

TOWER HAMLETS

# Strategic performance and delivery – annual report 2019-2020



The annual council delivery and performance report captures the great progress we made over the past year as we continue to deliver for residents in Tower Hamlets. It covers the period up to March just before the full impact of responding to Covid-19 hit us. However, the report shows we were already making great progress in changing our ways of working and building our resilience. We need to maintain this momentum and keep up the pace of change so we can continue to meet our residents' needs and make the most of every penny we spend.

Tower Hamlets remains a place that people want to live and work in and our diversity is part of our strength. It has shaped our history and will play a key part in our future. I'm really proud to represent a place that is so dynamic, vibrant and exciting.

We are a key driver of the London and national economy and provide the third highest economic output in the UK. Like many places our borough contains great contrasts and as a

council I want us to play our part to ensure that we are unleashing and promoting our talent and protecting our most vulnerable residents.

I was re-elected on an ambitious manifesto in 2018 and remain committed to implementing this to make the borough cleaner, safer and fairer. This report shows much has been achieved but there is still more to do.

We've set out in our Strategic Plan some key priorities. We want to ensure people are aspirational, independent and have equal access to opportunities. We want our children and young people to be protected so they get the best start in life and can realise their potential. As a council we want to ensure people access joined-up services when they need them and feel healthier and more independent.

The report highlights areas where we're making great strides in helping our residents from increasing the number of 16-17 year olds in education, employment or training, to helping

residents receive the correct financial and benefits advice and reducing our CO2 emissions.

At my advice surgeries and when responding to casework I regularly see for myself examples of people who need us to deliver more council homes or provide assistance with their benefits. We are making real progress on delivering 2,000 council homes and working with other providers to secure one of the highest numbers of affordable homes in the country. I know that every new home transforms lives but wish we had more levers from government at our disposal. Through our Private Renters' Charter we are driving up standards in the private rented sector. Our innovative Tackling Poverty Fund has provided vital assistance to residents hit by the benefit cap and introduction of Universal Credit.

We've brought our waste service 'in house' and are working to further improve the cleanliness of the borough. In the most densely populated place in the country this

is always a challenge with more to be done. We continue to work in partnership with the police to tackle crime and anti-social behaviour which remains a key concern for residents. I'll continue to lobby the government to reverse cuts to policing, and as a council we currently fund additional police officers to try and make up some of the shortfall.

Our Liveable Streets programme has been rolled out across more areas in the borough, making it easier to walk and cycle around Tower Hamlets. The programme is investing in public spaces and is a part of our work to clean up our air. This has involved lots of consultation and conversations with our residents about the kind of changes they want to see in the borough. By reducing 'rat runs' and rolling out school and play streets we are making a real difference and protecting our young people from exposure to harmful exhaust fumes. Although we are a densely populated borough, we continue to boast amazing parks and green spaces and we've invested in outdoor gyms and new equipment.

---

We believe in 'Every Chance for Every Child' and continue to invest in our youth service, children's centres and early help programmes. We also boast some of the best schools in the country, and as a council through our WorkPath scheme, help ensure people obtain the training and the jobs they need.

I know that a growing population means we need investment in infrastructure and services, something we ensure through our planning policies. We've taken a stand for our residents where we think the government has prioritised developers over the needs of our community. We are a campaigning council speaking up for the needs of our residents where government policy is holding back their potential.

We continue to work with our partners to deliver, and this joint working has been highlighted in times of crisis. We've seen the strength of our voluntary and community sector and despite cuts we've protected funding to them and found new ways to work with them.

We've had to innovate as a council and despite over a decade of austerity and increasing pressure on services we've transformed as an organisation responding to changing demands, making services more accessible online but maintaining face-to-face contact when we can. We face further financial pressures following the impact of Covid-19 and continue to be concerned that the government's 'levelling up agenda' may threaten our funding. We also await the full impact of Brexit on our community.

We have rebuilt the council's reputation and processes for governance, whistleblowing and grant giving. We saw government lift the directions on the council in 2018 and we have become an award-winning council that is being recognised for its delivery. It can be easy to forget just how far we have come in the last 5 years.

This look back at the last year shows we are embedding changes and being more ambitious for our borough. I'm really proud of the performance we

have achieved, while hungry for more progress still. We'll continue to monitor this progress and push for better still to ensure we are delivering for our residents.



**John Biggs**  
Mayor of Tower Hamlets



# Priority 1

People are aspirational,  
independent and  
have equal access to  
opportunities



**Outstanding education and economic opportunities support people to thrive in our changing and challenging environment. We want to ensure that everyone has the best possible opportunities and life chances.**

**What we have delivered**

We are working with people of all ages to improve their skills and economic opportunities. In partnership with schools and the local business community, we have developed a more targeted approach to careers' advice for young people enabling us to focus on the needs of each young person, their aspirations, and their strengths.

Our new careers' workshops were attended by 210 year 7 students. Volunteers from major employers advised them on how to pick their GCSE's and what future work opportunities exist or are starting to emerge in new sectors.

The creative and cultural industries are a key part of our local economy. We have developed new partnerships with English National Ballet, Tate Modern and the London Legacy Development Corporation (who manage the Olympic Park) to give young people the opportunity for work experience in the industry.

Our Young WorkPath service provided more than 1,500 information, advice and guidance sessions to over 600 young people. Our WorkPath service for adults supported over 1,300 residents, including 511 assessments of basic skills which we know can be a particular barrier to work.

Learners in Idea Stores completed 6,866 programmes in English to Speakers of Other Languages, Maths and English, IT, and other programmes supporting both their progression and their functional skills, wellbeing and personal development.



**What difference we have made**

We have worked with businesses and organisations to broker 201 apprenticeship opportunities for young people. Working with our partners helped to make sure that 94.3 per cent of 16-17 year olds in the borough are in education, employment or training, giving them better long-term opportunities in life.

Our new supported employment programme for young care leavers helped 10 of the most vulnerable young people to make the transition into independent adult life.

The WorkPath service helped to reduce poverty in our borough by supporting 504 unemployed residents to find a job. 93 per cent of all Idea Stores WorkPath partnership learners passed their course. Learners were surveyed and 97 per cent said that the courses challenged them to try new things.

We supported early years education by issuing 375,549 children's books. 3,585 children aged 4-12 took part

## Outcome 1

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



in the Summer Reading Challenge helping to combat the reading and learning dip that takes place in the summer holidays. They were supported by 87 volunteers from local secondary schools.

