

Strategic delivery and performance report

Mid-year review 2020-21



Our delivery and performance

The Strategic Plan is the main business planning document of the council and a central part of our Performance Management and Accountability Framework.

The strategic delivery and performance report explains our performance against the goals and targets we set in the Strategic Plan.

Our priorities and outcomes



Priority 1 - People are aspirational, independent and have equal access to opportunities

- 1. People access a range of education, training, and employment opportunities.
- 2. Children and young people are protected so they get the best start in life and can realise their potential.
- 3. People access joined-up services when they need them and feel healthier and more independent.
- 4. Residents feel they fairly share the benefits from growth and inequality is tackled.

Priority 2 - A borough that our residents are proud of and love to live in

- 5. People live in a borough that is clean and green.
- 6. People live in good quality affordable homes and well-designed neighbourhoods.
- 7. People feel safer in their neighbourhoods and anti-social behaviour is tackled.
- 8. People feel they are part of a cohesive and vibrant community.

Priority 3 - A dynamic, outcomes-based council using digital innovation and partnership working to respond to the changing needs of our borough

- 9. People say we are open and transparent putting residents at the heart of everything we do.
- 10. People say we work together across boundaries in a strong and effective partnership to achieve the best outcomes for our residents.
- 11. People say we continuously seek innovation and strive for excellence to embed a culture of sustainable improvement.



Priority 1

People are aspirational,
independent and have
equal access to
opportunities

Our delivery and performance

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.

Outcome 1

People access a range of education, training and employment opportunities



What we have delivered

We have spent a significant part of the year refocussing our work to support residents and local businesses impacted by the pandemic and to aid in anticipation of economic recovery.

We are developing a programme of training on introductory digital skills and modern online recruitment methods as part of all core training that we provide at WorkPath. This training which is due to start early in the new year will equip job seekers with the skills needed to use new technologies so that they can participate in online recruitment and work from home.

We managed the government’s coronavirus grant funding to over 5,000 small businesses in the retail, hospitality and leisure sectors. Businesses received cash grants of between £10,000 and £25,000 to help with cashflow and fixed costs. In addition, we also managed the government’s 100% business rates discount for over 3,000 local businesses.

We have developed a new ‘Business Pivot Project’ which will provide £1,000 funding to support 50 local small and medium enterprises (SMEs) to access new markets and sources of income. This project launches in October.

We have been raising awareness of the various support schemes and initiatives that businesses can take advantage of. So far, we have helped several businesses to set up crowdfunding and to access £5,000 match funding through the ‘Pay it Forward’ scheme.

We have supported local hospitality businesses to continue to trade through the pandemic by putting in place temporary road closures, closing off parts of Brick Lane to traffic. This pedestrianisation has created safe walking space and space for outdoor seating for restaurant owners encouraging residents and visitors to support local shops, markets and businesses.

What difference have we made

We are tackling long term youth unemployment by bidding to deliver the government’s Kickstart scheme. We are working with our partners and with businesses in the borough to provide high quality work placements. We expect to recruit at least 50 participants and will support them to gain the relevant skills needed to progress to permanent employment.

Over 60 small businesses have benefitted from attending enterprise masterclass webinars to help them adopt new working practices in digital trading, online marketing, and business resilience.

Businesses in Petticoat Lane market will see their footfall increase through our investment in the area. This will help them recover from the wider economic impacts of the pandemic.

Our delivery and performance

We have secured more than £600,000 worth of investment from Historic England for improvements to Petticoat Lane which has recently been named a High Street Heritage Action Zone. We will be restoring shop fronts in Wentworth Street and the Victorian Public toilets in Leyden Street.

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 one measure, two measures fell short of the target but exceeded our minimum expectation. Unfortunately, we did not achieve our target for one measure. The remaining measure does not have an outturn for this quarter.

We have provided 156 SMEs and new enterprises with advice and training through our business programmes, focussing on recovery activities post lockdown.

Outcome 1

People access a range of education, training and employment opportunities



90.1 per cent of young people in the borough are in education, employment or training – we have not met our target. Emerging evidence suggests that across the country young people are more impacted by Covid-19 job losses than other age groups. 3,111 out of 5,520 young people were in education, employment or training. In August, many young people will be in ‘transition’ and the figure always drops during this period as we need to confirm destinations after school, which we are doing and will be working on over the next few months.

Between April and September, our WorkPath service has helped 51 people find a new job. This is less than we wanted to achieve. The economic downturn has resulted in fewer jobs becoming available. We are starting to deliver more employability training to help our residents, particularly those further away from the labour market who will find themselves competing with

those who have recently become redundant.

