all partners are able to provide data in a timely manner will be discussed.

When will performance be back on track?

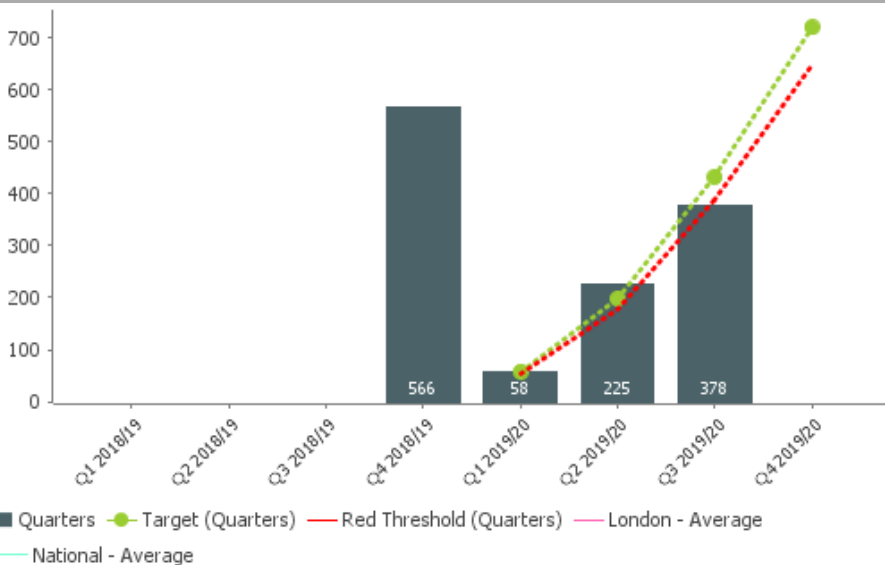
Citizens Advice Bureau will work with partners to ensure timely and accurate data is collected and collated. However, the service is demand led so there can be fluctuations in the actual achieved against estimates in some periods; this does not mean the service is failing to meet the needs of the clients and there is still positive impacts for Tower Hamlets residents within the period.

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	Q3 2019/20		?	?
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Growth and Economic Development	Strategic	432	378	Red

Performance data trend chart	Latest note
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153 residents who come from deprived postcode areas were supported into employment by the WorkPath this quarter bringing the total for the year to 378.

Why is performance off target?

The WorkPath service is working hard with HR to recruit to its Employer Engagement (EE) team following the service restructure that was formalised in July 2019. The EE team is responsible for producing 2/3rds of WorkPath service annual job outcomes but is operating with only 36% of its staff base.

Despite the staff shortages the service has achieved 95% of the cumulative threshold for Q3. Some job outcomes are still to be fully verified by employers but will be confirmed in Q4; because of this there may also be some adjustments to the sub categories, i.e. women, people with disabilities and deprived postcodes.

What actions will be taken and who is doing this?

The service has undertaken three external recruitment exercises since July to appoint to the Employment Engagement team. Two new members of staff started week commencing January 6th. Staff on maternity leave are returning on a phased basis, but the team will not be fully staffed until the end of March 2020. In the meantime managers are reviewing current caseloads to identify and prioritise sectors and employers with high volume recruitment potential.

Staff are volunteering to work out of hours to mitigate staff vacancies and absences, to ensure all registrations are processed and employment verifications are secured in a timely manner. We have modified our evidence criteria for employment to allow payslips to be accepted, whereas previously a signed letter from employers was

required.

When will it be back on track?

Staff resources will not be up to 100% until the next financial year, but the above mitigations are already having a positive impact on outcomes numbers. Staff will work to achieve the full year target, but will also continue to assess the pro rata outputs.

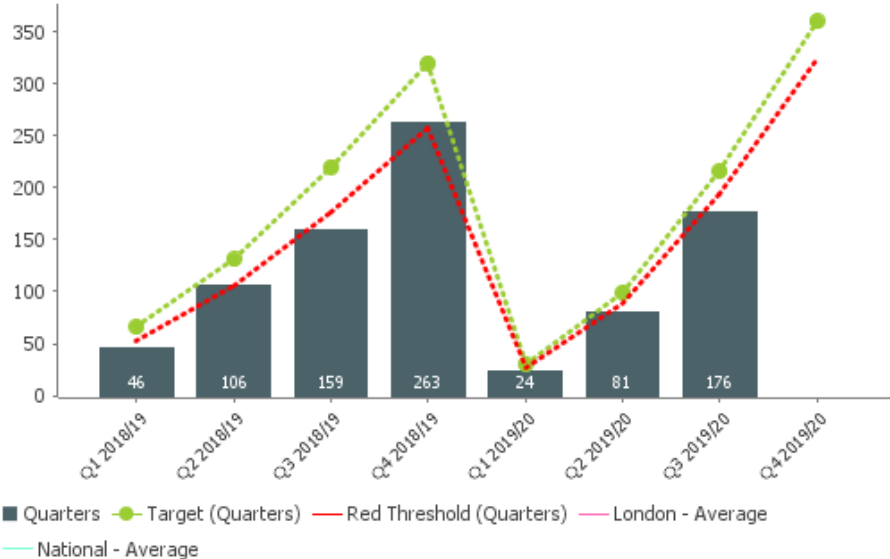
Number of women supported into work by the WorkPath service

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

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Work and Economic Growth	Q3 2019/20		↑	↑
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Growth and Economic Development	Strategic	216	176	Red

Performance data trend chart

Latest note



95 Women were supported into employment by the WorkPath this quarter bringing the total for the year to 176.

Why is performance off target?

The WorkPath service is working hard with HR to recruit to its Employer Engagement (EE) team following the service restructure that was formalised in July 2019. The EE team is responsible for producing 2/3rds of WorkPath service annual job outcomes but is operating with only 36% of its staff base.

Despite the staff shortages the service has achieved 95% of the cumulative threshold for Q3. Some job outcomes are still to be fully verified by employers but will be confirmed in Q4; because of this there may also be some adjustments to the sub categories, i.e. women, people with disabilities and deprived postcodes.

What actions will be taken and who is doing this?

The service has undertaken three external recruitment exercises since July to appoint to the Employment Engagement team. Two new members of staff started week commencing January 6th. Staff on maternity leave are returning on a phased basis, but the team will not be fully staffed until the end of March 2020. In the meantime managers are reviewing current caseloads to identify and prioritise sectors and employers with high volume recruitment potential.

Staff are volunteering to work out of hours to mitigate staff vacancies and absences, to ensure all registrations are processed and employment verifications are secured in a timely manner. We have modified our evidence criteria for employment to allow payslips to be accepted, whereas previously a signed letter from employers was required.

When will it be back on track?

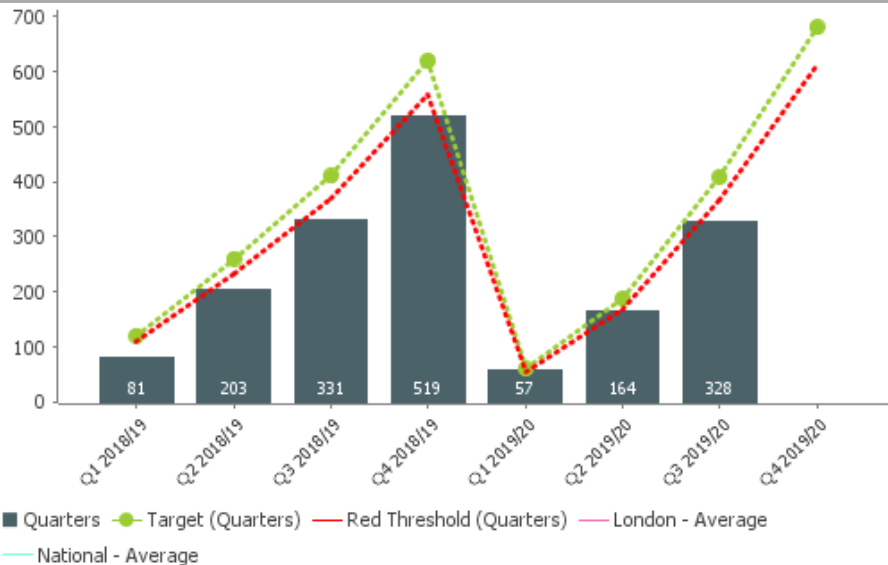
Staff resources will not be up to 100% until the next financial year, but the above mitigations are already having a positive impact on outcomes numbers. Staff will work to achieve the full year target, but will also continue to assess the pro rata outputs.

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.

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Work and Economic Growth	Q3 2019/20		↑	↑
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Growth and Economic Development	Strategic	408	328	Red

Performance data trend chart



Latest note

164 BAME residents supported into employment by the WorkPath this quarter bringing the total to 328.

Why is performance off target?

The WorkPath service is working hard with HR to recruit to its Employer Engagement (EE) team following the service restructure that was formalised in July 2019. The EE team is responsible for producing 2/3rds of WorkPath service annual job outcomes but is operating with only 36% of its staff base.

Despite the staff shortages the service has achieved 95% of the cumulative threshold for Q3. Some job outcomes are still to be fully verified by employers but will be confirmed in Q4; because of this there may also be some adjustments to the sub categories, i.e. women, people with disabilities and deprived postcodes.

What actions will be taken and who is doing this?

The service has undertaken three external recruitment exercises since July to appoint to the Employment Engagement team. Two new members of staff started week commencing January 6th. Staff on maternity leave are returning on a phased basis, but the team will not be fully staffed until the end of March 2020. In the meantime managers are reviewing current caseloads to identify and prioritise sectors and employers with high volume recruitment potential.

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required.

When will it be back on track?

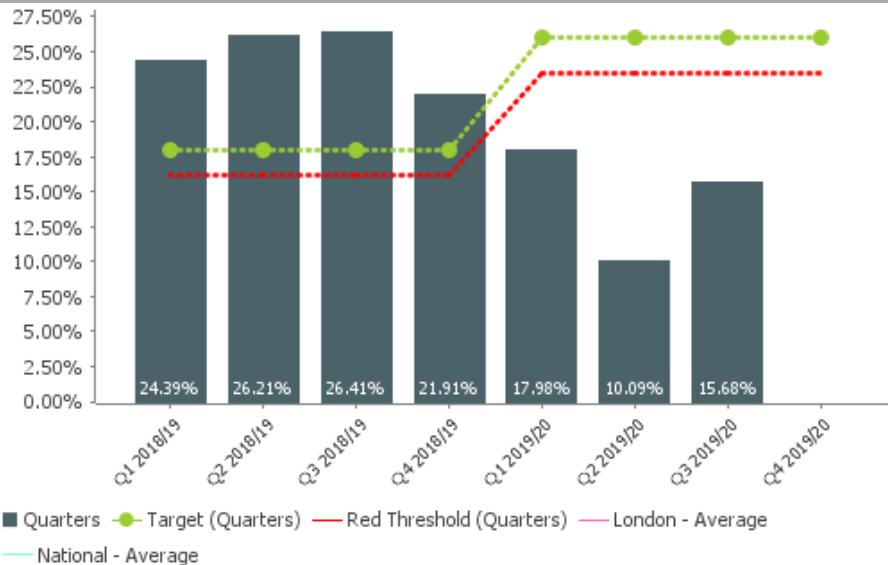
Staff resources will not be up to 100% until the next financial year, but the above mitigations are already having a positive impact on outcomes numbers. Staff will work to achieve the full year target, but will also continue to assess the pro rata outputs.

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)	Q3 2019/20	↑	↓
Lead officer	Type	Target	Actual
Divisional Director, Housing	Strategic	26.00%	15.68%
			RAG rating
			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 the prevention outcome is still being worked on and has not yet been achieved and the statutory measures have not been completed.

What actions will be taken and who will take them?


We have appointed temporary staff to clear the backlog of 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 some additional cases that have been prevented either through supported housing pathways or Housing Advice (privately rented accommodation sustainment), but these have not yet been officially closed off on H-CLIC as the legal statutory


paperwork has not been completed and so they do not count in this reporting period. Performance has improved since the last reporting period. We are expecting performance to increase next quarter.


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 = 912 • Number of matters dealt with = 2,215 • Total number of successful Discretionary Housing Payment applications = 25 • Total amount awarded from Discretionary Housing fund = £45,692.97 • Total number of Universal Credit applications made = 112 • Total amount of projected annual Universal Credit awarded where known as a result of the team's assistance = £1,202,892.96 • Total number of applications for a Crisis and Support = 17 <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>The nationwide annual street sleeper count took place on 28th November 2019 and the number of rough sleepers was 16. This is higher than last year (10) but still remains low compared to other boroughs and to the proportional increase in the number of individuals rough sleeping in Tower Hamlets over the year. This is in large part due to our accommodation pathway for verified rough sleepers. Housing options prioritise hostel placements for rough sleepers with a local connection.</p> <p>We recently received funding from MHCLG's Suspension of Derogation and Cold Weather Fund 2019 which has allowed our commissioned outreach services to bring EEA national clients off the streets and into accommodation on a time limited basis while pre/settled status is pursued. In partnership with the City of London and MHCLG we co-produced a Rough Sleeping Initiative 2020/21 bid which will enable us to fund a scaled back version of the No First Night Out homelessness prevention project.</p>
Directorate	Lead Officer	
Place Directorate	Karen Swift	
Portfolio Owners	Deputy Mayor for Housing (Statutory Deputy Mayor)	

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<i>Strategic Plan activity</i>		<i>Note</i>
Action 4.3 	Work with partners to deliver initiatives to tackle poverty	<p>We have undertaken poverty proofing audits at four schools, with three more due to take place in the new year. We provided free food and activities for children over Christmas at leisure centres, while we continue to encourage residents to claim the benefits they are entitled to; campaigns have been delivered on Pension Credit and Winter Warmth.</p> <p>We have set up a Co-ordinated Crisis Support project and established a steering group. Our Resident Support Scheme is continuing to provide grants to vulnerable residents in crisis, with £168,027 awarded in October and November (December statistics not yet released). The council tax additional support project delivered by the Citizen's Advice Bureau moved to delivery phase in December 2019, the first cohort of 10 residents engaged with the service before Christmas.</p> <p>We have commissioned We Are Digital to provide free online training / digital skills for people with no or limited Digital skills. This project will be delivered in partnership with Tower Hamlets Homes. Over Christmas we undertook a food and gift drive to support local foodbanks and refuges. This was a hugely successful initiative with many boxes of goods being collected and distributed via our partners.</p> <p>We have been selected by the Local Government Association as one of the participants for its Reshaping Financial Support Learning Programme. This will allow us to look at alternative delivery models for residents support grants whilst receiving consultancy support and engaging in action learning sets with the other programme participants.</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 commissioned new welfare advice services through our new Local Community Fund grants programme. New services started in October and we will monitor sessions held to look at where any redesign is necessary. This includes the providers having made a commitment to speak to service users about how services should be delivered.</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	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. As a result of this work the latest Government data for November 2019 shows an increase in the take up of places for the most disadvantaged two year olds to 59%. Children's Centres continue to work closely with the Early Help Service to identify inclusion needs in relation to SEND and family support in under 5s. The success of this approach was demonstrated in the Local Pilot and this is now being rolled out across the borough.
<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.

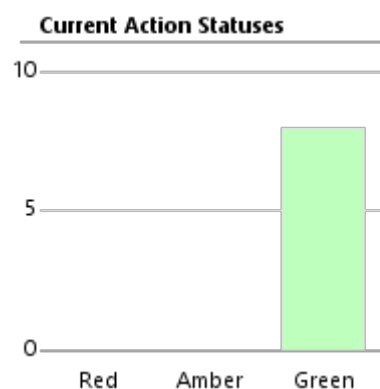
We want the borough to be a clean and attractive place but litter, fly tipping and graffiti on our streets has a detrimental impact on life for residents and visitors. We will tackle these through more efficient and effective services, backed up with investment and enforcement when necessary.

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.

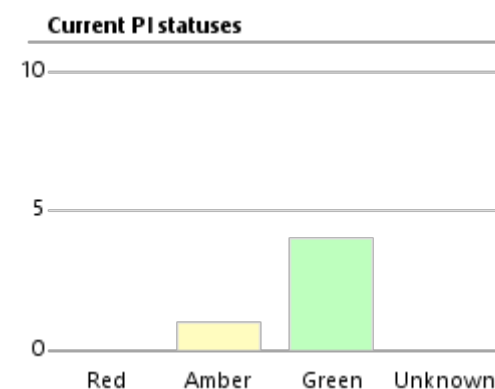
We are committed to protecting and maintaining our parks and open spaces and the council will continue to invest in the public realm to create attractive, liveable, well-maintained neighbourhoods.

