

Strategic delivery and performance report Q3 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.

Our delivery and performance

Over the last quarter we have continued to respond to the pandemic, supporting residents and businesses through the second lockdown in the autumn, and through the introduction of the tiered restrictions.

These restrictions mean that we have had to change our focus and some of our services are running very differently.

Introduction



Protecting the most vulnerable and those most at risk during the pandemic is at the heart of our response. We contacted more than 8,000 shielding residents during the autumn lockdown, advising them of the support we can provide. More than 5,000 households have so far contacted us through our dedicated Covid-19 support line or online form, and we have provided advice and support to more than 15,000 individuals.

We have put in place the infrastructure needed to support the test and trace programme, opening test centres in key locations across the borough. Working with NHS and other key partners we prepared for the roll out of the vaccine to the most vulnerable, including older residents, key workers and care home residents.

Our employment and business

support services are delivering new projects to help businesses and people impacted by the pandemic adapt and develop new skills. Through the Kickstart programme we are working to secure employment opportunities with local businesses for our young people.

Covid-19 restrictions continue to have an impact on our ability to deliver many of our normal services. Where possible, we are keeping services running in line with government guidance and Covid-19 regulations.

Some services remain open remotely only, others have reduced capacity while some are closed completely. This has an impact on our strategic plan delivery and on some of our performance measures.

The national and local economies have been heavily affected by the pandemic. While we have continued to prepare residents for the

recovery when restrictions ease, together with partners our WorkPath service are continuing to deliver training and employment support for residents so they can take advantage of job opportunities that may arise during the post pandemic recovery. Affordable homes completions have slowed down due to restrictions placed on the construction industry. School attendance is lower than we would normally expect to see, as pupils and entire year groups have had to self-isolate at times. Similarly, our own staff have been affected and our sickness absence rate has been rising, meaning some of our services have been operating with reduced capacity.

We are now working closely with our partners to focus our collective efforts on supporting the local recovery.



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 want to support our residents and businesses to thrive and survive the challenge of Covid-19. We have spent a significant amount of time revising our work programmes so that we can better support residents and local businesses who have been impacted by the pandemic.

We have provided business support to 305 small mediums enterprises (SMEs) this quarter. Seventy-three businesses received support with discretionary grant applications. Thirty-three businesses were supported to develop a home delivery or online trading service within their businesses. We had more applicants from SMEs than we were able to support through our Business Pivot Project, our digital and marketing masterclass led by experts from large organisations.

One hundred and fifty-one SMEs did not get onto the masterclass. We have also been working with our partners to explore opportunities for training SMEs and freelancers to maximise opportunities arising from the emerging green agenda - for example by retrofitting homes and other buildings making them more energy efficient.

We have been helping businesses to sign up for the Mayor of London's 'Pay It Forward' fundraising campaign, a scheme for small businesses facing hardship and challenges caused by Covid-19. Businesses were able to use the funding raised to digitise their services and help make their premises Covid-secure and adaptable for a socially distanced trading model. So far, we have helped five SMEs to secure funding and another nine are at the application stage. Recipients include a business that makes artisan

jewelry and accessories, a furniture and pottery business and the Chisenhale Dance Space.

What difference have we made

Our 'Business Pivot Project' provided 50 local small businesses with a bespoke recovery plan and support worth £1,000 as part of a pioneering new council programme aimed at helping micro and small businesses navigate the unprecedented challenge of Covid-19. This project is aimed at helping companies that are struggling in the current climate but have the potential to survive and thrive if they can get the support and advice to adapt their business model. We are now exploring the delivery of a second round of this project.

Our delivery and performance

We want our residents to be able to capitalise on new employment opportunities arising from Covid-19. We have recruited 19 Covid ambassadors to support residents and businesses so that they follow covid guidance and regulations. We have also been working with our partners at Barts NHS Trust to recruit to vacancies created to support the mass vaccination programme, enabling residents to gain valuable skills and work experience to move to permanent employment. In December we referred 273 residents for these vacancies and they are due to hear whether they have been successful at the end of January.

One of the ways that we are tackling unemployment is by delivering soft skills training, digital skills training and modern recruitment methods online to residents through online courses and workshops.

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



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.

Percentage of Idea Store Learning learners who pass their course

We have moved our Idea Store courses online so that we can continue to support people in the development of their skills. 98 per cent of learners passed their course in the autumn learning term. The 90 per cent target was exceeded.

Percentage of 16-17 year in education, employment and training (EET)

94.2 per cent of young people in the borough are in education,

employment and training. We have exceeded our target of 93 per cent. More young people are now in EET than at this time last year.

Number of SMEs and new enterprises supported through the council's business programme

We have substantially increased our business support offer to help businesses adapt to the pandemic and prepare for recovery. This quarter 304 businesses in the borough participated in our enterprise support projects. The total for the year so far is 460. We exceeded our target.

Percentage of pupils attending secondary school regularly

82.5 per cent of pupils are attending secondary school regularly. We missed our target of 87 per cent. During the autumn term Covid-19 self-isolation to minimise infection of pupils meant that attendance in

many schools fluctuated and was lower than before the pandemic. We expect this to recover when vaccines are rolled out more widely.

Number of adults supported into employment by the Workpath service

The economic downturn caused by the pandemic has severely affected the number of job opportunities available. We were not able to support any residents into work this quarter. We have missed our target of 234 since the beginning of the financial year. Whilst our target for employment outcomes has not been achieved, we are continuing to deliver training and employment support to our residents to prepare them for the post-pandemic recovery.

Performance summary

Outcome 1

People access a range of education, training and employment opportunities



Outcome	Indicator Name	Outturn 2019/20	Annual Target 2020/21	Annual Minimum Expectation 2020/21	Target Q3 2020/21	Minimum expectation Q3 2020/21	Outturn Q1 2020/21	Outturn Q2 2020/21	Outturn Q3 2020/21	Last updated	Year on year trend Q3 2020/21	RAG status Q3 2020/21	Comment
ONE	Percentage of secondary pupils attending school regularly	90.4%	87.0%	82.0%	87.0%	82.0%	N/A	N/A	82.5%	Oct-20	↓	AMBER	See detail in <i>Our performance</i> section above.
ONE	Percentage of Idea Store Learning learners who pass their course	93.0%	90.0%	81.0%	90.0%	81.0%	N/A	85.0%	98.0%	Q3	N/A	GREEN	
ONE	Percentage of 16 - 17 year olds in education, employment or training	94.3%	93.0%	83.7%	93.0%	83.7%	93.3%	90.1%	94.2%	Q3	↑	GREEN	
ONE	Number of SMEs and new enterprises supported through the council's business programme	124	150	135	111	100	57	99	304	Q3	↑	GREEN	
ONE	Number of adults supported into employment by the Workpath service	504	320	225	234	211	25	51	51	Q3	↓	RED	This is a cumulative measure. See detail in <i>Our performance</i> section above.