Due to limited school opening during lockdown our usual half-termly attendance collection was suspended and will resume in the Autumn half-term. However, we have continued to work closely with schools and have run a series of campaigns to reassure parents and carers about the return to school. The highest daily attendance rate in Tower Hamlets during September for secondary school pupils was estimated by the DfE to be 91%.

Performance summary

Outcome 1

People access a range of education, training and employment opportunities



Indicator Name	Outturn 2019/20	Target Q2 2020/21	Minimum expectation Q2 2020/21	Outturn Q2 2020/21	Year on year trend Q2 2020/21	RAG status Q2 2020/21	Comment
Percentage of secondary pupils attending school regularly	90.4%	87.0%	82.0%	N/A	N/A	N/A	Due to the changes in schooling our usual half-termly attendance collection was suspended and will resume in the Autumn half-term.
Percentage of Idea Store Learning learners who pass their course	93.0%	90.0%	81.0%	85.0%	N/A	AMBER	Minimum expectation exceeded
Percentage of 16-17 year olds in education, employment or training	94.3%	93.0%	83.7%	90.1%	↑	AMBER	Latest data is for August 2020. It is impossible to predict exactly what the impact of Covid and the economic fall out will be on this specific cohort. 3,111 out of 5,520 young people were in education, employment or training
Number of SMEs and new enterprises supported through the council's business programme	124	74	67	156	↑	GREEN	YTD. Target exceeded
Number of adults supported into employment by the Workpath service	504	156	140	51	↓	RED	YTD. The economic downturn has resulted in less jobs becoming available for residents supported by the Workpath service.

Our delivery and performance

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.

Outcome 2

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



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.

For most of the first half of the year schools were closed following the government lockdown announcement. We made sure children of critical key workers and vulnerable children still attending school were able to access a safe educational environment. We worked with schools to develop guidance around social distancing and infection control procedures and encouraged attendance of vulnerable children. We also provided alternative provision for children whose schools were unable to open because of staff self-isolation.

Over the summer we offered families and young people over 200 free online and outdoor activities organised by the

council and voluntary organisations, including sports, music, reading, virtual baking and much more. Much of our usual offer was reconfigured to comply with lockdown restrictions.

Through our Idea Stores children participated in ‘The Silly Squad’ summer reading challenge and games, collecting rewards and earning badges as they read new books. Our youth arts scheme – ‘A’ Team Arts – ran an exciting online programme for young people between the ages of 11 and 19 about how art can be used to help shape a greener future after Covid-19.

What difference we have made

During the pandemic we made sure that children and families continued to have access to vital health services and special educational needs support. Children’s centres in key locations around the borough remained open during the height of the pandemic.

Ensuring children are safe from harm is a key priority. Keeping our multi-agency safeguarding hub open and operating alongside support from the assessment and intervention team during this period has meant that we were able to see at least 75% of families face to face for meetings and visits.

We increased phone and social media contact with care leavers and looked after young people so that we could continue to help address the issues they faced such as struggling with lack of routine and maintaining a healthy diet. Some young people were also prioritised by the Through Care Team for face-to-face visits and all care leavers have been receiving regular food parcels.

Our delivery and performance

By distributing free broadband and laptops to 200 families, we were able to prevent children with poor access to online learning fall behind whilst they were being home schooled. We worked with our partners, the LETTA Trust schools, Poplar HARCA, the East End Community Foundation and Community Fibre to achieve this.

Our performance

We have selected five measures to understand whether we are making progress in achieving this outcome. We are unable to report on two of the measures due to Covid-19, which impacted the opening of schools in the summer term. For the remaining three indicators we do not have final performance data at the moment and we expect to report on these in the next quarter.

Outcome 2

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



Performance summary

Outcome 2

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



Indicator Name	Outturn 2019/20	Target Q2 2020/21	Minimum expectation Q2 2020/21	Outturn Q2 2020/21	Year on year trend Q2 2020/21	RAG status Q2 2020/21	Comment
Percentage of long-term looked after children who are in stable placements	71.6%	72.0%	65.0%	N/A	N/A	N/A	The latest performance data is being quality assured.
Percentage of families who are seeing the benefits of being supported before problems escalate	74.1%	80.0%	70.0%	N/A	N/A	N/A	The latest performance data is being quality assured.
Percentage of pupils who are regularly attending school in reception year	76.5%	73.0%	65.7%	N/A	N/A	N/A	Due to the changes in schooling our usual half-termly attendance collection was suspended and will resume in the Autumn half-term.
Percentage of pupils who are regularly attending primary school in Years 1-6	NEW	86.0%	81.0%	N/A	N/A	N/A	Due to the changes in schooling our usual half-termly attendance collection was suspended and will resume in the Autumn half-term.
Young people engaging with the youth service who achieve a recorded outcome	61.0%	20.0%	15.0%	N/A	N/A	N/A	The latest performance data is being quality assured.