Status summary for this strategic outcome

Strategic action status chart



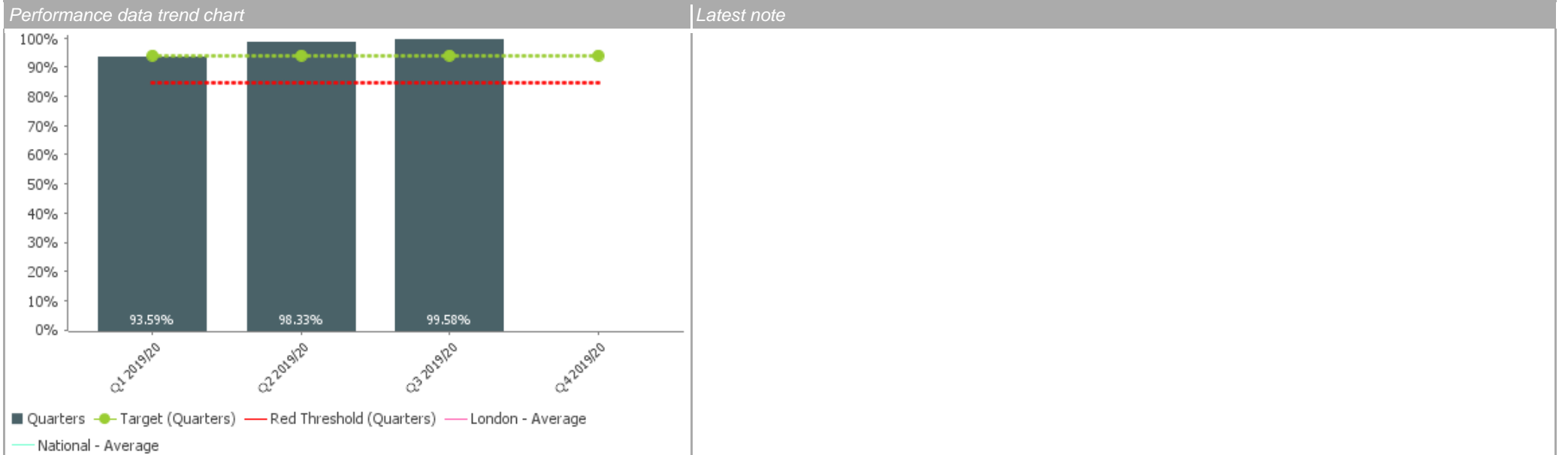
Strategic measure status chart



✔ 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.

<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Environment	Q3 2019/20		↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Public Realm	Strategic	94%	99.58%	✔ Green



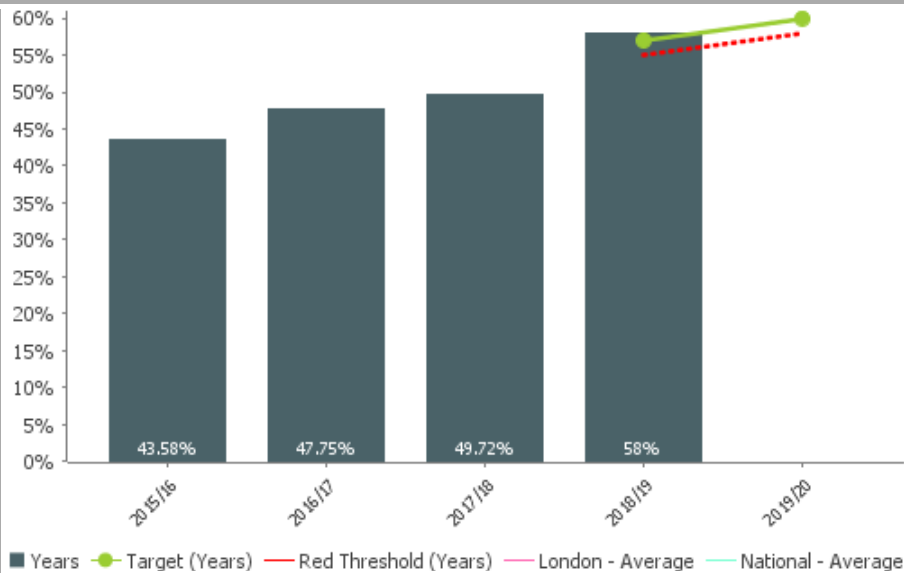
✔ Level of CO2 emissions generated by the Council's activities

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 costed plan on how this target will be achieved is currently being drawn up for consideration in July 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	Q3 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

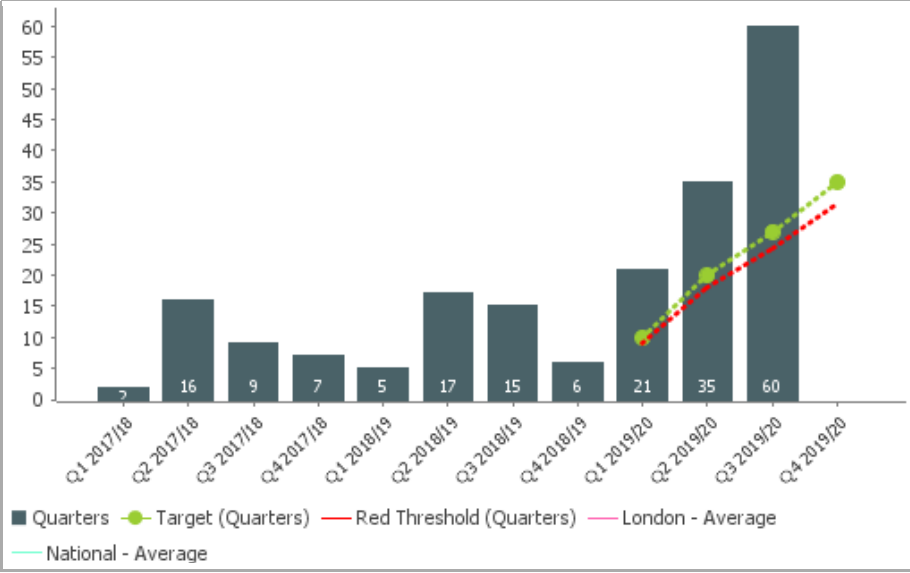
<i>Performance data trend chart</i>	<i>Latest note</i>																		
<p>The chart displays the percentage of primary school pupils benefiting from a school street over five quarters. The y-axis ranges from 0% to 20% in 2.5% increments. The x-axis shows quarters from Q4 2018/19 to Q4 2019/20. Data points are shown as bars for 'Quarters' and dots for 'Target (Quarters)'. A red dashed line represents the 'Red Threshold (Quarters)' at 1.4%. A green dashed line represents the 'Target (Quarters)' for Q4 2019/20 at approximately 21%. A pink solid line represents the 'London - Average' and a blue solid line represents the 'National - Average'.</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Q4 2018/19</td> <td>1.4%</td> <td>1.4%</td> </tr> <tr> <td>Q1 2019/20</td> <td>1.4%</td> <td>1.4%</td> </tr> <tr> <td>Q2 2019/20</td> <td>1.4%</td> <td>1.4%</td> </tr> <tr> <td>Q3 2019/20</td> <td>1.4%</td> <td>1.4%</td> </tr> <tr> <td>Q4 2019/20</td> <td>~21%</td> <td>~21%</td> </tr> </tbody> </table>	Quarter	Actual (%)	Target (%)	Q4 2018/19	1.4%	1.4%	Q1 2019/20	1.4%	1.4%	Q2 2019/20	1.4%	1.4%	Q3 2019/20	1.4%	1.4%	Q4 2019/20	~21%	~21%	<p>The service has profiled 21 primary schools to be fitted with a school street by September 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>
Quarter	Actual (%)	Target (%)																	
Q4 2018/19	1.4%	1.4%																	
Q1 2019/20	1.4%	1.4%																	
Q2 2019/20	1.4%	1.4%																	
Q3 2019/20	1.4%	1.4%																	
Q4 2019/20	~21%	~21%																	

✓ 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	Q3 2019/20		↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Housing	Strategic	27	60	✓ Green

Performance data trend chart *Latest note*

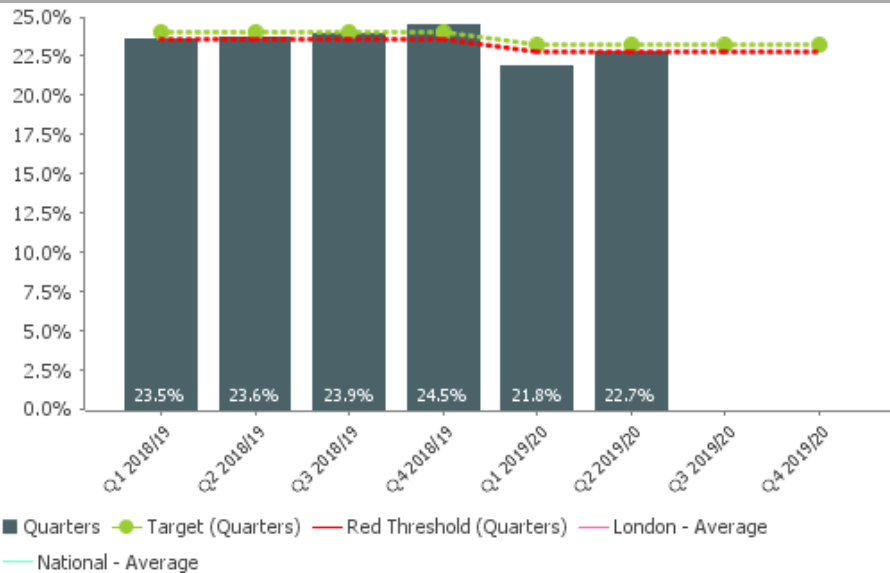


▲ Level of household recycling (Quarterly Audited)

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.

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	Strategic	23.2%	22.7%	▲ Amber

Performance data trend chart



Latest note

Why is performance off target?

The latest available audited data relates to Q2 of 2019/20. In Q2 18,896.6 tonnes of household waste were collected, and of that, 4,298.58 tonnes was sent for reuse, recycling and composting. Performance for the period is just 0.5 percentage points below our target.

Since the last quarter we have increased the amount of household waste that was recycled by nearly 264 tonnes, improving our performance by almost 1 percentage point. However, 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 saw an improvement in performance of the amount of recycling collected in Q2 as the revised collection rounds settled in. In addition, we are continuing to make improvements to the recycling bins in blocks of flats in the borough, to ensure they are properly labelled and there is sufficient numbers to meet the needs of residents. New, clear signage is also being installed on Tower Hamlets Homes estates to further improve the recycling facilities.

Operational Services are going through a restructure and aims to make the service


more efficient and reliable for customers. There will be more officers out responding to and resolving service delivery issues.


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 this and work with our landlord partners to roll out more improvements borough-wide.

When will it be back on track?


We expect to see an improvement in performance recycling levels once the changes in the Operational Services Team are implemented 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	<p>We have recently introduced improved street cleansing arrangements, and we have produced an action plan to help us tackle commercial and domestic fly tipping across the borough. Since April we have cleared graffiti from over 406 locations and targeted graffiti hotspots in the areas of Roman Road Market, Whitechapel Market, Brick Lane and Fish Island. We have issued 176 Fixed Penalty Notices to target littering and waste dumping offences.</p> <p>We have increased monitoring of street cleansing to improve standards of cleansing and reduce reported cleansing complaints across the Bow East, Bow West, Bethnal Green, St Peter's, Weavers, Spitalfields and Banglatown Wards. We have also installed an extra 39 smart bins and 25 recycling on the go bins to locations across the borough.</p> <p>We are revising our waste offer to local businesses. The purpose is to make it more competitively attractive and flexible, in order to improve business access to, and use of, recycling services. Data generated from Duty of Care surveys, which were undertaken across the borough, is helping us to identify lead commercial opportunities. New sales literature is being produced, and a new website for the service will be launched in the new-year. We have introduced the use of red sacks to all our businesses customers to help identify commercial waste on street and to help reduce fly-tipping of business waste in black sacks.</p>
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 December we launched our recycling incentive pilot scheme. The scheme is being run by Jump and they have been busy door knocking and talking to residents Manchester, Mansford and Parkview estate to promote and encourage participation in the scheme. The pilot is running until March.</p> <p>Recycling waste that is contaminated cannot be processed in the normal way and it also costs us more as we have to send out another crew to collect any contaminated bins. In November we launched a pilot scheme to test whether reverse lidded bins helps improve the quality of recycling. These bins, that have locked lids with an aperture to prevent black</p>
Directorate	Lead Officer	
Place Directorate	Dan Jones	
Portfolio Owners	Cabinet Member for Environment	

	<p>sacks, have been installed at nine blocks in the Poplar area. Tonnage data and contamination levels were recorded before the bins were installed and further monitoring will be carried out in the new-year to determine any affects the bins have.</p> <p>We are continuing our engagement work to raise awareness of recycling amongst residents in the borough. This quarter we carried out interactive and fun events in eight schools in the borough. We also attended or held seven events and workshops, including the 'A Team Arts' 40th anniversary celebrations and procession, and Halloween event at Stepney City Farm.</p> <p>In November we began working with our Town Centres Team and local independent businesses across the borough as part of our drive to reduce waste and increase recycling. We launched a pilot reusable cup scheme to encourage positive behaviours and sustainable alternatives to single use cups. Our pilot will be ending in January 2020 and the findings from the pilot will help us to identify opportunities for working collaboratively with businesses in taking forward better recycling and reuse practices.</p>
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<i>Strategic Plan activity</i>		<i>Note</i>
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 have now completed scheme designs for 21 School Streets around primary schools. We installed a bus gate in Wapping High Street which restricts traffic, except buses, during the morning and evening peaks. This will reduce traffic levels, by removing through traffic seeking to avoid congestion on The Highway, and make the streets in Wapping safer, better social spaces and potentially improving air quality.</p> <p>In February 2020 we will find out whether our Love Your Neighbourhood app has been shortlisted for the 'litter initiative of the year' category at the Tidy Britain Awards.</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	We are continuing our work to improve our parks and green open spaces. We have submitted a planning application to improve Stonebridge Wharf; Ford Square and Cavell Street Gardens. We have completed a feasibility study for improving open space in the

<i>Directorate</i>		<i>Lead Officer</i>
Children and Culture Directorate; Place Directorate	Dan Jones	<p>south of the Isle of Dogs and we are now preparing the next steps. We are commissioning further consultation on improving designs for Allen Gardens. We are working in partnership with Isle of Dogs community Trust to replace 10 interpretation panels on the Isle of Dogs. This quarter we made improvements to two Multi Use Games Areas (MUGAs) at Whitehorse Road and in St. John's Park, and we are making plans to improve three more. We are working in partnership with the Aberfeldy Big Local group to plan improvement works in the area. We are also working up plans for improving the area around Christ Church Spitalfields. We are continuing to work on detailed designs for the King Edward Memorial Park.</p> <p>In addition to the Mayoral pledge to plant 1,000 new street trees, we have also planted 320 trees this year across the borough as part of our annual tree replacement programme. We have recently been awarded £320k from the Greater London Authority (GLA) which will be used to contribute towards new, bespoke highways tree pits. A bespoke tree pit specification and installation methodology has been agreed. Tree pit creation and tree planting will be undertaken simultaneously, with a view to 333 new tree pits being created and planted between January and April 2020.</p>
<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 tackling car idling by undertaking weekly enforcement visits to locations where complaints have been received, prioritising areas around schools. Our enforcement officers talk to drivers found to be idling unnecessarily and hand out advice leaflets. In the new year we are taking part in a Greater London Authority (GLA) funded London wide anti-idling project where we are working with local nursery and primary schools to deliver anti-idling workshops to pupils and their parents. Workshops will be delivered in 2 schools this financial year.</p> <p>We are supporting a pan-London project, led by London Borough of Merton, to tackle emissions from non-road mobile machinery from construction sites in the borough. We have been visiting construction sites to check that they are complying with the GLA guidance relating to the control of dust and emissions during construction and demolition. So far this year the Mayor's Air Quality Grant has funded 13 projects of up to £10,000 each, to carry out air quality initiatives such as green screens and public engagement activities.</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	

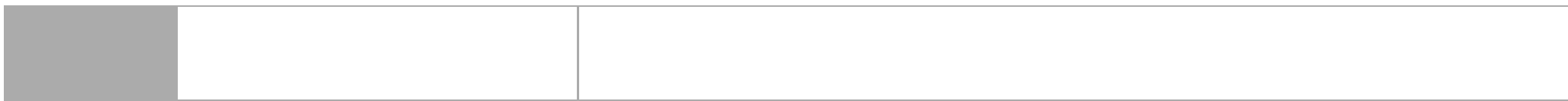
	<p>We have issued quiet route maps for schools in the Whitechapel area. The Air Aware project at the Bromley By Bow Centre has now completed.</p> <p>We have successfully secured further funding from the GLA to continue our Zero Emissions Network project, which we will now be rolling out to Whitechapel High Street and around Canary Wharf. This joint project with Hackney and Islington Council employs a project officer who works with local small and medium enterprises to support them to switch to more sustainable forms of transport. This quarter we have provided £2,000 of funding to two businesses.</p> <p>We have bought ten Aeroqual AQY1 monitors which we will use to monitor the air quality before and after intervention of the Liveable Neighbourhood project. Four monitors have already been installed in Wapping High St, Maria Terrace, Coborn Rd, and Tredegar Rd.</p>
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<i>Strategic Plan activity</i>		<i>Note</i>
Action 5.6 	Promote use of cleaner fuel types amongst residents and businesses	<p>The Zero Emissions Network (ZEN) is an air quality initiative supported by us, Hackney and Islington councils and set up to help businesses save money, reduce emissions and improve air quality by making changes in transport and building use and adopting more sustainable business practices. We have recently appointed an officer to support the ZEN scheme and they are starting to visit premises in the scheme ZEN area in order to promote the benefits of the scheme. Approval for grant spend in our borough will be presented to the Grants Committee for approval in January.</p> <p>So far we have installed 32 electric vehicle charging points across the borough and we are working to deliver 100 by March 2020, and a further 200 by the end of March 2022.</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>In this quarter the Small and Medium Enterprise Energy Grants Programme has awarded a further 8 grants totalling £37,614, bringing the total for the programme to 23 grants with a value of £102,526. These projects are projected to achieve carbon reductions of 85 tonnes. This means we have awarded just over half of the £200k grant pot.</p> <p>8 schools have now been selected to submit a formal application for a £30,000 grant from the Schools Energy Retrofit Programme after the expression of interest window. The first of these schools have completed the application form but the works will not be completed until summer 2020. We are currently working with the other 7 schools to help them complete</p>
<i>Directorate</i>	<i>Lead Officer</i>	
Place Directorate	Karen Swift	
<i>Portfolio Owners</i>	Cabinet Member for Environment	

