

TOWER HAMLETS

# Strategic performance and delivery – annual report 2020-21



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**This Annual Strategic and  
Performance Delivery  
report captures a period  
dominated by the  
response to Covid-19.**

As a result of the pandemic the council had to prioritise its services which meant re-deploying staff and resources to help our most vulnerable residents. From delivering personal protective equipment and emergency food to setting up a vaccine helpline and ensuring public health messages reached all parts of our diverse community, we were determined to do everything we could to support our residents. I'm very proud of the way our staff, partners and the community stepped up to help one another through this very challenging time.

Our Strategic Plan reflects the sort of borough we want to be. We continue to make good progress in making Tower Hamlets a safer, fairer, and cleaner place to live and work. As an organisation the council has turned itself around from having government commissioners running services only a few years ago to being an award winning and innovative council.

We have done so in the face of over a decade of austerity and since 2010 we have had to save over £200m due

to cuts to our budget and increased demands on our services. Balancing our budget remains a huge challenge. We still face the threat of further reductions to our funding and the government's so-called levelling up agenda seems focussed on removing even more funding away from areas in London such as Tower Hamlets.

While we continue to deliver on the Strategic Plan, which is based on the ambitious manifesto I was elected on, we also of course had to respond to Covid-19. Like the NHS, councils not only had a duty to play their part in supporting communities but we are also deeply rooted in the community we serve and so we have a wealth of the local links and knowledge needed to offer our residents support through the crisis. It is in these periods that we demonstrate our values and we had to respond quickly and change the way we deliver services across the board. Some services had to change how they were delivered, such as our Ideas Stores and libraries seeing more people access services online. Core services like waste and recycling collections and

street cleaning continued despite the challenges of lockdown.

We remain committed to being a cleaner borough and have brought our waste service in house to deliver improvements and we are working hard to improve our rate of recycling.

I am committed to us being a fairer borough. We continue to have a 100% Council Tax Reduction Scheme which means we offer support during periods where household income is hit, as many have been over the last year. Over 31,000 households benefit from this, and of these, 21,000 households don't have to pay a single penny of council tax. We are one of the few councils in the country to have protected this scheme.

We also continue to fund universal free school meals, one of only a few councils in the country to do this, so that every primary school child receives a meal and we've stepped up to help children in holidays, tackling 'holiday hunger'. I know many residents' incomes have been hit by

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the lockdowns and we will continue to offer this kind of support to help families in the borough, and through our WorkPath and the KickStart scheme we will continue to help residents into jobs and training.

We distributed food to our local foodbanks and I was privileged to meet many of the thousands of volunteers we mobilised who helped those in need on the front line. I'm proud of the community response we have seen in reaction to the pandemic and we've continued to work closely with our fantastic voluntary and community sector over the past year.

Through our 'Every Child Online' campaign we're lobbying government to ensure all our young people have access to the necessary computer equipment and access to the internet they need to learn. We have also fundraised to give laptops and tablets to our young people to ensure they thrive despite the impact of lockdown.

Through our programme of delivering 2,000 council homes we are doing

our bit to help tackle the housing crisis and offer homes to residents at genuinely social council rents. We've campaigned with leaseholders impacted by issues with building safety. Through our Private Renters Charter and licensing schemes we are working to drive up standards for tenants.

We are delivering more school streets to protect our young residents from pollution and through our Liveable Streets programme are investing to make it easier to walk and cycle while reducing 'rat runs' through residential areas.

We remain committed to making our streets safer and we continue to invest in council-funded police officers. Despite the government promising to boost police numbers we still have far fewer officers than in 2010, so as a council we try to fill in the gaps as best we can with our limited resources. We also invest in an anti-social behaviour service, in our Tower Hamlets Enforcement Officers, and work in partnership with the police through

Operation Continuum to target drug dealing in the borough.

It is hard to compare this year to other years due to the impact of Covid-19. This year's annual report should be seen in a context of the improvement we've made across council services over the past few years. The pandemic highlighted the importance of public services, partnership working and being a resilient organisation.

Reporting back to our residents is important. I remain committed to running an open and transparent council, and while it's been harder to get out and about during the lockdowns, through online council meetings and Ask the Mayor events our decision making has continued to be scrutinised and residents have been able to have their say. We've also seen a big increase in the number of residents watching and participating in council committee meetings online.

The information from our annual report has helped inform our priorities for the year ahead. Through my Mayor's Covid

Recovery Fund we will be investing £3m to support our community's recovery from the pandemic over the coming years.

The East End has often faced huge challenges, but we've always thrived. As a borough and a council, we have adapted, learnt new ways of working and I am confident that we will bounce back stronger and continue to be a place full of opportunity where people want to work and live in.



**John Biggs**  
Mayor of Tower Hamlets



**3,009**

volunteers recruited through Covid-19 hub



**6,000**

food parcels directly delivered



**£227m+**

in grants and rate relief for businesses



Over **75,944** children received support with food



**21,920**

residents supported through council's Covid-19 helpline



**2,084**

self-isolation grants paid totalling **£187,000**



**35,837**

books and resources sent to children and schools to support learning



Over **650 tonnes** of food distributed



**422**

Covid-19 champions recruited



**£98,210**

in rent relief for community organisations



Over **10,000**

laptops handed out to support remote learning



Over **19,000** clinically extremely vulnerable residents supported



Over **1.4m** items of PPE distributed



Over **13,000** callers helped to book a vaccine



**260** people given emergency accommodation when the pandemic hit



**£769,000** paid through council resident support scheme



Our set of strategic plan performance indicators includes 16 indicators that are normally derived from our Annual Residents' Survey (ARS). The ARS is usually carried out in the winter or spring of each year and has been running for nearly two decades. In 2020 we had to cancel the survey as the UK went into the first lockdown. We had hoped to carry out our usual ARS again in 2021. Unfortunately, because of the further lockdown in the winter, we had to change our plans.

The last year has been extraordinary and almost everything we do as a council has had to adapt and change. During the pandemic we have not been able to engage with residents in the normal way and have had to find new ways of engaging. It was still important to us to understand how the pandemic had affected our communities and their experiences of the local area, council services and other public services.

In the summer of 2020, we asked residents in a self-selecting survey how the pandemic was impacting on

them. Recognising that self-selecting surveys only give a limited picture and may not necessarily be reflective of the wider population, we also wanted to complement this with a sample representative of the borough population.

We commissioned a dedicated mid pandemic residents' survey over the telephone.

Many council's ask their communities similar questions. This year, some councils decided to ask questions in different ways while others decided not to carry out surveys.

We wanted to understand how our residents felt at this challenging time so we could use the findings to inform and shape the work with our communities and partners to address the impacts of the pandemic as we move into the recovery phase.

The purpose of our mid pandemic residents' survey is to give us a snapshot of the pandemic impact and help us plan for the future

together. Because of the differences in methodology and the context in which the survey took place, results cannot be compared directly to our normal ARS.

While our 16 survey-based indicators would normally be based on our ARS, we are presenting the mid pandemic residents' survey results instead. However, we are not comparing data to the previous year, giving a performance rating or a direction of travel as the different survey methods cannot be directly compared. We hope to be able to run a normal ARS again in 2021/22.

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# 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 have spent a significant amount of time revising our work programmes so that we can better support residents and local businesses to thrive and survive the challenge of Covid-19.

We managed the government's coronavirus grant funding for over 5,000 small businesses in the retail, hospitality and leisure sectors. Over £227m in grants and rate relief was distributed to local businesses who 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 provided business support to 1,069 small mediums enterprises (SMEs) and new enterprise owners and staff this year. We received 336 enquiries from businesses for discretionary grant applications. Thirty-three businesses were supported to develop a home delivery or online trading service within their businesses.

A range of masterclass webinars were delivered supporting 659 SMEs to access topical business support advice. They covered a range of subjects including adapting to new working practices in digital trading, making use of social media and online marketing, supply chains and business resilience. 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 London' fundraising campaign, a scheme for small businesses facing hardship and challenges caused by Covid-19. Businesses are 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:

- A total of £342,000 has been raised through 'Pay It Forward London' for 120 Tower Hamlets businesses. 33 of those businesses successfully met their campaign target.
- A total of £77,150 was provided to 16 Tower Hamlets businesses in the form of match funding of up to £5,000 through the GLA's 'Back to Business Fund'.

