

Strategic **delivery** KPI
performance report
Q1 review 2020-21



Our delivery and performance

The Strategic Plan is the key link in the 'Golden Thread' and used to inform directorate, service and team planning. It also sets out how the council will deliver the objective and priorities set out in the new Tower Hamlets Plan developed by the Tower Hamlets Strategic Partnership. The council is looking to deliver the following priorities and outcomes over the next three years.

Our priorities and outcomes



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

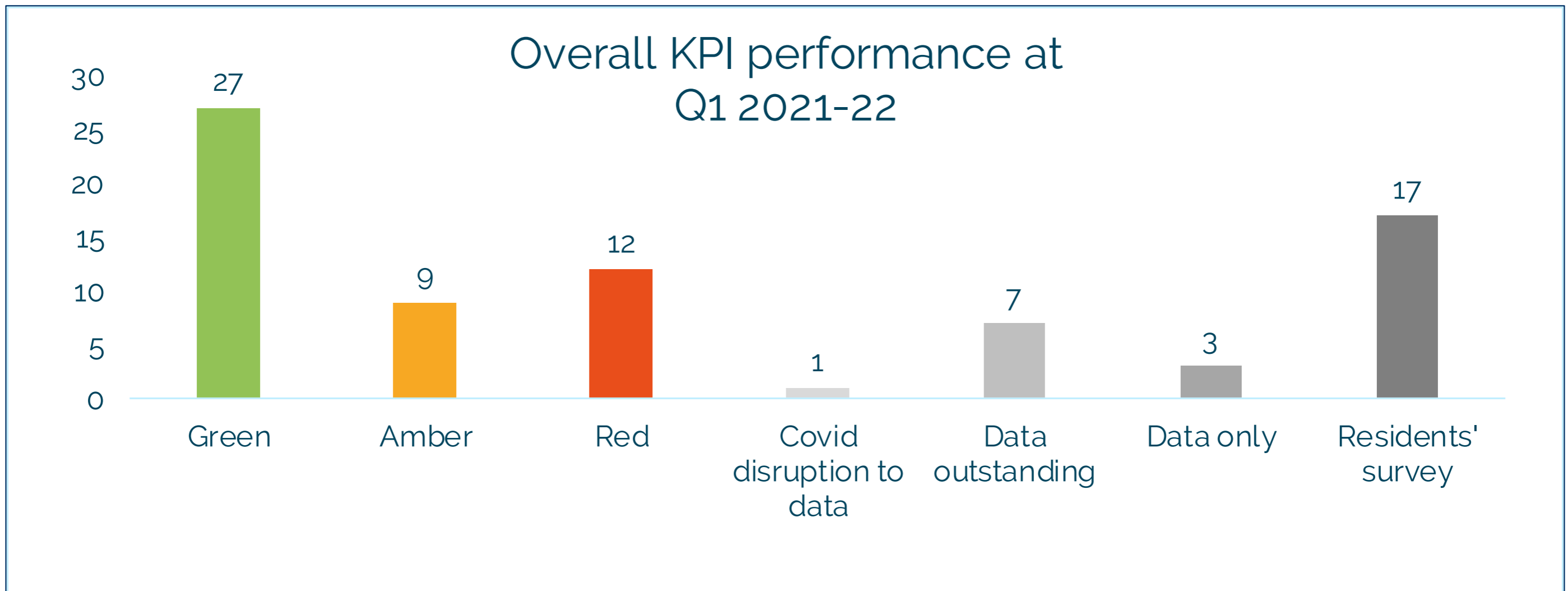
1. People access a range of education, training, and employment opportunities.
2. Children and young people are protected so they get the best start in life and can realise their potential.
3. People access joined-up services when they need them and feel healthier and more independent.
4. Residents feel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