	<p>their formal applications. The project is funded through the Carbon Fund with a budget of £250,000.</p> <p>The Residential Boiler Replacement Programme Phase 2 launched in September 2019 and is now in the installation phase for residents who have applied. The project will replace approximately 180 inefficient domestic boilers for low income and vulnerable households over an anticipated 3 year timeframe. The project is funded through the Carbon Fund with a budget of £600,000.</p> <p>The commitments we have made in support of our declaration of a Climate Emergency are being worked up. Our Zero Carbon roadmap is being finalised for endorsement at Cabinet in the next couple of months. The roadmap sets out a number of actions to achieve the zero carbon target and detailed delivery plans for the actions will be completed in 2020.</p>
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<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>In October the Mayor launched our new Local Biodiversity Action Plan (LBAP) by planting black poplar trees in Victoria Park. So far during Quarter 3, 27 biodiversity enhancement projects that contribute to LBAP objectives have been completed by the Council and its partners, 15 of them involving the community. These have created or enhanced over 4,000 square metres of priority habitat and installed 200 square metres of biodiverse green roof. Some of the most significant projects include:</p> <ul style="list-style-type: none"> • A community tree planting day in Mile End Park organised by the Council as part of the Woodland Trust's Big Climate Fightback campaign; • A community tree planting day at Jolly's Green organised by Trees for Cities, followed by bulb planting in Jolly's Green and Langdon Park; • Biodiversity enhancements in the grounds of Canon Barnett and St Paul with St Luke Primary Schools, funded through the Tower Hill Trust's Tower Habitats biodiversity grants • A new meadow in Poplar Recreation Ground created by the Green Team; • A new pond in Winterton House Organic Garden, funded through the Tower Hill Trust's Tower Habitats biodiversity grants; • A new herbaceous border with lots of nectar-rich perennials, created in Dockers Tanner Open Space by the Green Team; • 200 square metres of biodiverse green roof on block H of Blackwall Reach; • Community bulb planting days organised by the Lower Regent's Coalition, Friends of Tower Hamlets Cemetery Park and Malmesbury Residents Association
<i>Directorate</i>	<i>Lead Officer</i>	
Place Directorate	Karen Swift	
<i>Portfolio Owners</i>	Cabinet Member for Environment	



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

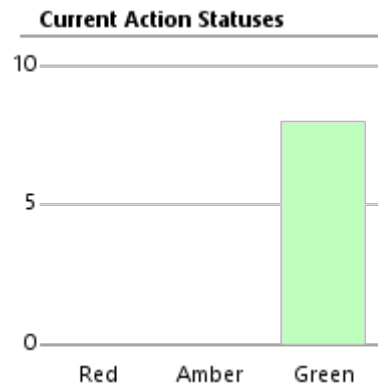
We want the borough to be a place where people are proud to live and enjoy their lives. Accessing good quality, affordable housing is an ongoing challenge in a borough which has a fast growing population, low income levels for many households and a fast growing private rented sector with high private rents and house prices. 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.

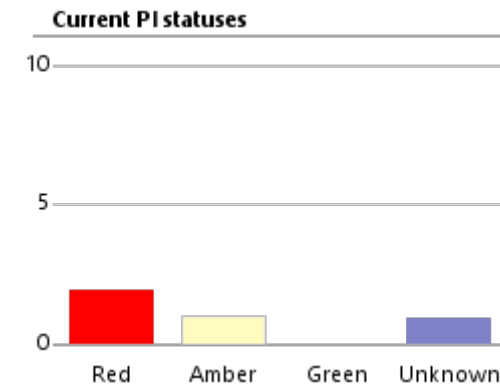
We will refresh our approach to Regeneration, including environmental improvements, across the borough; continuing our programme of estate regeneration and delivering the Better Neighbourhoods Programme, so that growth across the borough is coordinated and shaped in such a way that everyone shares the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

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart

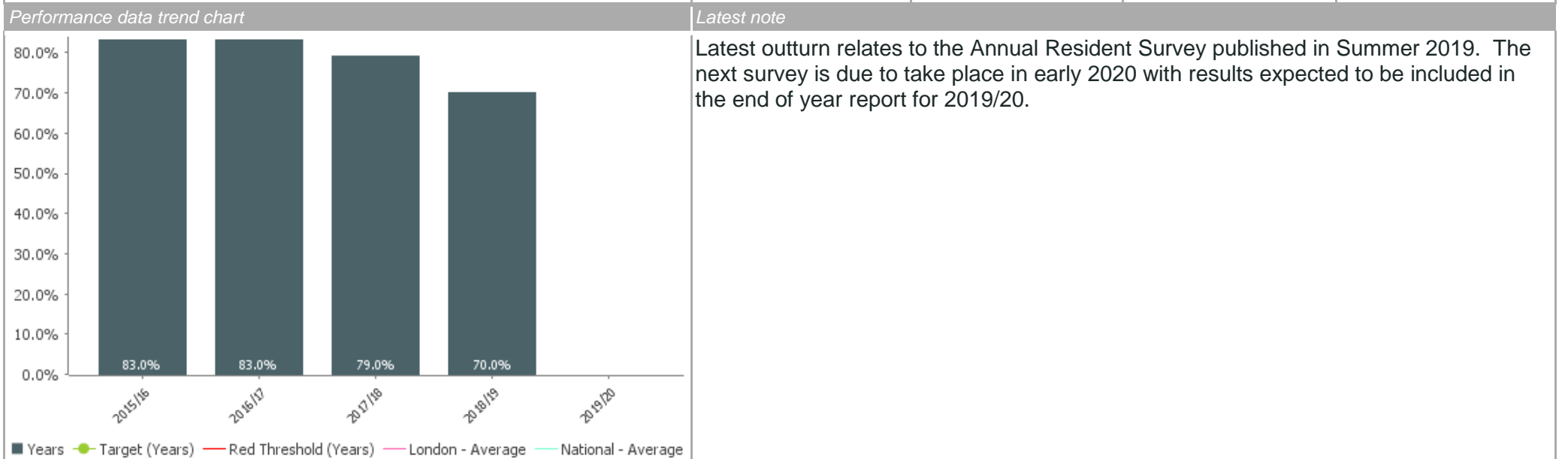




Residents' satisfaction with the area

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.

<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	2018/19		↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Public Realm Divisional Director, Planning and Building Control	Strategic		70.0%	Data Only

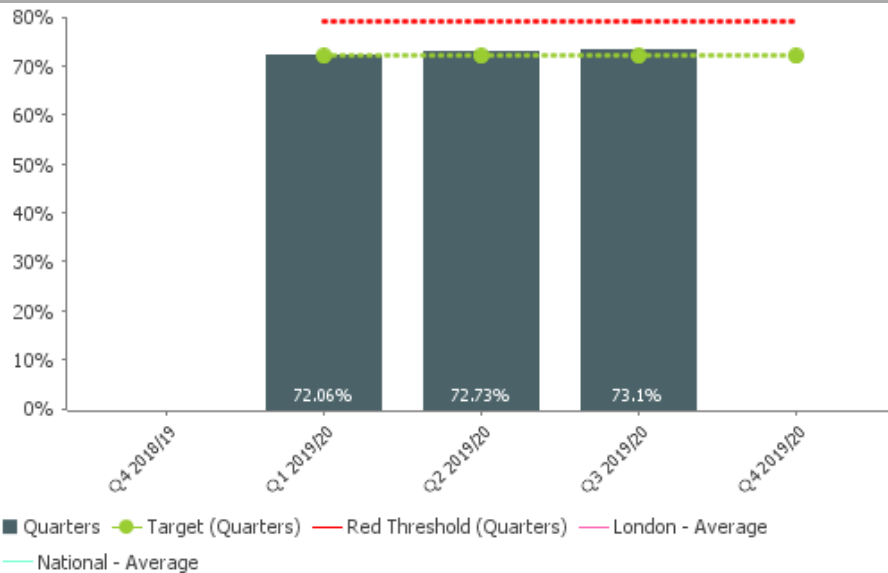


▲ Level of household overcrowding

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)	Q3 2019/20		↓	↓
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Housing	Strategic	72%	73.1%	▲ 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 who 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 scheme. This means that although overcrowded applicants are being rehoused into suitable accommodation, more applicants are joining all the time as explained above.

What actions will be taken and who will take them?

Lettings 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.

When will performance be back on track?

Work in this area is continuous to achieve better outcomes for overcrowded residents. However, we are facing reduced lettings due to slow down in the rate at which social

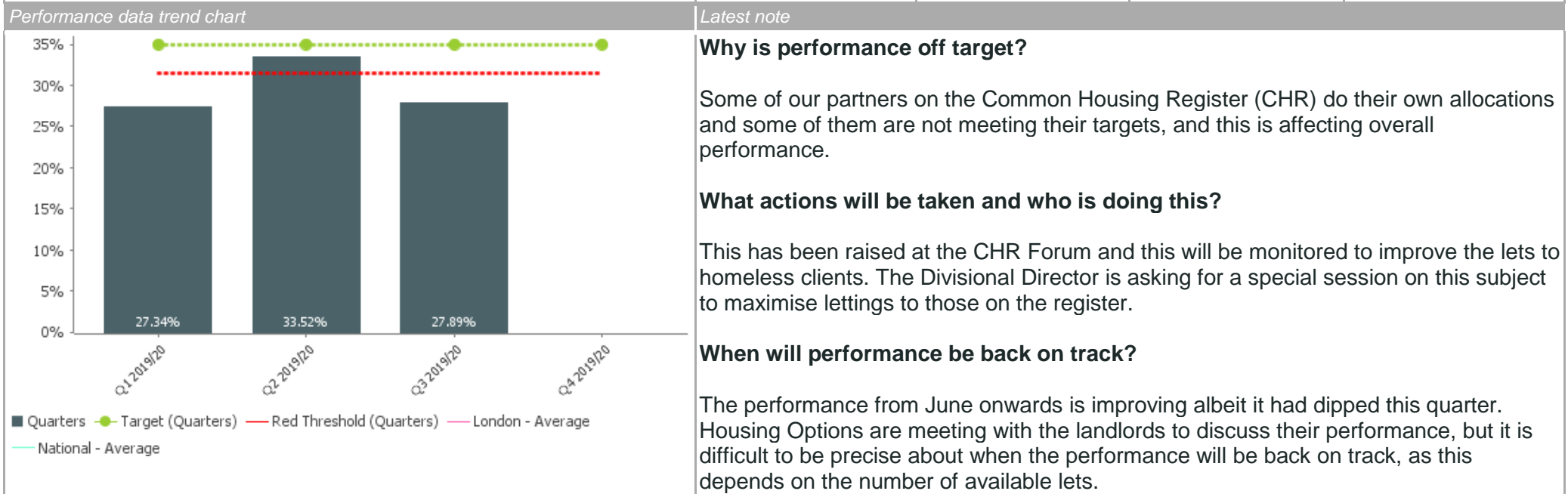
housing tenants are leaving their homes.

Increasing the supply of homes available for letting, maximising other housing opportunities (via national schemes), tackling tenancy fraud and promoting incentives such as under occupation moves are all part of the toolkit.

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.

<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)	Q3 2019/20		↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Housing	Strategic	35%	27.89%	Red

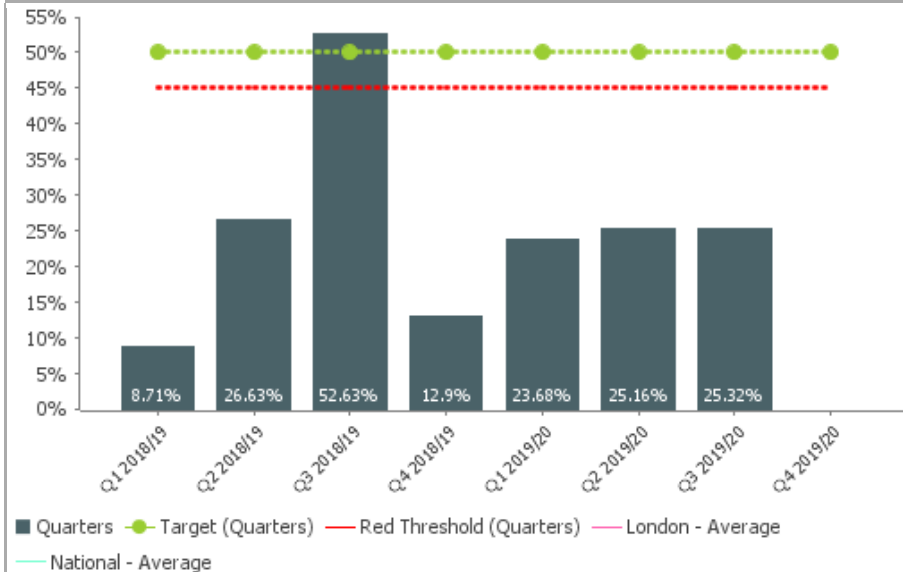


Level of affordable homes completed

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	Q3 2019/20		↑	↓
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Housing	Strategic	50%	25.32%	Red

Performance data trend chart



Latest note

Why is performance off target?

942 affordable units have been recorded on the LDD Database as being delivered so far this year, out of a total of 3,720 homes completed. 1,057 homes were recorded as having been completed between October and December, and 272 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 January 2017, the Council has granted 344 planning permissions for residential development. Of these, there are 262 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.

Over the summer we undertook check 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. As a result of this, we have received Completion Certificates for a further 891 affordable homes, and these homes have now been uploaded onto the LDD Database.


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


The level of affordable homes completed over the past three years ie. Q3 2016/17 through to Q2 2019/20 is 23.5% (completed units 4,944 of which 1,162 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)	<p>942 affordable units have been recorded on the LDD Database as being delivered so far this year, out of a total of 3,720 homes completed. 1,057 homes were recorded as having been completed between October and December, and 272 of them were affordable. We have granted permissions for 623 affordable housing units. Eight of those schemes are 100% affordable: Locksley Estate, Salmon Lane, 17; Strahan Road, 9; Norman Grove, 17; Reardon and Lowder, 18; Heylyn Square, 32; Mellish Street, 22; Arnold Road, 62; and Birchdown, Denbury and Huntshaw, 18.</p> <p>There are three schemes that have achieved our affordable housing policy of 35% of habitable rooms being affordable: Poplar Gas Works, Leven Road, 177; Eric Estate infills, 99; and St Paul's Way, 23.</p> <p>And one scheme is slightly short of our 35% affordability target at 32%: Safestore, 151.</p>
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	<p>Consultation with local residents on the development options for the Clichy Estate has continued, an Independent Resident Adviser has been appointed and a Resident Panel has been set up. The Landlord offer has been discussed with the Resident Panel and when finalised, will be issued to residents ahead of a ballot. If the ballot is successful, the regeneration option will progress, with an expectation of delivering at least an additional 250 new homes.</p> <p>The development of 53 new council homes at Barnsley Street is on site. Contractors are being appointed to build 139 new homes (7: Hanbury Street, 5: Sidney Street, 11: Keats House, 9: Strahan Road, 18: Lowder House, 19: Shetland Road, 23: St Pauls Way, 30: Mellish Street, 19: Locksley D). Planning consent has been granted for the development of 62 new council homes at Arnold Road, planning applications have been submitted for 63 new council homes (33: Bancroft/Wickford Street, 30: Yorkshire Road) and applications for a further 27 new council homes are expected to be submitted by the end of February 2020. Sites have been identified for development of a further 250 new council homes and concept designs are being prepared ahead of community consultation. These will form part of the</p>
Directorate	Lead Officer	
Place Directorate	Michael Rourke	
Portfolio Owners	Deputy Mayor for Housing (Statutory Deputy Mayor)	


		second 1,000 new council homes programme.
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Strategic Plan activity		Note
Action 6.3 	Adopt the Local Plan and produce robust development strategies and policy guidance	We have now completed our minor amendments to the draft Local Plan following the Planning Inspector's examination of the draft plan. Adoption of the new Local Plan is scheduled for our Full Council meeting in January 2020. The Examiners Report for the new Community Infrastructure Levy (CIL) Charging Schedule has been received. The report recommends the adoption of the charging schedule without any amendments. Adoption is due through Full Council in January 2020 alongside adoption of the Local Plan.
Directorate	Lead Officer	
Place Directorate	David Williams	
Portfolio Owners	Deputy Mayor for Planning, Air Quality and Tackling Poverty	