Recipients of this funding included a business that makes artisan jewelry and accessories, a furniture and pottery business and the Chisenhale Dance Space.





## Outcome 1

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



### What difference we have made

Young people have been hit hardest by the economic impact of Covid-19. We have secured almost 600 placements for the borough's young people as part of an employment scheme to boost post-pandemic economic growth. Kickstart, a Department for Work and Pensions funded programme, is open to young people aged 16-24 and in receipt of Universal Credit. The six-month placements will give young people a chance to develop new skills, gain new experiences and show what they have to offer. It is hoped that many of the placements will lead to permanent

full-time roles and apprenticeships in IT finance, graphic design, architecture, property management, marketing, hospitality and more. As a local employer, the council will be recruiting around 50 participants and will support them to gain the relevant skills needed to progress to permanent employment.

We secured more than £600,000 worth of investment from Historic England for improvements to our iconic 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.

We created additional pedestrianised and outdoor dining areas to support around 50 local hospitality businesses in Middlesex Street, Brick Lane, Whitby Street, Brushfield Street, Boundary Road and Roman Road East. These measures helped to create safe walking space and space for outdoor seating for restaurant owners encouraging residents and visitors

to support local shops, markets and businesses.

Our Business Pivot Project helped 50 local small and medium enterprises to navigate the unprecedented challenges of Covid-19. We worked with them to produce a bespoke recovery plan and provided support worth £1,000. The project has helped companies 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 want our residents to be able to make the most of any new employment opportunities arising from Covid-19. We 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, just before the start of the mass vaccination programme, we referred 273 residents for these vacancies.

We are tackling unemployment by delivering soft skills training, digital skills training and modern recruitment methods 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 four measures. For one measure we exceeded our minimum expectation.

#### *Percentage of pupils attending secondary school regularly*

82.9 percent of pupils are attending secondary school regularly. We missed our target of 87 percent but exceeded our minimum expectation. Over the last year, Covid-19 self-isolation to

minimise infections of pupils meant that attendance in many schools fluctuated and was lower than before the pandemic. Overall attendance in the borough (not including vulnerable groups) has improved during the Summer term, and our performance has been comparable to other areas of the country. Mass testing since the reopening of schools is already having a positive impact on attendance. We expect performance to recover as vaccines are rolled out more widely.

#### *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. 97 percent of learners passed their course in the autumn learning term. The 90 percent target was exceeded.

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

95 percent of young people in the borough are in education, employment and training. We have exceeded our target of 93 percent. 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. 1,069 businesses in the borough participated in our enterprise support projects. We exceeded our target.

#### *Number of adults supported into employment by the Workpath service*

326 residents have been supported into employment by the Workpath service. Although the economic downturn caused by the pandemic has severely affected the number of job opportunities available, we are continuing to deliver training and employment support to our residents to prepare them for the post-pandemic recovery. We exceeded our target.



Measuring the difference we have made

Outcome	Indicator Name	Outturn 2019/20	Annual Target 2020/21	Annual Minimum Expectation 2020/21	Outturn Q1 2020/21	Outturn Q2 2020/21	Outturn Q3 2020/21	Outturn Q4 2020/21	Outturn 2020/21	Last updated	Year on year trend	RAG status	Comment
ONE	Percentage of secondary pupils attending school regularly	90.4%	87.0%	82.0%	N/A	N/A	81.7%	82.9%	<b>82.9%</b>	Q4	↓	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%	N/A	85.0%	98.0%	97.0%	<b>97.0%</b>	Q4	↑	GREEN	
ONE	Percentage of 16 - 17 year olds in education, employment or training	94.3%	93.0%	83.7%	93.3%	90.1%	94.2%	95.0%	<b>95.0%</b>	Q4	↑	GREEN	
ONE	Number of SMEs and new enterprises supported through the council's business programme	124	150	135	57	99	463	450	<b>1,069</b>	Q4	↑	GREEN	
ONE	Number of residents supported into employment by the Workpath service	504	320	225	25	26	0	275	<b>326</b>	Q4	↓	GREEN	

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

**What we have delivered**

We put 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, children with special educational needs, and vulnerable children still attending school were able to access a safe educational environment. Following the easing of lockdown restrictions, we supported schools to transition back to receiving children back into the classroom environment.



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. We provided 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. Through our Idea Stores we ran 'The Silly Squad' summer reading challenge activities and games.

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. With our partners at

Poplar Union arts and community centre we launched a new mini online programme to keep families and young people entertained in lockdown 3. Activities included a virtual drama club, an interactive online dating theatre show, live streaming music every Friday night, and a food and cookery workshop to keep a healthy mind and body.

Our commitment to children's safety when they are in our care was recognised this year when our Holiday Childcare Scheme was awarded Millie's Mark - a national recognition that demonstrates commitment 'above and beyond' the minimum requirement for children's first aid. We achieved recognition as the first holiday childcare scheme in the country to have been recognised for this award. Millie's Mark is awarded by the National Day Nursery Association in collaboration with the Department for Education and Millie's Trust. It takes its name from Millie Thompson, who tragically choked to death at her nursery in 2012. Millie's parents have since campaigned for all staff who

## Outcome 2

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



work in early years settings to have paediatric first aid training, over and above the statutory requirement for just one member of staff to be trained.

We reconfigured our services to provide a safe space for parents to come together, share their experiences, get reliable information and support their children's learning. Our 'Platform to Talk' virtual sessions have been covering a range of topical issues such as health and wellbeing, family life, parenting and school. A recent session was for parents of secondary school children and tackled

the topic of 'keeping teens motivated to learn'. With exams being cancelled, some young people may be feeling there is little point to online lessons so the session explored what parents can do to motivate teens and help prepare them for their future.

We 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 construction work is due to start on site in October 2021, with completion expected by August 2023. In addition, we are also looking into rebuilding George Green's school on the Isle of Dogs.

### What difference we have made

Ensuring children are safe from harm is a key priority. Throughout the pandemic we kept our multi-agency safeguarding hub open and operating alongside support from the assessment and intervention team. As a result, we were able to see at least

75 percent 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.

We worked in collaboration with our partners in Health Visiting, the GP Care Group, local hospitals and through five of our Children's Centres. We made sure we continued to provide face to face appointments with health visitors and other health professionals for those new mothers and their babies for whom online consultations were not suitable. Healthy Start vitamins and vouchers, Bookstart baby packs and home activity packs were also made available for collection at Children's Centres for all new parents. Research showed us that during



lockdown, around one in four school children in Tower Hamlets were unable to access an internet connection or digital advice on which to participate in vital online learning. Even after the return of face-to-face learning we know that access to online learning allows for continued learning at home and during the holidays. We collaborated with partners from the digital communications industry and the voluntary sector and launched our Every Child Online campaign to draw attention to the level of need in the borough. So far, we have distributed 10,156 laptops from the Department for Education, and we



## Outcome 2

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

have established internet connection where it was needed. In addition, we have received donations worth over £179,000 including our own donation of 280 laptops (worth £50,000). We also donated a further 250 laptops and pledged £50,000 towards fund raising for a further 10,000 devices needed.

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 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 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. For one measure we exceeded our minimum expectation. Unfortunately, for technical reasons we are unable to report our performance for one measure.

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

Unfortunately, we have not been able to accurately report on this measure for the 2020-21 year due to a technical issue. We are looking to resolve this for the next year.



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

84 percent of pupils are attending primary school regularly. We missed our target of 86 percent but exceeded our minimum expectation. Over the last year, Covid-19 self-isolation to minimise infections of pupils meant that attendance in many schools fluctuated and was lower than before the pandemic. Overall attendance in the borough (not including vulnerable groups) has improved during the Summer term, and our performance has been comparable to other areas of the country. Mass testing since the reopening of schools is already having

a positive impact on attendance. We expect performance to recover as vaccines are rolled out more widely.

### *Percentage of pupils who are regularly attending school in reception year*

76 percent of pupils attended school in reception year regularly. We exceeded our target.

### *Percentage of long-term looked after children who are in stable placements*

72.7 percent of long-term looked after children were in stable placements. We exceeded our target.