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.

Following the easing of lockdown restrictions this quarter, we supported schools to transition back to receiving children back into the classroom environment.

Our Children's Centres continued to provide access to health services, special educational needs and family support in a socially distanced and safe way. The move to tier 4 restrictions and the subsequent national lockdown has temporarily paused this service while we seek further advice and guidance from Central Government.

We have secured funding worth £47 million from the Department for Education (DfE) that will be used to expand secondary school education provision in the borough. This

funding will go towards building a new secondary school at London Dock in Wapping and to develop a new permanent home for the secondary free school, Canary Wharf College, on the Westferry Printworks site. In addition, we are also looking into rebuilding George Green's school on the Isle of Dogs.

What difference we have made

Our arts, music and sports activities for young people provides an essential outlet for many of our more vulnerable young people. As a result of moving delivery online we have been able to reach a larger and more diverse cohort of young people. We delivered over 1,000 sessions to 200 plus young people, providing activities such as a virtual music showcase during Black History Month and a performing arts programme. In conjunction with other east London local authorities, we ran online boxing and mindfulness sessions that targeted

young carers, providing opportunities for them to take a break from their daily responsibilities and allowing them to interact with others facing similar challenges.

In recognition of our work and ongoing commitment to foster a welcoming and inclusive culture for people who are fleeing violence or persecution, our holiday childcare scheme has received an award from Sanctuary City UK. It is the first holiday scheme nationally to receive this recognition. Work towards the award has allowed the holiday childcare scheme to develop and enhance a culture that boosts inclusion and support for everyone whilst increasing children's voices and promoting active, engaged citizens under a framework that promotes British values, community cohesion and empathy.

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 two measures, two measures fell short of the target but exceeded our minimum expectation. Unfortunately, we did not achieve our target for one measure.

Long term looked after children who are in stable placements

74.4 per cent of the children who have been looked after for two and half years or more have been in the same placement for at least the last two years. We have exceeded our target of 72 per cent.

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

31.2 per cent achieved a recorded outcome. We exceeded our target of 20 per cent.

Outcome 2

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



Pupils who are regularly attending school in reception year

72.8 per cent of reception aged pupils attended school regularly (at least 90 per cent of their possible sessions). We missed our target of 73 per cent but met the minimum expectation. During the autumn term Covid-19 self-isolation to minimise infection of pupils meant that attendance in many schools fluctuated and was lower than before the pandemic. We expect this to recover when vaccines are rolled out more widely.

Percentage of pupils who are regularly attending primary school in years 1-6

81.8 per cent of primary pupils attended school regularly (at least 90 per cent of their possible sessions). We missed our target of 86 per cent but met the minimum expectation. During the autumn term Covid-19 self-isolation to

minimise infection of pupils meant that attendance in many schools fluctuated and was lower than before the pandemic. We expect this to recover when vaccines are rolled out more widely.

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

54.5 per cent of families achieved improved outcomes through the support of our Early Help services. We missed our target of 80 per cent. Limited face to face contact with families because of Covid-19 has affected performance. We have experienced issues in recording case closures of Early Help Assessments. We expect this to recover now we have rectified these technical recording issues.

Performance summary

Outcome 2

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



Outcome	Indicator Name	Outturn 2019/20	Annual Target 2020/21	Annual Minimum Expectation 2020/21	Target Q3 2020/21	Minimum expectation Q3 2020/21	Outturn Q1 2020/21	Outturn Q2 2020/21	Outturn Q3 2020/21	Last updated	Year on year trend Q3 2020/21	RAG status Q3 2020/21	Comment
TWO	Percentage of long-term looked after children who are in stable placements	71.6%	72.0%	65.0%	72.0%	65.0%	70.0%	74.0%	74.4%	Q3	↑	GREEN	
TWO	Percentage of families who are seeing the benefits of being supported before problems escalate	74.1%	80.0%	70.0%	80.0%	70.0%	100.0%	75.0%	54.5%	Q3	↓	RED	See detail in <i>Our performance</i> section above.
TWO	Percentage of pupils who are regularly attending school in reception year	76.5%	73.0%	65.7%	73.0%	65.7%	N/A	N/A	72.8%	Oct-20	↓	AMBER	See detail in <i>Our performance</i> section above.
TWO	Percentage of pupils who are regularly attending primary school in Years 1-6	NEW	86.0%	81.0%	86.0%	81.0%	N/A	N/A	81.7%	Oct-20	N/A	AMBER	See detail in <i>Our performance</i> section above.
TWO	Young people engaging with the youth service who achieve a recorded outcome	61.0%	20.0%	15.0%	20.0%	15.0%	N/A	21.9%	31.2%	Q3	↓	GREEN	

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

We are focusing on keeping people as safe as possible during the Covid-19 pandemic, supporting residents to comply with the restrictions, protecting the NHS and addressing disparities and inequalities including the roll out of the vaccine programme.

We continue to work closely with our health and social care partners in the borough in response to the pandemic. We published our outbreak control plan which sets out how we will work with our partners to prevent and manage coronavirus outbreaks that may occur in the population including in care homes, schools, workplaces and faith settings.

We are continuing to join up health and care information provided to residents, making it easier to get advice and help at an early stage, including Covid-19 advice and

guidance.

We have agreed our Safe Communities community engagement strategy with health and community partners with a focus on ensuring that important information about the test and trace programme reaches all sections of our community and that all high-risk groups have easy access to testing. We have worked with partners to open test centres across the borough. We regularly publish covid-19 data so that residents and businesses are kept up to date and understand the information we are using to guide our plans and decision making.

We are working closely with our partners to ensure that the implications of the changes in restrictions introduced by the tiers system and the lockdown are understood, communicated and adhered to by residents and businesses. This included targeted

communications around enforcement in high footfall areas such as around tube stations, parks, high streets and markets.

Many of our residents are at a higher risk of contracting Covid-19 than the general population. That is why we have been working closely with resident representatives and our partners to ensure that we target our communications about Covid-19 in a way that is effective to the different communities in our borough. We have recruited 300 Covid-19 champions whose role is to support behavior change and to ensure that we are getting accurate messages about controlling the virus and vaccination myth-busting to all sectors of the community.