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

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

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

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



Priority 1

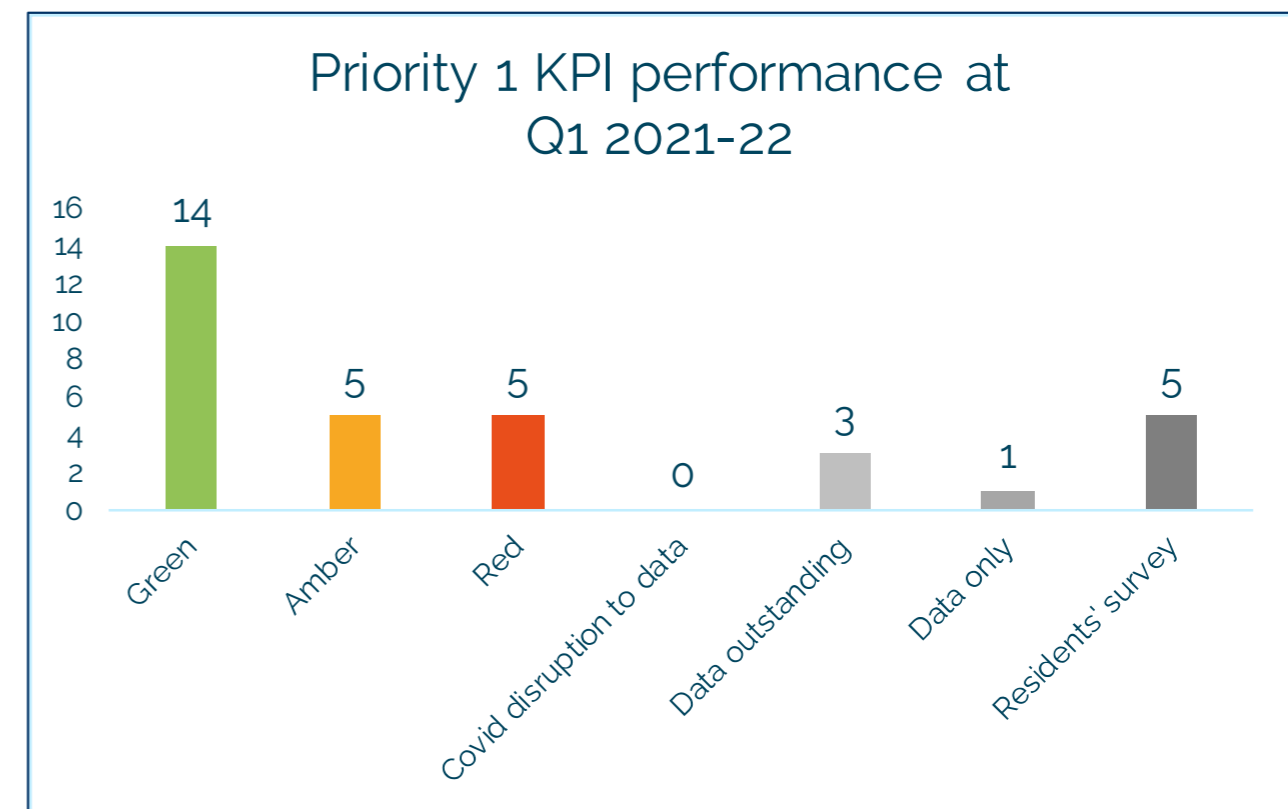
People are aspirational,
independent and have
equal access to
opportunities



The people of Tower Hamlets are dynamic and diverse and have shown resilience throughout the pandemic. Our children and young people are aspirational, and our adults are increasingly interested in living in more environmentally-friendly and healthy communities.

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

We have met or exceeded the target for fourteen measures. Five measures fell short of the target but exceeded our minimum expectation. Unfortunately, we did not achieve our target for five measures. For the remaining measures there is no planned outturn this quarter or there is a delay in national data being released due to the pandemic.