Our business support and advice offer, including the Lady Lane Market project which provides support for female market traders and the Start-ups in London Libraries project run in partnership with the British Library,

helped 124 budding entrepreneurs to set up their own business.

### Our performance

We have selected five measures to understand whether we are making progress in achieving this outcome. We have met or exceeded the target for three measures, one measure fell short of the target but exceeded our minimum expectation. Unfortunately, we did not achieve our target for one measure.

94.3 per cent of young people in the borough are in education, employment or training – an improvement on last year. This has been achieved by tracking the destinations of all children in year 1, and taking targeted action to support those who are not participating in education, employment or training. Secondary school attendance remains very high at 90.4 per cent of all pupils attending regularly, meaning they can get the best out of their education. We helped create more businesses than we expected.

Our WorkPath service helped 504 people find a new job. This is less than we wanted to achieve. The impact of the pandemic means that in 2020/21 we will have to rethink how we can best support residents into jobs.



### Case study: Graduate skills training programme

We have seen increasing numbers of pupils attending university, but there is a perception in some parts of the borough that the opportunities to put a degree to use at work is limited. One possible reason for that is a lack of the soft skills that can make all the difference.

We worked with Queen Mary University to put 20 students through a three day programme

exposing them to real life employers who provided on site talks, tours, mock interviews and application advice for different sectors. Students received labour market information and took part in personal development workshops and inspirational Q and A sessions with alumni working in different sectors. Participants said they feel more motivated and well positioned as stronger job candidates.

Measuring the difference we have made

Indicator Name	Outturn 2018/19	Target 2019/20	Minimum Expectation 2019/20	Outturn 2019/20	Last updated	Year on year trend	RAG status	Comment
Percentage of 16-17 year olds in education, employment or training	92.9%	93.0%	92.0%	<b>94.3%</b>	2019/20	↑	<b>GREEN</b>	Lastest available data, January 2020.
Percentage of pupils attending secondary school regularly	91.2%	90.2%	90.0%	<b>90.4%</b>	Feb-20	↓	<b>GREEN</b>	Target exceeded
Number of new enterprises created with support from the council's business development	N/A	30	25	<b>124</b>	2019/20	N/A	<b>GREEN</b>	Target exceeded
Percentage of Idea Store Learning learners who pass their course	N/A	95.0%	90.0%	<b>93.0%</b>	2019/20	N/A	<b>AMBER</b>	Minimum expectation exceeded
Number of adults supported into employment by the WorkPath service	1113	800	750	<b>504</b>	2019/20	↓	<b>RED</b>	Service restructure, associated recruitment delays and major IT challenges reduced our capacity to support residents.

High quality provision to support the learning, development and care of young children prepares them for school and their futures. We want children and young people to live in a safe environment, ensuring the best health and development outcomes.

**What we have delivered**

We are putting children and young people at the heart of what we do so that they have the best possible life chances.

Over the summer we ran our free annual summer events programme for children, young people and their families. The programme in our youth centres, Idea Stores, leisure centres and parks brings people together and provides opportunities to learn new skills and develop new relationships.

More girls are now participating in our youth service activities. We piloted a



new offer for girls and young women at our Columbia Youth Hub and 15 young women achieved a Bronze Duke of Edinburgh Award. We also developed and ran a girls' empowerment project during the summer holiday and into the autumn. 20 young girls are now regularly attending our Limehouse Youth Hub. Overall, more than 3,800 young people visit our youth hubs regularly.

Our Social Care Academy is our dedicated training and development programme to help us improve our social services for children in our care. As part of this, we delivered a successful conference to enable our staff to tackle the issue of violence against women and girls.

**What difference we have made**

Our work to increase democratic participation by young people has a direct impact on the decisions the council makes. At our Youth Voice Counts, young people fed back to decision makers and show how they understand how decisions impact on them. The Young Mayor's Team

are now part of the membership of corporate boards and our Youth Council held several street canvassing events to capture the views of young people and feed them into the decisions we make.

We delivered 2,100 storytime sessions in our Idea Stores and libraries for children aged 0-3 helping to develop and support language skills and introducing babies and children to books.



Stability is very important to young people in care. It helps them build relationships with those who care for them and makes their move into independent adult life easier. More



**Case study: Family group conferences**

Family group conferences (FGCs) empower families to make care decisions about their children. Parents, families and friends create their own plan to care for children, with the support of public agencies. Children have a voice and contribute to this plan.

FGCs help families manage better themselves and avoid more social work involvement. We worked with nearly 300 families, with most children not requiring statutory involvement and many cases being managed with a successful family plan in place. 83 per cent of families agreed that they felt more confident in dealing with their challenges.

than 71 per cent of all children and young people in care are now in stable placements.

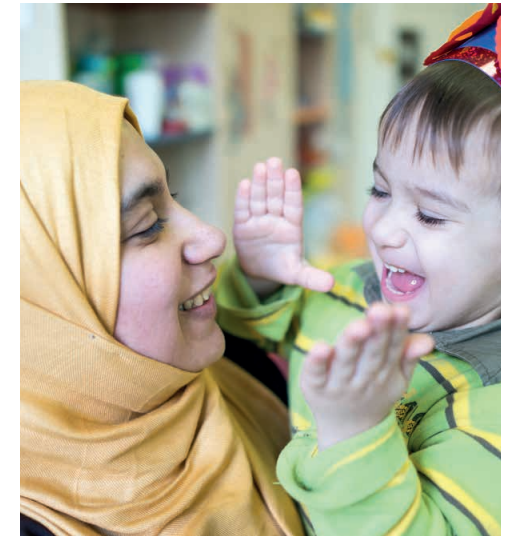
We seek input from parents and carers in a number of ways to improve how we support them. Our annual parent and carer survey helps us shape a wide range of services for families. More targeted engagement, such as our event for over 200 parents and carers of children with special educational needs informs how we can continue to deliver support in a very difficult financial climate.

**Our performance**

We have selected four measures to understand whether we are making progress in achieving this outcome. We have met or exceeded the target for two measures, one measure fell short of the target but exceeded our minimum expectation. Unfortunately, we did not achieve our target for one measure.

71.6 per cent of looked after children that we support have been in the same placement for at least the last two years or have been placed for adoption. That is more than our target of 70 per cent and an improvement on last year. 61 per cent of young people engaging with our youth service achieved a recorded outcome, which means they have developed a new skill, shown a positive change in behaviour or gained greater confidence.