Our delivery and performance

We held an evidence gathering session with residents and organisations focussing on health inequalities facing Black, Asian and minority ethnic communities. The views and experiences about how racial bias can impact on access to healthcare and health outcomes were gathered as part of wider work of our newly formed Black and Ethnic Minority Inequality Commission. Evidence from this session is contributing to our plans to advance equality, promote good relations and tackle discrimination.

What difference we have made

Since the beginning of the pandemic, we have paid over £238,000 to vulnerable residents who have had to self-isolate due to Covid-19. This means more than 475 residents on low incomes have successfully applied for the £500 support payment. The £500 payment was introduced by the government in September, to

Outcome 3

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



support people on low incomes in high-risk areas, who are unable to work from home and would lose their income by self-isolating.

In October our Asthma and Wheeze Project was recognized in the prestigious annual Local Government Chronicle awards, public health category. Our Public Health service has been working with the Royal London Hospital to deliver interventions which have reduced non-elective admissions to hospital of children and young people with asthma. We provided information clinics for children at risk of asthma and specialist training on asthma and wheeze interventions for healthcare professionals. As a result of these interventions parents and children have reported improved confidence in managing their condition. There has been a significant reduction in non-elective admissions to hospital from the children who took part in this project.

Our performance

We have selected three measures to understand whether we are making progress in achieving this outcome. We have not met 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.

People who are more independent after being supported through reablement service

52.5 per cent of our clients who needed our services after leaving hospital or following a fall or spell of illness were supported through our reablement service to be more independent for longer and did not require any further support within the year. We did not meet our target of 80 per cent. Our reablement services normally achieve good and sustainable outcomes for residents, increasing their independence.

However, this quarter, due to the increase in hospital discharges during the second wave of the pandemic, there has been a significant increase in the number of people receiving reablement services. At the end of the quarter there were 76 people in receipt of reablement services compared to 47 at the end of the previous quarter. The impact of Covid-19 meant that we had to reduce the time for reablement from around 6 weeks to 3 weeks. We have also experienced a steep increase in the number of short-term home care clients.

Performance summary

Outcome 3

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



Outcome	Indicator Name	Outturn 2019/20	Annual Target 2020/21	Annual Minimum Expectation 2020/21	Target Q3 2020/21	Minimum expectation Q3 2020/21	Outturn Q1 2020/21	Outturn Q2 2020/21	Outturn Q3 2020/21	Last updated	Year on year trend Q3 2020/21	RAG status Q3 2020/21	Comment
THREE	People who are more independent after being supported through reablement services	75.5%	80.0%	72.0%	80.0%	72.0%	75.0%	84.2%	52.5%	Q3	↓	RED	See detail in <i>Our performance</i> section above.
THREE	Residents' self-reported level of physical activity	N/A	31.88%	26.12%	31.88%	26.12%	N/A	N/A	N/A	2018/19	N/A	N/A	The 2020/21 Annual Residents' Survey fieldwork will start in early in 2021 with results reported in the final quarter of the year.
THREE	Residents' self-reported level of health	N/A	79.48%	74.52%	79.48%	74.52%	N/A	N/A	N/A	2018/19	N/A	N/A	The 2020/21 Annual Residents' Survey fieldwork will start in 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

We are committed to creating cohesive communities that are strong, fair, and equal. The Tower Hamlets Black, Asian and Minority Ethnic (BAME) Inequalities Commission was set up as a response to the Black Lives Matter movement to help us to address inequalities faced by our BAME communities. In November we held four formal public meetings to hear from residents about their lived experiences of inequality and identify tangible and practical actions which will deliver real change in the areas of community leadership, health, education, and employment. With our partners we are producing a plan which we will officially launch in 2021, setting out actions which we hope will deliver real change.

With our partners we are delivering a range of advice and guidance on

maximizing income on benefits. So far this year we have supported 19 households to receive payments from our discretionary housing fund totaling £59,000. We have helped 86 families to apply for Universal Credit amounting to an annual award of £879,429. Latest available data shows that between July and September 5,250 clients received benefit support through our Local Community Funded social welfare advice services. Of those assisted, 977 achieved an increase in income and the total amount of increased and or backdated achieved was over £4.9 million.

In November we agreed a grant of £100,000 to support the Tower Hamlets Credit Union and other initiatives to increase access to fair finance including the un-banked, under-banked and small businesses.

What difference we have made

Since the beginning of the year we have worked with over 2,600 households who have been assessed by our housing options service as being owed a prevention or relief of homelessness duty. This work includes employing tenancy support officers to help households at risk of homeless to broker more constructive relationships with their landlords in the private or social housing sector. We are reporting Q2 data which is our most recent audited data as published by the Ministry of Housing, Communities and Local Government (MHCLG). However, our provisional service data shows that between April and December we have prevented over 600 households from becoming homeless.

Our delivery and performance

Since the start of the pandemic, our Tackling Poverty team has provided **food provisions** to support residents in poverty. To date we have processed 4,952 referrals to food banks and voluntary and community sector organisations supporting residents experiencing food poverty.

Our performance

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

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



Proportion of women, residents from deprived postcodes, residents from ethnic minority backgrounds, and residents who are disabled supported into employment by the Workpath service

While we have not been able to help as many people into jobs this year as we have wanted to because of the economic downturn caused by the pandemic, we have continued to target those groups most likely out of work. We have achieved our targets for women and for residents in deprived postcodes. We met the minimum expectation for supporting residents from black, Asian and minority ethnic groups into work. Unfortunately, we did not meet our target to support disabled residents into work. We are rapidly changing our service offer to focus on the pandemic recovery.

Households prevented from becoming homeless

The latest published data is for Q2. 55.5 per cent of households who approached us with the threat of homeless had their homelessness prevented or relieved. Our target of 26 per cent was exceeded. This equates to 272 preventions this quarter (413 so far this year).

Resident Universal Credit application support

Between October and December, we supported 18 residents with their Universal Credit application; the total supported so far this year is 86. We missed our target. We are working with our partners to increase the number of residents they refer to our services. We have recruited an outreach officer whose job will be to raise awareness of our offer to communities in the borough.

Average annual income increase for residents receiving benefit maximization support

Between October and December 2020, the average annual increase in benefits achieved for residents who were supported to maximise their income on benefits (including backdated appeals and new benefits) was £5,003.00. We did not achieve the target of £6,212.20. Covid-19 has meant that face to face services have been suspended. We are offering phone and online support however this has affected the numbers of clients accessing our services.