Strategic Plan activity		Note
Action 6.4 	Develop and deliver a borough programme for regeneration	We have now completed Regeneration Delivery Plans for four areas: Isle of Dogs and South Poplar, City Fringe, and Lower Lea Valley (designated Opportunity Areas in the London Plan) and Central Area. These four areas correspond to the four sub areas in the new Local Plan which is due to be adopted in January 2020. We are currently preparing a document which outlines the Council's approach to regeneration in the borough.
Directorate	Lead Officer	
Place Directorate	Ann Sutcliffe	
Portfolio Owners	Deputy Mayor for Planning, Air Quality and Tackling Poverty; Executive Mayor	


Strategic Plan activity		Note
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£12m of the £28.2m forecast spend on improvement works on our estates, including fire safety works. We have spent c£1.2m of a £4.7m budget on delivering fire safety improvements across 104 schemes and 35 blocks. We have undertaken fire safety risk assessments and the improvement works we have undertaken on three blocks (Brewster, Malting and Bronte Houses) has reduced this risk from substantial to moderate. We are now working on six other blocks on the Cranbrook Estate to reduce the risk from substantial to moderate. We anticipate that phase one works will be completed by the end of this financial year when phase two works will commence.
Directorate	Lead Officer	
Place Directorate	Dan Jones; Karen Swift	
Portfolio Owners	Deputy Mayor for Housing (Statutory Deputy Mayor)	

		A front entrance door replacement programme commenced in October 2019. The programme will cover 491 tenanted properties across 51 blocks. The first phase saw tenants sent a ballot to select a front door style and colour. Leaseholders have been given the option to buy into the replacement door programme. The programme is projected to run until June 2020.
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<i>Strategic Plan activity</i>		<i>Note</i>
Action 6.6 	Negotiate and deliver strategic infrastructure	<p>Round 2 (2019/20) of the Local Infrastructure Fund (LIF) has commenced, with community engagement taking place for 8 weeks in Q3. We have engaged with hundreds of residents through collaborative workshops, drop-ins, market stalls, door-to-door surveys and other events. We are still collating outputs however we have received in excess of 2,500 completed surveys on infrastructure priorities and over 800 project nominations (inc. duplicate projects). Assessment of feedback and prioritisation of project nominations will commence in Q4. Projects from Round 1 (2017/18) of LIF continue to be developed for delivery.</p> <p>The Mayor's Regeneration Board on the 10th December 2020 reviewed the design options for a new pedestrian bridge across South Dock and chose the single-leaf bascule bridge design option. The programme for the scheme is now being finalised. The public consultation and submission of the planning application is planned for 2020. The bridge opening date is anticipated in 2022.</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; Executive Mayor	

<i>Strategic Plan activity</i>		<i>Note</i>
Action 6.7 	Continue to drive improvements to the planning process	<p>We are continuing to implement the actions arising from the Planning Peer Review that took place recently. This includes implementing a new Statement of Community Involvement and making formal changes to the Planning Committee's terms of reference so that they reflect the new pre-application engagement protocol.</p>
<i>Directorate</i>	<i>Lead Officer</i>	
Place Directorate	David Williams	<p>We held a Developers Forum in October with strong attendance from major developer interests across the borough, engaging and listening to concerns of the industry, especially responding to feedback about the range and cost of services offered.</p>
<i>Portfolio Owners</i>	Deputy Mayor for Planning, Air Quality and Tackling Poverty	

	<p>In November we also held the first pre-application briefing session for members of the Strategic Development Committee. This took place as an open session prior to the main agenda of the committee. The format appeared to work well and all were well engaged in the presentation and questions. The first scheme to go to Members in this new format was the Marion Place Gas Works proposals.</p> <p>Through consultation, a range of infrastructure projects are now being readied for delivery across the borough. Consultation on the next phase of infrastructure projects began in October. These projects will be funded through the Local Infrastructure Fund (LIF). As part of our drive to improve our online services we are working with the Neighbourhood Forums in the borough to review all web-based materials to ensure that the support we offer is clear and accessible.</p>
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<i>Strategic Plan activity</i>		<i>Note</i>
Action 6.8 	Deliver the programme of Liveable Streets	We have completed public consultation on our Liveable Street proposals in the Bethnal Green and Wapping areas. We received over 2,000 replies to the consultation from Bethnal Green of which nearly 70% were supportive of the overall concept. We also held 3 co-design workshops in the Bow area.
<i>Directorate</i>	<i>Lead Officer</i>	
Place Directorate	Dan Jones	
<i>Portfolio Owners</i>	Executive Mayor	

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

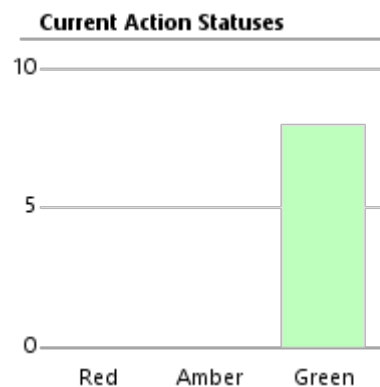
Tower Hamlets is a vibrant, diverse and exciting place to live, work and visit and we want everyone to feel safe and enjoy all that it has to offer, however residents report that crime was their top concern in 2018. Tackling the interlinked issues of violence, anti-social behaviour (ASB), drugs and alcohol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

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

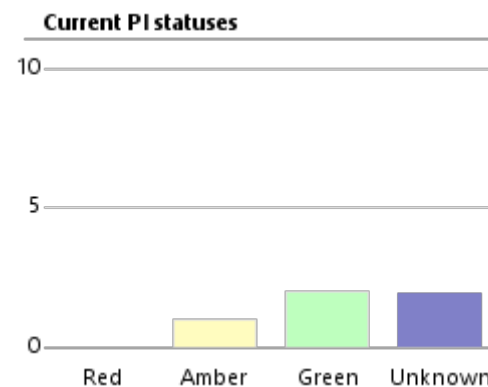
In addition the council will be reviewing its approach to CCTV and evaluating its Neighbourhood Management Pilot to assess what more can be done to enhance feelings of safety by ensuring that its response is evidence led and co-produced with residents.

Status summary for this strategic outcome

Strategic action status chart




Strategic measure status chart

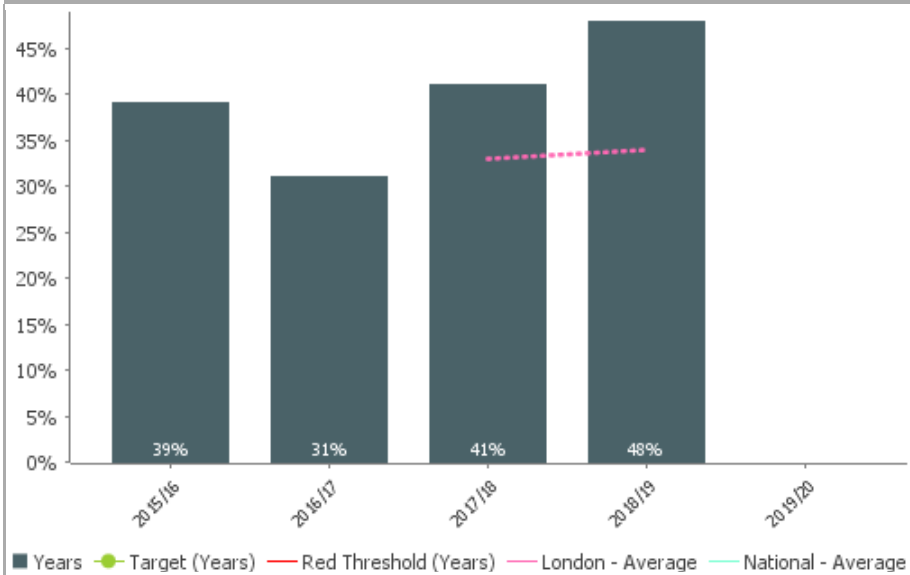


Residents' concern about crime and anti-social behaviour

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

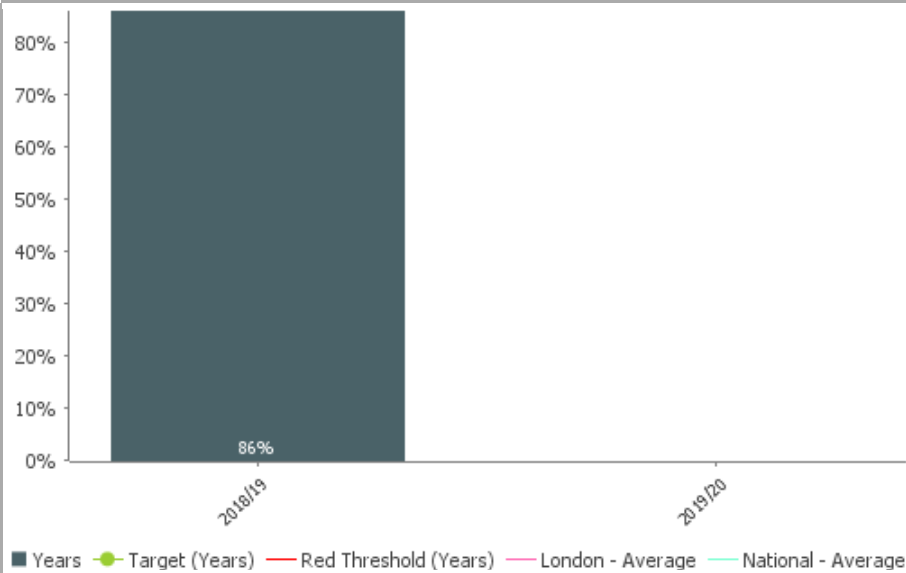
Latest outturn relates to the Annual Resident Survey published in Summer 2019. The next survey is due to take place in early 2020 with results expected to be included in the end of year report for 2019/20.



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		

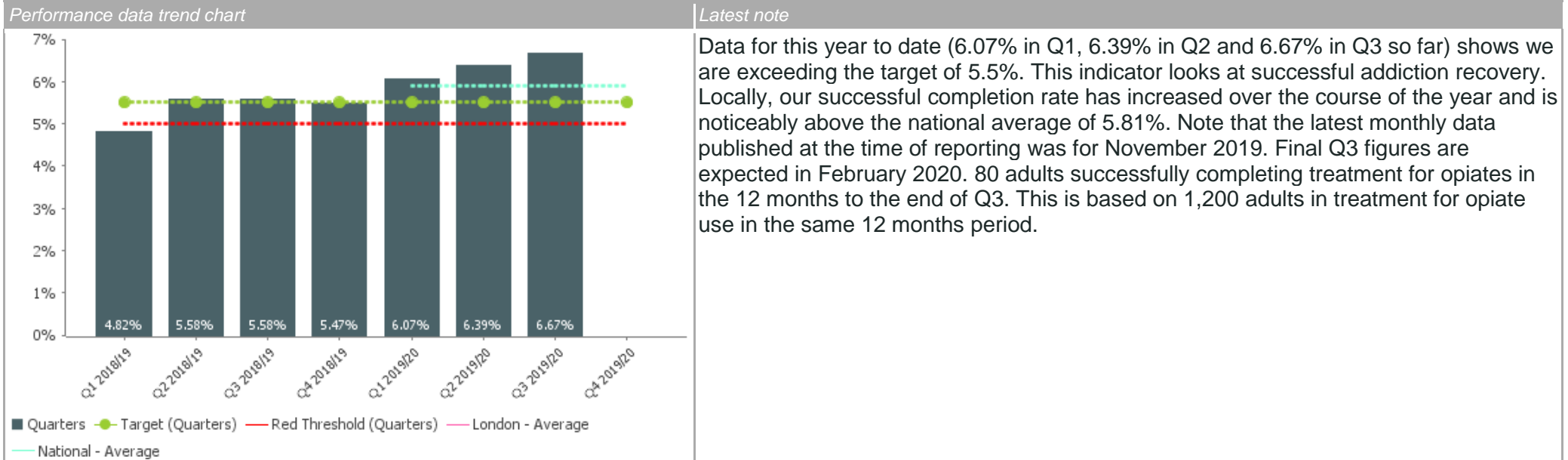


This question was introduced in the 2018/19 residents' survey. Latest outturn relates to the Annual Resident Survey published in Summer 2019. The next survey is due to take place in early 2020 with results expected to be included in the end of year report for 2019/20.

✔ 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	Q3 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%	6.67%	✔ Green

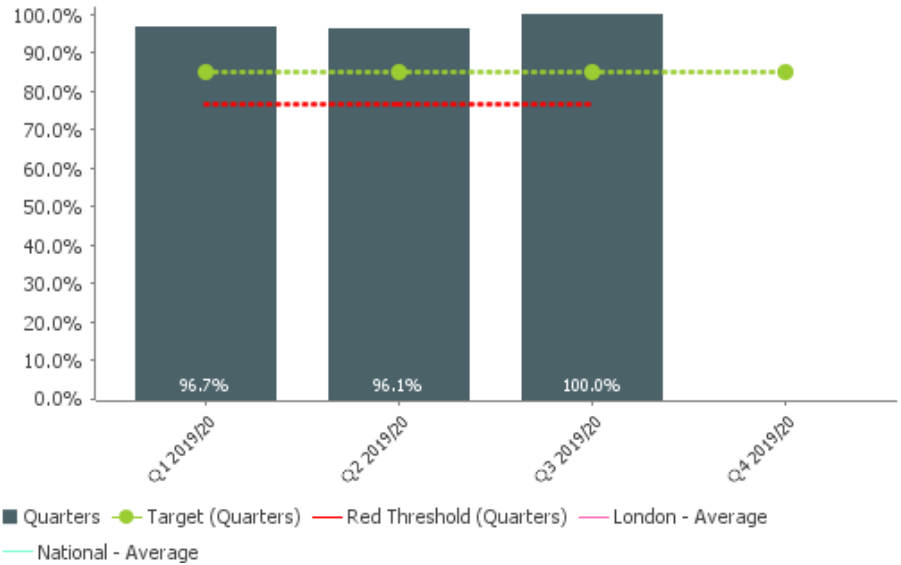


✔ Victims of violence against women and girls or hate crime who feel safer after engaging with victim support

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

<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Deputy Mayor and Cabinet Member for Community Safety and Equalities	Q3 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%	100.0%	✔ Green

Performance data trend chart



Latest note

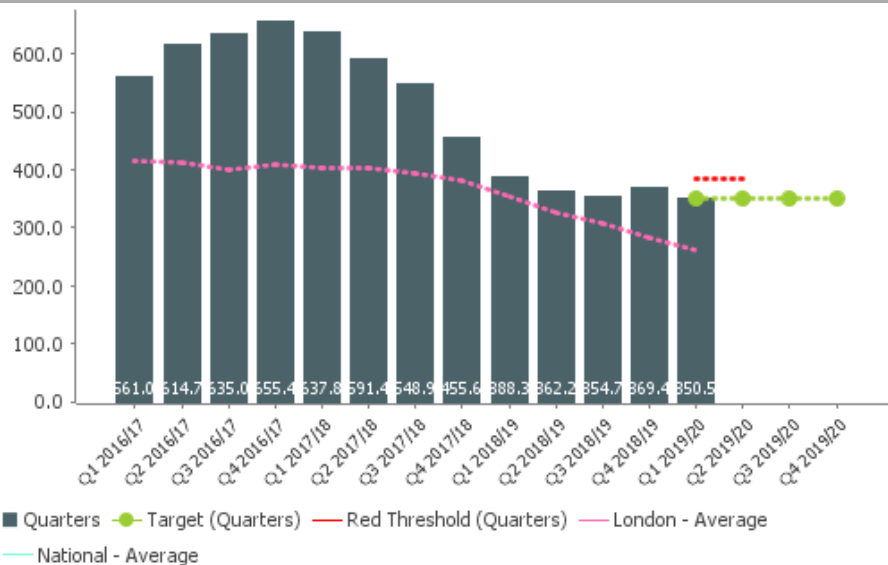
The current data (96.7 % in Q1, 96.1% in Q2, 100% in Q3) shows we are consistently exceeding the target of 85.0% and helping victims feel safer. This indicator reflects the effectiveness of the council's commissioned services in supporting victims of domestic abuse and serious hate crime in terms of making them feel safer after support. In Q3, 67 victims felt safer after receiving 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.

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People	Q1 2019/20		▲	▲
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Youth and Commissioning	Strategic	350.0	350.5	▲ Amber

Performance data trend chart



Latest note

The data for this measure is provided by the Youth Justice Board (YJB). Due to an update to the Police National Computer the YJB are not providing this data for July 2018-June 2019 (Q2). The latest data remains the Q1 data which covers the period April 2018-March 2019. Comments on the Q1 performance are provided below:

Why is performance off target?

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 28,247).

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.

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.

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.

What actions will be taken?

A fully staffed YOT prevention team will continue to offer a consistent Triage service to

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.