Pupil attendance in reception year remains below our minimum expectation of 77 per cent. Our early years, behaviour and attendance service will continue to provide advice, guidance and support to schools and families to encourage parents to consider the benefits of school attendance from an early age.



Measuring the difference we have made

Indicator Name	Outturn 2018/19	Target 2019/20	Minimum Expectation 2019/20	Outturn 2019/20	Last updated	Year on year trend	RAG status	Comment
Percentage of long-term looked after children who are in stable placements	70.60%	70.0%	65.0%	<b>71.6%</b>	2019/20	↑	<b>GREEN</b>	Target exceeded
Percentage of families who are seeing the benefits of being supported before problems escalate	N/A	80.0%	70.0%	<b>74.1%</b>	2019/20	N/A	<b>AMBER</b>	Minimum expectation exceeded. Technical issues with recording case closures of Early Help Assessments contributed to under performance
Pupils who are regularly attending school in reception year	76.2%	80.5%	77.0%	<b>76.5%</b>	Feb-20	↑	<b>RED</b>	The project to work with families to encourage better attendance delivered by our Family Support Service did not get delivered due to funding issues.
Young people engaging with the youth service who achieve a recorded outcome	N/A	60.0%	50.0%	<b>61.0%</b>	2019/20	N/A	<b>GREEN</b>	Target exceeded

**We are committed to improving the health and wellbeing of our local population and the care services they receive. We are working in partnership with others to deliver joined-up person-centred services.**

**What we have delivered**

We recognise that offering advice and information about health and care early can help more people stay independent for longer. Our new Integrated Information and Advice Service joins up information and advice across health and social care to make it easier for residents to get the advice they need in one place. We have trained and accredited 15 staff members as Trusted Assessors to help people understand and choose the right assistive technology and equipment to support their health and social care needs.

Throughout the year we ran activities that encourage residents to have healthy lifestyles. We delivered over 1,000 health checks to eligible residents.

Our 'Get Active, Get Involved' community engagement forum involves residents helping us to improve how we design and deliver our programmes that encourage more physical activity and healthier lifestyles.



We have awarded more than £21,000 of small grant funding to local community organisations to help tackle loneliness and isolation.

Tackling obesity early in life is one of the main ways we can promote healthy, active lifestyles. Out of the 71 primary schools in the borough, 47 are now participating in the 'Daily Mile' initiative which aims to make more children more active. This is the highest participation rate for any London borough.

**What difference we have made**

Our most deprived areas are where we can make the greatest impact in tackling health inequalities and improving wellbeing. Our

'Communities Driving Change' programme has engaged over 2,000 residents on 12 of our most deprived estates to help them take charge of their own health and wellbeing.

Adults with learning disabilities are far less likely to be in work than the general population. We helped over 230 residents to access secure and sustainable employment or training to improve employment prospects.

One in eight adults nationally are unpaid carers for family and friends. We recognise the vital role carers play in supporting people who are ill or disabled. Over the course of the year



### Outcome 3

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

we have provided over 1,200 adult carers with information, advice, benefit support, training and respite care.

Being in control and independent contributes positively to wellbeing. 586 adult social care users are now receiving direct payments which

means they are able to buy their own care and support through the funds allocated.

We helped 1,556 residents to permanently stop smoking tobacco, which improves their health and helps to reduce the risk of premature death.

#### Our performance

We have selected six measures to understand whether we are making progress in achieving this outcome. We have met or exceeded the target for two measures. Unfortunately, we did not achieve our target for two measures. For the remaining two measures in this outcome we do not have a result for this year as we had to cancel our annual residents' survey because of the pandemic.

We have made some substantial progress in helping people be more independent. 75.5 per cent of all adult social care users who receive reablement support are now showing greater levels of independence afterwards. This is up from just over 60 per cent last year.

We measure the average daily number of beds in acute hospital care which were occupied by patients who are ready to be discharged but remain in hospital because it has not been possible to make appropriate social care arrangements. The average daily number of beds was 4.49, which is above our minimum expectation of 2.77 days. We have set up a new daily escalation process, so we can adjust social worker case allocations, which means patients can be seen and assessed more quickly.



#### Case study: Reablement to promote independence

M, a young adult with multiple impairments, is living with their mother who provides a high level of support. M was referred to reablement to help them bathe independently. Previously, M was entirely dependent on their mother. This strained their relationship.

This strained their relationship. Working with M, we created a pictorial bathing guide putting tasks

in sequence and providing prompts so M could remember what to do and build confidence in bathing on their own.

Now, M can bathe independently, and their mother just runs the bath water and occasionally checks if M is OK. This short-term intervention significantly improved wellbeing for them both.

Measuring the difference we have made

Indicator Name	Outturn 2018/19	Target 2019/20	Minimum Expectation 2019/20	Outturn 2019/20	Last updated	Year on year trend	RAG status	Comment
People who are more independent after being supported through reablement services	60.2%	70.0%	63.0%	<b>75.5%</b>	2019/20	↑	<b>GREEN</b>	Target exceeded
Proportion of adult social care users who are receiving a direct payment	18.5%	30.0%	27.0%	<b>20.6%</b>	2019/20	↑	<b>RED</b>	We have taken longer than anticipated setting up direct payments in order to ensure they are effective for our clients.
Delayed discharges from hospital attributable to council social care services	2.34	1.91	2.77	<b>4.49</b>	2019/20	↓	<b>RED</b>	There have been delays in assessments of community equipment and adaptations and care home waiting times.
Residents' self-reported level of physical activity	29.00%	N/A	N/A	<b>N/A</b>	2018/19	N/A	N/A	This year's Annual Resident Survey was cancelled due to Coronavirus.
Residents' self-reported level of health	77.00%	N/A	N/A	<b>N/A</b>	2018/19	N/A	N/A	This year's Annual Resident Survey was cancelled due to Coronavirus.
Children's participation in physical activity (Daily Mile)	N/A	60.0%	54.0%	<b>66.0%</b>	2019/20	-	<b>GREEN</b>	Target exceeded

## Outcome 4

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

**We cannot deny that this is a borough of contradictions. We are supporting residents to access the economic opportunities by tackling inequalities in employment, health and housing.**

### What we have delivered

We focus our work to reduce inequality in four areas: jobs and skills, health, housing, and poverty.