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



Outcome	Indicator Name	Outturn 2019/20	Annual Target 2020/21	Annual Minimum Expectation 2020/21	Target Q3 2020/21	Minimum expectation Q3 2020/21	Outturn Q1 2020/21	Outturn Q2 2020/21	Outturn Q3 2020/21	Last updated	Year on year trend Q3 2020/21	RAG status Q3 2020/21	Comment
FOUR	Women who are supported into employment by the Workpath service	250	45.0%	41.0%	45.0%	41.0%	48.0%	64.7%	64.7%	Q3	N/A	GREEN	See detail in <i>Our performance</i> section above.
FOUR	Residents from BAME backgrounds supported into employment by the Workpath service	439	85.0%	77.0%	85.0%	77.0%	76.0%	82.4%	82.4%	Q3	N/A	AMBER	See detail in <i>Our performance</i> section above.
FOUR	Residents who have disabilities supported into employment by the Workpath service	91	15.0%	14.0%	15.0%	14.0%	8.0%	13.7%	13.7%	Q3	N/A	RED	See detail in <i>Our performance</i> section above.
FOUR	Residents who come from deprived postcodes supported into employment by the Workpath service	424	70.0%	63.0%	70.0%	63.0%	80.0%	76.5%	76.5%	Q3	N/A	GREEN	See detail in <i>Our performance</i> section above.
FOUR	Residents' self-reported level of health for groups experiencing health inequalities - BAME residents	N/A	79.4%	74.4%	79.4%	74.4%	N/A	N/A	N/A	2018/19	N/A	N/A	The 2020/21 Annual Residents' Survey fieldwork will start in early in 2021 with results reported in the final quarter of the year.
FOUR	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%	71.1%	65.6%	N/A	N/A	N/A	2018/19	N/A	N/A	The 2020/21 Annual Residents' Survey fieldwork will start in 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



Outcome	Indicator Name	Outturn 2019/20	Annual Target 2020/21	Annual Minimum Expectation 2020/21	Target Q3 2020/21	Minimum expectation Q3 2020/21	Outturn Q1 2020/21	Outturn Q2 2020/21	Outturn Q3 2020/21	Last updated	Year on year trend Q3 2020/21	RAG status Q3 2020/21	Comment
FOUR	Average annual income increase for residents receiving benefit maximisation support	N/A	£6,216.20	£5,594.58	£6,216.20	£5,594.58	£6,249.05	£5,050.20	£5,003.00	Q3	N/A	RED	See detail in <i>Our performance</i> section above.
FOUR	Households prevented from becoming homeless	14.08%	26.0%	21.8%	26.0%	21.8%	26.6%	55.5%	N/A	Q2	↑	GREEN	The most recent data is for Q2. There is a significant reporting time lag on official data being released.
FOUR	Resident Universal Credit application support	N/A	250	225	118	106	44	68	86	Q3	N/A	RED	This is a cumulative measure. See detail in <i>Our performance</i> section above.

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 progressing with our programme of improvements to the local environment including works that will help us to achieve our commitment to become a net zero carbon emissions borough by 2025.

Together with Transport for London we have funded a new acoustic barrier fitted along the A12, next to Bromley-by-Bow station. The new barrier aims to reduce the level of excessive traffic noise emanating from the A12 and improve the quality of life of local people including those walking and cycling in the local area. If this scheme is successful it could be rolled out elsewhere in Tower Hamlets.

We are continuing to roll out electric vehicle charging points and our aim is to have installed 250 by 2022. So far, we have installed 80

slow charge points and one rapid charge point.

In addition, we have been awarded £100,000 of funding to deliver 182 new electric vehicle on-street charge points around the borough with the first 82 of those being installed in early 2021. These charge points will allow motorists to refuel and reduce their emissions while making quieter, less polluting journeys.

We have been delivering round two of our energy improvement grants programme for small and medium enterprises. We made £500,000 available to SMEs who will receive a maximum grant of 50 per cent of the costs, up to £5,000, to carry out carbon reduction projects on their premises. For schools we have recently awarded 8 schools grants of up to £30,000 to carry out energy retrofits to improve their buildings.

We are committed to creating a sustainable environment and to maximizing biodiversity. Research shows that green roofs can provide a boost to the amount of solar energy gained on a green roof. We are working on designs for installing bio-solar green roofs on to some of our Tower Hamlets Homes housing stock early in the new year.

Our annual programme of street tree planting is putting us on track to deliver the Mayoral pledge to plant 1,000 street trees on public highways by 2022.

Our delivery and performance

We are rolling out our ‘flats recycling package’ to Tower Hamlets Homes estates. We are aiming to achieve our target of 35-40 estates to be completed by the end March 2021. We are continuing to promote home composting and community composting. We are developing a webpage for housing providers to disseminate information and communications tools to tenants and leaseholders.

What difference we have made

We are making it easier, safer and more convenient to get around the by bike, public transport and on foot by implementing a Liveable Streets programme in the borough. We recently approved a liveable street scheme in Bow. The scheme will include traffic calming measures on key roads, improvements to walking and cycling routes and

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



improvements to public open spaces. Over 3,800 people responded to the recent consultation on our proposals which were shaped by 18 months of community engagement. We have started construction of the Bethnal Green Liveable Street which is expected to be completed in January. Construction has also started on the Wapping and Barkantine Liveable Streets. These improvements will include eight school streets and aim to tackle unhealthy levels of air pollution and improve pedestrians’ safety. Construction was completed for nine School Streets (Arnhem Wharf, Bigland, Clara Grant, Culloden, Elizabeth Selby, Lawdale, Seven Mills, St Peters, and Virginia schools) protecting a further 3,431 primary and nursery aged children.

Our parks and open spaces play a vital role as a place to meet friends and family and participate in sports

and recreation activities in a socially distanced and safe way. For the seventh year in a row Victoria Park was recognised as one of the ten most popular parks in the country, winning a Green Flag People’s Choice award. Eleven other parks and open spaces in the borough also retained the prestigious Green Flag award. Victoria Park was also awarded Gold in the ‘Heritage Park Awards’ and Gold in Large Park category in the London in Bloom awards.

We are continuing to make improvements to outdoor play equipment in our parks as a part of a £10 million parks investment programme which will improve over 60 of our parks and open spaces. We have recently installed exciting new inclusive playground equipment in Bartlett Park and in Meath Gardens. We have also completed improvement works to Helling Street and Wapping Gardens playgrounds

and we have opened tennis courts at Ropemakers Fields. at Ropemakers Fields.

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 of one of these measures. One measure fell short of the target but exceeded our minimum expectation. Unfortunately, we did not achieve our target for one measure. 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.