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

We have moved some of our youth service offer online so that we can continue to engage with young people and support them at this time. 35.6 percent of learners passed their course in the autumn learning term. The 20 percent target, which reflected our reduction in service during the pandemic, was exceeded.

Measuring the difference we have made

Outcome	Indicator Name	Outturn 2019/20	Annual Target 2020/21	Annual Minimum Expectation 2020/21	Outturn Q1 2020/21	Outturn Q2 2020/21	Outturn Q3 2020/21	Outturn Q4 2020/21	Outturn 2020/21	Last updated	Year on year trend	RAG status	Comment
TWO	Percentage of long-term looked after children who are in stable placements	71.6%	72.0%	65.0%	70.0%	74.0%	74.4%	72.7%	<b>72.7%</b>	Q4	↑	GREEN	
TWO	Percentage of families who are seeing the benefits of being supported before problems escalate	74.1%	80.0%	70.0%	100.0%	75.0%	54.5%	N/A	<b>N/A</b>	Q3	N/A	N/A	Due to technical issues we are not able to accurately report this measure. We will review at the end of Q1 2021/22 to ensure the issue is resolved.
TWO	Percentage of pupils who are regularly attending school in reception year	76.5%	73.0%	65.7%	N/A	N/A	74.9%	76.0%	<b>76.0%</b>	Q4	↑	GREEN	
TWO	Percentage of pupils who are regularly attending primary school in Years 1-6	NEW	86.0%	81.0%	N/A	N/A	82.7%	84.0%	<b>84.0%</b>	Q4	↑	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%	N/A	21.9%	31.2%	35.6%	<b>35.6%</b>	Q4	↓	GREEN	

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

**What we have delivered**

This year we have focused 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 during the roll out of the vaccine programme.

We continue to work closely with our health and social care partners in the borough, in Tower Hamlets Together, in response to the pandemic. Since the start of the pandemic we have distributed over 1.4m pieces of PPE. 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 also regularly publishing 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 have worked with partners to open test centres across the borough and



earlier in the year we agreed our Safe Communities community engagement strategy with health and community partners. The strategy focusses 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 been supporting healthcare professionals to ensure that our residents, social care users and staff that are eligible, have easy access to the Covid-19 vaccine. We set up vaccination centres across the borough including a pop-up

vaccination clinic in Granby Hall, and at the East London Mosque, giving eligible residents the opportunity of receiving their vaccination in a community setting. Bengali and Somali translators were available, and male and female vaccinators were available in order to meet cultural needs of residents. We also hosted a series of virtual webinar events where residents were able to ask the Mayor and local health experts questions about the Covid-19 vaccine. Events have also been held in Bengali and Somali languages to ensure all sectors of the community are informed and have any concerns addressed. Our efforts have resulted in a significant increase in vaccine take up amongst residents aged 65 and over from our Asian communities, with take up increasing from 54 percent in February to 84 percent by the end of March.

Throughout the lockdown periods, we worked closely with our partners to ensure that the implications of the changes in restrictions introduced by the tiers system and the lockdown were understood, communicated,



### Outcome 3

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

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.

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 has contributed to our plans to advance



equality, promote good relations and tackle discrimination.

In Tower Hamlets, nearly one in seven four to five-year olds, and over one in four 10 to 11-year olds are obese. To combat this, we have been 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 put protocols in place for managing any potential Covid-19 outbreaks in hostel accommodation. Additional support services through primary care, community nurses and substance misuse services were 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 made adaptations to our essential services for psychological therapies to help address psychological health concerns caused or aggravated by Covid-19. We opened a 24/7 mental health crisis phone line 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

In the summer 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. As a result of this work, we reshaped our services to support those impacted by the pandemic.



We have supported more than 21,900 residents through our Covid-19 helpline, offering information, and support as part of our pandemic response. Our support has resulted in delivery of urgent food parcels to 13,000 residents, of which we delivered over 6,000 ourselves. We provided 180 residents 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

### Outcome 3

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

during the pandemic.

Many of our residents are at a higher risk of contracting Covid-19 than the general population. Because of this 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 recruited 422 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.

Since the beginning of the pandemic, we have paid over £187,000 to vulnerable residents who have had to self-isolate due to Covid-19. This means more than 2,084 residents on low incomes have successfully applied for the £500 support payment. The £500 payment was introduced by the government in September, to 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 addition, we have paid over £769,000 through our resident support scheme as crisis grant and to go on essential household equipment.

In October our Asthma and Wheeze Project was recognised 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. Since implementing these interventions 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. Unfortunately, we have not met the

target for one measure. Two measures for this outcome would normally be based on our annual residents' survey. We had hoped to run our usual annual residents' survey but the continued lockdown meant we had to cancel it and run a dedicated mid pandemic residents' survey. The draft results for this survey are included in this annual delivery and performance report for information only. Because the survey followed a different methodology, results cannot be directly compared to our usual annual residents' survey. For more details, see the section on survey-based indicators at the start of this report.

#### *People who are more independent after being supported through reablement services*

69.6 percent of adults new to 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 percent. Our reablement and rehabilitation services

normally achieve good and sustainable outcomes for residents, increasing their independence. However, 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 short term rehabilitation services who then need further ongoing support. We have also experienced a steep increase in the number of short-term home care clients.



Measuring the difference we have made

Outcome	Indicator Name	Outturn 2019/20	Annual Target 2020/21	Annual Minimum Expectation 2020/21	Outturn Q1 2020/21	Outturn Q2 2020/21	Outturn Q3 2020/21	Outturn Q4 2020/21	Outturn 2020/21	Last updated	Year on year trend	RAG status	Comment
THREE	People who are more independent after being supported through reablement services	75.5%	80.0%	72.0%	75.0%	84.2%	52.5%	55.0%	55.0%	Q4	↓	RED	See detail in <i>Our performance</i> section above.
THREE	Residents' self-reported level of physical activity	N/A	N/A	N/A	N/A	N/A	N/A	N/A	63.0%	2020/21	N/A	N/A	We were unable to carry out our normal annual residents' survey and instead conducted a mid pandemic residents' survey. Results cannot be compared to previous years. See detail in <i>Our performance</i> section.
THREE	Residents' self-reported level of health	N/A	N/A	N/A	N/A	N/A	N/A	N/A	73.0%	2020/21	N/A	N/A	We were unable to carry out our normal annual residents' survey and instead conducted a mid pandemic residents' survey. Results cannot be compared to previous years. See detail in <i>Our performance</i> section.

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

**What we have delivered**

We have been 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. 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 for groups including the un-banked, under-banked and small businesses.

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.



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. Over the course of the year the Commission heard from expert witnesses and members of various professions, young people and community groups. We heard from residents about their lived experiences of inequalities. The Commission launched its report challenging the borough to take radical steps to dismantle long-standing structural

racism and give a clear commitment to become an anti-racist borough by 2025. 150 local people and organisations attended the online launch. The Commission has identified tangible and practical actions which will deliver real changes in the areas of education, employment, health inequalities and community leadership.

**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 5,577





## Outcome 4

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



households in the borough, supporting more than 15,265 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. Since the start of the pandemic, the food hub has distributed more than 650 tonnes of food.

We have supported the Bow Food Bank and First Love Foundation providing funding through our

Innovation Fund which enabled each organisation to access nearly £31,000 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. Over 75,944 free hot meals were handed out across nine locations during the Easter, Summer and half term holidays.

With our partners we are delivering a range of advice and guidance on maximising income on benefits. So far this year our in-house Tackling Poverty team have supported 36 households to receive payments from our discretionary housing fund totaling £83,062. The amount of project annual Universal Credit awarded as a result of our support is £1,089,022, benefitting 86 families. 19,967 clients received benefit support through our Local Community Funded social welfare advice services. Of those assisted, 4,129 achieved an increase in income and the total amount of increased and or backdated achieved was over £23.6 million.

As of the end of Q3, (our most recently audited data published by the Ministry of Housing, Communities and Local Government) we have worked with 1,490 households who had been assessed by our housing options service as being owed a prevention or relief of homelessness duty. We prevented or relieved the homelessness of 667 households. This work includes supporting people on the streets into accommodation during the pandemic to keep themselves and those around them safe, mediating a return home to friends and family where relationships have broken down, reinstating tenants unlawfully evicted, and finding safe homes for individuals experiencing domestic violence.