Our WorkPath service targets training and employment support to residents most likely to be unemployed. We have worked with over 1,300 residents this year. 1,178 were from black or ethnic minority (BAME) background, 678 were women, 276 had disabilities, and 1,186 were from some of the poorest postcode areas in the country.

The Tackling Poverty Fund aims to lift more residents out of poverty, including those who are working and still struggling. Our commissioned social welfare advice programme assists people in maximising their income by identifying any benefits they are eligible for and supporting them to apply for them or appeal previous decisions. We provided welfare advice and support to more than 15,000 residents.

We have adopted innovative approaches to prevent homelessness

and rough sleeping. We piloted a scheme to provide dedicated support to long term entrenched rough sleepers with serious substance misuse issues and poor mental health to move from the street and sustain tenancies.



Smoking is a key contributor to health inequalities. 1,555 residents used our smoking cessation services to quit.

### What difference we have made

Our stop smoking service has achieved successes above the national expectation. 64 per cent of residents from BAME backgrounds who engaged with the service quit

smoking. The quit rate for those with existing lung conditions, which put them at greater risk, was 56 per cent.

We commissioned voluntary sector organisations to help residents maximise the benefits they are entitled to. The support residents get has led to an average annual increase of £773.34 per case.

Our boiler replacement and home energy visit programmes, which target low income and vulnerable households, deliver energy costs savings and help to alleviate fuel poverty.

The Navigator project for rough sleepers who are hard to engage with has supported 14 vulnerable clients off the streets and into accommodation. We are also working with eligible EU nationals who are rough sleeping to obtain settled status, find employment and accommodation.

We also reduced holiday hunger among children by securing funding to offer free activities and healthy

## Outcome 4

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

meals over Christmas at our leisure centres. Over Christmas 500 toys were donated from The Local Buyers Club, 300 toys and gifts from council staff and 0.5 tonnes of food and Christmas treats were donated to local foodbanks and refuges.



### Case study: Supported Employment Programme

We run several supported employment programmes which offer the long term unemployed and those affected by welfare reforms access to a paid 6 month placement after which clients are assisted in gaining sustainable employment or further studies. Our Women Into Health and Social Care programme provides placements in either Business Administration or Health Care within Barts NHS Trust. Participants gain a level two qualification in Business Administration, advice and guidance, equality and diversity, safeguarding and the NHS approved care certificate. We worked with 134 female residents and 89 of those stayed in employment.

### Our performance

We have selected eight measures to understand whether we are making progress in achieving this outcome. One measure fell short of the target but exceeded our minimum expectation. Unfortunately, we did not achieve our target for five measures. For two measures in this outcome we do not have a result for this year as we had to cancel our annual residents' survey because of the pandemic.

We narrowly missed our target of achieving an average of £800 expected annual increase in income of residents who have been given advice and support to maximise their income. On average, the households we supported were £773 better off per year. This is £213 higher than the average last year.

Four of the five measures that we did not achieve our minimum expectation for relate to helping residents into work. Our WorkPath service helped 504 people into jobs but as we did not achieve our overall target, we also did not achieve the target for specific groups of residents.

We prevented homelessness for just over 14 per cent of households who approached us for support. We are improving our procedures and processes, so we continue to meet our statutory obligations and improve our performance.



Measuring the difference we have made

Indicator Name	Outturn 2018/19	Target 2019/20	Minimum Expectation 2019/20	Outturn 2019/20	Last updated	Year on year trend	RAG status	Comment
Number of residents that are women supported into employment by the Workpath Service	263	360	324	<b>250</b>	2019/20	↓	RED	Service disruption and a significant IT failure caused a reduction in the flow of new residents engaging with the service.
Number of residents from BAME backgrounds supported into employment by the Workpath Service	519	680	612	<b>439</b>	2019/20	↓	RED	Service restructure, associated recruitment delays and major IT challenges reduced our capacity to support residents.
Number of residents with disabilities supported into employment by the Workpath Service	125	120	108	<b>91</b>	2019/20	↓	RED	Service restructure, associated recruitment delays and major IT challenges reduced our capacity to support residents.
Number of residents from deprived postcodes supported into employment by the Workpath Service	566	720	612	<b>424</b>	2019/20	↓	RED	Service restructure, associated recruitment delays and major IT challenges reduced our capacity to support residents.
Residents' self-reported level of health for groups experiencing health inequalities - from BAME backgrounds	76.9%	N/A	N/A	<b>N/A</b>	2018/19	N/A	N/A	New measure for 2019/20. This year's Annual Resident Survey was cancelled due to Coronavirus.
Residents' self-reported level of health for groups experiencing health inequalities - C2, D, E socio- economic groups	68.4%	N/A	N/A	<b>N/A</b>	2018/19	N/A	N/A	New measure for 2019/20. This year's Annual Resident Survey was cancelled due to Coronavirus.
Residents who are better off financially after receiving advice on maximising their household income	£599.87	£800.00	£727.46	<b>£773.34</b>	2019/20	↑	AMBER	Minimum expectation met. Average annual increase in benefits achieved for residents, including backdated awards.
Households prevented from becoming homeless	24.77%	26.0%	19.0%	<b>14.08%</b>	2019/20	↓	RED	There are still a number of prevention cases on record which have yet to be closed.



# Priority 2

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



**We need to manage and reduce air pollution, carbon emissions, and the levels of waste produced by a growing population. We are working with our communities to change behaviours and protect our environment.**

**What we have delivered**

We are continuing to improve our local environment to benefit residents, workers and visitors. We have changed how we monitor that our streets are clean. 4,000 random inspections together with more scheduled inspections based on intelligence gathered from residents mean we can keep a closer eye on littering hotspots. We have also introduced the use of red sacks to all our commercial waste customers. This will make it easier for us to reduce fly-tipping and fine those businesses that don't dispose of their waste responsibly.

We continued with our Big Clean Up events, bringing residents, community groups and business volunteers together to lend a hand in cleaning up areas in the borough, including towpaths, parks and markets.

Our Transport Strategy sets out ambitious plans to help meet the Mayor of London's target that 90 per cent of all trips in the borough should be made on foot, by cycle or by using public transport by 2041. We are



implementing the Liveable Streets programme to make Tower Hamlets one of the best places to walk and cycle. In Wapping we introduced changes to streets to make them safer and reduce through traffic.