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	<p>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 3 we:</p> <ul style="list-style-type: none"> • ran 40 workshops reaching 740 individuals to raise awareness about Prevent; • delivered 26 Hate Crime awareness raising events reaching 2,200 individuals; • trained up 6 foster carers as Violence Against Women and Girls (VAWG) champions; • delivered a roadshow to raise awareness of forced marriage and honour based violence; • set up awareness raising stalls at Albert Jacob House, Mulberry Place, Mile End Hospital.
<i>Directorate</i>	<i>Lead Officer</i>	
Children and Culture Directorate; Health, Adults and Communities Directorate	Richard Baldwin; Claudia Brown; Ann Corbett	
<i>Portfolio Owners</i>	Cabinet Member for Adults, Health and Wellbeing; Cabinet Member for Children, Schools and Young People; Deputy Mayor and Cabinet Member for Community Safety and Equalities	


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	<p>Our new substance misuse service is up and running. The changeover to the new treatment provider - Change, Grow, Live (CGL) - has been successful and a person centred recovery treatment service continues to support adults misusing drugs and alcohol.</p> <p>The Substance Misuse Strategy was approved by Cabinet on 27th November 2019, and an action plan is in development.</p> <p>The substance misuse investigation team funded by the Greater London Authority (GLA) Mayor's Office for Policing and Crime (MOPAC), has, in Q3:</p> <ul style="list-style-type: none"> • supported 18 civil/criminal orders; • issued 15 Community Protection Warnings; • made 60 voluntary Drug Interventions Programme (DIP) referrals for ASB related to substance misuse incidents.
<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	

		<p>The team works closely with housing providers offering staff training on the use of legal powers available to them to tackle substance misuse within their estates. Housing providers staff trained this quarter include Tower Hamlets Homes and Spitalfields Housing.</p> <p>To build community resilience and visible recovery in the borough, in Q3, 15 events and activities were delivered as part of National Alcohol Awareness week. This included:</p> <ul style="list-style-type: none"> • 2 training sessions for staff & external partners; • 3 community information stalls set up at IDEA stores; • youth sessions; • GP surgery awareness session for patients; • 3 service user feedback sessions (part of the 'Reset' drugs and alcohol treatment service implementation process); • awareness raising about "DrinkCoach"; a social media app designed to help people understand and change their behaviour around drinking.
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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 are making steady progress on making it easier for residents to report ASB to the council. The findings from our review of the customer journey process for ASB victims shows that there are number of reporting points which require simplification. The ASB service is working with a range of departments across the council, including the Digital Team, to simplify the process of reporting ASB.
<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	We launched Operation Continuum a year ago to disrupt street drugs trade. So far we have delivered a total of eight raids across the borough in Bow, Stepney, Mile End, Shadwell and

	drugs operations ('Operation Continuum') so that drugs markets are continually disrupted	Whitechapel. This has led to 234 arrests since the beginning of 2019 and £686,000 cash being confiscated under the Proceeds of Crime Act.
<i>Directorate</i>	<i>Lead Officer</i>	<p>Operation Continuum's work is supported through the council funded team of police officers, the Partnership Task-Force (PTF), to tackle local priorities. The team includes two sergeants and twenty constables. It also gets funding from the Greater London Authority (GLA) Mayor's Office of Policing and Crime (MOPAC) through a three year funding plan until the end of March 2021.</p> <p>Key priorities include:</p> <ul style="list-style-type: none"> • tackling drug dealing; tackling and reducing violent crime; • responding to public concerns on street sex working; • referring to pathways for support and enforcement/diversion activity against those involved in kerb crawling. <p>In Q3, the most recent operation - Operation Continuum Plus, was delivered in partnership with the police and Tower Hamlets Enforcement Officers (THEOs) to tackle organised crime and drugs on the streets of Whitechapel. It targeted known suspects and premises based on intelligence received about criminal activity and anti-social behaviour. During this operation:</p> <ul style="list-style-type: none"> • 25 ASB warnings were issued; • 5 Community Protection warnings for drugs issued; • 32 fake mobile devices seized from a market stall and a shop; • £20,000 worth of counterfeit phones seized; • 3 penalty notices issued for unlicensed street trading; • 4 notices for unlawful disposal of waste issued; and • 17 parking tickets issued. <p>The Borough Commander has committed to ensuring the service is fully staffed. Performance is reported to the Community Safety Partnership on a quarterly basis.</p>
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	We continue to invest in CCTV, police personnel and other resources to tackle crime and ASB. Our recent review of how we use CCTV most effectively to target crime and ASB made a number of recommendations to inform our new strategic approach. This new

	to identify hotspots and take swift action	approach prioritises CCTV's role in detecting and investigating crime rather than deterring it; making better use of CCTV to tackle fly-tipping; and investing in re-deployable, flexible cameras for ASB (because hotspots tend to move). The intended outcome of upgrading the council's CCTV equipment through a £3m investment is to have more evidence-based, targeted action to reduce crime through a range of enforcement powers provided to the council through the ASB Police & Crime Act 2014.
<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 7.6 	Hold perpetrators of crime and abuse to account, using the full spectrum of our enforcement powers when needed	We are using our enforcement powers under the ASB Crime & Policing Act 2014 to hold perpetrators of crime and abuse to account. During quarter 3 we issued five Partial Premises Closure Orders via the Community MARAC.
<i>Directorate</i>	<i>Lead Officer</i>	To help increase the number of referrals into treatment of identified perpetrators of domestic violence, we are rolling out our new substance misuse treatment service. Work is in progress to establish referral pathways between RESET, our drugs and alcohol treatment service, and the Positive Change Programme which helps people to identify and tackle abusive behaviours by the end of quarter 4.
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 7.7 	Work closely with the community to prevent, identify and tackle crime, ASB, abuse and community tensions	Our ambitious work programme to tackle ASB, community tensions and prevent crime continues in Q3.
<i>Directorate</i>	<i>Lead Officer</i>	The Independent Prevent Advisory Group met in November 2019 to discuss prevention of counter- terrorism and radicalisation. This meeting was supported by the Metropolitan Police Service Specialist Firearms Team with a well-received presentation.
Health, Adults and Communities Directorate	Ann Corbett	
<i>Portfolio Owners</i>	Deputy Mayor and Cabinet Member for Community Safety and Equalities	
		An evaluation of Year 1 of the Neighbourhood Management pilot project operating in the north west of the borough was positive with continuing support from local residents and businesses. According to resident feedback, the project's short term outcomes to reduce

crime and ASB have been successfully achieved. This report was presented to the Neighbourhood Management Board on 5th December 2019, where it was agreed to extend the pilot to Whitechapel.

<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	We have an extensive Knife Crime Action Plan and a number of innovative projects. We also have a broad range of effective interventions in place for safeguarding victims of domestic abuse.
<i>Directorate</i>	<i>Lead Officer</i>	In quarter 3:
Health, Adults and Communities Directorate	Ann Corbett	<ul style="list-style-type: none"> • 12 referrals were made to the Sanctuary Scheme which provides individually assessed security adaptations; • 100% of 67 victims felt safer after support from the service.
<i>Portfolio Owners</i>	Deputy Mayor and Cabinet Member for Community Safety and Equalities	<p>Our first Task and Finish Group met to discuss off street prostitution. Partners included the Violence Against Women and Girls (VAWG) team, Licensing, and local organisations Beyond the Streets, and Streetlight UK. A multi-agency approach has been agreed.</p> <p>In Q3, the Violent Crime Reduction Officer made contact with 41 victims at the hospital. Of these, 14 were subsequently offered support from the Violent Crime case worker. Three young people accepted this offer and are now working with the case worker. Our communications team is working together with the Barts Health Trust communications team to develop a communications strategy for the Engage service based at the Royal London Hospital.</p>

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

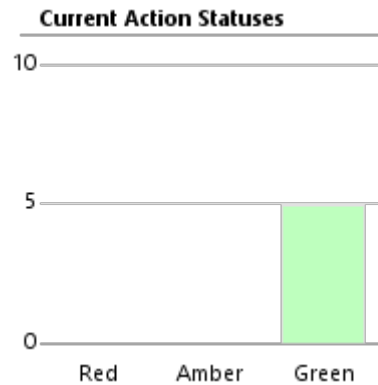
Tower Hamlets is a place with a rich history- from its beginnings as an historic docks and manufacturing area it has grown and developed at a faster rate than anywhere else in the UK. This culturally rich and diverse area faces unique challenges as it moves from a place of deprivation to become an extension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

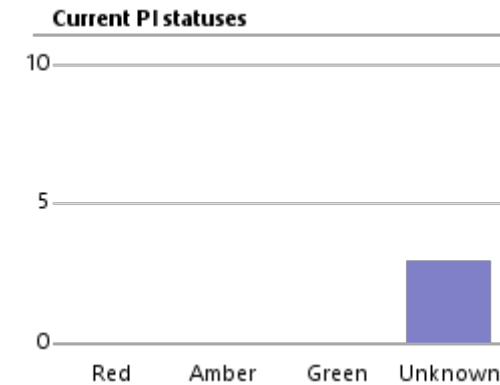
In February 2019, the government published its Integrated Communities Action Plan which we will use to develop Council's Cohesion Plan to help embed cohesion in all our business. This will have a focus on building positive relationships valuing diversity, supporting equality of opportunity and enhancing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

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart

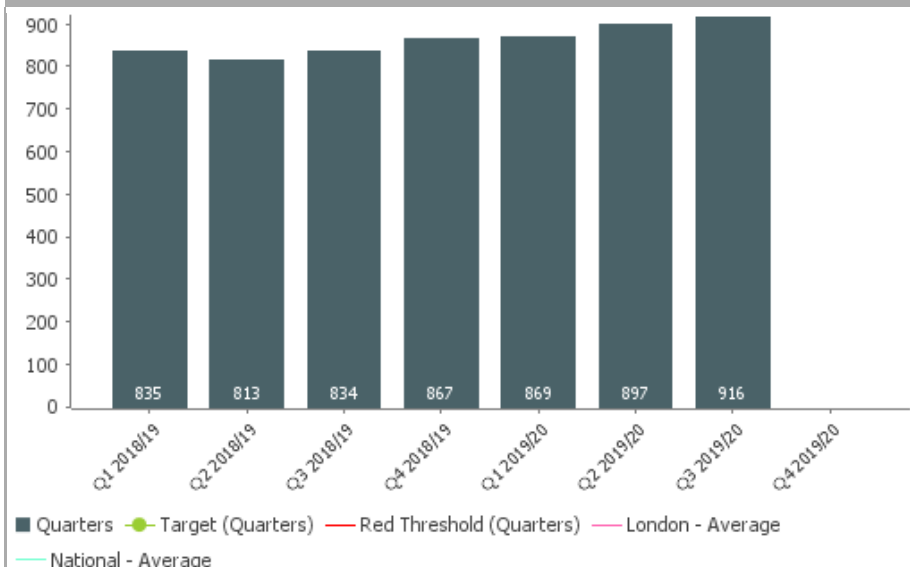


Level of Hate Crime

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	Q3 2019/20		?	?
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Community Safety	Strategic		916	Data Only

Performance data trend chart



Latest note

The rolling 12 months figures show that Tower Hamlets has the 5th highest level of recorded hate crime in London by volume. The numbers are up 10% (82 offences) on the previous year made up by comparative increases in faith, homophobic and race hate offences. It is difficult to draw any meaningful conclusions from the numbers. Despite the increase Tower Hamlets has moved from fourth highest level to fifth highest level by volume.

In Q3 alone (as opposed to in the rolling 12 months), Tower Hamlets had the 2nd highest volume of recorded hate crime in London. Westminster had higher volumes. When comparing Q3 in 2018/19 to Q3 2019/20, there is an 11% increase in the number of offences recorded. There have been no 'hate' critical incidents reported. The Tension Monitoring Group convened during the past quarter to deal with tensions as a consequence of the prosecution of a man for a racially motivated hate crime. Notably, there was no spike in offences following the London Bridge attack as had been seen following previous high profile incidents.

From this quarter onwards we are reporting hate crime offences by category as part of the narrative of the overall hate crime measure. Our work to tackle hate crime spans across all categories and we feel that reporting together better reflects our approach. Rolling 12 months totals for the number of recorded offences by category at the end of quarter 3 are as follows:

- Disability hate crime – 11 offences (down from 18 for the rolling 12 months to the same quarter the previous year)
- Faith hate crime – 111 offences (down from 131 for the rolling 12 months to the same quarter the previous year)
- Homophobic hate crime – 148 offences (up from 102 for the rolling 12 months to the same quarter the previous year)

- Racist hate crime – 726 offences (up from 663 for the rolling 12 months to the same quarter the previous year)
- Transgender hate – 10 offences (up from 5 for the rolling 12 months to the same quarter the previous year)

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:

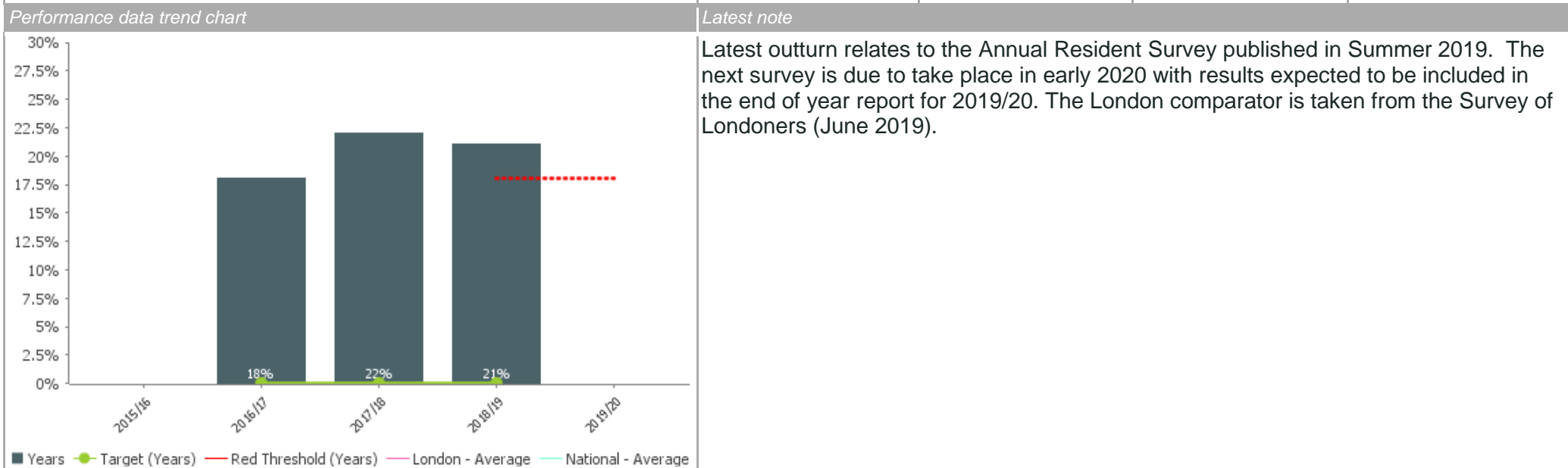
- National Hate Crime Awareness Week
 - 21 partnership activities took place including public engagement across the Idea Stores in the borough
 - Training sessions within schools
 - PEACE Walk which brought communities together to mark the lives lost to hate crime within the borough
 - 6th cohort of No Place For Hate Champions trained and award ceremony by the Mayor
 - 250 No Place For Hate Pledges signed.
- No Place for Hate Forum and annual action plan
- Tension Monitoring Group convened twice to deal with a hate crime prosecution
- No Place for Hate Campaign, Pledge Competition, and Champions
- Disability Hate Crime Project to tackle under reporting
- 26 Hate crime awareness events held reaching 2,200 individuals
- 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



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'.

<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	2019/20			
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director Strategy, Policy and Partnership	Strategic			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. The London comparator is taken from the Survey of Londoners (June 2019).