Primary school pupils benefitting from a school street at their school
This quarter we continued our work to make it easier for people to walk and cycle while socially distancing. We completed school streets at a further nine primary schools and nurseries, benefitting 3,431 pupils. This adds to the seven school streets completed in Q2 and brings the total

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



number of pupils benefitting from school streets to 5,610 equating to 21.8 per cent of primary school children in the borough. Our Q3 target of 6.9 per cent was exceeded and we have already met our target for the full year.

Level of household recycling
19.9 per cent of household waste was recycled in Q2 (latest data). We missed our target of 22 per cent but exceeded our minimum expectation. We are re-designing our service in order to improve our recycling rates. We are also continuing to communicate the importance of recycling to residents and landlords to try and drive behaviour change.

Level of public realm cleanliness
This quarter 79.6 per cent of our streets and public realm met or exceeded the national cleanliness standard. We missed our target of 95 per cent. The level of cleanliness

has been deteriorating since lockdown measures were eased. In addition, there has been a high volume of litter in our parks and open spaces which are experiencing high use. We are introducing new technology to help us identify hotspots and target our resources to those areas more quickly.

Performance summary

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



Outcome	Indicator Name	Outturn 2019/20	Annual Target 2020/21	Annual Minimum Expectation 2020/21	Target Q3 2020/21	Minimum expectation Q3 2020/21	Outturn Q1 2020/21	Outturn Q2 2020/21	Outturn Q3 2020/21	Last updated	Year on year trend Q3 2020/21	RAG status Q3 2020/21	Comment
FIVE	Level of public realm cleanliness (litter)	96.96%	95.0%	85.5%	95.0%	85.5%	99.2%	85.42%	79.6%	Q3	↓	RED	See detail in <i>Our performance</i> section above.
FIVE	Level of household recycling (quarterly audited)	21.5%	22.0%	19.8%	22.0%	19.8%	17.4%	19.9%	N/A	Q2	↓	AMBER	The most recent data is for Q2. There is a significant reporting time lag on official recycling data due to the pandemic.
FIVE	Level of CO2 emissions generated by the council's activities	64.0%	26.0%	23.4%	26.0%	23.4%	N/A	N/A	N/A	2019/20	N/A	N/A	This is an annual measure and we will report after the final quarter of this year.
FIVE	Primary school pupils benefiting from a school street at their school (traffic reduction outside the school)	1.4%	9.4%	8.5%	6.9%	6.2%	0.0%	8.5%	21.8%	Q3	-	GREEN	
FIVE	Percentage of population that benefits from liveable streets projects	N/A	13.6%	12.2%	0%	0%	0%	0%	0%	Q3	-	N/A	This measure will only be reported when Liveable Streets projects have been fully implemented in specific areas. Construction is currently underway.

Our delivery and performance

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

Tower Hamlets has the highest housing target in the current London Plan and a limited amount of land available for new development. In December our Cabinet officially adopted our high density living supplementary planning guidance on the design of high density residential and mixed-use development as set out in our new Local Plan. In November and December we held preliminary online workshops to help us develop a new Supplementary Planning Document (SPD) to guide and influence the design and planning of tall buildings across the borough. Further workshops to refine policy ideas are scheduled for January and February with formal consultation due in May 2021.

We are continuing to make progress towards the Mayoral pledge to have 2,000 new council homes in delivery by 2022. 53 new family council homes were completed in Baroness Road, E2 and in Rhodeswell Road in E14. Both sites were previously underused car parks. Three homes will be for disabled residents. Twenty-five per cent of properties in these new developments will go to residents who are on our housing register and already living on these estates. In addition, we have recently granted planning permission to build a further 42 much needed council homes on the Southern Grove site in Bow, part of a larger 78 home development which will protect the future of the Victorian workhouse that sits on the site. We have also been consulting on where our council homes should be built, including on infill sites. We are currently consulting on proposals for the Clichy Estate:

Harriot, Apsley and Pattison Houses and Ashington House.

We recently submitted a planning application for a new wheelchair accessible foot bridge at South Dock on the Isle of Dogs. The bridge will link new development at South Quay with Canary Wharf and Wood Wharf. Designed to accommodate projected pedestrian flows well into the future, it will shorten walking times to the new Crossrail station and other public transport links, as well as improving access to jobs, retail and other town centre services at Canary Wharf. Construction is due to begin in 2021.

Our delivery and performance

We are continuing to deliver our programme of estate fire safety improvement initiatives. We recently responded to the Home Office fire safety consultation about the Grenfell Tower fire inquiry report recommendations that require a change in law to place new requirements on building owners or managers of multi-occupied residential high-rise buildings.

What difference we have made

Since the start of the financial year we have moved 287 families out of temporary accommodation and into permanent family sized social housing of two or more bedrooms. 83 of those households moved into permanent accommodation were previously classified as homeless. We achieved this by working with landlords to enable social distanced or virtual viewings.

Through our choice-based lettings

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



system, we have let social housing to 524 households since March 2020, with 293 of those lets being to households with the most severe housing needs and categorised as being overcrowded.

Our performance

We have selected five measures to understand whether we are making progress in achieving this outcome. We have met or exceed the target for two of these measures. Unfortunately, we did not achieve our target for two measures. One measure in this outcome is related to our annual residents' survey which will not be conducted until early 2021.

Lets to overcrowded households
70.5 per cent of lets to in the quarter were to overcrowded households on the common housing register. The target was exceeded. This percentage represents lets for

146 families of the 207 total lets for this quarter to applicants on the housing register.

Homeless households moved into permanent social housing
31.9 per cent of lets this quarter were made to homeless households receiving permanent offers of accommodation of two or more bedrooms. The target was exceeded. This percentage represents permanent homes for 38 families of the 219 total lets of two or more-bedroom homes for this quarter.

Level of affordable homes permitted (by habitable room)
33.9 per cent of homes granted planning permission (where affordable housing policies would apply) were classed as affordable. This equates to 388 new homes. We narrowly missed our minimum expectation target of 35 per cent. Most individual permissions counted

for this measure have secured 35 per cent, or above, on site. However, the total has been skewed due to the inclusion of two minor amendment applications to permissions granted on appeal and which were therefore not decided by the council. These permissions only achieved 6% and 9% affordable housing in the original appeal decisions, but through our negotiations the proportion of affordable housing has increased from 6% to 9% on one of these decisions. Performance is based on 1,176 habitable rooms permitted since the beginning of the year.