We have continued work to improve our parks and open spaces. At Bartlett Park we closed Cottal Street to extend the park down to the canal and introduce a new inclusive play area.

**What difference we have made**

New technology has helped us find littering hotspots. Our improved monitoring has reduced complaints about street cleaning across the Bow East, Bow West, Bethnal Green, St

Peter's, Weavers, Spitalfields and Banglatown wards.

Recycling rates remain too low. We tested whether a new type of bin helps improve the quality of recycling. Recycling that is mixed with other waste costs more to dispose of and wastes valuable resources. The bins were installed at nine blocks in the Poplar area and we found that they helped us reduce contamination and cost as a result. We also ran a trial to improve recycling behaviours on three estates in the borough. The trial found that recycling rates improved, and the average contamination decreased from 64 per cent to 26 per cent.



We are making the borough better for wildlife. This year 50 organisations, including schools, community groups, businesses and Registered Providers, helped improve habitats while learning more about wildlife. Over 5 hectares of habitat were created or enhanced, including green roofs.

We are continuing to invest in projects to reduce carbon emissions. We gave energy improvement grants to 39 small and medium enterprises. These projects are expected to achieve carbon reductions totalling 137 tonnes.



### Case study: Smart bins

We bought 31 Big Belly smart bins as part of a range of initiatives to improve cleansing and the quality of our local environment. They were placed in densely populated public spaces around the borough such as Brick Lane, Roman Road and outside our tube and rail stations.

These smart bins use solar power to compact the litter thrown away by passing pedestrians, meaning they can hold eight to 10 times more waste than a normal bin. When they are 80 per cent full, an email is automatically generated which lets the team back in the office know they need emptying. The bins have streamlined our waste collection while at the same time improving the look and feel of the borough.

### Our performance

We have selected five measures to understand whether we are making progress in achieving this outcome. We have met or exceeded the target of three of these measures. Unfortunately, we did not achieve our target for two measures.

We exceeded our target for reducing carbon emissions. Our retrofit and maintenance projects are contributing significantly to this reduction by improving energy efficiency in our buildings. Reduced emissions from our fleet of waste and recycling lorries also has an impact. Likewise, we exceeded targets for level of cleanliness of our public realm and improving resident access to nature through biodiversity projects.

For two measures our performance was below target; household waste recycling and traffic reduction schemes in streets adjacent to schools. Our Waste Strategy identifies our priorities to improve recycling performance, including improving our communications with residents and

landlords to increase participation in recycling and reducing contamination in bins. We have some way to go to realise our ambition to provide safe, traffic free 'school streets' near all of our schools and will continue to strive towards this goal in 2020/21.



Measuring the difference we have made

Indicator Name	Outturn 2018/19	Target 2019/20	Minimum Expectation 2019/20	Outturn 2019/20	Last updated	Year on year trend	RAG status	Comment
Level of public realm cleanliness	97.8%	94.0%	84.6%	<b>96.96%</b>	2019/20	↓	GREEN	Target exceeded
Level of recycling	23.9%	23.2%	22.7%	<b>21.5%</b>	2019/20	↓	RED	Target not met. We continue to engage with residents and registered providers to improve both the quantity and quality of recycling.
Level of CO2 emissions generated by council activities (measuring % reduction from the baseline)	58.0%	60.0%	60.0%	<b>64.0%</b>	2019/20	↑	GREEN	Target exceeded
Primary school pupils benefiting from a school street at their school (traffic reduction outside the school)	N/A	21.0%	18.9%	<b>1.4%</b>	2019/20	N/A	RED	Target not met. Schemes developed for all schools programmed in 2019/20. Consultation and delivery still ongoing.
Residents' access to nature through biodiversity projects	46	35	32	<b>82</b>	2019/20	↑	GREEN	Target exceeded

## Outcome 6

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

People find accessing good quality, affordable housing difficult in a borough with a fast-growing population, low income levels for many, and a growing private rented sector with high rents and house prices.

### What we have delivered

We have adopted new planning policies for the borough to ensure that communities can share the benefits of growth and we manage the challenges growth in an inner London area can bring with it. Our new Local Plan and our new Community Infrastructure Levy were adopted in January 2020.

Working with Registered Providers and other partners, we are delivering more quality, affordable homes for residents. We granted permissions for 1,949 affordable homes for those in housing need. 4,097 new homes were completed in the borough this year, of which 1,005 were affordable.



We have undertaken over 700 private rental property inspections as part of our commitment to ensure that the private sector housing stock is in good condition and well managed.

As part of our estate renewal programme, this year, we have invested £25.6 million on improvement works on our estates, improving standards of homes, making them more energy efficient, and enhancing communal and outdoor areas.

### What difference we have made

We are working hard to reduce homelessness in the borough. Our Housing Options service assessed

approaches for homelessness support from 2,024 households and we prevented or relieved homelessness for 285 households.

Making council housing safer through fire safety improvements is a top priority for our housing investment. We have spent c£2.105m delivering fire safety improvements across 104 projects and 35 blocks and we have undertaken more fire safety risk assessments on blocks.

Our Housing Options service has moved 269 households in temporary accommodation into permanent social housing this year. 79 of those families were living in overcrowded conditions.



## Outcome 6

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

### Our performance

We have selected four measures to understand whether we are making progress in achieving this outcome. One measure fell short of the target but exceeded our minimum expectation. Unfortunately, we did not achieve our target for two measures. We do not have a result for the remaining measure this year as we had to cancel our annual residents' survey due to the pandemic.



Our target for reducing overcrowded households on the Common Housing Register was narrowly missed. High priority to overcrowded applicants is given and our lettings officers work closely with partner Registered Providers to help applicants maximise the housing options available to them. We did not meet the minimum expectation of proportion of lettings to homeless households and are working with Registered Providers to improve this.

Supply of suitable affordable housing continues to be a challenge. In 2019/20, just 24.53 per cent of new homes completed were affordable against a target of 50 per cent though performance has improved significantly since the previous year.



### Case study: Angela Court – housing delivery in partnership with the Canary Wharf Group

We are committed to commencing the delivery of 2,000 new council homes. While we are building on our own sites, we need to work with others to reach 2,000.

We partnered with Canary Wharf Group (CWG) on the Angela Court development in Burdett Road, which was completed in January 2020. It is the first social housing CWG have built in the borough. Angela Court has 42 high quality homes. 32 of them are three and four bedroom properties suitable for families, many of whom are currently living in overcrowded conditions.