Outcome	Measure Number	Indicator Name	Short description	Outturn 2020/21	Annual Target 2021/22	Annual Minimum Expectation 2021/22	Target 2021/22	Minimum Expectation 2021/22	Outturn Q1 2021/22	Last updated	Year on year trend	RAG status	Comment
ONE	1	Percentage of eligible children living in low income families accessing early years provision	The percentage of eligible 2 year olds accessing early years provision	NEW	55.00%	49.50%	55.00%	49.50%	41.3%	Q1	N/A	RED	A number of factors have led to the measure being off target. There has been a national decrease in the take up of Early Learning for two-year olds (called EL2) due to Covid-19. National lockdowns, school closures and self-isolating has increased parents' reluctance to access childcare. Childcare providers have reduced the number of children they are admitting to meet social distancing requirements. Self-isolating has reduced staffing levels in childcare restricting the number of places available. The hourly funding rate for EL2 places is less than that paid for the universal and 30hours entitlements and requires twice the staffing levels. Childcare providers with limited places favour the fee-paying babies and older children to ensure the financial stability of their service. Providers, especially childminders, have benefitted from the increased universal credit and as a result are not offering places at present. Private, voluntary and independent nurseries have utilised furlough where they are able, and this has resulted in fewer places being available or fewer hours/days being offered. The recent restructure of the service and staff absence has resulted in backlog of EL2 applications. The early years' service is taking a number of steps to improve attendance; trialling new parent portals enabling parents to check their eligibility, promoting our provision and free early education entitlements workshops to relevant agencies to promote childcare funding options that are open to families. Nurseries are also supported to increase the number of places on offer. A new outreach worker is also recruited to engage with eligible families.
ONE	2	Percentage of secondary pupils attending school regularly	The percentage of secondary school pupils who attended at least 90% of their possible sessions.	82.9%	90.2%	81.18%	90.2%	81.18%	82.6%	Q1	↓	AMBER	Whilst secondary school attendance in Tower Hamlets is at or above national levels, we have not met our target. Secondary school attendance has been seriously affected by Covid due to high degree of parental anxiety and the large number of families in Tower Hamlets who have two levels of vulnerability - being a member of the Black and minority ethnic population and having extended family members living with them who have underlying health conditions. We expect attendance to increase as Covid cases reduce and with the roll out of the vaccination programme. Our attendance welfare service has been working with targeted schools to support them to tackle entrenched cases of persistent absence. We are also looking at how we can further reduce absence through enforcement activity.
ONE	3	Percentage of 16-17 year olds in education, employment or training	The proportion of 16-17 year olds who are in Education, Employment or Training (EET). The measure is based on tracking the progression of young people in the age group.	95.0%	94.0%	84.6%	94.0%	84.6%	94.3%	May-21	↑	GREEN	Latest available data May 2021 94.3 percent of young people in the borough are in education, employment and training. We have exceeded our target of 94 percent. More young people are now in EET than this time last year.
ONE	4	Percentage of Idea Store Learning learners who pass their course	The percentage of adult Idea Store learners who completed their course successfully. Counting number of courses successfully passed.	97.0%	97.0%	87.3%	97.0%	87.3%	100.0%	Q1	↑	GREEN	Term Y covers those learners who took longer than one individual term to pass their course. In Term Y, 239 residents enrolled achieving 100 percent pass rate. We exceeded our target of 97 percent.
ONE	5	Number of small and medium, and new enterprises supported through the council's business programmes	The number of businesses in the borough involved in participating in any of the enterprise support projects that the council runs.	1,069	600	540	200	180	288	Q1	↑	GREEN	305 SMEs received support through a range of business programmes including help with applying for grants and attending topical masterclasses. We exceeded our target of 200.
ONE	6	Number of young people (16-24) supported into employment via the Kickstart programme	Cumulative measure. Straight count of the number of TH residents who secure a job through the Kickstart programme. This will include any residents who may have secured jobs through another Kickstart gateway contract	NEW	469	422	110	106	111	Q1	N/A	GREEN	Up to the end of June 776 Tower Hamlets young people aged 16-24 had secured a Kickstart placement. 111 of those Tower Hamlets residents are within the Council's own Gateway Consortium. We met our in-year target of 110. We also supported a further 30 young people who are not residents of Tower Hamlets via our Gateway.
ONE	7	Percentage of residents who complete their job preparation training with the Workpath service	Workpath is a unique employment service for Tower Hamlets residents, providing a wide range of training and support to help people overcome their often multiple barriers to getting into work. Counting number of courses successfully passed/completed. Courses to be included to be confirmed.	NEW	75.00%	67.50%	40.00%	36.00%	48.58%	Q1	N/A	GREEN	This quarter we undertook 771 job preparation training and intervention activities with our Workpath clients helping them to gain the skills they need to enter the jobs market. Interventions included interview preparation, application support, coaching, barriers to employment and skills assessments. Please note that we have set in-year targets which will cumulate to our 75 percent annual target.
ONE	8	Number of residents supported into employment by the Workpath service	Workpath is a unique employment service for Tower Hamlets residents, providing a wide range of support to help people overcome their often multiple barriers to getting into work. Counting the number of adults supported into employment by the council's Workpath Service. Cumulative measure	326	630	396	157	99	94	Q1	↓	Data only	Given the uncertainty in the economy the target we have set is advisory only.