Our delivery and performance

Level of affordable homes completed (by habitable room)
34.3 per cent of homes completed (measured by habitable rooms, on sites where affordable housing policies would apply) were classified as affordable. This equates to 487 new affordable homes in Tower Hamlets. We narrowly missed our minimum expectation of 35 per cent. Completions will have been affected by a pause in construction activity during the early part of the national lockdown in spring 2020. Performance is based on 1,915 habitable rooms completed since the beginning of the year.

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



Performance summary

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



Outcome	Indicator Name	Outturn 2019/20	Annual Target 2020/21	Annual Minimum Expectation 2020/21	Target Q3 2020/21	Minimum expectation Q3 2020/21	Outturn Q1 2020/21	Outturn Q2 2020/21	Outturn Q3 2020/21	Last updated	Year on year trend Q3 2020/21	RAG status Q3 2020/21	Comment
SIX	Lets to overcrowded households	1,078	50%	45%	50%	45%	46.0%	46.5%	70.5%	Q3	↑	GREEN	
SIX	Homeless households moved into permanent social housing	27.4%	30.0%	27.0%	30.0%	27.0%	30.0%	26.1%	31.9%	Q3	↑	GREEN	
SIX	Level of affordable homes permitted (by habitable room)	31.4%	50.0%	35.0%	50.0%	35.0%	27.2%	28.2%	33.9%	Q3	-	RED	See detail in <i>Our performance</i> section above.
SIX	Level of affordable homes completed (by habitable room)	24.53%	50.0%	35.0%	50.0%	35.0%	100%	73.4%	34.3%	Q3	↓	RED	See detail in <i>Our performance</i> section above.
SIX	Residents' satisfaction with the local area as a place to live	N/A	72.2%	67.8%	72.2%	67.8%	N/A	N/A	N/A	2018/19	N/A	N/A	The 2020/21 Annual Residents' Survey fieldwork will start in 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

Crime and anti-social behaviour have a major impact on residents' sense of wellbeing. We held a public consultation to help us identify community safety priorities for our new community safety partnership plan. The new plan is expected to be finalised in the spring.

We are tackling the increase in ASB reports driven by concern over lack of adherence to social distancing rules by deploying our police and council resources across the borough to help residents understand and follow the Covid-19 guidance and keep themselves and the community safe.

We have renewed the borough-wide responsible drinking Public Spaces Protection Order until October 2023. We are also taking action to tackle chaotic individuals who are persistent and prolific ASB offenders

and who cause a detrimental effect on the quality of life for the majority of the community. We are consulting on proposals to introduce a Public Spaces Protection Order (PSPO) in the borough, to tackle the issue of antisocial behavior linked to the recreational use of the psychoactive substance, nitrous oxide.

With our partners in THCVS and the voluntary and community sector we are facilitating a bid to the GLA's Violence Reduction Unit for funding to establish a *MyEnds* community connectors programme on the Isle of Dogs. If successful, this funding will support locally designed interventions in neighbourhoods affected by high and sustained levels of violence and will support young people facing multiple or complex disadvantage. Our third sector Consortium partners are all specialists in transforming the life

trajectories of young people who have become marginalised by severe poverty, unemployment and crime - particularly those from BAME communities who are disproportionately affected by these issues.

What difference we have made

We are tackling serious violence by continuing to provide personalised support for victims of knife crime. So far, our violent crime reduction service has trained 47 medical staff at the Royal London Hospital. We have engaged with 312 survivors of violence, providing practical support that will help them to rebuild their lives.

Our delivery and performance

Through our ‘breaking the cycle of youth violence’ prevention programme we supported 10 young people to make positive decisions that will see a reduction in the numbers young offenders entering the youth justice system. The ‘Evolve’ programme is aimed at children and young people who are at risk of becoming involved in offending behavior whilst giving their families strategies to help them to make positive life choices. Workshops include drug and alcohol awareness, knife crime awareness, healthy relationships, social media, victim awareness and mentoring. Our next programme begins in the new year.

Our performance

We have selected five measures to understand whether we are making progress in achieving this outcome.

Outcome 7

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



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.

Victims of violence against women and girls who feel safer after engaging with victim support
We understand the impact that violence has on people. Providing professional specialist emotional support and practical problem-solving solutions helps victims get back on track with their lives. This quarter we surveyed 49 women and girls who received support from our commissioned victim support services, and all (100 per cent) reported that they felt safer because of the support we provided. We exceeded our target of 86 per cent.

Young people entering the youth justice system for the first time
The Youth Justice Service (YJS) measures performance by looking at the rate of young people per hundred thousand in the relevant age group. 107 young people entered the youth justice system for the first time equating to a rate of 365.2. The target for the YJS was 350. This was due to increased policing activity during the reporting period. To address this slight increase and deliver a reduced rate of first entrants to the youth justice system, a First Time Entrant Action Plan has been developed which includes a focus on developing the preventative work with Early Help and third sector community organisations. This has already commenced and aiming to realise a reduction of the rate to meet the current target of 350 by end of March 2021.

Drug users (opiate users) successfully completing treatment
42 opiate users left our drug treatment service successfully free of drug dependence and did not return within six months. This achievement equates to a rate of 3.51 per cent of all clients in drug treatment. We have not met our target of 5.5 per cent. We have recently commissioned a new treatment provider and are working with them to improve successful treatment rates. Covid-19 presents a risk to staying drug free and it is not appropriate to rush the discharge of treatment which will remove support networks meaning more people are staying in treatment longer.

Performance summary

Outcome 7

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



Outcome	Indicator Name	Outturn 2019/20	Annual Target 2020/21	Annual Minimum Expectation 2020/21	Target Q3 2020/21	Minimum expectation Q3 2020/21	Outturn Q1 2020/21	Outturn Q2 2020/21	Outturn Q3 2020/21	Last updated	Year on year trend Q3 2020/21	RAG status Q3 2020/21	Comment
SEVEN	Residents' concern about crime and anti-social behaviour	N/A	45.1%	50.9%	45.1%	50.9%	N/A	N/A	N/A	2018/19	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.
SEVEN	Young people entering the youth justice system for the first time	351.1	350	385	350	385	379.4	404.3	365.2	Q3	↑	AMBER	Data covers the period April 2019 to March 2020 and was released during Q3. See detail in <i>Our performance</i> section above.
SEVEN	Residents' feeling of safety in their local area	N/A	88.0%	84.0%	88.0%	84.0%	N/A	N/A	N/A	2018/19	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.
SEVEN	Drug users (opiate users) successfully completing treatment	6.5%	5.5%	5.0%	5.5%	5.0%	5.3%	4.3%	3.5%	Q3	↓	RED	See detail in <i>Our performance</i> section above.
SEVEN	Victims of violence against women and girls or hate crime who feel safer after engaging with victim support	97.0%	86.6%	77.4%	86.6%	77.4%	100.0%	100.0%	100.0%	Q3	→	GREEN	

Our delivery and performance

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 have adopted a new Voluntary and Community Sector Strategy. This partnership document identifies how we will work together with our partners to achieve positive outcomes for residents, particularly their role in the recovery process for Covid-19 and the post-pandemic world. The voluntary and community sector has made a significant contribution to the response to the pandemic in Tower Hamlets providing services to housebound, socially excluded and vulnerable residents. The VCS Strategy aims to build upon the good practices already developed by the voluntary and community sector, particularly during the pandemic, and to support the VCS to provide services that are fully responsive to local residents' needs going forward.