Measuring the difference we have made

Indicator Name	Outturn 2018/19	Target 2019/20	Minimum Expectation 2019/20	Outturn 2019/20	Last updated	Year on year trend	RAG status	Comment
Percentage of households on the common housing register who are living in overcrowded conditions	N/A	72.0%	79.2%	<b>73.25%</b>	2019/20	N/A	<b>AMBER</b>	We continue to work with registered providers to maximise housing opportunities including mutual exchange, private rented sector and housing moves.
Proportion of lets which are made to homeless households	N/A	35.0%	31.5%	<b>29.4%</b>	2019/20	N/A	<b>RED</b>	We are working with our registered provider partners to maximise lettings to homeless households on the common housing register.
Level of affordable homes completed	12.9%	50.0%	45.0%	<b>24.53%</b>	2019/20	↑	<b>RED</b>	Time lag from delivery to official recording is likely to improve outturn. Construction and delivery is controlled by developers.
Residents' satisfaction with the local area as a place to live	70.0%	N/A	N/A	<b>N/A</b>	2018/19	N/A	N/A	This year's Annual Resident Survey was cancelled due to Coronavirus.

## Outcome 7

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

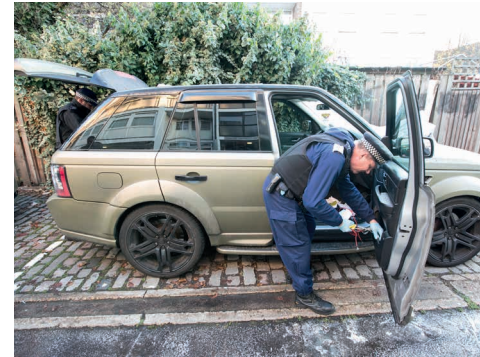
**Tower Hamlets is a vibrant, diverse and exciting place. We want everyone to feel safe and enjoy all that it has to offer. We are working with residents and the police to tackle the linked issues of violence, anti-social behavior, and drugs and alcohol.**

### What we have delivered

We are making Tower Hamlets safer by working with our public sector partners and our communities. Our new specialist substance misuse service is now up and running. The new treatment provider offers a person-centred recovery support service to adults misusing drugs and alcohol. Alongside this, we have set up a new substance misuse investigation team. The team uses a range of powers to direct complex drug and alcohol users into treatment.

Our investment in dedicated policing through the Partnership Taskforce means we have additional police on the beat. We can also influence how they are used to address local priorities and concerns. The Partnership Taskforce (PTF) includes two sergeants and twenty constables.

Tackling violence against women and girls is important. We delivered 31 outreach sessions reaching 962 individuals to raise awareness of violence against women and girls, domestic abuse and hate crime. We



are providing direct support to victims of domestic abuse.

Operation Continuum, our approach to disrupting the local drugs market, has involved eight raids in Bow, Stepney, Mile End, Shadwell and Whitechapel, bringing together police, council officers, and immigration officials to bring dealers to justice.

### What difference we have made

Over the past year, Operation Continuum resulted in 247 arrests and £564,528.37 cash being confiscated under the Proceeds of Crime Act.

Our Tower Hamlets Enforcement Officers have conducted visible day

and night patrols to take enforcement action in anti-social behaviour (ASB) and crime hotspots residents tell us are a problem. They have continued to enforce against those breaching the Public Spaces Protection Orders in parts of our Borough and issue Fixed Penalty Notices and Community Protection Warnings against those breaking the rules. They also work closely with other agencies and utilise our CCTV to find vulnerable missing persons, undertake weapons sweeps and target those breaking the law.

Our new project to deliver effective personalised support for victims of knife crime is now up and running. It is designed to deliver a 'wrap around' service tailored to individual needs for





a minimum of 12 weeks after referral. Often, victims of knife crime will be carrying knives themselves. Our dedicated support helps them move away from their risky and criminal behaviours.



We facilitated community action days with residents, ward councillors and others, in Rectory Gardens and on the Hereford Estate to clear up and rejuvenate these areas, stopping them becoming a magnet for ASB. These days create a sense of ownership and encourage greater use of local spaces, thereby disrupting those causing ASB.

**Case study: Working with partners to tackle drug use and anti-social behaviour (ASB) in a local park**

Residents complained to us that they did not feel safe to use their local park due to drug use and ASB. Our Tower Hamlet Enforcement Officers conducted joint patrols with the council-funded Police Partnership Task Force, which included weapons sweeps and obtaining details of suspects and vehicles causing ASB.

Since this intervention, complaints have reduced, and residents have felt safer and more confident to use the park again. By working in partnership, we have been able to have a direct and positive impact on residents' feeling of safety and enjoyment of their park.

**Our performance**

We have selected five measures to understand whether we are making progress in achieving this outcome. We have met or exceeded the target for two measures. One measure fell short of the target. For two measures we do not have a result for this year as we had to cancel our annual residents' survey because of the pandemic.

Victim Support gives emotional and practical help to people who have been

affected by crime. Victims can contact them for support regardless of whether they've contacted the police, and no matter how long ago the crime took place. Over last four quarters, 97 per cent of surveyed victims said they felt a little or a lot safer after being supported by our victim support service.

Unfortunately, the proportion of young people entering the youth justice system for the first time rose in 2019/20 and we missed our target.



Over the year, the Metropolitan Police has increased patrols and routine stop and search as part of its strategy to tackle violent crime and knife offending. Our youth offending team prevention officers are working with young people at risk of becoming involved in crime, helping them make different choices and support them if they are being criminally exploited by others.

Measuring the difference we have made

Indicator Name	Outturn 2018/19	Target 2019/20	Minimum Expectation 2019/20	Outturn 2019/20	Last updated	Year on year trend	RAG status	Comment
Residents' concern about crime and anti-social behaviour	48.0%	N/A	N/A	<b>N/A</b>	2018/19	N/A	N/A	This year's Annual Resident Survey was cancelled due to Coronavirus.
Young people entering the youth justice system for the first time	369.4	350	385	<b>411.3</b>	2019/20	↓	<b>RED</b>	Increased police activity is contributing towards an increase in arrests, including for first time entrants.
Residents' feeling of safety in their local area	86.0%	N/A	N/A	<b>N/A</b>	2018/19	N/A	N/A	This year's Annual Resident Survey was cancelled due to Coronavirus.
Proportion of drug users successfully completing treatment	5.47%	5.5%	5.0%	<b>6.45%</b>	2019/20	↑	<b>GREEN</b>	Target exceeded
Victims of violence against women and girls or hate crime who feel safer after engaging with victim support	N/A	85.0%	76.5%	<b>97.0%</b>	2019/20	N/A	<b>GREEN</b>	Target exceeded

**We are one of the most vibrant and diverse communities in the UK. Local people are proud of how our many communities work together and they value the rich cultural offer that comes with this mix of influences.**

**What we have delivered**

We celebrate our diverse communities, promote cohesion and work in partnership to react quickly when tensions arise.