### Our performance

We have selected nine 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 three

measures. Two measures for this outcome would normally be based on our annual residents' survey. We had hoped to run our usual annual residents' survey but the continued lockdown meant we had to change our plans and run a dedicated mid pandemic residents' survey. The draft results for this survey are included in this annual delivery and performance report for information only. Because the survey followed a different methodology, results cannot be directly compared to our usual annual residents' survey. For more details, see the section on survey-based indicators at the start of this report.



## Outcome 4

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

### *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 focus on those groups most likely to be out of work. We have achieved our targets for residents in deprived postcodes.



We met the minimum expectation for supporting women and 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.

### *Average annual income increase for residents receiving benefit maximisation support*

Between January and March 2021, 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 £6,539.72, exceeding our target of £6,212.20. When looking at our average across all four quarters (£5,720.86), our target was missed. Covid-19 has meant that face to face services have been suspended. We are offering phone and online support which particularly affected the numbers of clients accessing our services in Q2 and Q3.



### *Resident Universal Credit application support*

This year we supported 119 residents with their Universal Credit application. We missed our target. We are working with our partners to increase the number of residents they refer to our services. Due to the urgent nature of benefits maximisation work, a substantial amount of outreach officers time has been to support residents who are clinically extremely vulnerable or self-isolating. Where we carry out income maximisation assessments for residents that may not be Universal Credit application support.

### *Households prevented from becoming homeless*

The latest published data is for Q3. 56.4 percent of households who approached us with the threat of homeless had their homelessness prevented or relieved. Our target of 26 percent was exceeded. This equates to 254 preventions this quarter (667 so far this year).

Measuring the difference we have made

Outcome	Indicator Name	Outturn 2019/20	Annual Target 2020/21	Annual Minimum Expectation 2020/21	Outturn Q1 2020/21	Outturn Q2 2020/21	Outturn Q3 2020/21	Outturn Q4 2020/21	Outturn 2020/21	Last updated	Year on year trend	RAG status	Comment
FOUR	Women supported into employment by the Workpath service	NEW	45.0%	41.0%	48.0%	64.7%	64.7%	38.9%	<b>42.9%</b>	Q4	N/A	AMBER	See detail in <i>Our performance</i> section above.
FOUR	Residents from BAME backgrounds supported into employment by the Workpath service	NEW	85.0%	77.0%	80.0%	76.9%	78.4%	79.8%	<b>79.4%</b>	Q4	N/A	AMBER	See detail in <i>Our performance</i> section above.
FOUR	Residents who have disabilities supported into employment by the Workpath service	NEW	15.0%	14.0%	8.0%	13.7%	13.7%	11.0%	<b>11.5%</b>	Q4	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	NEW	70.0%	63.0%	80.0%	76.5%	76.5%	73.0%	<b>74.2%</b>	Q4	N/A	GREEN	
FOUR	Residents' self-reported level of health for groups experiencing health inequalities - BAME residents	N/A	N/A	N/A	N/A	N/A	N/A	N/A	<b>76.0%</b>	2020/21	N/A	N/A	We were unable to carry out our normal annual residents' survey and instead conducted a mid pandemic residents' survey. Results cannot be compared to previous years. See detail in <i>Our performance</i> section.
FOUR	Residents' self-reported level of health for groups experiencing health inequalities - residents from C2, D, E socio-economic groups	N/A	N/A	N/A	N/A	N/A	N/A	N/A	<b>65.0%</b>	2020/21	N/A	N/A	We were unable to carry out our normal annual residents' survey and instead conducted a mid pandemic residents' survey. Results cannot be compared to previous years. See detail in <i>Our performance</i> section.
FOUR	Average annual income increase for residents receiving benefit maximisation support	N/A	£6,216.20		£6,249.05	£5,050.20	£5,003.00	£6,539.72	<b>£5,720.86</b>	2020/21	N/A	RED	This is a cumulative measure. See detail in <i>Our performance</i> section above.
FOUR	Households prevented from becoming homeless	14.08%	26.0%	21.8%	26.6%	55.5%	56.4%	N/A	<b>56.4%</b>	Q3	↑	GREEN	The most recent data is for Q3. There is a significant reporting time lag on official data being released.
FOUR	Resident Universal Credit application support	NEW	250	225	44	68	86	119	<b>119</b>	Q4	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



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

**What we have delivered**

Tower Hamlets faces enormous environmental challenges. The borough produces the fourth highest levels of total carbon emissions in London. Its location on the Thames and its densely populated urban landscape mean that the risks of flooding and overheating are greater than in many parts of London.

We are progressing with our programme of improvements to the local environment including works that will help us to reduce our carbon impact as a council and as a place.

In March we held our first ever climate engagement online conference as part of our commitment to becoming a net zero carbon council by 2025 and a net zero carbon borough by 2050 or sooner. The event brought together stakeholders like the GLA and council partners including Barts and the London NHS Trust, businesses, and community and voluntary organisations, who shared their actions to reduce carbon emissions and achieve a green recovery from



Covid-19. Participants were asked to share ideas on how to make a difference. We are now developing a borough-wide partnership action plan for delivery.

We have been progressing with measures to encourage the use of less polluting electric vehicles. In June we implemented a diesel levy for paid for parking to discourage diesel vehicle use. We are continuing to roll out electric vehicle charging points. In the autumn we were awarded £100,000 of funding to deliver 182 electric vehicle on-street charge points around the borough, and just recently we have submitted a bid to the Office for Low Emission Vehicles

for funding to deliver a further 150 slow charge points in 2021. This year we have installed 136 slow charge points towards our target of installing at least 250 by 2022. These charge points will allow motorists to refuel and reduce their emissions while making quieter, less polluting journeys. We are currently working on a new electric vehicle delivery plan which will set out how we will deliver new fast charging and rapid charging points between 2021-2025.

We have invested in projects to reduce carbon emissions. We delivered round two of our energy improvement grant programme for small and medium



enterprises where in 2020/21 we awarded £205,000 worth of grants to 43 SMEs who will receive a maximum grant of 50 percent of the costs, up to £5,000. The funding is to carry out energy retrofit projects on their premises that will result in lower energy costs, consumption and related carbon emissions.

In the second round of the Schools Energy Retrofit programme we awarded eight schools 100% grants up to £30,000 to carry out energy retrofits to improve their buildings. Five of

these schools completed the delivery of their projects in 2020/21 with the remaining three completing their projects in the first part of 2021/22. The success of these programmes means that we are making further funding available in 2021/22 to continue delivery of both programmes. With the easing of lockdown restrictions, we have resumed our award-winning scheme to replace old inefficient gas boilers and other energy efficiency improvements that are free to leaseholders or freeholders on qualifying benefits. We installed 32 boilers or other energy efficiency equipment in phase 2, saving around 19.2 tonnes of CO2 per year.

We are committed to creating a sustainable environment and to maximising biodiversity. We have recently planted 600 trees across the borough, working towards delivering the Mayoral pledge of tree planting. Research shows that green roofs can provide a boost to the amount of solar energy gained on a green roof. Detailed designs for bi-solar roofs have been agreed for ten Tower

Hamlets Homes blocks which we will install at the same time that scheduled maintenance is due to take place.

Together with Transport for London we funded a new acoustic barrier fitted along the A12, next to Bromley-by-Bow station. The aim of the new barrier is to reduce the level of excessive traffic noise 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 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 been rolling out our 'flats recycling package' delivering improvements to recycling infrastructure on Tower Hamlets

Homes (THH) estates. So far, we have rolled this package out to 25 estates. We are working on plans in partnership with THH to deliver these improvements to more estates next year. We are continuing to promote home composting and community composting. We have developed a webpage for housing providers setting out their roles and responsibilities when it comes to storing and disposal of rubbish and recycling, including providing information and communication to tenants and leaseholders.





**What difference we have made**

We are continuing to improve our local environment to benefit residents, workers and visitors. We have been making it easier, safer and more convenient to get around the by bike, public transport and on foot by implementing the Liveable Streets programme in the borough. Our Liveable Streets programme will also tackle unhealthy levels of air pollution and improve pedestrians' safety. The scheme includes traffic calming measures on key roads, improvements to walking and cycling routes and improvements to public open spaces.