Our delivery and performance

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.

Outcome 3

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



What we have delivered

In Tower Hamlets, nearly one in seven four to five-year olds, and over one in four 10 to 11-year olds are obese. We are running activities that encourage residents to have healthy lifestyles. We are providing opportunities for children and families to be active and to develop healthy lifestyles through active play, walking, cycling, swimming and the provision of weight management schemes. We are recruiting two healthy weight officers who will be working with residents in GP surgeries.

We have put a protocol in place for managing any potential Covid-19 outbreaks in hostel accommodation. Additional support services through primary care, community nurses and substance misuse services has been put in place together with additional capacity to meet demand. At the height of the pandemic accommodation with en-suite provision was made available for rough sleepers to self-isolate

together with onsite provision of meals.

We have adapted our essential services for psychological therapies to help address psychological health concerns caused or aggravated by Covid-19. A 24/7 mental health crisis phone line has been opened to ensure that people whose primary concern was a mental health issue and did not need physical health care, could be supported appropriately.

What difference we have made

We produced an impact assessment to help us understand and address the wider impacts of Covid-19 on residents, the business community and our services. Our assessment focused on 15 key topic areas including physical and mortality, mental health, social care, deprivation and employment, business, homelessness, rough sleeping, and safeguarding. It also looks at mental health and at how to mitigate the disproportionate impact on those from

Black and Ethnic Minority groups. We are now reshaping our services to support those impacted by the pandemic.

We have contacted over 13,800 residents to offer information, and support as part of our pandemic response. Our support has resulted in delivery of urgent food parcels to 13,000 residents, 180 provided with immediate financial advice, as well as over 500 referrals for ongoing social and practical support from the council's community navigators, social prescribers in primary care, and East London Foundation Trust's (ELFT) care navigators. This support has positive impacts on the health and wellbeing on our most vulnerable residents during the pandemic.

Our delivery and performance

Our performance

We have selected three measures to understand whether we are making progress in achieving this outcome. We have met or exceeded the target for one measure. We do not have a result for the remaining two measures in this outcome as they are related to our annual residents' survey which will not be conducted until early 2021.

We exceeded our target for enabling people to be more independent after being supported through reablement services. The proportion of new clients who required reduced or no support after their reablement was 84.2 per cent.

Outcome 3

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



Performance summary

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



Indicator Name	Outturn 2019/20	Target Q2 2020/21	Minimum expectation Q2 2020/21	Outturn Q2 2020/21	Year on year trend Q2 2020/21	RAG status Q2 2020/21	Comment
People who are more independent after being supported through reablement services	75.5%	80.0%	72.0%	84.2%	↑	GREEN	Target exceeded
Residents' self-reported level of physical activity	N/A	31.88%	26.12%	N/A	N/A	N/A	The 2020/21 Annual Residents' Survey will be conducted early in 2021 with results reported in the final quarter of the year.
Residents' self-reported level of health	N/A	79.48%	74.52%	N/A	N/A	N/A	The 2020/21 Annual Residents' Survey will be conducted early in 2021 with results reported in the final quarter of the year.

Our delivery and performance

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.

Outcome 4

Residents feel they fairly share the benefits from growth and inequality is tackled



What we have delivered

In September we launched the Tower Hamlets Black and Minority Ethnic Inequalities Commission as part of our response to community feedback following the Black Lives Matter movement and the world-wide response to the tragic killing of George Floyd. The commission will focus on key areas of inequality experienced by Black, Asian and Minority Ethnic residents in the borough and the support needed in the fight against Covid-19 as evidence demonstrates that they are far more likely to become negatively impacted by the virus. The commission will gather evidence to investigate what practical changes and improvements can be made, especially in the areas of health, employment and education, and community leadership.

We have delivered a resident support grant scheme to provide financial assistance to residents experiencing hardship as a result of the pandemic.

We are promoting digital inclusion with residents and working in partnership with voluntary sector organisations to enable better access to digital opportunities. We have established a working group which will promote and support IT use amongst digitally excluded residents.

We have implemented a range of initiatives in response to the impact the pandemic has had on homelessness and rough sleeping. We have moved away from an office-based drop-in service and we have launched our homelessness assessment over the phone. We have ensured the technology is right so that residents in need get through to the right person quickly. We have also developed an online form so that homeless people can request assistance via our website.

What difference we have made

We have been supporting families who are struggling to manage their finances and to put food on the table, particularly as a result of the pandemic and where income has been reduced as the economy stalls. We have been combatting hunger by delivering food parcels to over 4,000 households in the borough, supporting more than 11,000 residents, many of whom were shielding. We have been actively supporting local food providers including schools, food banks and hot meal providers to meet increased demand for food during the crisis. We matched food providers with corporate donations and food supplies, as well as providing support with storage and logistics.