We ran a programme of events and activities throughout the year celebrating the rich history and culture of our borough. Over 75,000 people attended the free fireworks display in Victoria Park in November inspired by the 50th anniversary of the Apollo moon landing. Our programme also included events to mark St George's Day, LGBTQ+ Pride, Black History Month, Holocaust Memorial Day, Chinese New Year and Martyrs' Day.



The Boishshaki Mela held in Weavers Fields attracted 45,000 people. Over 2,000 people attended exhibitions and events at our local history library and archive service, including Unite and Resist: Protest and Activism in the East End 1970-2000.

We delivered training to prevent and tackle violence and to safeguard vulnerable people from exploitation. We marked National Hate Crime Awareness Week with a Peace Walk which brought communities together to remember the lives lost to hate crime. We trained the sixth cohort of No Place For Hate (NPFH) Champions and celebrated their contribution to cohesion at an event with the Mayor.

Our new Welcome to Tower Hamlets pack for those moving into the borough is designed to help recently arrived migrants to feel welcome and become part of our place.

There were 151 volunteers across Idea Stores and Idea Store Learning delivering 3,236 volunteer hours.

**What difference we have made**

17 per cent of visitors to our local history library and archives were from black and ethnic minority communities (national average for archive users is three per cent), reflecting the diverse range of relevant artifacts held.



Last summer we launched our Local Community Fund (LCF) voluntary sector grants programme. The LCF provides services to residents across five key themes. Projects in the inclusion and health and wellbeing themes will support better health and cohesion outcomes through involving over 3,000 residents per year. Over 300 residents per year will develop their ICT skills, find out about digital

careers and learn about online safety. We expect that more than 21,000 people per year will be helped with welfare advice and guidance, helping to reduce poverty in the borough. Under our employment and skills theme, we will help 500 people per year reduce barriers and increase access to art and cultural industries.

In addition, over 400 residents per year will be supported through community safety projects aimed at reducing exploitation of children, young people and other vulnerable groups, improving the perception of young people and services for people affected by domestic violence. 1,050 people, and 21 organisations have signed the No Place for Hate pledge.

**Case study: Welcome to Tower Hamlets**

In partnership with the Bromley By Bow Centre we worked with local community organisations to produce a Welcome guide for new migrants (those living in the UK for 10 years or less) who live and work in the borough. The guide contains key information designed to help new migrants to reduce their reliance on public services, boost self-confidence and independence, raise awareness of local services and to

integrate with local communities. We have distributed 1,700 Welcome guides through Idea Stores, GP surgeries and community organisations. Around 94 percent of new migrants who completed an evaluation of the Welcome guide felt that the guide had improved their knowledge and helped them feel part of the community and 93 percent felt more independent travelling around the borough.

**Our performance**

We have selected three measures to understand whether we are making progress in achieving this outcome. For two measures we do not have a result for this year as we had to cancel our annual residents' survey because of the pandemic. For the third measure, related to hate crime, we do not set a target. The reason for this is that reported hate crime numbers can go up or down for a number of reasons.



For example, an increase in reported hate crime may be due to an actual increase in the number of hate crimes being committed or it may be the result of improved reporting by victims. The level of reported hate crime in Tower Hamlets has remained relatively stable from last year to this year.

Measuring the difference we have made

Indicator Name	Outturn 2018/19	Target 2019/20	Minimum Expectation 2019/20	Outturn 2019/20	Last updated	Year on year trend	RAG status	Comment
Level of hate crime	867	N/A	N/A	<b>879</b>	2019-20	N/A	N/A	No targets set for these contextual measures.
Residents' level of volunteering	21.0%	N/A	N/A	<b>N/A</b>	2018/19	N/A	N/A	This year's Annual Resident Survey was cancelled due to Coronavirus.
Residents' perception of people from different backgrounds getting on well	78.0%	N/A	N/A	<b>N/A</b>	2018/19	N/A	N/A	This year's Annual Resident Survey was cancelled due to Coronavirus.

# Priority 3

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



The three enabling outcomes in Priority 3 are designed to support us to deliver outcomes 1-8 in a modern, collaborative and innovative way that makes the most of limited resources.

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



Everyone who lives, works, studies, visits or does business in Tower Hamlets will use a council service in some form. We work with our residents to improve our services and design them around people.

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



Making change happen is easier when we work together with others. The Tower Hamlets Partnership brings together the public, private, voluntary and community sectors to improve the lives of our residents.

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



Our improvement journey has seen us take huge strides forward. We will build on our successes, reflect on where we could have done better, and we have put in place the building blocks to improve continuously.

**What we have delivered**

We improved how we consult and engage with our internal and external stakeholders. We developed our new online engagement hub, Let's Talk Tower Hamlets, so there is an even more consistent standard of consultation and engagement. The hub will offer new opportunities to have two way conversations and engage digitally.



We have moved more of our services online to make it easier for customers to get things done when they want to. Residents are now able to join the housing register and notify us of a

change of circumstances. We have also developed a number of interim forms while we move to a new parking system and we have introduced a 'contact us' form for all parking queries as we know this is an area where we get many enquiries.

We have invested in our Idea Stores and included digital hubs where those who do not have access to the internet at home or find it difficult to use, can seek help with online services and at the same time learn new skills.

We want to be transparent about the way we make decisions and we want more residents to be involved in local democracy. Our new technology means that our committee meetings can be both held remotely and viewed remotely.

Our e-newsletters helps us keep residents informed about the things that matter to them. We now have over 82,000 active and engaged subscribers to our range of e-newsletters.