Since the start of the pandemic more than 2,300 people have signed

up as volunteers through our Volunteer Hub, providing vital support to residents who are socially isolated and shielding. Volunteer roles include driving personal protective equipment to care homes, delivering shopping to housebound residents, helping in community kitchens and distributing food supplies to voluntary and community sector organisations. We are providing this support through the new public health Covid-19 grant provided by the government. This funding is also supporting the services delivered by the Volunteer Centre Tower Hamlets.

We developed and produced an online Black History Month programme working with five local arts and community organisations to develop new work. This included an online photography exhibition. We hosted a season of Bangla drama consisting of pre-recorded plays and

readings accompanied by live, interactive question and answer sessions. The annual drama festival showcased local writing and talent, as well as putting the spotlight on a range of issues relevant to the British-Bengali experience. It featured 10 plays from east London as well as West Bengal, India and Sylhet Bangladesh. Our Idea Stores and Local History Library and Archives hosted several talks and presentations. We also supported a variety of virtual or socially distanced events organised by arts and voluntary groups in the borough. These included cinema, performances, cookery discussions and workshops.

Our delivery and performance

What difference we have made

Our Welcome to Tower Hamlets programme offers migrants new to the borough the opportunity to improve English language skills through ESOL courses and conversation clubs. It also offers participants opportunities for volunteering with the aim of both helping participating migrant residents to become job ready as well as enabling them to feel part of the community. In the first year of this pilot project the following successes have been achieved:

- 285 migrants attended accredited courses
- 1,225 volunteering hours, including vocational training
- 254 migrants attended conversation clubs
- 90 per cent of participants demonstrated an improvement in their English language skills
- Over 85 per cent of participants

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



felt part of the community and were more confident and more independent

We have been working with various faith leaders and representatives in the borough to ensure that communities can practice their worship in a safe way. We have held training sessions with the Tower Hamlets Interfaith Forum on infection prevention and outbreak control. We have received positive feedback about the impact of our training programme. Faith leaders now feel equipped with the information they need to respond if notified of a positive test linked to their building. We have supported faith leaders to develop video messages to help counter misinformation which may deter take up of the vaccination and have encouraged them to become Covid Community Champions. We have also commissioned a provider to

distribute infection prevention supplies such as sanitiser, signs, and face coverings to faith settings across 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 for one measure. We have not set a target for one measure. Three measures in this outcome are related to our annual residents' survey which will not be conducted until early 2021.

Percentage of Idea Store Learners who pass their English Speakers of Other Languages (ESOL) course
97 per cent of learners passed their ESOL course in the Autumn learning term. The target of 75 per cent was

exceeded.

Level of hate crime

1,100 offences of hate were reported to the Police in the rolling 12 months to December 2020. Hate crime includes disability, faith, homophobic, racist and transgender hate crimes. We do not set a target for this contextual measure.

Performance summary

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



Outcome	Indicator Name	Outturn 2019/20	Annual Target 2020/21	Annual Minimum Expectation 2020/21	Target Q3 2020/21	Minimum expectation Q3 2020/21	Outturn Q1 2020/21	Outturn Q2 2020/21	Outturn Q3 2020/21	Last updated	Year on year trend Q3 2020/21	RAG status Q3 2020/21	Comment
EIGHT	Level of hate crime	879	N/A	N/A	N/A	N/A	934	1,022	1,100	Q3	N/A	N/A	This is a contextual measure. We do not set targets.
EIGHT	Residents' level of volunteering	N/A	23.4%	16.6%	23.4%	16.6%	N/A	N/A	N/A	2018/19	N/A	N/A	The 2020/21 Annual Residents' Survey fieldwork will start in early in 2021 with results reported in the final quarter of the year.
EIGHT	Residents' perception of people from different backgrounds getting on well	N/A	80.4%	75.6%	80.4%	75.6%	N/A	N/A	N/A	2018/19	N/A	N/A	The 2020/21 Annual Residents' Survey fieldwork will start in early in 2021 with results reported in the final quarter of the year.
EIGHT	Percentage of Idea Store learners who pass their English for Speakers of Other Languages (ESOL) course	76.0%	75.0%	67.5%	75.0%	67.5%	N/A	93.0%	97.0%	Q3	N/A	GREEN	
EIGHT	Proportion of residents who have friends from other ethnic backgrounds	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	The 2020/21 Annual Residents' Survey fieldwork will start in 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

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.

Outcomes 9-11



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 have been working with partners to mitigate the impact of Brexit on residents and local businesses.

In conjunction with Queen Mary University of London we are hosting a roundtable to discuss the immediate aftermath of Brexit and what the obstacles are to continue business as usual. The information gathered in this session will help us to create Brexit themed support for small and medium enterprises in the borough.

We have been preparing for the upcoming **Census** in March 2021 which this year the Office for National Statistics (ONS) will be delivering online by default.

We are working closely with ONS to ensure they have the intelligence they need to support planning and preparation for the census. Completion of the census form is

Outcomes 9-11



critical and the data collected will help to determine funding of local services. We will also reach out to residents and our partners to promote the Census, to raise awareness of the resources and support available for residents to complete their census return.

What difference we have made

We work in collaboration with partners in the NHS to deliver the Better Care Fund programme of joining up health and care services. To meet the target set by the Better Care Fund, we are ensuring that there are fewer than 8 permanent admissions per month to residential or long-term nursing care. We are achieving this by providing support and equipment to enable people to stay at home or in the community (for example sheltered or extra care housing) so that they can continue to live independently for longer.

Our performance

We have selected fourteen measures to understand whether we are making progress in achieving these outcomes. Two measures exceeded the target while two measures 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. Unfortunately, data for one indicator normally collected by colleagues in the NHS is not available because of the pandemic.