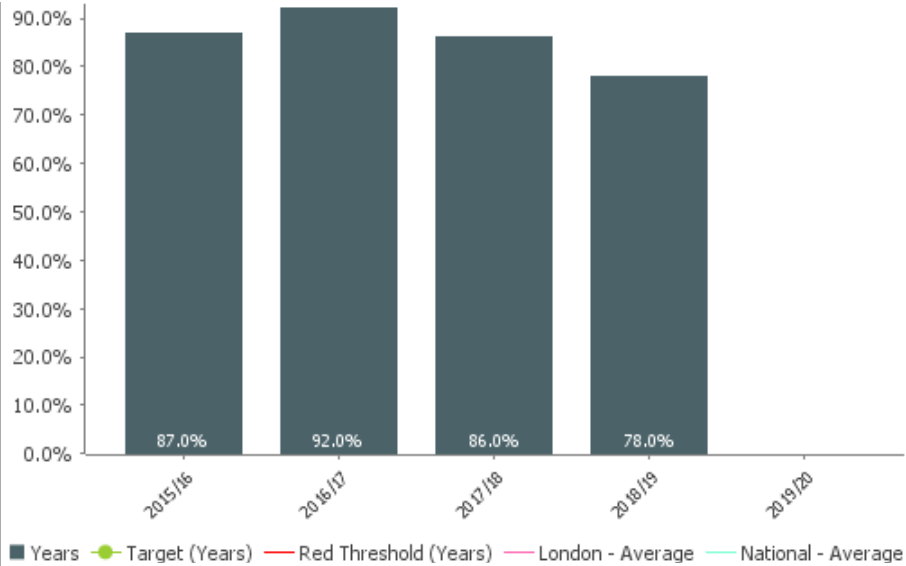


Residents' perception of people from different backgrounds getting on well

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


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


Performance data trend chart	Latest note
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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

Strategic Plan activity		Note
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	The Tension Monitoring Group, the No Place for Hate (NPFH) Forum, Hate Incident Panel, the Building a Stronger Britain Together Network, Independent Prevent Advisory Group and the Interfaith Forum have all convened this quarter and their activities and information sharing has been instrumental in dealing with various incidents, including the prosecution of a man involved in a racist incident;
Directorate	Lead Officer	Q3 also included National Hate Crime Awareness Week, which included the following: <ul style="list-style-type: none"> • 21 partnership activities took place including public engagement across the Idea Stores in the borough; • Training sessions within schools; • PEACE Walk which brought communities together to mark the lives lost to hate crime within the borough; • 6th cohort of NPFH Champions trained and award ceremony by the Mayor; • 250 NPFH Pledges signed.
Health, Adults and Communities Directorate	Ann Corbett	
Portfolio Owners	Deputy Mayor and Cabinet Member for Community Safety and Equalities	


Strategic Plan activity		Note
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 began on 1st October 2019. It has replaced the previous Mainstream Grants (MSG) scheme. Funding agreements with organisations delivering the 50 projects have been finalised. Progress for the October - December 2019 period will be reported in January 2020.
Directorate	Lead Officer	The MSG extension for the Community Languages and Lunch projects (17 altogether) began delivery from 1 st October.
Governance Directorate	Sharon Godman	
Portfolio Owners	Cabinet Member for Resources and the Voluntary Sector; Deputy Mayor and Cabinet Member for Community Safety and Equalities; Executive Mayor	

	<p>In Round 1 of the Small Grants Scheme, 13 projects received funding amounting to £42,000. Six of these projects had previously been MSG funded organisations. In Round 2, 10 projects were funded amounting to £48,000, including four projects run by previously funded MSG projects.</p> <p>To effectively monitor delivery of the VCS Strategy, we have established a steering group consisting of key partners who will drive the strategy within their organisations (LBTH, Tower Hamlets Homes, THCCG and Tower Hamlets Council for Voluntary Service). The steering group has agreed the scope and timeline for the strategy and it is on track to go live in summer 2020.</p> <p>We have undertaken a broad range of activities to engage people in the strategy development including, a co-design session with VCS organisations in November 2019, an audience with the Tower Hamlets Training, Employment and Enterprise Forum and a session with Co-operate which explored how we can strengthen the role of the VCS in Tower Hamlets.</p>
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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 engaged with local partners who work with our target groups to better understand the local context. This has included identifying some of the major gaps and problems in local services for asylum seekers and refugees. Initial scoping work has also been conducted in partnership with council service areas to plan for face to face engagements with local refugees, including children. This next phase of research will take place in January 2020.
		
<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	The Controlling Migration Fund (CMF) programme continues to engage with local providers. In Q3 113 new CMF participants enrolled on English for Speakers of Other Languages (ESOL) classes, Conversation Clubs and Volunteering programmes through the CMF providers. The 'Welcome to Tower Hamlets' guide was successfully launched at an event on 4 th November 2019. Printed and digital versions have been produced. 143 people were invited from across the council, NHS, third sector organisations, Metropolitan Police, CMF providers and other local authorities. Additionally CMF providers extended the invite to learners and volunteers and 71 registered on the day. Positive feedback was received from
<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	

	<p>a sample of 15 attendees whose views were sought to evaluate the success of the launch. Printed copies of the 'Welcome to Tower Hamlets' guide have been distributed to local Idea Stores and CMF providers. We are collating further feedback on the usefulness of the guide which we plan to share in April 2020.</p> <p>The Community Cohesion Programme delivery ended in the last quarter and an independent evaluation of the programme is being carried out. A draft report will be shared with stakeholders for feedback early in the new year and an update on the final report will be available to share for the year end Strategic Plan report.</p>
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<i>Strategic Plan activity</i>		<i>Note</i>
Action 8.5 	Deliver initiatives to celebrate diverse cultures of our borough	In quarter 3 26 events co-ordinated by the council took place in our parks and open spaces with attendance figures totalling nearly 90,000. Quarter 3 highlights include:
<i>Directorate</i>	<i>Lead Officer</i>	
Children and Culture Directorate; Governance Directorate	Sharon Godman; Judith St John	Black History Month (October 2019): we produced a brochure of events to celebrate Black History Month with over 7,000 brochures being (print and online versions). The brochure presented details of 61 events happening across the borough with 20 of these having direct involvement from the council, either through activities organised by libraries and Idea Stores, Local History & Archives, or exhibitions at venues including the Brady Arts Centre and The Art Pavilion.
<i>Portfolio Owners</i>	Cabinet Member for Culture, Arts and Brexit; Deputy Mayor and Cabinet Member for Community Safety and Equalities; Executive Mayor	<p>On Sunday 3rd November 2019 over 75,000 people attended this year's free fireworks display in Victoria Park inspired by the 50th anniversary of the Apollo moon landing. The event was a success and most of the feedback received was hugely positive.</p> <p>Season of Bangla Drama (November 2019): the council's unique festival of British-Bengali dance, music, theatre, exhibitions and talks returned in November 2019. Over 4,500 people attended 34 events over 24 days and involving 28 different organisations. The programme brought together 16 theatrical productions complemented by 16 seminars, talks, workshops, music and poetry recitals and 2 exhibitions. Performances took place at multiple venues throughout Tower Hamlets.</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.

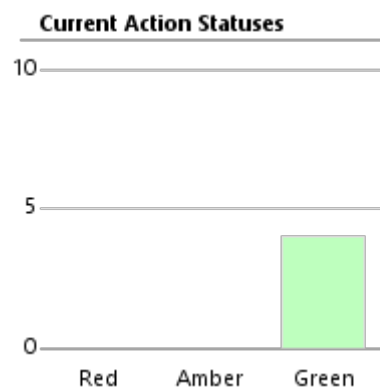
We will be 'digital by default' (which means that this will generally be the main way that people contact or do business with us for straightforward matters). Every customer should feel that they have received excellent customer service when dealing with us. Customers should be able to easily connect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

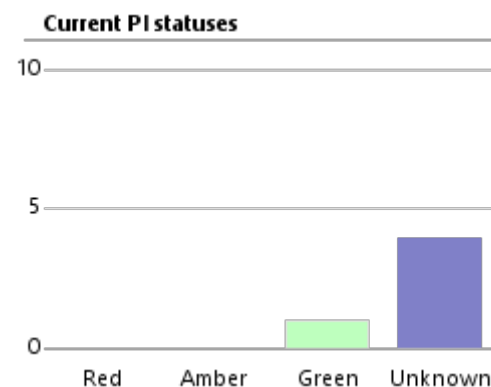
Through positive delivery of our Community Engagement Strategy, we want to strengthen our relationship with local people by enabling them to be actively involved in the design and delivery of services.

Status summary for this strategic outcome

Strategic action status chart




Strategic measure status chart

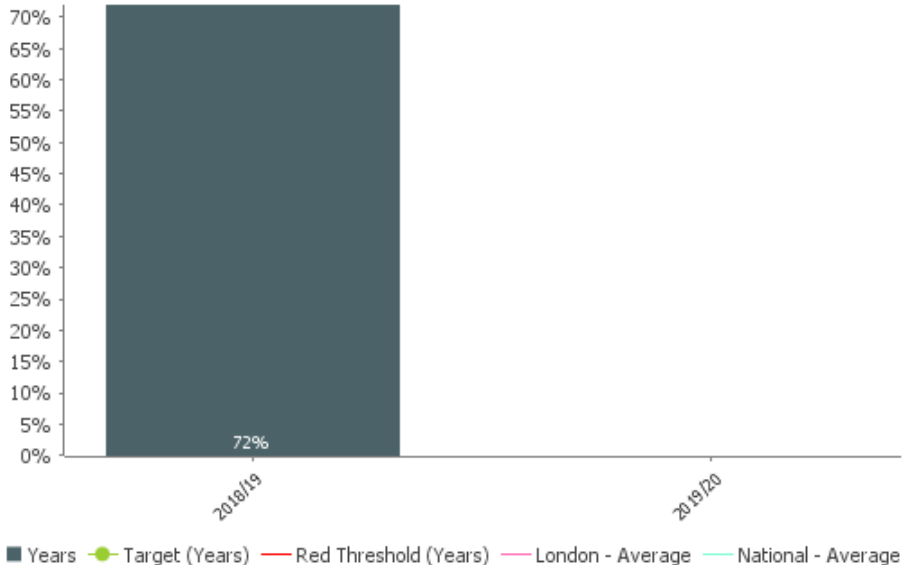




Residents' perception of being kept informed by the Council

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
 <p>70% 65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%</p> <p>72%</p> <p>2018/19 2019/20</p> <p>■ Years ● Target (Years) — Red Threshold (Years) — London - Average — National - Average</p>	<p>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>

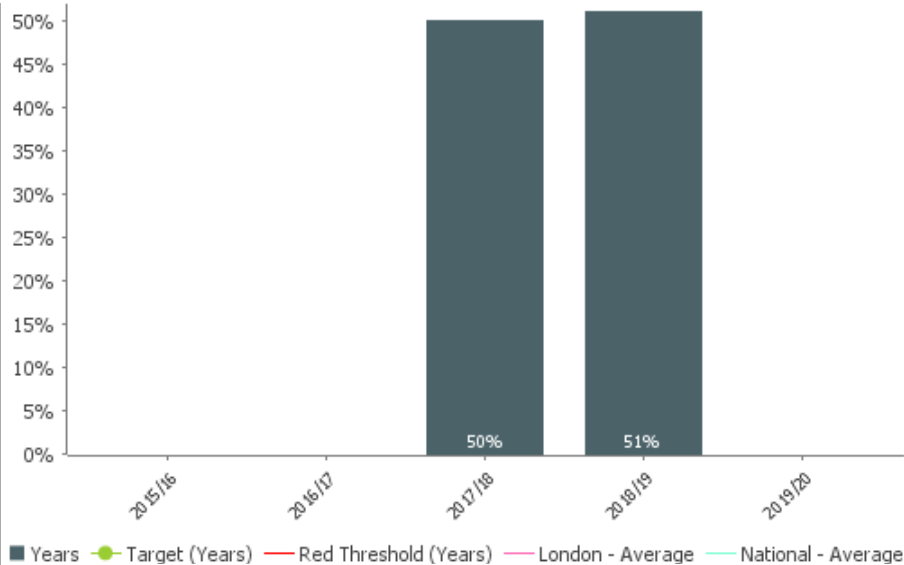


Residents' perception of Council transparency

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




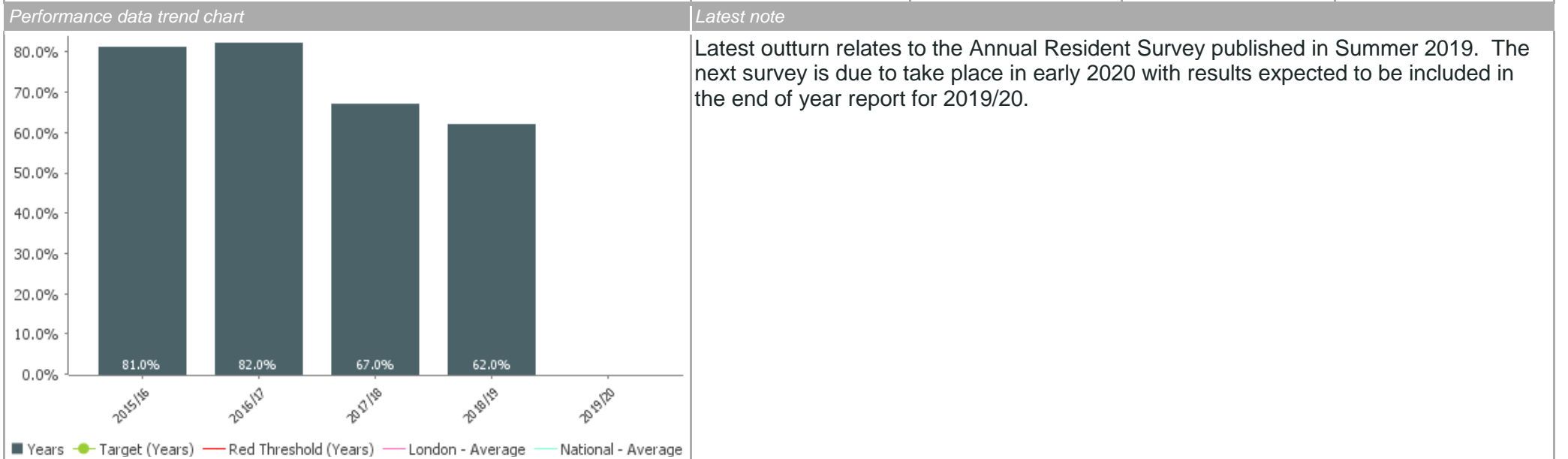
Latest outturn relates to the Annual Resident Survey published in Summer 2019. The next survey is due to take place in early 2020 with results expected to be included in the end of year report for 2019/20.



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>
Head of Corporate PMO Divisional Director, Customer Services	Strategic		62.0%	 Data Only



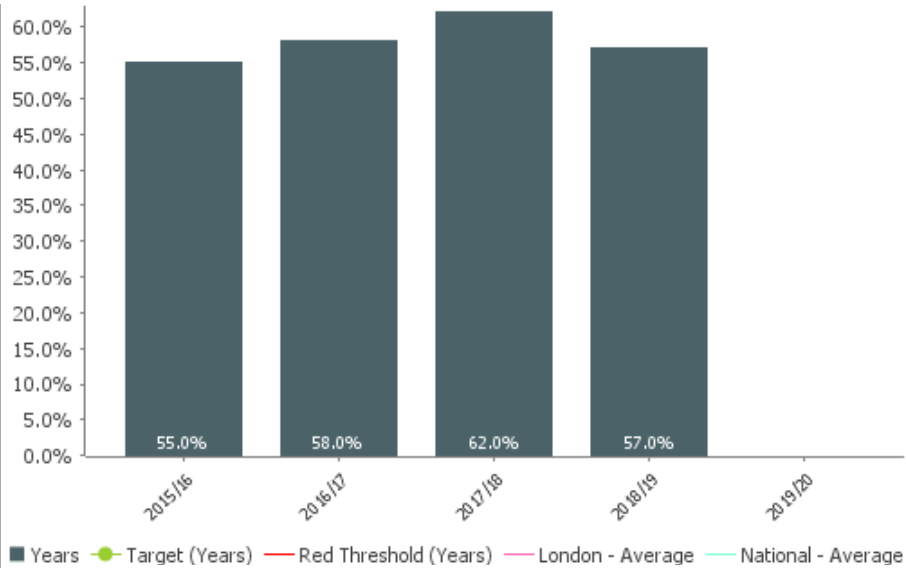


Residents' perception of being involved in decision-making

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	RAG rating
Divisional Director, Communications and Marketing Divisional Director Strategy, Policy and Partnership	Strategic		57.0%	Data Only

Performance data trend chart Latest note

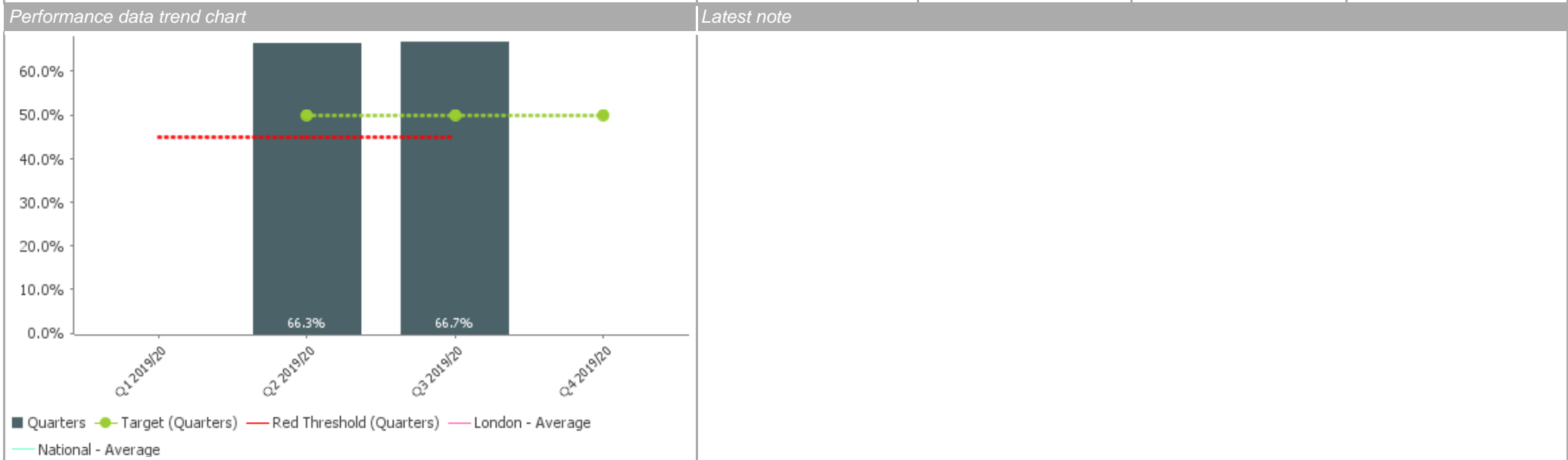


Latest outturn relates to the Annual Resident Survey published in Summer 2019. The next survey is due to take place in early 2020 with results expected to be included in the end of year report for 2019/20.