Our delivery and performance

We have supported the Bow Food Bank and First Love Foundation providing funding through our Innovation Fund which enabled each organisation to access nearly £11,000 of additional funding through our crowd funding platform.

We have delivered holiday hunger schemes to school children in need and their families across the borough. 12,000 free hot meals were handed out across nine locations during the Easter school holidays.

Since we started delivering income maximisation support in 2018, we have supported more than 4,782 residents. Our support has resulted in an additional £2,131,020 in Universal Credit and £79,122 of discretionary housing awards being claimed by our residents.

Outcome 4 Residents feel they fairly share the benefits from growth and inequality is tackled



Our performance

We have selected nine measures to understand whether we are making progress in achieving this outcome. We have exceeded our target for four measures. 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 two measures in this outcome as they are related to our annual residents' survey which will not be conducted until early 2021.

We exceeded our target to maximise income for residents in the borough. 1,009 clients achieved an increase in their income, achieving an average £6,216 expected annual increase in income.

We have met some of our targets for supporting residents from specific groups into employment through our WorkPath service. So far this year we

have achieved 51 job outputs. Of those almost 65 per cent were female, 82 per cent were from BAME communities, and 67 percent were from deprived postcodes. The target for the percentage of residents who were supported into work by the WorkPath service so far this year and who were disabled was narrowly missed.

We prevented homelessness for just over 19 per cent of households who approached us for support. We are improving our procedures and processes, so we can continue to meet our statutory obligations and improve our performance.

Performance summary

Outcome 4

Residents feel they fairly share the benefits from growth and inequality is tackled



Indicator Name	Outturn 2019/20	Target Q2 2020/21	Minimum expectation Q2 2020/21	Outturn Q2 2020/21	Year on year trend Q2 2020/21	RAG status Q2 2020/21	Comment
Residents who are female supported into employment by the Workpath service	250	45.0%	41.0%	64.7%	N/A	GREEN	Target exceeded
Residents from BAME backgrounds supported into employment by the Workpath service	439	85.0%	77.0%	82.4%	N/A	AMBER	51 residents have been supported into employment by the Workpath service so far this year and 42 of those were from BAME backgrounds.
Residents who have disabilities supported into employment by the Workpath service	91	15.0%	14.0%	13.7%	N/A	RED	7 of the 51 residents who have been supported into work by the Workpath service so far this year have been recorded as having a disability.
Residents who come from deprived postcodes supported into employment by the Workpath service	424	70.0%	63.0%	76.5%	N/A	GREEN	Target exceeded
Residents' self-reported level of health for groups experiencing health inequalities - BAME residents	N/A	79.4%	74.4%	N/A	N/A	N/A	The 2020/21 Annual Residents' Survey will be conducted early in 2021 with results reported in the final quarter of the year.
Residents' self-reported level of health for groups experiencing health inequalities - residents from C2, D, E socio-economic groups	N/A	71.1%	65.6%	N/A	N/A	N/A	The 2020/21 Annual Residents' Survey will be conducted early in 2021 with results reported in the final quarter of the year.

Performance summary

Outcome 4
Residents feel they fairly share the benefits from growth and inequality is tackled



Indicator Name	Outturn 2019/20	Target Q2 2020/21	Minimum expectation Q2 2020/21	Outturn Q2 2020/21	Year on year trend Q2 2020/21	RAG status Q2 2020/21	Comment
Average annual income increase for residents receiving benefit maximisation support	N/A	£6,216.20	£5,594.58	£6,249.05	N/A	GREEN	Target exceeded. There is no 2019/20 outturn as the methodology for this indicator has changed from the previous year.
Households prevented from becoming homeless	14.08%	26.0%	21.8%	20.99%	↑	RED	We have recruited Tenancy Sustainment Officers to work with social and private landlords, and directly with clients to prevent homelessness.
Resident Universal Credit application support	N/A	68	61	68	N/A	GREEN	Target achieved.



Priority 2

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

Our delivery and performance

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.

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



What we have delivered

We are continuing to improve our local environment to benefit residents, workers and visitors. We have been implementing new arrangements to improve waste and street cleansing. We have developed ward-based action plans which target fly tipping hotspots. We continue to provide education and advice to residents and businesses and will take enforcement action, by issuing fixed penalty notices where necessary. We have also launched a borough-wide communications campaign to explain to residents, businesses and private landlords how they can play their part in reducing illegal disposal of waste.