Long-term support needs met by admission to residential and nursing care homes

The rate of residents aged 65+ whose long terms needs are met by admission to residential and nursing care homes per 100,000 population is 182.20. The target of 337.5 has been met (a lower number is

better).

Media and press view of the council
91.2 per cent of press and media coverage of the council has been positive or neutral. This exceeds our target of 80 per cent.

User satisfaction with council's online service offer

This quarter 47.6 per cent of customers reported that they were satisfied with the online customer experience. We did not meet our target but exceeded the minimum expectation. In November we experienced difficulties with one of our transactions and this led to lower satisfaction. We are working on strengthening the user experience and will be rolling out satisfaction surveys to more transactions.

Our delivery and performance

Council staff turnover rate

10.58% of staff left the organisation over the last 12 months. Performance fell short of our 9 per cent target but exceeded our minimum expectation. There have been a number of organisational changes and reviews resulting in voluntary departures from the organisation. We expect turnover to fluctuate while we go through a period of organisational transformation.

Council sickness absence

The average number of sickness absence days per full time equivalent employee over the past 12 months was 12.34 days. Like many organisations, we have seen a significant rise in absence associated with Covid-19. We are monitoring our underlying absence level without Covid-19 and these continue to show a better picture. Our target of 8

Outcomes 9-11



days was missed. At this challenging time we are supporting the health and wellbeing of our workforce through a number of mechanisms, including mental health first aiders and an employee assistance programme.

Number of adults supported into employment by the Workpath partnership

The economic downturn caused by the pandemic has severely affected the number of job opportunities available. Together with our partners we were not able to support as many residents into work this quarter as we had planned. We have missed our target of 300 since the beginning of the financial year. As a partnership, we are continuing to deliver training and employment support to our residents to prepare them for the post-pandemic recovery.

Budget variance for the general fund

We are currently projecting an overspend of £2.9m. This exceeds our target. Our Budget Monitoring Report 2020-21 Period 9 sets out in detail the actions we are taking to manage our financial resources.

Children and young people receiving support from mental health services

Mental health services for children and young people are commissioned by the council but delivered by colleagues in the NHS. During the pandemic, NHS resources have been focused on maintaining service and reduced reporting on many services. We are therefore unable to report on this measure now.

Performance summary

Outcomes 9-11



Outcome	Indicator Name	Outturn 2019/20	Annual Target 2020/21	Annual Minimum Expectation 2020/21	Target Q3 2020/21	Minimum expectation Q3 2020/21	Outturn Q1 2020/21	Outturn Q2 2020/21	Outturn Q3 2020/21	Last updated	Year on year trend Q3 2020/21	RAG status Q3 2020/21	Comment
NINE	Service user satisfaction with the council's online service offer	66.00%	50.00%	50.00%	50.00%	50.00%	69.10%	56.0%	47.6%	Q3	↓	AMBER	See detail in <i>Our performance</i> section above.
NINE	Residents' satisfaction with Idea Stores and libraries	N/A	64.9%	59.1%	64.9%	59.1%	N/A	N/A	N/A	2018/19	N/A	N/A	The 2020/21 Annual Residents' Survey fieldwork will start in early in 2021 with results reported in the final quarter of the year.
NINE	Residents' perception of being involved in council decision-making	N/A	59.9%	54.1%	59.9%	54.1%	N/A	N/A	N/A	2018/19	N/A	N/A	The 2020/21 Annual Residents' Survey fieldwork will start in early in 2021 with results reported in the final quarter of the year.
NINE	Residents' perception of council transparency	N/A	53.9%	48.1%	53.9%	48.1%	N/A	N/A	N/A	2018/19	N/A	N/A	The 2020/21 Annual Residents' Survey fieldwork will start in early in 2021 with results reported in the final quarter of the year.
NINE	Residents' perception of being kept informed by the council	N/A	74.6%	69.4%	74.6%	69.4%	N/A	N/A	N/A	2018/19	N/A	N/A	The 2020/21 Annual Residents' Survey fieldwork will start in early in 2021 with results reported in the final quarter of the year.
TEN	Residents' satisfaction with council and partner response to antisocial behaviour (ASB)	N/A	54.9%	49.1%	54.9%	49.1%	N/A	N/A	N/A	2018/19	N/A	N/A	The 2020/21 Annual Residents' Survey fieldwork will start in early in 2021 with results reported in the final quarter of the year.
TEN	Children and young people receiving support from mental health services	45.5%	35.0%	35.0%	35.0%	35.0%	N/A	N/A	N/A	2019/20	N/A	N/A	Due to capacity issues caused by Covid-19 we were unable to obtain data from our partners. We expect to be able to start reporting against this measure once these capacity pressures ease.

Performance summary

Outcomes 9-11



Outcome	Indicator Name	Outturn 2019/20	Annual Target 2020/21	Annual Minimum Expectation 2020/21	Target Q3 2020/21	Minimum expectation Q3 2020/21	Outturn Q1 2020/21	Outturn Q2 2020/21	Outturn Q3 2020/21	Last updated	Year on year trend Q3 2020/21	RAG status Q3 2020/21	Comment
TEN	Residential and nursing admissions (over 65s)	460.2	450	480	337.5	371.3	57.5	105.5	182.2	Q3	↑	GREEN	
TEN	Number of adults supported into employment by the Workpath partnership	1180	600	540	300	270	8	43	73	Q3	↓	RED	This is a cumulative measure. See detail in Our performance section above.
ELEVEN	Council staff turnover rate	14.14%	9.0%	12.0%	9.0%	12.0%	11.8%	9.6%	10.6%	Q3	↑	AMBER	See detail in <i>Our performance</i> section above.
ELEVEN	Council staff sickness absence rate	10.35%	8.00%	10.24%	8.00%	10.24%	10.8%	11.6%	12.3%	Q3	↓	RED	See detail in <i>Our performance</i> section above.
ELEVEN	Media and press view of the council	91.60%	80.00%	72.00%	80.00%	72.00%	95.0%	92.6%	91.2%	Q3	↑	GREEN	
ELEVEN	Residents' perception of the council doing a better job than last year	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2018/19	N/A	N/A	The 2020/21 Annual Residents' Survey fieldwork will start in early in 2021 with results reported in the final quarter of the year.
ELEVEN	Budget variance for the general fund	TBC	£0	£0	£0	£0	£11.0m	£13.0m	£2.9m	Q3	N/A	RED	Our Budget Monitoring Report 2020-21 Period 9 which is presented to Cabinet in parallel to this report, sets out our budget management actions.