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	Q3 2019/20	↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>
Head of Corporate PMO Divisional Director, Customer Services	Strategic	50.0%	66.7%
			🟢 Green



Strategic plan delivery

Strategic Plan activity		Note
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 now procured our new online consultation hub, which will ensure there is a consistent standard of consultation and will offer new opportunities to engage digitally with residents. Across the quarter, our communications officers have undertaken training so that they can use the consultation hub when it goes live. We are expecting the hub to go live in January. Our consultation and engagement handbook is currently being finalised and will be shared with staff in due course. A session was held with the Consultation Institute to learn from best practice and improve the way we work.
<i>Directorate</i>	<i>Lead Officer</i>	
Governance Directorate	Andreas Christophorou; Sharon Godman	
<i>Portfolio Owners</i>	Executive Mayor	
Strategic Plan activity		Note
Action 9.2	Develop a digital strategy which supports our work to improve customer services through digital platforms	Following on from our work in the last quarter, we have developed an online process for joining the housing register. As of 19th December 2019 residents are now able to fill in a 'change of circumstances' form online. The complete housing register process can now be completed online. We have supported parking services with the development of several interim forms while they change their parking system. We have also developed a 'contact us' form for all parking queries. Due to the additional work required for parking services, some other projects have now been moved to deliver in Q4. This includes a pest control booking form and process, which will require payments to go live.
<i>Directorate</i>	<i>Lead Officer</i>	
Resources Directorate	Teresa Heaney	
<i>Portfolio Owners</i>	Cabinet Member for Culture, Arts and Brexit	
Strategic Plan activity		Note
Action 9.3	Develop initiatives to increase democratic participation by local communities	The Welcome to Tower Hamlets Booklet and 'How to Get Involved' video were launched as planned and have been well received. The next steps will be in looking to make best use of the new resources. The Standards Advisory Committee received a report on the Strengthening Local Democracy project to review the work from their perspective, whilst the General Purposes Committee will be receiving an update at their February 2020 meeting.
<i>Directorate</i>	<i>Lead Officer</i>	
Governance Directorate	Robert Curtis; Sharon Godman; Matthew Mannion	

<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	<p>This quarter we have been successfully telling our story through awards. The council has been shortlisted for six LGC 2019 Awards – the outcome will be determined late January. The council has also been shortlisted for six 2019 Social Worker of the Year Awards, with one successful win (Practice Educator of the Year). The communications team has won a comms2point0 2019 ‘unaward’ for best social media campaign for telling our improvement journey on our Children’s Services and Ofsted good rating. The video supporting this work achieved a record 42,000 views. The communications team has also won a LGcomms 2019 Excellence Award for our summer activities campaign. This success has been shared among peers and our sector, particularly on LinkedIn with high engagement rates. There was a feature on the practice educator in Our East End and media coverage.</p> <p>In the last quarter, we have been successfully engaging with residents telling our story and of Tower Hamlets, the place. We now have 47,258 active, engaged subscriptions on our resident e-newsletters – which has increased by almost a third since the last quarter – and equates to 32,778 individual residents and stakeholders. We also increased our followers to over 35,000 across our social media channels by a total of 5.3 per cent. Views across our social media channels in total reached 70,734 – up by almost 110 per cent from the previous quarter.</p> <p>We have continued to run ‘Place’ features in Our East End publication. In December, we ran a feature on the English National Ballet’s new home in the borough.</p>
<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

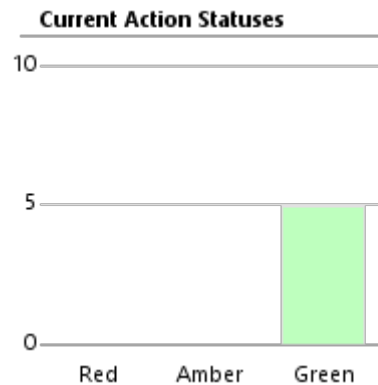
We will work in partnership with stakeholders to share resources and become more than the sum of our parts.

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.

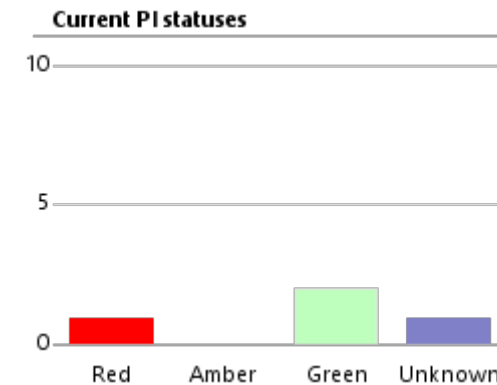
As partners have reflected on the key opportunities and challenges facing the borough, we have also thought hard about how we are going to achieve our objectives. In a time of austerity and uncertainty, 'less of the same' will not be enough. Public sector organisations in the borough are already making 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

Strategic action status chart




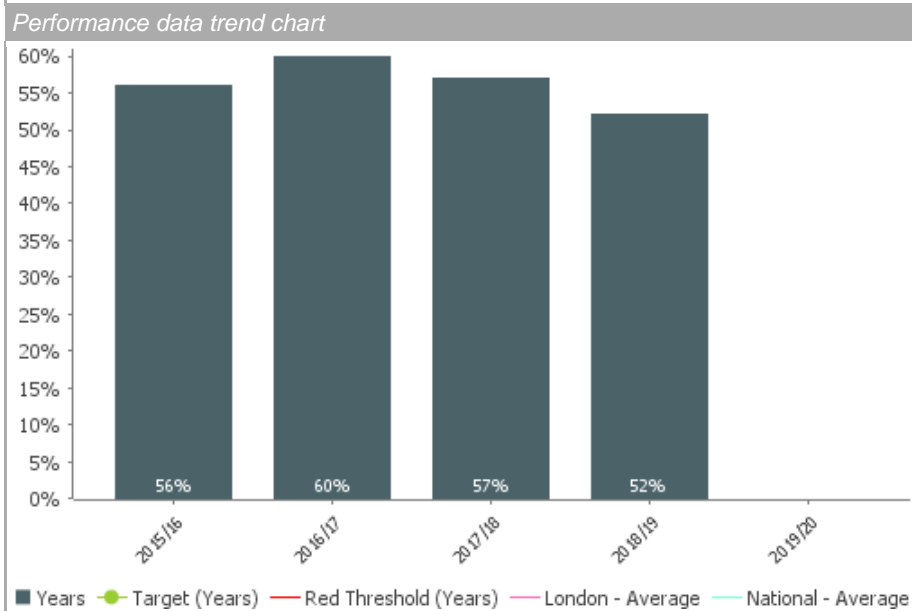
Strategic measure status chart



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

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

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



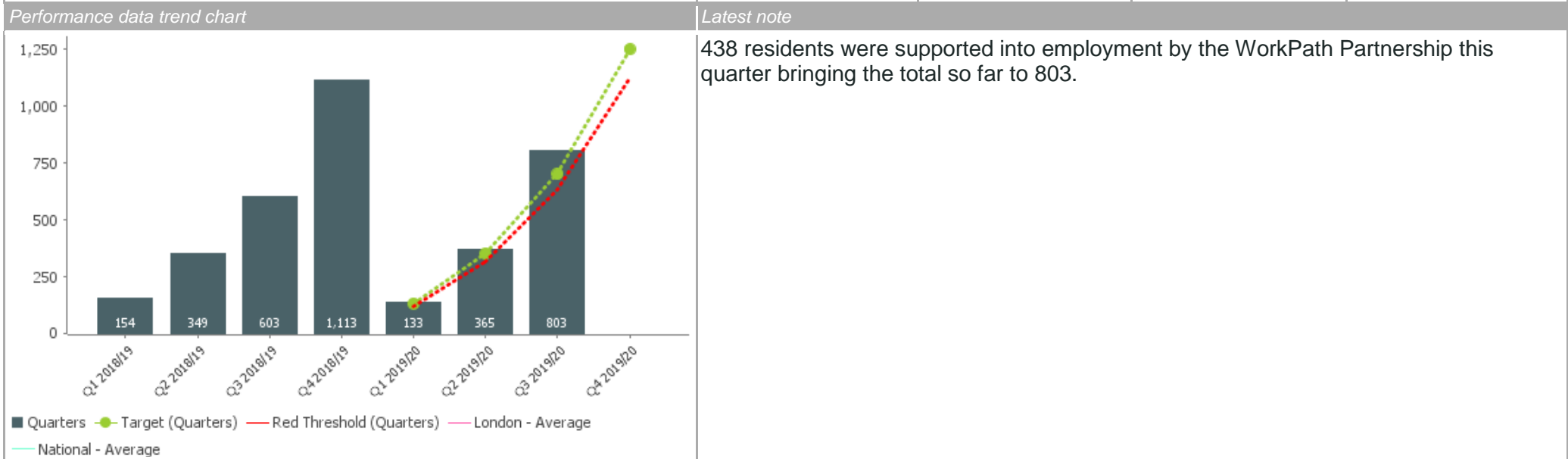
Latest note

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

✔ Residents supported into employment by the WorkPath partnership

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

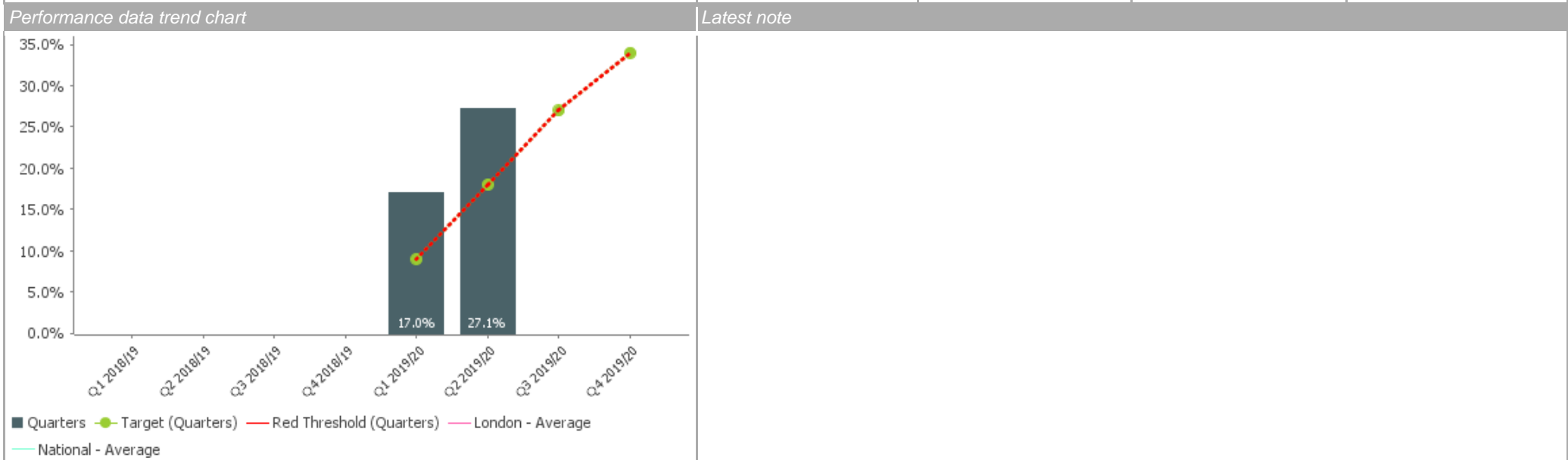
<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Work and Economic Growth	Q3 2019/20		↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Growth and Economic Development	Strategic	700	803	✔ 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..

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Adults, Health and Wellbeing Cabinet Member for Children, Schools and Young People	Q2 2019/20		?	?
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Youth and Commissioning Divisional Director, Integrated Commissioning	Strategic	18.0%	27.1%	✔ Green

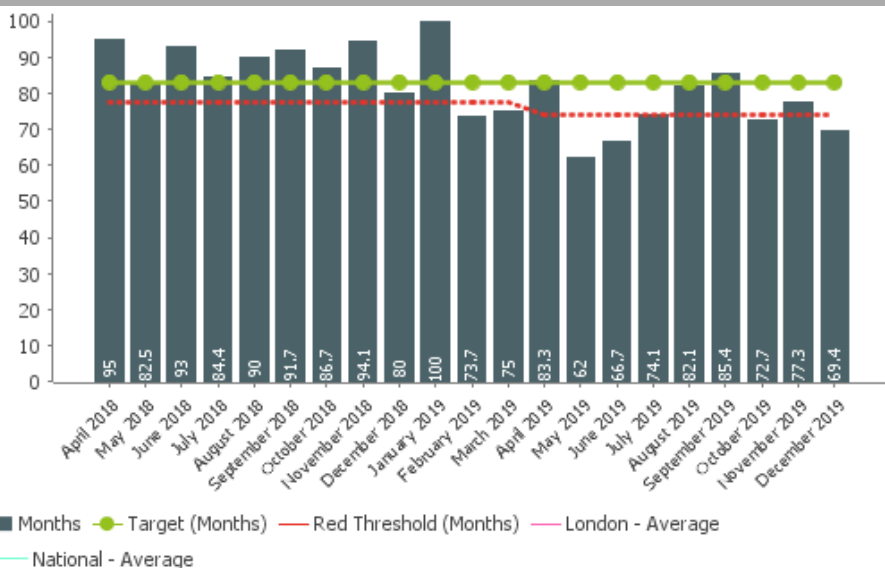


Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services (Effectiveness of Reablement Services)

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	Q3 2019/20		↓	↓
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Adults Social Care	Strategic	83.1	72.5	Red

Performance data trend chart | Latest note



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 small, therefore performance against this indicator tends to fluctuate. In quarter 3, of the 91 people who received a reablement service, 66 are known to be living at home 91 days after discharge.

What are we doing?

The multi-disciplinary hospital discharge team is working to improve 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 and achieved a 'good' rating. With that external validation, we are confident the service we deliver is of high quality. See Outcome 3 'People who are more independent after being supported through reablement services' for a case study which highlights the positive change that our reablement service makes to the lives of people with complex long term support needs and their carers. This metric also shows that our reablement service is performing well overall in terms of results with over 80% of service users having no further service or a reduced service after a period of short term reablement support.

When will performance be on track?

Given the small numbers in this cohort performance fluctuates each month. Currently we are not on track to meet the 83% target level during this financial year.

Who is responsible?

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

Strategic plan delivery

Strategic Plan activity		Note
Action 10.1	Understand public sector investment, commitments and resourcing across Tower Hamlets	Further work to understand public sector investment and resourcing across the borough will be discussed by the Partnership Executive Group in the next quarter as a part of the development of their work programme for 2020-21. Planning for this session has been undertaken in Q3.
Directorate	Lead Officer	
Governance Directorate	Sharon Godman	
Portfolio Owners	Executive Mayor	
Strategic Plan activity		Note
Action 10.2	Deliver a Tower Hamlets place-based campaign	We are working with place marketing specialists to develop the next stages of the Tower Hamlets place campaign. This includes developing positioning options, concepts, designs and creative applications to use in the campaign. The specialists will develop marketing materials working with our partners and with local firms. This will consist of designs and guidelines on how the collateral will be used. The company will shortly make site visits to a series of key destinations in the borough and liaise with partners to develop their ideas.
Directorate	Lead Officer	
Governance Directorate	Andreas Christophorou	
Portfolio Owners	Executive Mayor	
Strategic Plan activity		Note
Action 10.3	Develop a clear set of priorities for partnership working	The Tower Hamlets Partnership Executive Group (PEG), consisting of key stakeholders within the borough (schools, businesses, healthcare, police force, key council officers) who work together to improve Tower Hamlets, met in November to discuss how the partnership is working. The group identified and discussed the priorities and objectives for the coming year. Achievements to date were reflected upon, for example, building greater coherence, governance and activity through the four partnership boards, building key partner relations through summits and meeting regularly to work on cross-cutting issues and build wider
Directorate	Lead Officer	
Governance Directorate	Sharon Godman	
Portfolio Owners	Executive Mayor	

	intelligence. The PEG also discussed key elements of the 2020 work programme including the creation of a 'Tower Hamlets Deal'. This follows in the footsteps of other local authority partnerships (e.g. Lewisham and Wigan) whereby a binding and public commitment is made to improve an aspect of the borough. The full work programme for 2020 will be agreed by the board in Q4.
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<i>Strategic Plan activity</i>		<i>Note</i>
Action 10.4	Work with partners to mitigate impact of Brexit on communities and stakeholders in Tower Hamlets	The council has continued its awareness raising campaigns around the EU Settlement Scheme. Our work aims to ensure vulnerable groups have been captured in communications about the scheme, tailored materials have been distributed to key partners in the borough to help target these groups, and to help advertise local immigration support services. We are also collaborating with local voluntary and community agencies that have received funding from the Home Office to assist with applications.
<i>Directorate</i>	<i>Lead Officer</i>	
Governance Directorate	Sharon Godman	
<i>Portfolio Owners</i>	Cabinet Member for Culture, Arts and Brexit; Executive Mayor	We are continuing to assess potential impacts and risks for services arising from Brexit. Council services have mapped areas of consideration and have identified mitigating actions to alleviate any risk. Contingency planning for national level issues, such as risks to food, fuel, and medicine have taken place and the council has engaged its service providers in these areas to seek reassurance. This planning will continue alongside any advice distributed to local authorities by central government in the lead up to Brexit.