We are continuing to implement initiatives to encourage waste reduction and recycling amongst residents and businesses. We have been working in partnership with Tower Hamlets Homes to develop an action plan that focuses on improving recycling for those living in

flats.

We are continuing to deliver the Mayoral pledge of planting 1,000 trees. We have started consulting residents on the location of the trees that we will be planting between October and March.

We are taking measures to encourage the use of less polluting electric vehicles. We have already installed some on-street electric vehicle charging points including some rapid chargers and we have recently secured funding for an additional 50 residential charge points. In June we implemented a diesel levy for paid for parking to discourage diesel vehicle use.

What difference we have made

Our Liveable Streets programme makes it easier, safer and more convenient to get around by foot, bike and public transport. We have completed detailed

designs and started improvement works in Bethnal Green, Wapping, and Barkantine. We have started consulting residents on plans for the Brick Lane and Shadwell Liveable Streets areas.

Pupils at six primary and nursery schools in the borough are benefitting from a safer journey to and from school because of the school streets programme we have recently implemented. 2,179 children at Ben Johnson, Harry Roberts, Blue Gate Fields Junior, English Martyrs, Malmesbury and Harry Gosling primary schools and nurseries are the first to benefit. Changes include wider pavements, safer crossings, restricted traffic at the start and end of the school day as well as trees and plants to filter pollution.

Our delivery and performance

We are continuing to invest in projects to reduce carbon emissions. We are giving energy grants of up to £5,000 to ensure that at least 40 SMEs are supported to make improvements that will result in lower energy costs, consumption and related carbon emissions.

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 one of these measures. Unfortunately, we did not achieve our target for two measures. For the remaining measures there is no planned outturn for this quarter or there is a delay in national data being released due to the pandemic.

We exceeded our target for the number of school street improvement works completed so far this year. 8.5 per cent

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



of primary school children now benefit from a safer environment.

We have not met our target for the level of cleanliness of our public realm. The amount of litter has increased over the last couple of months as lockdown measures have eased. We use graphical analysis of litter and flyposting maps to ensure our rapid response teams are deployed to hot spot areas. Our Love your Neighbourhood app can be downloaded onto phones so that residents can report any issues they think need our attention – such as litter, fly tipping, fly posting, potholes and more.

We did not meet our target for the percentage of household waste sent for recycling. Between April and June 2020 (this is latest available data) 23,242.71 kgs of waste was collected from households in the borough and 4,036.61 kgs were recycled. This period coincided

with the start of the pandemic. The amount of household waste increased during this period. However, the amount of waste sent for recycling did not. Lockdown required a temporary suspension of services while social distancing measures were put in place.

In addition, we have seen an increase in contaminated waste over recent months. Through our estates recycling project we are tackling this problem by creating awareness with residents and caretakers about the importance of recycling correctly.

Performance summary

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



Indicator Name	Outturn 2019/20	Target Q2 2020/21	Minimum expectation Q2 2020/21	Outturn Q2 2020/21	Year on year trend Q2 2020/21	RAG status Q2 2020/21	Comment
Level of public realm cleanliness (litter)	96.96%	95.0%	85.5%	85.42%	↑	RED	Performance dipped below target in Q2. The level of litter has increased as lockdown measures have eased.
Level of household recycling (quarterly audited)	21.5%	22.0%	19.8%	N/A	N/A	N/A	There is a significant timelag in official outturns being released nationally due to the pandemic.
Level of CO2 emissions generated by the council's activities	64.0%	26.0%	23.4%	N/A	N/A	N/A	Annual measure
Primary school pupils benefiting from a school street at their school (traffic reduction outside the school)	1.4%	6.9%	6.2%	8.5%	■	GREEN	Target exceeded
Percentage of population that benefits from liveable streets projects	N/A	0%	0%	0%	■	N/A	This measure will only be reported when Liveable Streets projects have been fully implemented in specific areas. Construction is currently underway.

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.

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



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. We recently consulted on our draft conservation area management plans for Whitechapel and on our South Poplar master plan.

Working with social housing landlords and other partners, we are delivering more quality, affordable homes for residents. We have completed moving the last of the residents from old blocks in Robin Hood Gardens. This site is being redeveloped as part of Blackwall Reach regeneration programme which will see 1,575 new homes delivered once completed.

We are building new infrastructure to meet the needs of residents, workers and visitors to the borough. We

consulted on our plans to build a new pedestrian and cycle bridge to connect Canary Wharf and Marshwall, called South Dock Bridge. An earlier study has shown that the bridge should align with Upper Bank Street on the north bank of the South Dock and the Berkeley Homes 'South Quay Plaza' scheme on the south bank. We will submit a planning application for the new bridge before Christmas.