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TWO	9	Percentage of Education Healthcare Plan assessments completed within the statutory timescales of 20 weeks	The percentage of Education Healthcare Plan assessments complete within 20 weeks.	NEW	53%	47.70%	26%	23.40%	43.01%	Q1	N/A	GREEN	An EHC plan is a legally-binding document outlining a child or young person's special educational, health, and social care needs. We met our target of completing EHCP's within statutory timescales, improving outcomes for 40 children / young people.
TWO	10	Children with child protection plans receiving timely visits	Percentage of children on a child protection plan receiving a visit within 10 working days	NEW	95.0%	90.0%	95.0%	90.0%	94.56%	Q1	↑	AMBER	We narrowly missed our target of 95 percent. There has been an increase in challenges to engage young people aged 16+ as well as a small cohort of families who fail to engage. Our social workers and other professionals are now focussing more effort into working with these hard to reach groups to ensure those children remain safeguarded.
TWO	11	Families who are seeing the benefits of being supported before problems escalate	The percentage of families who achieved improved outcomes through Early Help support.	N/A	70.0%	63.0%	70.0%	63.0%	N/A	Q3	N/A	Data outstanding	Due to technical accessibility issues as yet unresolved, we are not able to accurately report this measure. We continue to liaise with both our internal IT provider and external system supplier to resolve the issue ahead of the next quarterly update.
TWO	12	Percentage of pupils who are regularly attending primary school in reception year	The percentage of pupils in Reception who attended at least 90% of their possible sessions.	76.0%	80.50%	72.45%	80.50%	72.45%	77.0%	Q1	↑	AMBER	This year we have set ourselves more challenging attendance target and whilst we missed our target of 80.5 percent, the percentage of regular attenders is now slowly improving. Attendance in reception year has been seriously affected by Covid-19 due to high degree of parental anxiety and the large number of families in Tower Hamlets who have two levels of vulnerability - being a member of the BAME population and having extended family members living with them who have underlying health conditions. Our attendance welfare service has been working with targeted schools to support their improvement. Our early years services are focussing on working with families with children who are persistently absent from school.
TWO	13	Percentage of pupils who are regularly attending primary school in Years 1-6	The percentage of pupils in Years 1-6 who attended at least 90% of their possible sessions.	84.0%	95.00%	85.50%	95.00%	85.50%	85.2%	Q1	↑	RED	We have missed our target of 95 percent however the proportion of regular attenders has been slowly improving over the past year. Primary school attendance has been seriously affected by Covid-19 due to high degree of parental anxiety and the large number of families in Tower Hamlets who have two levels of vulnerability - being a member of the BAME population and having extended family members living with them who have underlying health conditions. Our attendance welfare service has been working with targeted schools to support their improvement. It is worth noting however, that there may need to be a higher level of legal enforcement of attendance in the coming academic year.
TWO	14	Long term looked after children who are in stable placements	The percentage of children who have been looked after for two and a half years or more who have been in the same placement for at least the last two years or who are placed for adoption.	72.7%	72.0%	65.0%	72.0%	65.0%	67.8%	Q1	↓	AMBER	Whilst we have missed our target for this measure, our performance is comparable to the national average. Performance has been affected because there were a number of children who experienced placement disruption and moves. We have set up stringent procedures on authorisation of placement moves and we are doubling our efforts in seeking long term fostering matches to ensure children remain secure and in stable placements.
TWO	15	Young people engaging with the youth offer who achieve a recorded outcome	The percentage of young people who are engaged with the with the council's and council commissioned youth centres who achieve a recorded outcome.	35.6%	50.0%	45.0%	50.0%	45.0%	25.9%	Q1	↓	GREEN	This quarter 160 young people who engaged with our youth offer and achieved a recorded outcome. Through our youth service programme, we offer a range of courses designed to improve confidence, well-being and other soft skills. We have recently recommissioned new providers for this service, and expect our performance to improve over the coming months to reach our 50 percent annual target.