<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	The Partnership Executive Group (PEG) has now concluded its Appreciative Inquiry approach, which focussed on all four themes of the Tower Hamlets Plan. It has now been agreed to explore the most cross-cutting, high level and strategic issues in the borough at the subsequent PEG meetings. Specific updates in relation to themes in the Tower Hamlets Plan include: <u>Better Health and Wellbeing</u> The refresh of the Health and Wellbeing Strategy continues and both the local authority and Healthwatch are currently consulting with local organisations and the community. The refreshed Strategy is due to be ratified by the Health and Wellbeing Board in June 2020 and will set the direction for the next five years. <u>A better deal for children and young people</u>
<i>Directorate</i>	<i>Lead Officer</i>	
Governance Directorate	Sharon Godman	
<i>Portfolio Owners</i>	Executive Mayor	

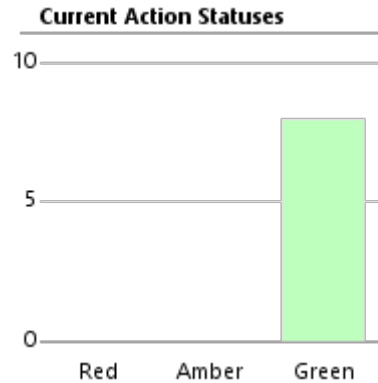
October 2019 saw the launch of our new Children and Families Strategy “Every Chance for Every Child” which had been overseen by the Children and Families Partnership Board. The launch was celebrated with a successful event for children and families at Meath Gardens Children’s Centre.

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

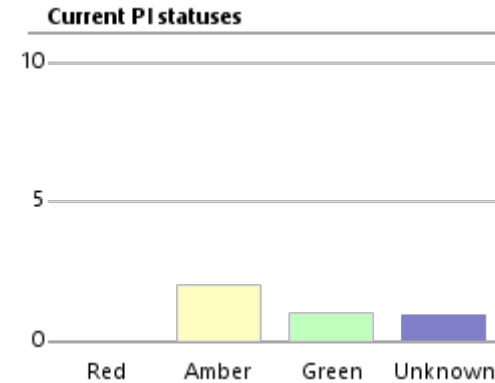
Public services are under huge long-term financial pressures and are also facing rising demand from service users. There are already many initiatives underway to change the way that public services are designed and run in Tower Hamlets, such as the integration of health and social care. We as civic leaders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



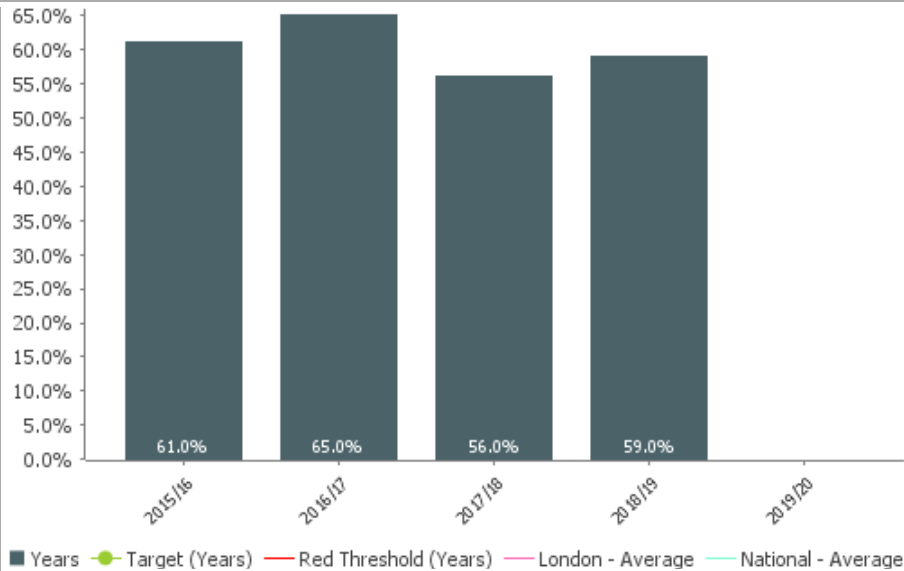


Resident view of the council doing a better job than a year ago

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
Divisional Director, Communications and Marketing	Strategic		59.0%
			RAG rating Data Only

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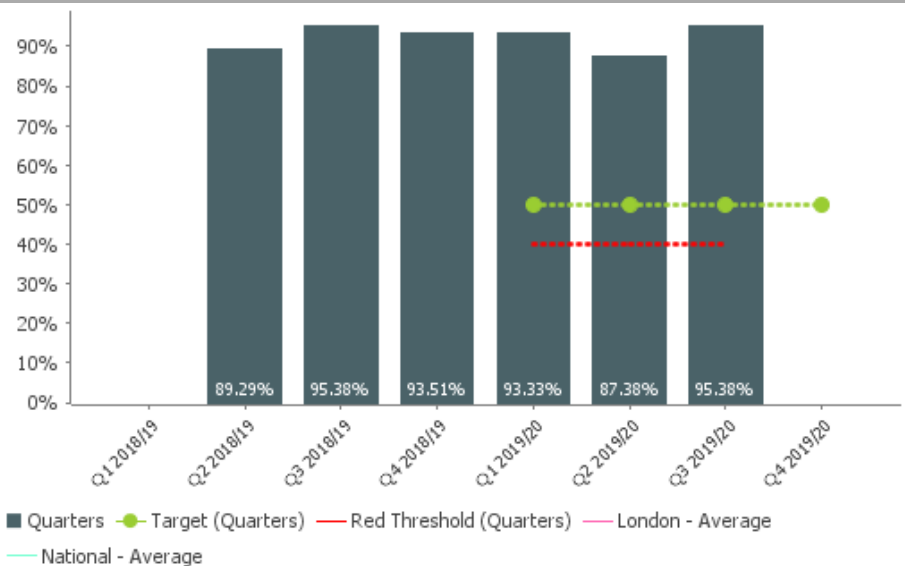
The latest outturn relates to the Annual Resident Survey published in Summer 2019. The next survey is due to take place in early 2020.

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.

<i>Lead member</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Executive Mayor	Q3 2019/20		↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Communications and Marketing Divisional Director Strategy, Policy and Partnership	Strategic	50%	95.38%	Green

Performance data trend chart | *Latest note*

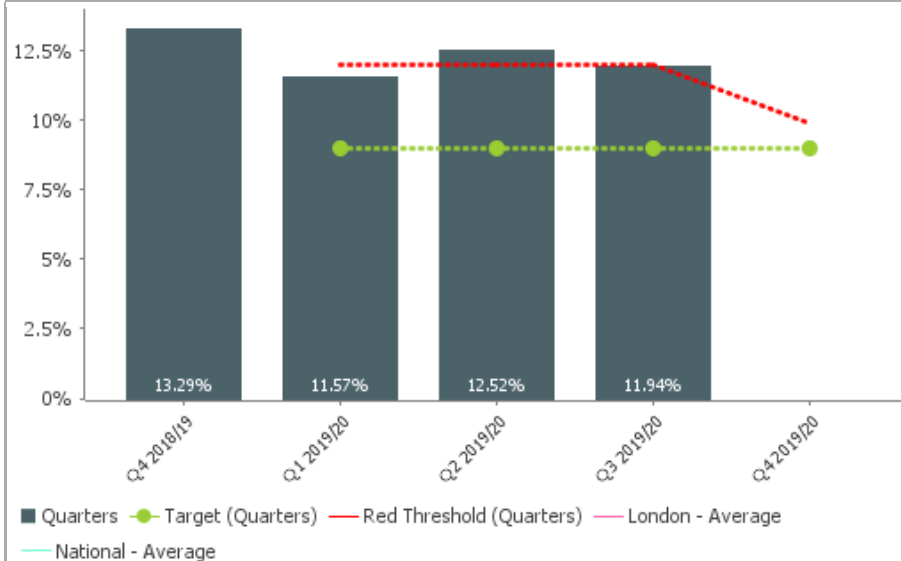


▲ Council staff turnover rate

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	Q3 2019/20		▲	▲
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Human Resources	Strategic	9%	11.94%	▲ Amber

Performance data trend chart



Latest note

Why is performance off target?

Performance has improved from quarter 2 to quarter 3 and our current position is now exceeding our minimum expectation of 12% staff turnover, however we are still falling short of our 9% 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?

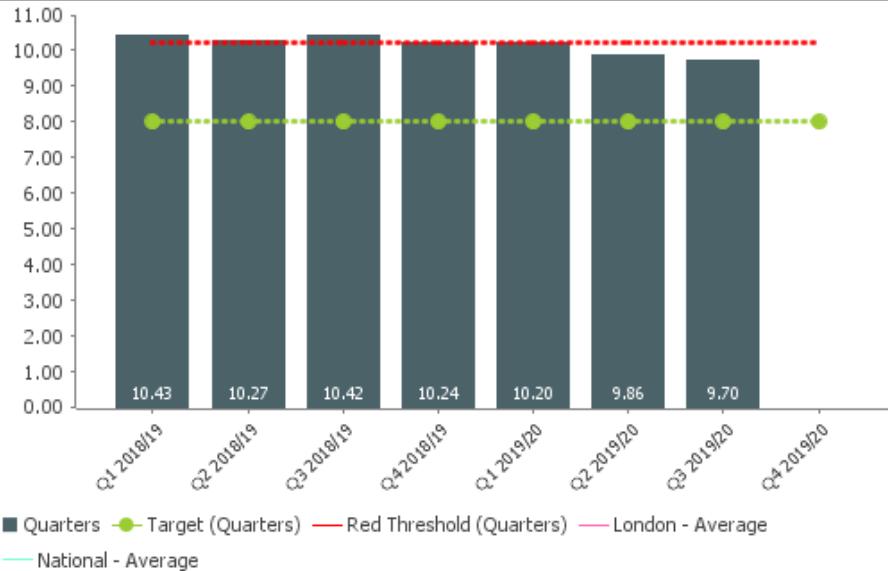
We will continuously monitor whether our actions outlined above have a positive impact on our retention rates.

▲ 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.

Lead member	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Resources and the Voluntary Sector	Q3 2019/20		▲	▲
Lead officer	Type	Target	Actual	RAG rating
Divisional Director, Human Resources	Strategic	8.00	9.70	▲ 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. Improvements have been made between quarter 2 and quarter 3. 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 0.7 days when compared to Q3 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'. This will improve productivity, streamline administrative processes and enhance the way we support our employees through sickness absence. We are currently undertaking an Improvement and Efficiency review of sickness absence and the key findings will be presented at our Performance and Improvement Board in February. 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 nine months sickness absence rates have fallen from 10.24 to 9.70 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.


Strategic plan delivery

Strategic Plan activity		Note
Action 11.1	Deliver the Smarter Together Transformation Programme	<p>Smarter Together encompasses four programmes, delivering most of the council's transformational change. There are approximately 40 'live' projects in Smarter Together at any one time. Progress this quarter includes:</p> <ul style="list-style-type: none"> • More customer journeys have gone online including Housing Register application and the EU Settlement Scheme; • Introducing a new way of procuring external transport services for vulnerable residents which will save the Council money and provide a more efficient service; • Providing residents new ways of accessing services through our Idea Stores; • Completing a major survey with staff working in strategy, business intelligence and commissioning functions to inform the development of new ways of working.
Directorate	Lead Officer	
Resources Directorate	Anthony Walters	
Portfolio Owners	Executive Mayor	

Strategic Plan activity		Note
Action 11.2 	Deliver improvements to how we use our land and buildings	<p>The refurbishment of Granby Hall Community Hub was completed in December 2019 and the user groups have returned. Poplar Harca has been appointed as an interim managing agent and will work in partnership with the Voluntary and Community Sector Team, over the next six months, to establish a management committee to take responsibility for the long term management of the hub. A launch event is planned for mid-January. Refurbishment work is continuing at Raines House. This is expected to be completed by the end of April 2020.</p> <p>For Bow Community Hub, Poplar Harca's appointment as a management agent has been extended until November 2020, following the successful outcome of the mid-point review. The use of the space has increased significantly and the installation of a lift will increase accessibility and use of the first floor.</p> <p>The Asset Review is continuing and opportunities to increase use and maximise income have been identified, to contribute to the agreed income target.</p>
Directorate	Lead Officer	
Place Directorate	Michael Rourke	
Portfolio Owners	Cabinet Member for Resources and the Voluntary Sector	

Strategic Plan activity		Note
Action 11.3	Improve the IT infrastructure and	Q3 saw progress made in our plans to deliver superfast broadband and fibre networks in

	modernise applications to enable innovation	<p>Tower Hamlets. The conclusion of the legal processes in relation to the bulk wayleave agreement was completed in late November for all three operators. In addition, November saw the last of the pilot/launch surveys undertaken by the operators and to date two of the three survey reports have been submitted.</p> <p>The programme has experienced delays due to some staff churn within the council which has resulted in the first operator survey report not being signed-off. This was escalated and has now been resolved although this may be a temporary approach. The programme will now look to conclude the sign-off of one of the operator's surveys and all supporting documents, termed Phase I Works Documents.</p> <p>The delivery of fibre-provision to Leadenham Court in Bow to residents' flats and associated public access buildings/areas i.e. site office, Lincoln Community Centre & Fern Street Settlement Family Centre has been undertaken. This will be carried out with Community Fibre.</p> <p>In addition, the programme will work with the operators to plan the roll-out proper for a rolling three months in advance - circa 5,000 properties. This will need to be undertaken in consideration alongside our Major Works Programme which is due to be ratified imminently.</p>
<i>Directorate</i>	<i>Lead Officer</i>	
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	<p>We undertook a small scale staff survey in November asking 11 questions of staff to determine the levels of engagement. 40% of staff responded and the results are being shared back to staff. Our Chief Executive Roadshows took place in November and December at various locations around the borough with 226 members of staff attending to hear key messages and discuss our Smarter Working transformation and modernisation programme. The manager's conference took place in October with 380 managers attending. Our Staff Awards Scheme has been refreshed with Directorate Awards introduced on a quarterly basis starting from October 2019, feeding in to the Corporate Awards. The quarter ended with a visit from the Investors in People (IiP) assessor to ascertain the progress being made towards IiP - a full assessment will take place in December 2020. Investors in People (IiP) provide accreditation for achieving good</p>
<i>Directorate</i>	<i>Lead Officer</i>	
Resources Directorate	Amanda Marcus	
<i>Portfolio Owners</i>	Cabinet Member for Resources and the Voluntary Sector	

standards of people management and company culture.

<i>Strategic Plan activity</i>		<i>Note</i>
Action 11.5	Embed Outcomes Based Budgeting across the Council	The 2020-23 medium term financial plan (MTFP) will be presented to Cabinet in January. Agreement will be reached in quarter 4.
<i>Directorate</i>	<i>Lead Officer</i>	Our Outcomes Based Budgeting will now support the development of transformational savings for 2021-22 onwards, as well as inform development of the MTFP for 2021-24.
Resources Directorate	Kevin Bartle	
<i>Portfolio Owners</i>	Cabinet Member for Resources and the Voluntary Sector	

<i>Strategic Plan activity</i>		<i>Note</i>
Action 11.6	Deliver a programme of service reviews to improve operational effectiveness	We have completed our market services improvement and efficiency review. Key findings were presented to our Performance Improvement Board and six recommendations were made to improve the way our markets operate. Implementation of these recommendations will be reviewed in the latter half of 2020. Recommendations surround improving our enforcement procedures, partnership working and smarter use of our market services software system.
<i>Directorate</i>	<i>Lead Officer</i>	We are currently undertaking our improvement and efficiency review on Human Resources – Sickness Absence. It was decided to change the scope of the review to focus on long term sickness absence which has a great contribution to total absence rates. We are currently conducting interviews with our HR Business Partners to establish current procedures and identify opportunities for improvement. Part of this includes a 5 year review of all our sickness absence data to highlight trends and target improvements. Results of the review will be presented in January. Our Street Care review will be conducted in Q4 with findings presented in February.
Governance Directorate	Sharon Godman	
<i>Portfolio Owners</i>	Executive Mayor	

	Reviews on Community Safety and Special Education Needs and Disability (SEND) services will begin in 2020.
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<i>Strategic Plan activity</i>		<i>Note</i>
Action 11.7 	Review business intelligence processes and procedures to support better outcomes for local people	We have completed an analysis of all business intelligence activities undertaken across the council. This, along other evidence, will inform how we configure our business intelligence and insight functions in the future. In parallel to this we have started to engage staff across the council in validating the requirements for future IT systems and solutions to support more advanced business analytics. While we are working on our longer term plans we have started to use our existing tools to develop more intuitive dashboards for key audiences and have begun to develop more in depths analysis of statistics to understand the drivers behind them.
<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 on better outcomes for residents	This action was completed in Q2. There are no further updates.
<i>Directorate</i>	<i>Lead Officer</i>	
Governance Directorate	Sharon Godman	
<i>Portfolio Owners</i>	Executive Mayor	