What difference we have made

Our Housing Options service has moved 168 households in temporary accommodation into permanent social housing so far this year. Forty-five of those families moved to permanent housing were previously homeless.

We are working hard to reduce overcrowding in the borough. So far this year we have let social housing to 138 households, 36 of whom were overcrowded by 2 or more bedrooms.

As part of the Mayor's commitment to deliver new council homes, we have started to clear infill sites for the development of 85 new council homes in St. Paul's Way, Lowder House, Mellish Street, Strahan Road, Hanbury Street and Sidney Street. We have completed 77 new council homes on three infill sites – Locksley A, Jubilee Street and Baroness Road. We have also procured a contractor to build a further 190 new council homes at Barnsley Street, Locksley D, Solander Gardens and Shetland Road.

We have started to refurbish St George's Town Hall to provide a new base for our Registrar's Office, and we are renovating the former Montefiore Centre to provide a hub for local small businesses.

Our delivery and performance

Our performance

We have selected five 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 one measure. We do not have a result for three measures. One measure in this outcome is related to our annual residents' survey which will not be conducted until early 2021.

We are unable to report on our two measures relating to housing delivery. This is because the Greater London Authority (GLA) decommissioned their repository for recording the numbers of planning consents and completions generated by all London local authorities, called the London Development Database. While the GLA are developing their new database, we are working to put temporary reporting measures in place so that we can

Outcome 6

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



provide provisional data for these two measures in future reports.

46.5 per cent of all social housing properties let went to overcrowded households, we exceeded our minimum expectation. We moved 26.1 per cent of homeless households into permanent social housing - unfortunately we did not meet our target. The number social housing properties available to let this year is less than this time last year and there are a number of high priority households eligible including residents in blocks being decanted for regeneration.

Performance summary

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



Indicator Name	Outturn 2019/20	Target Q2 2020/21	Minimum expectation Q2 2020/21	Outturn Q2 2020/21	Year on year trend Q2 2020/21	RAG status Q2 2020/21	Comment
Lets to overcrowded households	1,078	50%	45%	46.5%	■	AMBER	Overcrowded households are considered alongside other high priority groups such as homeless households and applicants in blocks being decanted for regeneration.
Homeless households moved into permanent social housing	27.4%	30.0%	27.0%	26.1%	↓	RED	There were 33 per cent fewer social housing properties let this year compared to same period last year and this has affected performance.
Level of affordable homes permitted (by habitable room)	31.4%	50.0%	35.0%	N/A	N/A	N/A	We are currently unable to report as the London Development Database has been decommissioned. Our planning service is collating interim data while a new London-wide database is being set up.
Level of affordable homes completed (by habitable room)	24.53%	50.0%	35.0%	N/A	N/A	N/A	We are currently unable to report as the London Development Database has been decommissioned. Our planning service is collating interim data while a new London-wide database is being set up.
Residents' satisfaction with the local area as a place to live	N/A	72.2%	67.8%	N/A	N/A	N/A	The 2020/21 Annual Residents' Survey will be conducted early in 2021 with results reported in the final quarter of the year.

Our delivery and performance

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.

Outcome 7

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



What we have delivered

We are making Tower Hamlets safer by working with our public sector partners and our communities.

Last year we set up our specialist substance misuse service, offering a person-centred recovery support service to adults misusing drugs and alcohol. We are now preparing to run new projects to get more people into treatment programmes so that more people get the help they need. One project will provide online mutual aid sessions. Our substance misuse team uses a range of powers to direct complex drug and alcohol users into treatment. So far this year 63 opiate users that left drug treatment successfully free of drug dependence have not returned to treatment again for at least six months.

We have completed the specification for our new CCTV system and CCTV control

suite. The upgrade to this infrastructure network will enable us to use this technology to deter, detect and investigate crime and ASB better.

We are currently developing a new Community Safety Partnership Plan. We recently carried out engagement with residents and key stakeholders to develop our priorities for this new plan. Formal consultation with residents is due to begin in December.

What difference we have made

During the lockdown period the number of incidents of domestic violence increased nationally. To support victims of violence we created a dedicated violence against women and girls webpage to provide support for those who may be at risk of domestic abuse. The information on the website under the “youarenotalone” banner, ensured that victims and professionals were aware of all the help available. We

implemented a virtual multi-agency risk assessment conference to support high risk victims of domestic abuse.

Our delivery and performance

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 one measure. One measure fell short of the target but exceeded our minimum expectation. Unfortunately, one measure fell short of the target. Two measures in this outcome are related to our annual residents’ survey which will not be conducted until early 2021.

The number of drug (opiate) users who have successfully completed their treatment has dropped to 5.3 per cent and we have missed our target. We have recently changed our main contractor and we expect performance to pick up again once the changes to staffing and systems have been embedded.