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THREE	16	People who are more independent after being supported through reablement services.	Reablement is a short term service provided to people leaving hospital or current service users who may have deteriorated following a fall or a spell of illness. Reablement is designed to enable them to remain more independent for longer. The measure reflects the proportion of new clients who required reduced support after reablement or who did not require any further support within the year.	55.0%	75.00%	67.50%	75.00%	67.50%	47.4%	Q1	↓	RED	47.4 percent of residents who previously required reablement, needed reduced or did not need further support within the year. We have missed our target of 75 percent. There has been an increase in the number of residents who have required this service since the pandemic and an increase in the number of short-term care clients. More people require a new care service or an increased care package after discharge as they are found to have additional needs that can be met at home. We expect performance to improve in line with the reduction in the number of hospital admissions due to Covid-19.
THREE	17	Residents' self-reported level of physical activity	This measure is taken from the council's residents' survey. It is expressed as the percentage of respondents who say that, on average, they complete over 150 minutes of physical activity and are therefore considered physically active in line with national guidance.	29.0% (2018/19)	31.88%	26.12%	31.88%	26.12%	N/A	2020/21	N/A	Residents' survey	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.
THREE	18	Residents' self-reported level of health	This measure is taken from the council's residents' survey. It is expressed as the percentage of respondents who report their health as being 'very good' or 'good'.	77.0% (2018/19)	79.48%	74.52%	79.48%	74.52%	N/A	2020/21	N/A	Residents' survey	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.
THREE	19	Number of people using social care who receive direct payments as part of self directed support	This measure is derived from the Adult Social Care Outcomes Framework (ASCOF). Direct payments are an indication of individuals having choice and control of their services.	22.4%	650	630	650	630	583	Q1	↓	RED	The target for this measure is now numerical, rather than a percentage. The new target for 2021/22 is 650 service user. At the end of Q1 there were 583 active users of direct payments, a drop of 22 clients from Q4 of 2020/21. A large proportion of the drop in numbers was due to Covid-19 deaths during the second wave. In an effort to reach our target by Q4 of 2021/22, we have set up an improvement group to look at initiatives to make direct payments easier to access and to improve uptake. As part of that process targets have been set for individual teams within the service to increase the number of new clients taking up direct payment on a monthly basis.
THREE	20	Overall satisfaction with care and support services	This measure is taken from the statutory annual service user survey and used as a benchmarking metric nationally for service quality. It is expressed as a percentage where the numerator is all respondents who say they are 'extremely', 'very' or 'quite satisfied' and the denominator is the total number of responses to the question.	86.7% (latest data 19/20) - no survey in 20/21	88%	84%	88%	84%	N/A	N/A	N/A	Residents' survey	This measure is from an annual statutory survey that will not be reported until the end of the financial year.
THREE	21	Overall contribution of care and support services to quality of life	This measure demonstrates the contribution of care and support services to the quality of life of service users. It is derived from the statutory annual service user survey question 'Do care and support services help you to have a better quality of life?'. The measure is expressed as the percentage of those who answer 'yes' to the question.	93.2% (19/20) - no survey in 20/21	94%	89%	94%	89%	N/A	N/A	N/A	Data outstanding	Annual measure
THREE	22	Number of people who are signposted to find appropriate advice and support in the wider community that helps them to maintain their independence	PLACEHOLDER - this measure will derive from a KPI for the new Advice, Information and Guidance contract that will be in place from July 2021. It is a measure of the effectiveness of advice and signposting services in enabling people to self-manage their health and wellbeing.	NEW	65%	62%	65%	62%	N/A	N/A	N/A	Data outstanding	No data available for Q1 as the new Age UK service started at the end of July.
THREE	23	% of closed section 42 enquiries where desired outcomes expressed were achieved. (Making Safeguarding Personal)	This is a measure from the Safeguarding Adults Collection and relates to Making Safeguarding Personal. The numerator is the total number of clients who expressed their desired outcomes where those outcomes were fully or partially achieved.	76.8%	83%	76%	83%	76%	86.11%	Q1	N/A	GREEN	86.11 percent of closed section 42 enquiries where desired outcomes expressed were achieved. We exceeded our target of 83 percent. This achievement equates to 98 vulnerable adults having been safeguarded from abuse or neglect.
THREE	24	Number of people engaging with smoking cessation service who quit smoking	Number of self-reported successful quitters at 4 weeks. Successful quitters are those smokers who successfully quit at the four-week follow-up. A client is counted as a 'self-reported 4-week quitter' when assessed four weeks after the designated quit date, if they declare that they have not smoked, in the past two weeks. It is expected that 80% of the quits should be verified with a carbon monoxide reading (NICE Guidance).	826 (Q1 - 3 20/21 total)	1200	1100	250	225	288	Q1	↓	GREEN	This is an estimate figures based on 463 people setting quit dates in community stop smoking service and pharmacies. Full data will come by end of August and this indicator will be updated. The revised target this year is 1200 quits due to COVID recovery.