The Tower Hamlets Partnership has identified four areas where we can have the biggest impact when working together:

- better outcomes for children and young people
- making it easier for people to meet their health and care needs
- reducing crime and anti-social behaviour
- improving skills and job opportunities



We have established the new Tower Hamlets Safeguarding Children Partnership which will replace the Local Safeguarding Children's Board.



The new partnership will have more effective mechanisms for hearing and feeding back the voice of the child to inform the decisions we take.

We worked with our partners to prepare for Brexit and the changes this may bring for our residents and the economy. We raised awareness of the EU Settlement Scheme to ensure vulnerable residents have the support they need to secure their status. We continued to assess the potential impacts and implemented the recommendations from the Tower Hamlets Brexit Commission.



We started to develop a Tower Hamlets place campaign to encourage investment and promote Tower Hamlets as a place to live, visit and do business in. We have had to delay the launch because of the pandemic and are working with partners to reshape the planned campaign, reflecting how we have worked together as partners during the pandemic response.



Our journey to becoming an excellent council that learns and improves continuously continued in 2019/20. In June, our children's social care service was inspected by Ofsted who rated the service as 'Good' just two years after it was deemed to be failing. Ofsted were impressed by the remarkable progress we had made since our previous inspection.

Recognition of our transformation of services for children and young people did not stop there. We were shortlisted for six Social Worker of the Year Awards and won the award for Practice Educator of the Year. Our summer holiday scheme which provides childcare for children aged three to 13 years was also rated 'Good' following an unannounced Ofsted inspection.

We are continuing to improve the way we use our building assets. The refurbishment of Granby Hall Community Hub was completed in December 2019 and the user groups have returned. Work at the New Town Hall in Whitechapel started in early 2019 and gathered pace throughout 2019/20.

We started to roll out new IT equipment and modern applications to enable our employees to work smarter and in a more agile way. In March we accelerated the programme to make sure that we could continue delivering services during the pandemic while more staff were based at home.

**What difference we have made**

2,072 children accessed our mental health services and started treatment to support their mental wellbeing.



We track the job outcomes delivered by the WorkPath partnership, an umbrella of organisations who share our vision to get residents into employment. Residents gained employment through a government funded work and health programme, Poplar HARCA, Central London Working DWP employment programme. Our own in-house temporary agency iTRES employed residents in the council in job roles such as admin and clerical, contract

services, transport services and grounds maintenance. Overall 1,180 residents were supported into work by the WorkPath partnership.



The way that residents and the media see us as an organisation is better than past perceptions. We monitor the media and press coverage including trade, local, regional, national and BME media and across a range of media platforms. 95 per cent of press and media coverage was either positive or neutral in tone.

**Our performance**

We have selected thirteen measures to understand whether we are making progress in achieving these outcomes. Three measures exceeded the target while one measure fell short of the target but exceeded our minimum expectation. Unfortunately, we did not achieve our target for three measures. For six measures we do not have a result for this year as we had to cancel our annual residents' survey because of the pandemic.

We measure our customers' satisfaction with the improvements we are making to our website and digital services, enabling more residents to get things done online more easily. 66 per cent of customers who completed the online survey were positive. For residents who are used to dealing with the council face to face, we have provided online access to our services through digital hubs in our Idea Stores. Our Idea Stores staff support those residents who cannot access services digitally or by phone.

We measure the proportion of older

people who have seen a long-term improvement in their independence after being discharged from hospital into reablement services. This is a small



group of people and so performance for this measure tends to fluctuate. 60.6 per cent of older people who were discharged from hospital were still at home 91 days after discharge into reablement services. We have put in place a multi-disciplinary hospital discharge team with our partners in the NHS to improve how we use reablement to help people stay more independent for longer.

Measuring the difference we have made

Indicator Name	Outturn 2018/19	Target 2019/20	Minimum Expectation 2019/20	Outturn 2019/20	Last updated	Year on year trend	RAG status	Comment
Service user satisfaction with the council's online service offer	N/A	50.00%	45.00%	<b>66.00%</b>	2019/20	N/A	<b>GREEN</b>	Target exceeded
Residents' satisfaction with Idea Stores and libraries	62.00%	N/A	N/A	<b>N/A</b>	2018/19	N/A	N/A	This year's Annual Resident Survey was cancelled due to Coronavirus.
Residents' perception of being involved in council decision-making	57.00%	N/A	N/A	<b>N/A</b>	2018/19	N/A	N/A	This year's Annual Resident Survey was cancelled due to Coronavirus.
Residents' perception of council transparency	51.00%	N/A	N/A	<b>N/A</b>	2018/19	N/A	N/A	This year's Annual Resident Survey was cancelled due to Coronavirus.
Residents' perception of being kept informed by the council	72.00%	N/A	N/A	<b>N/A</b>	2018/19	N/A	N/A	This year's Annual Resident Survey was cancelled due to Coronavirus.

Measuring the difference we have made

Indicator Name	Outturn 2018/19	Target 2019/20	Minimum Expectation 2019/20	Outturn 2019/20	Last updated	Year on year trend	RAG status	Comment
Residents' satisfaction with council and partner response to antisocial behaviour (ASB)	52.0%	N/A	N/A	<b>N/A</b>	2018/19	N/A	N/A	This year's Annual Resident Survey was cancelled due to Coronavirus.
Children and young people receiving support from mental health services	N/A	34.0%	34.0%	<b>45.5%</b>	2019/20	N/A	<b>GREEN</b>	Target exceeded
Proportion of older people who are still at home 91 days after discharge from hospital into reablement/rehabilitation	80.4%	83.1%	77.3%	<b>70.6%</b>	2019/20	↓	<b>RED</b>	Multi-disciplinary hospital discharge team working together to improve effectiveness of reablement pathway.
Number of adults supported into employment by Workpath Partnership	1113	1250	1125	<b>1180</b>	2019/20	↑	<b>AMBER</b>	Service restructure, associated recruitment delays and major IT challenges reduced our capacity to support residents.
Council staff turnover rate	13.3%	9.0%	12.0%	<b>14.14%</b>	2019/20	↓	<b>RED</b>	There were a number of organisational changes/reviews concluded over this quarter resulting in voluntary exit departures from the organisation which have impacted performance.
Council staff sickness absence rate	10.24%	8.0%	10.2%	<b>10.35%</b>	2019/20	↓	<b>RED</b>	In 2020 we saw an improvement in sickness absence levels. The trend reversed sharply in March due to Covid-19, which impacted on sickness absence levels across the organisation.