Unfortunately, the proportion of young people entering the youth justice system for the first time has risen and we

Outcome 7

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

missed our target. 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.



Performance summary

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



Indicator Name	Outturn 2019/20	Target Q2 2020/21	Minimum expectation Q2 2020/21	Outturn Q2 2020/21	Year on year trend Q2 2020/21	RAG status Q2 2020/21	Comment
Residents' concern about crime and anti-social behaviour	N/A	45.1%	50.9%	N/A	N/A	N/A	The 2020/21 Annual Residents' Survey will be conducted early in 2021 with results reported in the final quarter of the year.
Young people entering the youth justice system for the first time	411.3	350	385	388.7	↑	RED	Data covers period April 2019-March 2020. During this period 114 young people entered the youth justice system for the first time in their lives.
Residents' feeling of safety in their local area	N/A	88.0%	84.0%	N/A	N/A	N/A	The 2020/21 Annual Residents' Survey will be conducted early in 2021 with results reported in the final quarter of the year.
Drug users (opiate users) successfully completing treatment	6.45%	5.5%	4.95%	5.29%	↓	AMBER	Latest available data Q1. 63 drug and opiate users left drug treatment successfully free of drug(s) dependence and did not return to treatment again within 6 months.
Victims of violence against women and girls or hate crime who feel safer after engaging with victim support	97.0%	86.6%	77.4%	100.0%	↑	GREEN	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.

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



What we have delivered

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

We want our borough to continue to be a place where people feel they belong and where people feel they get on well together and have an equal voice. In September we published our Cohesion Plan called Our Tower Hamlets: A plan for a more cohesive community. The plan sets out our approach to do that by focusing on three key priorities: Connected People: Cultivating and strengthening positive relationships; Involved and empowered community: Greater engagement and participation in public life; and Equality: Valuing diversity and advancing equality of opportunity.

We have been working with communities to develop a no Place for Hate action Plan which aims to tackle

emerging tensions and issues within and between communities, including those generated by hate crime and extremism.

What difference we have made

We set up a Covid-19 volunteering hub which has been run by Volunteer Centre Tower Hamlets. We have recruited over 2,000 Covid-19 community champions who have been taking on vital roles including collecting pre-paid shopping for vulnerable residents, food sorters and packers, assistant park rangers and toy bag collectors for children and families that we support.

Council volunteers have helped to:

- pack and deliver food parcels to over 13,000 vulnerable residents from the council’s emergency food hub.
- deliver 13 tonnes of food to 24 organisations from New City

College’s food hub.

- keep over 120 parks open and safe, patrolling over 100 sites weekly.
- make up 500 activity packs for children living in shielded households.

Our delivery and performance

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 one measure. Three measures in this outcome are related to our annual residents' survey which will not be conducted until early 2021.

For one 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.

93% of all learners in English for speakers of other languages courses (ESOL) passed their course. This is above

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



our target of 75%.



Indicator Name	Outturn 2019/20	Target Q2 2020/21	Minimum expectation Q2 2020/21	Outturn Q2 2020/21	Year on year trend Q2 2020/21	RAG status Q2 2020/21	Comment
Level of hate crime	879	N/A	N/A	1,022	N/A	N/A	No targets set for these contextual measures.
Residents' level of volunteering	N/A	23.4%	16.6%	21.0%	N/A	N/A	The 2020/21 Annual Residents' Survey will be conducted early in 2021 with results reported in the final quarter of the year.
Residents' perception of people from different backgrounds getting on well	N/A	80.4%	75.6%	78.0%	N/A	N/A	The 2020/21 Annual Residents' Survey will be conducted early in 2021 with results reported in the final quarter of the year.
Percentage of Idea Store learners who pass their English for Speakers of Other Languages (ESOL) course	76.0%	75.0%	67.5%	93.0%	N/A	GREEN	Target exceeded
Proportion of residents who have friends from other ethnic backgrounds	N/A	N/A	N/A	N/A	N/A	N/A	The 2020/21 Annual Residents' Survey will be conducted early in 2021 with results reported in the final quarter of the year.



Priority 3

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

Our delivery and performance

Outcomes 9-11



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 improvement

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.

Our delivery and performance

What we have delivered

We are helping people through the Covid-19 crisis and have created dedicated website pages with key facts and information brought together in one place. This includes online forms for residents to apply for business support, tax relief and self-isolation support. We also set up a dedicated telephone helpline for residents that are shielding. Since March over 12,000 calls have been received.

We recently improved how we consult and engage with our internal and external stakeholders. We are using our new online consultation platform Let’s Talk Tower Hamlets, to support greater resident participation. We have delivered engagement and consultation training sessions to Members and

Outcomes 9-11



council staff and are moving more consultation and engagement onto the new platform.