We have started construction of three Liveable Streets schemes - Bethnal Green, Wapping and Barkantine which we expect to be completed soon. We have engaged with residents and other key stakeholders via community engagement and public consultation on Liveable Streets schemes in Bow and Brick Lane. These schemes are due to be implement in 2021. We have started early engagement with residents about our Shadwell Liveable Streets scheme and we are planning to start public consultation in the next few months.

As part of our Liveable Streets improvements we have created school streets at 15 primary and nursery schools benefitting 5,610 children. 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. Next year we plan to create a further 20 school streets, including completing construction in the summer term at Old Palace, St. Luke's Cubitt Town, John Scurr and Bonner schools.

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 our £10 million parks investment programme which will improve over 60 of our parks and open spaces. This year we have 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. Most recently at Weavers Fields we have refurbished the adventure playground, installed a new outdoor gym and updated the changing rooms.

**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. Two measures fell short of the target but exceeded our minimum expectation. Unfortunately, we did not achieve our target for one measure. For the remaining measure the data was not available at the time of publication.





## Outcome 5

People live in a borough that is clean and green

### ***Proportion of the population who live in low traffic neighbourhoods.***

We did not meet our target. We measure this indicator when low traffic neighbourhood schemes are fully implemented. The start and completion of projects have been delayed because of the pandemic. While several projects are nearing completion and people are already living in areas with significantly reduced traffic, we will formally report against this indicator in 2021/22 when project are completed.

### ***Primary school pupils benefitting from a school street at their school***

21.8 percent of primary school aged children benefitting from traffic reduction measures outside their school. We exceeded our target of 9.4 percent.

### ***Level of public realm cleanliness***

This year we have inspected 959 transects of land and found 826 of them to be have met or exceeded the national cleanliness standard, equating 86.13 percent. We missed our target of 95 percent but exceeded our minimum expectation. 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 up spot hotspots and target our resources to those areas more quickly.

### ***Level of household recycling***

#### ***Latest available data relates to Q3***

2020/21. 20.5 percent of household waste was recycled. We missed our target of 22 percent but exceeded our minimum expectation. We are also continuing to communicate the importance of recycling to residents and landlords to try and drive behaviour change.

### ***Level of Co2 emissions generated by the council's activities***

The outturn for this measure was not available by the time of publication.



Measuring the difference we have made

Outcome	Indicator Name	Outturn 2019/20	Annual Target 2020/21	Annual Minimum Expectation 2020/21	Outturn Q1 2020/21	Outturn Q2 2020/21	Outturn Q3 2020/21	Outturn Q4 2020/21	Outturn 2020/21	Last updated	Year on year trend	RAG status	Comment
FIVE	Level of public realm cleanliness (litter)	96.96%	95.0%	85.5%	99.2%	85.42%	79.6%	80.33%	<b>86.13%</b>	Q4	↓	AMBER	See detail in <i>Our performance</i> section above.
FIVE	Level of household recycling (quarterly audited)	21.5%	22.0%	19.8%	17.4%	19.9%	20.5%	N/A	<b>20.5%</b>	Q3	↓	AMBER	The most recent data is for Q3. There is a significant reporting time lag on official recycling data due to the pandemic. See detail in <i>Our performance</i> section above.
FIVE	Level of CO2 emissions generated by the council's activities (reduction from 2019 baseline)	17.0%	26.0%	23.4%	N/A	N/A	N/A	N/A	<b>17.0%</b>	2020/21	N/A	N/A	2020/21 annual outturn available at end of June 2021.
FIVE	Primary school pupils benefiting from a school street at their school (traffic reduction outside the school)	1.4%	9.4%	8.5%	0.0%	8.5%	21.8%	21.8%	<b>21.8%</b>	Q4	↑	GREEN	
FIVE	Proportion of the population who live in low traffic neighbourhoods	NEW	13.6%	12.2%	0%	0%	0%	0%	<b>0%</b>	Q4	N/A	RED	See detail in <i>Our performance</i> section above.

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

**What we have delivered**

Tower Hamlets has the highest housing target in the current London Plan and a limited amount of land available for new development. We have recently been awarded a £17.6m New Homes Bonus from the government for delivering our commitment to create new homes, including much needed affordable homes for residents. This funding will help us build upon what we have already delivered.

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

Our new build programme is one of the ways in which we are delivering the Mayor's commitment to have 2,000 new council homes in delivery



by 2022. This year we have delivered 78 new council homes at Rhodeswell Road (Locksley A), Jubilee Street, Baroness Road and Solander Gardens. Ten percent of these homes were specially adapted through our Project 120 scheme and let to households where a family member has a disability.

We have started on site for the development of 165 new council homes at Barnsley Street, St Pauls Way, Lowder House, Mellish Street, Strahan Road, Hanbury Street, Sidney Street, Keats House and Locksley D, of which 62 are expected to be completed by the end of 2021. We have procured a contractor to build 19 new council homes at Shetland Road.

We have started the procurement process to appoint a contractor to build a further 186 new council homes at Norman Grove, Arnold Road, Heylyn Square, Brunton Wharf, Wickford Street, Vawdrey Close, East India Dock Road and land adjacent to the Montefiore Centre.

Planning consent has been secured to build 46 new council homes. 42 of those are on the Southern Grove site in Bow and are part of a larger 78 home development which will protect the future of the Victorian workhouse that sits on the site. We have also submitted planning applications for the development of 34 new homes at Gill Street, Waterloo Gardens and Rushmead.





## Outcome 6

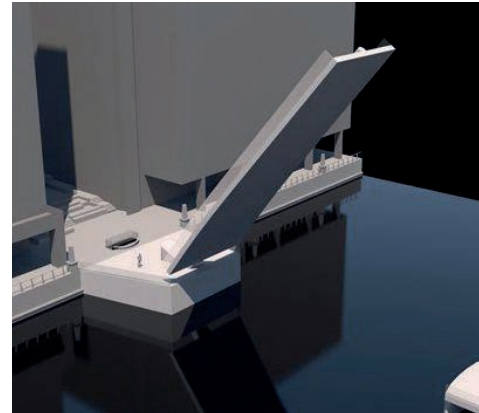
### People live in good quality affordable homes and well-designed neighbourhoods

We have achieved a positive ballot response in relation to proposals for the regeneration of Harriot, Apsley and Pattison Houses on the Clichy Estate that will enable the delivery of up to 450 new homes, including the replacement of 100 existing homes. We are consulting residents on proposals to develop infill sites at Edward Mann Close, Copenhagen Place, Cressy Place, Caxton Grove and O'Brien garages to provide 120 new homes and redevelop Ashington House to provide 70 new homes, including 40 existing homes.



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. In the autumn we initiated a series of consultations on our South Poplar master plan and feedback will be incorporated into the final master plan which is due to be approved at Cabinet in the summer. We have adopted supplementary planning guidance on high density living for residential and mixed-use development as set out in our new Local Plan. We have been holding 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. Formal consultation is due to begin in May 2021.

We are building new infrastructure to meet the needs of residents, workers and visitors to the borough. We have submitted a planning application for a new pedestrian bridge to connect Canary Wharf and Marshwall, called



South Dock Bridge. The bridge will align with Upper Bank Street on the north bank of the South Dock and the 'South Quay Plaza' scheme on the south bank.

We are continuing to deliver our programme of estate fire safety improvement initiatives. Earlier in the year we 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

We have introduced a local lettings plan for new build council homes so that 25% of completed homes can be let to households on our Common Housing Register who already lived on the estates where the new homes were built.

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

We have been consulting with residents about what local infrastructure projects they would like to see provided in their communities. Projects approved for delivery through our local infrastructure fund (LIF) programme 1 include replacing old facilities with a single storey café with public toilet access at Island Gardens and providing secure cycle parking facilities for Nestor House, Old Bethnal Green Road and Coborn Road and Roman Road. We are also funding a

## Outcome 6

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

feasibility study with the Thames Path National Trail on how we can provide open space along the entire length of the Thames within the boundaries of the borough.