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FOUR	25	Residents' self-reported level of health for groups experiencing health inequalities - BAME residents	This measure is taken from the council's residents survey. The result is expressed as the percentage of respondents who report their health as being 'very good' or 'good'.	76.8% (2018/19)	79.36%	74.40%	79.36%	74.40%	N/A	2020/21	N/A	Residents' survey	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.
FOUR	26	Residents' self-reported level of health for groups experiencing health inequalities - residents from C2, D, E socio-economic groups	This measure is taken from the council's residents survey. The result is expressed as the percentage of respondents who report their health as being 'very good' or 'good'.	68.3% (2018/19)	71.1%	65.6%	71.1%	65.6%	N/A	2020/21	N/A	Residents' survey	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.
FOUR	27	Proportion of residents who complete their job preparation training with the Workpath service who are women	Workpath is a unique employment service for Tower Hamlets residents, providing a wide range of support to help people overcome their often multiple barriers to getting into work. Measuring the proportion of residents supported into work by the workpath (actual number) who are female. Cumulative measure.	NEW	45%	41%	45%	41%	48.5%	Q1	N/A	GREEN	This quarter, we undertook 374 job preparation training and intervention activities with Workpath clients in this cohort. The range of activities are summarised in measure number 7. This quarter we have also supported 54 women into employment.
FOUR	28	Proportion of residents who complete their job preparation training with the Workpath service who are from BAME backgrounds	Workpath is a unique employment service for Tower Hamlets residents, providing a wide range of training and support to help people overcome their often multiple barriers to getting into work. Measuring the proportion of residents supported into work by the Workpath who are from Black, Asian and minority ethnic (BAME) backgrounds. Cumulative measure.	NEW	85%	77%	85%	77%	84.2%	Q1	N/A	AMBER	This quarter, we undertook 649 job preparation training and intervention activities with Workpath clients in this cohort. (The range of activities are summarised in measure number 7). We narrowly missed our target (by 0.82pts) but met minimum expectation. This quarter we also supported 93 BAME residents into employment. Workpath offers a range of internal and external training and support interventions, including high quality targeted basic skills and ESOL through Idea Store learning. All clients are facing significant barriers including practical concerns such as care responsibilities and debt; alongside multiple skills need, personal health issues, and low self-esteem and confidence. Ongoing pastoral care from the team and other providers is vital to ensure our targeted demographics are able to complete interventions, and so completion rates vary across subject and providers. The team will focus on ensuring consistent pastoral care across all provision with the caveat that every provider, including Workpath, is extremely stretched for resources. BAME clients have cited additional concerns about their health vulnerability in relation to Covid: access to quality broadband and devices; caring responsibilities. The service has never received complaints about its provision in relation to equalities and it is difficult to say whether the % fluctuation is simply a reasonable fluctuation given how small it is, or whether it will be ongoing. Further considerations could be dropout rates: for example, construction is a key focus for the service, but it is unpopular as a career choice for certain BAME groups. Whilst officers try to promote the myriad career pathways in construction and related sectors, some client s may start a course to try it but still drop out. Officers will clarify the reasons behind non completion of training and take steps to address those reasons. We also hope to see performance improve as the number of Covid cases continues to reduce along with the increase in vaccination take up.
FOUR	29	Proportion of residents who complete their job preparation training with the Workpath service who have disabilities	Workpath is a unique employment service for Tower Hamlets residents, providing a wide range of support to help people overcome their often multiple barriers to getting into work. Measuring the proportion of residents supported into work by the Workpath who have a disability or health problem. Cumulative measure.	NEW	15%	14%	15%	14%	13.2%	Q1	N/A	RED	This quarter, we undertook 102 job preparation training and intervention activities with Workpath clients in this cohort (The range of activities are summarised in measure number 7). We missed our target by 1.77pts. The Workpath service supports residents with multiple barriers into work. Covid has had a disproportionate impact on residents with disabilities, with many self-isolating or experiencing barriers when accessing remote intervention activities. We expect an improvement as the number of Covid cases continues to reduce along with the increase in vaccination take up. This quarter we also supported 28 disabled residents into employment. Aligning the training needs of peoples with disabilities is challenging. Most disabled people work part-time because of their additional barriers and some of the same issues apply to accessing training: eg. physical access, travel, broadband and IT access; not unique to people with disabilities, but some disabled people may have additional IT related barriers such as a need for suitable screens, keyboards, and adjustable desk/chair). Although the service is doing its upmost to deliver flexible and blended learning throughout lockdown and the slow return to face-to-face delivery, and has successfully pivoted for the most part, these additional issues need to be explored. The service has secured funding that could help with IT related issues and will investigate further what other barriers to the completion of training can be removed in the short and long term for people with disabilities. Clients will be contacted for additional feedback.