The Tower Hamlets Partnership has reviewed its priorities to ensure they support social and economic recovery of the borough in light of the pandemic. The four areas where we can have the biggest impact when working together are:

- 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 are continuing to work with our partners to prepare for Brexit and the

changes this may bring for our residents, businesses and the economy including developing a Brexit impact mitigation plan.

We received recognition for the innovative way in which we are delivering services to an excellent standard for our residents despite the ongoing financial constraints faced by local government. We were shortlisted for awards in six areas by the Local Government Chronicle (LGC) including for environmental services, health and social care, public health, and community involvement.

What difference we have made

Residents have been able to continue to access key services through online services throughout the pandemic. Idea Stores have created online activities for all users including some summer term courses. Since the beginning of the year 2,137 people joined the Idea Stores to

access online services, including free e-book downloads.

We have worked hard to re-open our buildings and open spaces in a Covid-secure way. Over the summer we reopened the Brady Arts and Community Centre so that community organisations could resume working and we have recently been able to resume the art and community music tuition classes, albeit at reduced capacity. The building hosted the holiday hunger programme which provided free hot meals to local families in need.

Our delivery and performance

Our performance

We have selected fourteen 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. Six measures in this outcome are related to our annual residents’ survey which will not be conducted until early 2021. For one measure we are still awaiting final data.

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. 56 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

Outcomes 9-11



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 received long-term support by being admitted to residential or nursing care as a ratio per 100,000 residents over the age of 65. This year to date, the proportion is 105.5 – we have exceeded our target.

Performance summary

Outcomes 9-11



Indicator Name	Outturn 2019/20	Target Q2 2020/21	Minimum expectation Q2 2020/21	Outturn Q2 2020/21	Year on year trend Q2 2020/21	RAG status Q2 2020/21	Comment
Service user satisfaction with the council's online service offer	66.00%	50.00%	50.00%	56.0%	↓	GREEN	Target exceeded
Residents' satisfaction with Idea Stores and libraries	N/A	64.9%	59.1%	NA	N/A	N/A	The 2020/21 Annual Residents' Survey will be conducted early in 2021 with results reported in the final quarter of the year.
Residents' perception of being involved in council decision-making	N/A	59.9%	54.1%	NA	N/A	N/A	The 2020/21 Annual Residents' Survey will be conducted early in 2021 with results reported in the final quarter of the year.
Residents' perception of council transparency	N/A	53.9%	48.1%	NA	N/A	N/A	The 2020/21 Annual Residents' Survey will be conducted early in 2021 with results reported in the final quarter of the year.
Residents' perception of being kept informed by the council	N/A	74.6%	69.4%	NA	N/A	N/A	The 2020/21 Annual Residents' Survey will be conducted early in 2021 with results reported in the final quarter of the year.
Residents' satisfaction with council and partner response to antisocial behaviour (ASB)	N/A	54.9%	49.1%	NA	N/A	N/A	The 2020/21 Annual Residents' Survey will be conducted early in 2021 with results reported in the final quarter of the year.
Children and young people receiving support from mental health services	45.5%	35.0%	35.0%	NA	N/A	N/A	Due to Covid-19 we were unable to obtain data for this measure, however we expect to be able to restart reporting against this measure during Q3 2020/21.

Performance summary

Outcomes 9-11



Indicator Name	Outturn 2019/20	Target Q2 2020/21	Minimum expectation Q2 2020/21	Outturn Q2 2020/21	Year on year trend Q2 2020/21	RAG status Q2 2020/21	Comment
Residential and nursing admissions (over 65s)	460.2	225	247.5	105.5	↑	GREEN	Target exceeded
Number of adults supported into employment by the Workpath partnership	1180	100	90	43	↓	RED	YTD. Because of the economic downturn caused by the pandemic, many partners are focussing on skills and training support to make residents job ready
Council staff turnover rate	14.14%	9.0%	12.0%	9.6%	↑	AMBER	A number of organisational changes and reviews have led to voluntary departures.
Council staff sickness absence rate	10.35%	8.00%	10.24%	11.6%	↓	RED	Main three reasons for absence remain as MSK, flu/colds and mental health related absences.
Media and press view of the council	91.60%	80.00%	72.00%	92.6%	↑	GREEN	YTD. Target exceeded
Residents' perception of the council doing a better job than last year	N/A	N/A	N/A	N/A	N/A	N/A	The 2020/21 Annual Residents' Survey will be conducted early in 2021 with results reported in the final quarter of the year.
Budget variance for the general fund	TBC	£0	£0	£11.5m	-	RED	Latest available data August 2020.