Since the start of the financial year we have moved 580 families out of temporary accommodation and into permanent family sized social housing of two or more bedrooms. 146 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.

#### 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 three measures. One measure for this outcome would normally be based on our annual residents' survey. We had hoped to run our usual annual residents' survey

but the continued lockdown meant we had to change our plans and run a dedicated mid pandemic residents' survey. The draft results for this survey are included in this annual delivery and performance report for information only. Because the survey followed a different methodology, results cannot be directly compared to our usual annual residents' survey. For more details, see the section on survey based indicators at the start of this report.

#### Lets to overcrowded households

This year 55.3 percent of lets went to overcrowded households. The target was exceeded. Of the 776 families on the common housing register that were let a home this year, 429 went to overcrowded families. At the beginning of this year the number of homes available for letting was adversely affected by Covid 19.

#### Homeless households moved into permanent social housing

25.2 percent of homeless households were placed into permanent social housing this year. We have missed our

minimum expectation of 35 percent for this measure. This percentage represents improved housing outcomes for 146 families.

#### Level of affordable homes permitted (by habitable room)

This measure records habitable rooms, on sites where affordable housing policies would apply. We have missed the minimum expectation of 35 percent for this measure. 31.5 percent of homes by habitable room that were given planning permission were affordable. This outturn equates to 2,813 affordable habitable rooms.

#### Level of affordable homes completed (by habitable room)

This measure records habitable rooms, on sites where affordable housing policies would apply. We have missed the minimum expectation of 35 percent for this measure. 25.9 percent of homes completed were classified as affordable. This equates to 487 new affordable homes in Tower Hamlets. 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 2,201 habitable rooms completed since the beginning of the year. The affordable homes outturn is provisional until the end of August when we close our records for 2020/21 after receiving late notifications from Approved Inspectors.



Measuring the difference we have made

Outcome	Indicator Name	Outturn 2019/20	Annual Target 2020/21	Annual Minimum Expectation 2020/21	Outturn Q1 2020/21	Outturn Q2 2020/21	Outturn Q3 2020/21	Outturn Q4 2020/21	Outturn 2020/21	Last updated	Year on year trend	RAG status	Comment
SIX	Lets to overcrowded households	NEW	50%	45%	46.0%	46.5%	70.5%	54.0%	55.3%	2020/21	N/A	GREEN	
SIX	Homeless households moved into permanent social housing	29.4%	30.0%	27.0%	30.0%	26.1%	21.6%	30.6%	25.2%	2020/21	↓	RED	See detail in <i>Our performance</i> section above.
SIX	Level of affordable homes permitted (by habitable room)	31.4%	50.0%	35.0%	27.2%	28.2%	33.9%	31.6%	31.6%	2020/21	↑	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%	100%	73.4%	34.3%	25.9%	25.9%	2020/21	↑	RED	See detail in <i>Our performance</i> section above.
SIX	Residents' satisfaction with the local area as a place to live	N/A	N/A	N/A	N/A	N/A	N/A	N/A	74.0%	2020/21	N/A	N/A	We were unable to carry out our normal annual residents' survey and instead conducted a mid pandemic residents' survey. Results cannot be compared to previous years. See detail in <i>Our performance</i> section.

## Outcome 7

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

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

### What we have delivered

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

Our specialist substance misuse service offers a person-centred recovery support service to adults misusing drugs and alcohol. We are now running new projects to get more people into treatment programmes so that more people get the help they need. One of these projects is providing online mutual aid sessions, supporting those who need it at every stage of their recovery. Our substance misuse team uses a range of powers to direct complex drug and alcohol users into treatment. 40 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 anti-social behaviour (ASB) better.

With our partners we have updated our community safety partnership plan for 2021-2024. The aim is to create a safer borough for people to live in, work in and visit by working in partnership to deliver local priorities and address crime and disorder. Priority areas of focus are tackling neighbourhood crime and anti-social behaviour, violence reduction and safeguarding those at risk of violence and exploitation, tackling hate crime, community tensions and extremism, and reducing reoffending and tackling the drivers of crime.

We are using local infrastructure fund

developer contributions to provide projects to support young people away from criminal activities and anti-social behaviour. We will be delivering a youth outreach programme to reduce anti-social behaviour around housing estates in Aldgate, Whitechapel, Stepney Green and Shadwell. We have also commissioned a youth bicycle scheme to engage young people identified as being at risk of committing cycle related crime or anti-social behaviour in a cycle maintenance and build-a-bike programme using second-hand bikes.

We renewed the borough-wide responsible drinking Public Spaces Protection Order (PSPO) until October 2023. We are also taking action to





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

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. In February we consulted on proposals to introduce a PSPO



in the borough, to tackle the issue of anti-social behavior linked to the recreational use of the psychoactive substance, nitrous oxide. The PSPO will be enforced from May onwards.

With our partners in the voluntary and community sector we secured funding of up to £750,000 from the GLA's Violence Reduction Unit to establish

the MyEnds community connectors programme around Island Gardens, Blackwall, Cubitt Town, Canary Wharf and Poplar. Through this project we will deliver 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

Research by the United Nations shows that almost one in three women aged 16-59 will experience domestic abuse in their lifetime. During the lockdown period the number of incidents of domestic violence increased nationally. In January we appointed the leading domestic and sexual violence charity, Solace, to provide vital community support to anyone affected

by domestic abuse in the borough. The new service, TH SASS (Solace Advocacy and Support Service) is staffed by a team of independent domestic violence advocates providing one to one specialist support to victims with information and advocacy to increase safety and meet a range of needs such as safety concerns, economic, emotional or housing support as well as reporting to the police and obtaining civil orders. To further 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.

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 117 medical staff



at the Royal London Hospital. We have engaged with 424 survivors of violence, providing practical support that will help them to rebuild their lives.

Through our 'breaking the cycle of youth violence' prevention programme we supported a number of 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

## Outcome 7

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

strategies to help them make positive life choices. Workshops include drug and alcohol awareness, knife crime awareness, healthy relationships, social media, victim awareness and mentoring.

### Our performance

We have selected five measures to understand whether we are making progress in achieving this outcome. We exceeded our target for one measure. Unfortunately, we did not achieve our target for one measure. Two measures for this outcome would normally be based on our annual residents' survey. We had hoped to run our usual annual residents' survey but the continued lockdown meant we had to change our plans and run a dedicated mid pandemic residents' survey. The draft results for this survey are included in this annual delivery and performance report for information only. Because the survey followed a different methodology, results cannot be directly compared to our usual annual residents' survey. For more details, see the section on survey based indicators at the start of this report. The data



for one measure comes from central government. The release of these data has been delayed and was not available at the time of publication.

### *Drug users (opiate users) successfully completing treatment*

2.96 percent of opiate users left our drug treatment service successfully free of drug dependence and did not return within six months. We have not met our target of 5.5 percent. 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. We have opened a new treatment service so we are able to operate within social distancing rules while more service users can access treatment face to face, which should impact positively on treatment outcomes.

### *Young people entering the youth justice system for the first time*

Latest available data remains for quarter 3 2020/21. Data comes from the Ministry of Justice and their most recent data release has been delayed. The Youth Justice Service (YJS) measures its 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. To address this slight increase and demisseliver a reduced rate of first time entrants to the youth justice system, we are implementing interventions from our First Time Entrant Action Plan, including a focus on developing the

preventative work with Early Help and third sector community organisations.

### *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 year we surveyed 202 women and girls who received support from our commissioned victim support services, and almost all (99.1 percent) reported that they felt safer because of the support we provided. We exceeded our target of 86 percent.