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FOUR	30	Proportion of residents who complete their job preparation training with the Workpath service who live in the most deprived postcode areas	Workpath is a unique employment service for Tower Hamlets residents, providing a wide range of support to help people overcome their often multiple barriers to getting into work. Measuring the proportion of residents supported into work by the Workpath who from deprived postcodes. Deprived postcodes has been defined postcodes in the bottom 3 deciles according to the Index of Multiple Deprivation (IMD). Cumulative	NEW	70%	63%	70%	63%	73.2%	Q1	N/A	GREEN	This quarter, we undertook 564 job preparation training and intervention activities with Workpath clients in this cohort. The range of activities are summarised in measure number 7. This quarter we have also supported 89 women into employment.
FOUR	31	Average annual income increase for residents receiving benefit maximisation support	This indicator measures the average annual increase in benefits achieved for residents who were supported to maximise their income on benefits (including backdated appeals and new benefits) (£). This is a demand-led service and therefore target represents the average achieved for residents over the past four years. However it should be noted that changes to welfare eligibility could reduce the amounts achieved.	£5,720.86	£6,130.7	£5,517.6	£6,130.7	£5,517.6	£6,578.38	Q1	↑	GREEN	Between April and June 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 £6,578.38. We achieved our target of £6,130.70. Residents can receive benefits maximization support from our in-house Tackling Poverty Team and through the LCF-funded Advice Tower Hamlets consortium of 12 partner organisations led by the Citizens Advice Bureau.
FOUR	32	Number of residents who are better off after receiving benefit maximisation support	Numerator of measure above: Average annual income increase for residents receiving benefit maximisation support	NEW	3980	3582	995	895	1367	Q1	N/A	GREEN	1367 Tower Hamlets residents have received benefits maximization support which has led them to be better off due their income being increased and/or through backdated payments. Our target of 995 was exceeded.
FOUR	33	Households whose homelessness has been prevented or relieved	Percentage of households whose homelessness was prevented or relieved via the Housing Options Service or through any funded initiative. Of those whose cases were closed in that quarter. Cumulative measure. Based on statutory returns.	44.9%	50.00%	45.0%	50.00%	45.0%	N/A	Q4	↑	GREEN	The latest published data is for Q4 2020/21. During Q4 43.22 percent of households who approached us with the threat of becoming homeless had their homelessness prevented or relieved. Our target of 26 percent was exceeded. This equates to 201 preventions in the quarter and 868 over the course of the year.

Priority 2

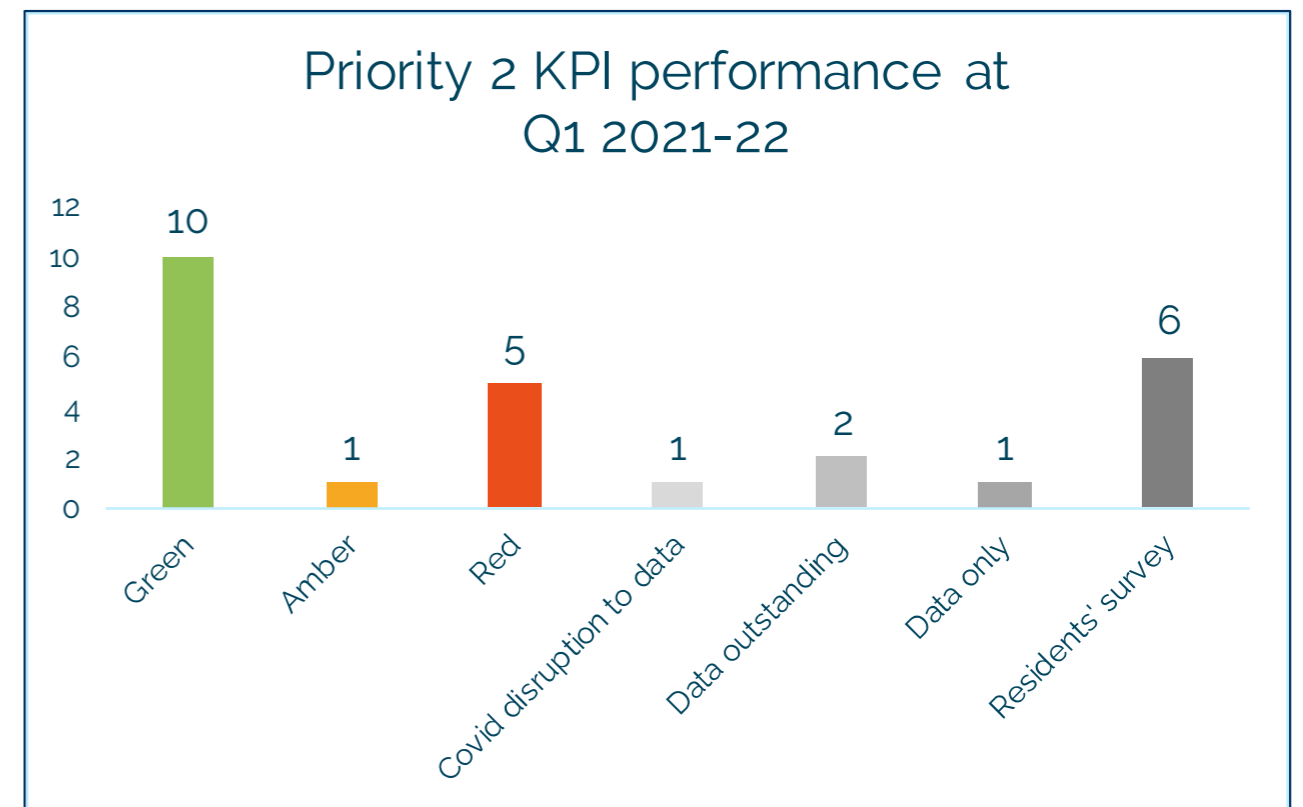
A borough that are residents
are proud of and love to live
in



We want to improve the quality of life of our residents by being the safest, greenest, cleanest and most environmentally sustainable borough where everyone can thrive and flourish

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

We have met or exceeded the target for ten measures. One measure fell short of the target but exceeded our minimum expectation. Unfortunately, we did not achieve our target for five measures. For the remaining measures there is no planned outturn this quarter or there is a delay in national data being released due to the pandemic.