Measuring the difference we have made

Outcome	Indicator Name	Outturn 2019/20	Annual Target 2020/21	Annual Minimum Expectation 2020/21	Outturn Q1 2020/21	Outturn Q2 2020/21	Outturn Q3 2020/21	Outturn Q4 2020/21	Outturn 2020/21	Last updated	Year on year trend	RAG status	Comment
SEVEN	Residents' concern about crime and anti-social behaviour	N/A	N/A	N/A	N/A	N/A	N/A	N/A	47.0%	2020/21	N/A	N/A	We were unable to carry out our normal annual residents' survey and instead conducted a mid pandemic residents' survey. Results cannot be compared to previous years. See detail in Our performance section.
SEVEN	Young people entering the youth justice system for the first time	351.1	350	385	379.4	404.3	365.2	N/A	N/A	Q3	N/A	N/A	The Ministry of Justice data release for the final quarter has been delayed. See detail in Our performance section above.
SEVEN	Residents' feeling of safety in their local area	N/A	N/A	N/A	N/A	N/A	N/A	N/A	89.0%	2020/21	N/A	N/A	We were unable to carry out our normal annual residents' survey and instead conducted a mid pandemic residents' survey. Results cannot be compared to previous years. See detail in Our performance section.
SEVEN	Drug users (opiate users) successfully completing treatment	6.5%	5.5%	5.0%	5.3%	4.3%	3.5%	3.3%	3.3%	Q4	↓	RED	See detail in Our performance 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%	100.0%	100.0%	100.0%	90.5%	90.5%	Q4	↓	GREEN	



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

**What we have delivered**

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



In September we published Our Tower Hamlets: A plan for a more cohesive community. The plan sets out our approach, 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.

Despite the challenge that Covid-19 has presented, we have continued to celebrate diversity by moving many community celebrations online.

For the Black History Month programme we worked with local arts and community organisations to produce 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.

Holocaust Memorial Day commemorations centered around the theme 'Be the light in the darkness' and encouraged everyone to remember all those who protected or saved others from persecution and death, often at great personal risk. Events included a film showing for local schools. The Windermere Children film was followed by a

Q&A with Holocaust educator Mike Levy and the film's director Michael Samuels and producer Nancy Bornat.

The theme for this year's women's history month and international women's week was 'women: identity, crisis, future'. Our women's inclusive team hosted an event to highlight and celebrate the unity and amazing work of local women who mobilised everyone to support, care and provide for one another as a response to Covid-19. Participants share stories, memories and facilitate discussion. Our sports development team hosted a day of free, online wellbeing sessions led by fully qualified instructors featuring Tai Chi, mindfulness, and basketball fitness.

We worked in partnership with the Chinese Association of Tower Hamlets and the Community of Refugees from Vietnam to provide an online programme of events celebrating Chinese New Year. This included a lion dance at the pagoda in Victoria Park, traditional crafts workshop and tutorials to learn the skills of paper



cut-outs and Chinese calligraphy and cooking demonstrations.

LGBT+ History Month in February is an annual month-long observance of lesbian, gay, bisexual and transgender history, and the history of the gay rights and related civil rights movements. Amongst the many online events organised was a panel discussion with Bishopsgate Institute LGBTQ+ Archives and Switchboard, the LGBT+ Helpline, including a live panel discussion and question and answer session to launch History Month via online meetings.

A nine-month celebration to mark the 50th anniversary of Bangladesh began in March. We are working in partnership with Bangladeshi artists, the National Portrait Gallery, the council's Local History Library & Archives, and residents to deliver a range of free online arts and events exploring the local connections and impacts of 1971 on the Tower Hamlets community.

We have adopted a new Voluntary and Community Sector Strategy. This partnership document identifies how we will work together with our voluntary and community sector 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 strategy aims to build upon the good practices already developed by the voluntary and community sector, particularly

during the pandemic, and to support the sector to provide services that are fully responsive to local residents' needs.

**What difference we have made**

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.

We worked with faith leaders and representatives in the borough to ensure that communities can practice their worship in a safe way. We held training sessions with the Tower Hamlets Interfaith Forum on infection prevention and outbreak control. We received positive feedback about the impact of our training programme as faith leaders reported that they now feel equipped with the information they need to respond if notified of a positive test linked to their building. We also 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 sanitisers, signs, and face coverings to places of worship across the borough.

We have been working with stakeholders and communities to tackle emerging tensions and issues within and between communities, including those generated by hate crimes and extremism. We have delivered 47 outreach activities to raise awareness of hate crime including during National Hate Crime Awareness week, Racial Elimination Discrimination Day and Black Lives Matter movement activities. We have produced a No Place for Hate (NPFH) action plan and



## Outcome 8

### People feel they are part of a cohesive and vibrant community

residents have signed over 400 NPFH pledges this year bringing the total signed to date to over 5,000 personal pledges and 180 organisations.

Our Welcome to Tower Hamlets programme offers migrants new to the borough the opportunity to improve English language skills through 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. As a result of this programme:

- 285 migrants attended accredited courses
- 1,225 volunteering hours were completed, including vocational training
- 254 migrants attended conversation clubs
- 90 percent of participants demonstrated an improvement in their English language skills and over 85 percent of participants felt part of the community and

were more confident and more independent

A three-month rent relief worth £98,120 was granted to support local community-based organisations that lease premises from us. This support helped those organisations that were subject to closure and loss of income due to government regulations at a time when demand for services was increasing and other funding more difficult to secure.

We set up a Covid-19 volunteering hub which has been run by Volunteer Centre Tower Hamlets providing vital support to residents who are socially isolated and shielding. Our Covid-19



community champions took on vital roles including collecting pre-paid shopping for vulnerable residents, sorting and packing food, assisting park rangers and collecting toys for children and families that we support.

Over 3,000 volunteers have helped to:

- pack and deliver food parcels to vulnerable residents from the council's emergency food hub
- deliver food to 24 organisations from the 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 performance

We have selected five measures to understand whether we are making progress in achieving this outcome. We exceeded our target for one measure. One is a contextual measure only for which we do not set a target. Three measures for this outcome would normally be based on our annual residents' survey. We had hoped to run our usual annual residents' survey

but the continued lockdown meant we had to change our plans and run a dedicated mid pandemic residents' survey. The draft results for this survey are included in this annual delivery and performance report for information only. Because the survey followed a different methodology, results cannot be directly compared to our usual annual residents' survey. For more details, see the section on survey-based indicators at the start of this report.

#### *Percentage of Idea Store Learners who pass their English Speakers of Other Languages (ESOL) course*

Latest available data is for Q3 2020/21. 97 percent of learners passed their ESOL course in the autumn learning term. The target of 75 percent was exceeded. Exam results for summer term learning will be available in August.

Measuring the difference we have made

Outcome	Indicator Name	Outturn 2019/20	Annual Target 2020/21	Annual Minimum Expectation 2020/21	Outturn Q1 2020/21	Outturn Q2 2020/21	Outturn Q3 2020/21	Outturn Q4 2020/21	Outturn 2020/21	Last updated	Year on year trend	RAG status	Comment
EIGHT	Level of hate crime	879	N/A	N/A	934	1,022	1,100	1,140	<b>1,140</b>	Q4	N/A	<b>N/A</b>	This is a contextual measure. We do not set targets.
EIGHT	Residents' level of volunteering	N/A	N/A	N/A	N/A	N/A	N/A	N/A	<b>24.0%</b>	2020/21	N/A	<b>N/A</b>	We were unable to carry out our normal annual residents' survey and instead conducted a mid pandemic residents' survey. Results cannot be compared to previous years. See detail in Our performance section.
EIGHT	Residents' perception of people from different backgrounds getting on well	N/A	N/A	N/A	N/A	N/A	N/A	N/A	<b>76.0%</b>	2020/21	N/A	<b>N/A</b>	We were unable to carry out our normal annual residents' survey and instead conducted a mid pandemic residents' survey. Results cannot be compared to previous years. See detail in Our performance section.
EIGHT	Percentage of Idea Store learners who pass their English for Speakers of Other Languages (ESOL) course	76.0%	75.0%	67.5%	N/A	93.0%	97.0%	N/A	<b>N/A</b>	Q3	N/A	<b>N/A</b>	Term three results will be reported around August 2021 when exam results have been received.
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	<b>76.0%</b>	2020/21	N/A	<b>N/A</b>	We were unable to carry out our normal annual residents' survey and instead conducted a mid pandemic residents' survey. Results cannot be compared to previous years. See detail in Our performance section.

# Priority 3

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





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

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



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

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



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

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



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

**What we have delivered**

Our staff have been one of our greatest assets during the pandemic. We have seen the greatest response and commitment by our staff, going above and beyond to keep residents safe and supported and keep our services running wherever possible.



We set up dedicated website pages with key facts and information to help people through the Covid-19 crisis. 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 2020 over 21,900 calls have been received.

We improved how we consult and engage with residents and external stakeholders by switching to a new online consultation platform called Let's Talk Tower Hamlets. We have delivered engagement and consultation training sessions to councillors and council staff which have enabled greater participation.

The Tower Hamlets Partnership published its annual report. It also reviewed its priorities to ensure support for 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 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.

We have been delivering digital arts and culture resources online to residents, cultural groups and artists to ensure they continue to feel connected and have access to arts and culture. We have been adapting our digital offer to support and promote online programmes being delivered by arts and cultural organisations in the borough. In February we delivered a virtual arts networking event and we have also produced a fortnightly digital arts newsletter promoting training, employment and funding opportunities.

We supported the Office for National



Statistics with the delivery of the Census 2021 by ensuring they had up to date address lists including for hard to reach areas such as houses of multiple occupation (HMO), barges and boats on our canals, and student accommodation. This will ensure the Government has the information it needs so that we get our share of funding based on an accurate population count. The census will provide a crucial snapshot of the nation and helps to plan and fund public services in the future in areas such as transport, education and health, and schools.



**What difference we have made**

Residents have been able to continue to access key services through online services throughout the pandemic. Our Idea Stores have created online activities for all users, including some summer term courses. Since the beginning of the year 4,367 people joined the Idea Stores to access online services, including free e-book downloads.

We have been working with partners to mitigate the impact of Brexit on residents and local businesses and the economy. Earlier this year we produced a Brexit impact mitigation plan. In conjunction with Queen Mary University of London we hosted a roundtable to discuss the period immediately after Brexit and the obstacles to continue business as usual. We used the information gathered in this session to help us create Brexit themed support for small and medium enterprises in the borough.

We have worked hard to re-open our buildings and open spaces in a Covid-secure way and carried out building risk assessments to over 140 sites. We have started to develop a new commercial website to promote indoor and outdoor venues for hire to residents and organisations.

Over the summer we reopened the Brady Arts and Community Centre so that community organisations could resume working and we have also 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. We have made many changes to the way we run our services and to the way our staff work. We have rolled out new IT equipment and tools to enable our workforce to work from different locations, including from home. We are now reviewing the impact of all these changes on the way we will work in the future. We want to be able to keep the best of the flexible working arrangements that our staff have embraced over the last year.

We work in collaboration with partners in the NHS to deliver the Better Care Fund programme, joining up health and care services. To meet the target



set by the Better Care Fund, we are ensuring that there are fewer than eight 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. We 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 are unable to report one measure due to the pandemic. Six measures for this outcome would normally be based on our annual residents' survey. We had hoped to run our usual annual residents' survey but the continued lockdown meant we had to change our plans and run a dedicated mid pandemic residents' survey. The draft





results for this survey are included in this annual delivery and performance report for information only. Because the survey followed a different methodology, results cannot be directly compared to our usual annual residents' survey. For more details, see the section on survey-based indicators at the start of this report.

**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 330.8. The target of 450.0 has been met (a lower number is better).

**Children and young people receiving support from mental health services**

27.1 percent of children and young people with a diagnosable mental health condition accessed treatment. We did not meet our target. Mental health services for children and young people are commissioned by the council and the NHS but delivered by colleagues in the NHS. During the pandemic, the service saw a drop in demand in quarters 1 to 3 because of lockdowns. We are expecting an increase in demand after a very challenging year for many young people and are boosting capacity to meet this demand.

**Media and press view of the council**

91.2 percent of press and media coverage of the council has been positive or neutral. This exceeds our target of 80 percent.

**User satisfaction with council's online service offer**

56 percent of customers reported that they were satisfied with the online customer experience. We exceeded our target of 50 percent. This outturn

represents 535 customers providing positive feedback to our online survey.

**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. However, with our partners we were still able to support 692 residents into work this year. We exceeded our target of 600. 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**

The 2020/21 accounts are still being prepared. The provisional outturn report will be presented to Cabinet in July 2021, setting out the council's provisional outturn performance against budget.

**Council staff turnover rate**

11.81 percent of staff left the organisation over the last 12 months. Performance fell short of our 9 percent

target but exceeded our minimum expectation. There have been several 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 12.73 days. We missed our target of 8 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. 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.

Measuring the difference we have made

Outcome	Indicator Name	Outturn 2019/20	Annual Target 2020/21	Annual Minimum Expectation 2020/21	Outturn Q1 2020/21	Outturn Q2 2020/21	Outturn Q3 2020/21	Outturn Q4 2020/21	Outturn 2020/21	Last updated	Year on year trend	RAG status	Comment
NINE	Service user satisfaction with the council's online service offer	66.00%	50.00%	50.00%	69.10%	56.0%	47.6%	49.8%	50.0%	2020/21	↓	GREEN	
NINE	User satisfaction with Idea Stores and libraries	N/A	N/A	N/A	N/A	N/A	N/A	N/A	69.0%	2020/21	N/A	N/A	We were unable to carry out our normal annual residents' survey and instead conducted a mid pandemic residents' survey. Results cannot be compared to previous years. See detail in Our performance section.
NINE	Residents' perception of being involved in council decision-making	N/A	N/A	N/A	N/A	N/A	N/A	N/A	51.0%	2020/21	N/A	N/A	We were unable to carry out our normal annual residents' survey and instead conducted a mid pandemic residents' survey. Results cannot be compared to previous years. See detail in Our performance section.
NINE	Residents' perception of council transparency	N/A	N/A	N/A	N/A	N/A	N/A	N/A	39.0%	2020/21	N/A	N/A	We were unable to carry out our normal annual residents' survey and instead conducted a mid pandemic residents' survey. Results cannot be compared to previous years. See detail in Our performance section.
NINE	Residents' perception of being kept informed by the council	N/A	N/A	N/A	N/A	N/A	N/A	N/A	67.0%	2020/21	N/A	N/A	We were unable to carry out our normal annual residents' survey and instead conducted a mid pandemic residents' survey. Results cannot be compared to previous years. See detail in Our performance section.
TEN	Residents' satisfaction with council and partner response to antisocial behaviour (ASB)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	42.0%	2020/21	N/A	N/A	We were unable to carry out our normal annual residents' survey and instead conducted a mid pandemic residents' survey. Results cannot be compared to previous years. See detail in Our performance section.
TEN	Children and young people receiving support from mental health services	45.5%	35.0%	35.0%	9.1%	14.9%	21.6%	27.1%	27.1%	2020/21	↓	RED	See detail in Our performance section above.
TEN	Residential and nursing admissions (over 65s)	460.2	450	480	575	105.5	182.2	330.8	330.8	Q4	↑	GREEN	This figure is based on our provisional outturn from our recent statutory data return.
TEN	Number of residents supported into employment by the Workpath partnership	1180	600	540	8	35	30	619	692	2020/21	↓	GREEN	
ELEVEN	Council staff turnover rate	14.14%	9.0%	12.0%	11.8%	9.6%	10.6%	11.7%	11.7%	Q4	↑	AMBER	See detail in Our performance section above.
ELEVEN	Council staff sickness absence rate	10.35%	8.00%	10.24%	10.8%	11.6%	12.3%	12.8%	12.8%	Q4	↓	RED	See detail in Our performance section above.



Measuring the difference we have made

Outcome	Indicator Name	Outturn 2019/20	Annual Target 2020/21	Annual Minimum Expectation 2020/21	Outturn Q1 2020/21	Outturn Q2 2020/21	Outturn Q3 2020/21	Outturn Q4 2020/21	Outturn 2020/21	Last updated	Year on year trend	RAG status	Comment
ELEVEN	Media and press view of the council	91.60%	80.00%	72.00%	95.0%	92.6%	91.2%	90.0%	91.6%	202021	↑	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	41.0%	2020/21	N/A	N/A	We were unable to carry out our normal annual residents' survey and instead conducted a mid pandemic residents' survey. Results cannot be compared to previous years. See detail in Our performance section.
ELEVEN	Budget variance for the general fund	TBC	£0	£0	£11.0m	£13.0m	£2.9m	N/A	£2.9m	Q3	N/A	RED	The 2020/21 accounts are still being prepared. The provisional outturn report will be presented to Cabinet in July 2021, setting out the council's provisional outturn performance against budget.