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FIVE	34	Level of public realm cleanliness (litter)	This measure is based on a national methodology to assess the cleanliness of streets and the public realm relating to litter. Surveys of a sample of areas are carried out monthly across the borough. Results of all the surveys will be combined to get the annual result. Areas are scored against a national benchmark of cleanliness levels for litter, and the measure is expressed as the percentage of areas surveyed which meet or exceed the cleanliness standard.	86.13%	92.0%	82.8%	92.0%	82.8%	95.4%	Q1	↑	GREEN	Between April and June 2021, we have inspected 240 transects of land and found 229 of them to have met or exceeded the national cleanliness standard, equating 95.42 per cent. We exceeded our target of 92 percent. We have also introduced new technology to help us spot hotspots and target our resources to those areas more quickly. This quarter we have particularly focussed on clearing litter from our parks and open spaces.
FIVE	35	Level of CO2 emissions generated by the council's activities	Level of CO2 emissions generated by council activities (measuring % reduction from the baseline).	18.0%	50% (reduction on baseline equating to 4,500tCO2 emissions)	45.0%	N/A	N/A	N/A	2020/21	N/A	Data outstanding	We measure the reduction on emissions from our baseline year of 2018/19. Our carbon emissions in 2020/21 were 7,366 equating to an 18 percent reduction in carbon emissions compared to our baseline year. We missed our target of 26 percent. Whilst we saw a gas (24 percent) and electricity (6 percent) consumption, our emissions from the council's transport fleet increased (38 percent). One reason for the increase in emissions from our transport fleet is that the waste collection service transfer from external contractors back in-house bringing these emissions back in scope for being counted for this measure. In addition, the Covid pandemic response meant that we increased use of our vehicles, for example due to food distributions to our vulnerable residents.
FIVE	36	Level of household recycling	The measure looks at the percentage of household waste which is sent for reuse, recycling and composting. The end of year figure is based on the cumulative totals for the whole year while quarterly figures relate to performance in the quarter only.	20.5%	22.0%	20.5%	22.0%	20.5%	19.5%	Q4	↓	RED	19.5 percent of household waste generated in the borough was sent for reuse, recycling and composting. We have missed our target of 22 percent. The amount of household waste produced has increased with residents working from home. However persistent contamination of recycling with non-recyclable materials is a key reason why we have not met our target. We are currently planning a new recycling campaign to encourage residents to recycle more and recycle right.
FIVE	37	Proportion of primary school pupils benefiting from a school street at their school	Streets around schools are often dominated by idling cars and speeding traffic at drop off and pick-up times, resulting in air pollution and an environment that is generally unpleasant for walking and cycling. The numerator for this measure is the number of primary aged pupils who go to a school where a school street has been applied.	21.8%	45.3%	36.1%	27.0%	24.3%	27.0%	Q1	↑	GREEN	This quarter, 1.6 percent primary school aged children benefitted from traffic reduction measures outside their school, contributing to our annual target for this year of 45.3 percent for 2021/22. Added to the other school streets that we have already completed. This brings the total proportion of children who have benefitted to 27 percent.
FIVE	38	Proportion of the population who live in low traffic neighbourhoods	The % of the borough population who live within the boundaries of the liveable streets project/s. Population based on Census data.	0%	6 LTNs		6LTNs		N/A	Q4	N/A	Data outstanding	We are mapping the LTN areas to identify the proportion of residents that live within each LTN boundary. In addition, we are working to establish reporting methodology which will accurately reflect the street works and improvements that contribute towards LTNs.
FIVE	39	Residents engaged with initiatives which contribute to reducing air pollution	Air pollution is a major environmental risk to health. Influencing behavioural change by measuring the number of residents engaged with initiatives which aim to reduce air pollution. Including initiatives aimed at school children, residents and businesses in the borough. Initiatives and events as outlined in our Air Quality Action Plan.	NEW	376	338	94	84	214%	Q1	N/A	GREEN	One of the ways that we are tackling the issue of air pollution is through education, engagement and myth busting about engine idling. We engaged with 214 residents this quarter exceeding our target of 94.



Outcome	Measure Number	Indicator Name	Short description	Outturn 2020/21	Annual Target 2021/22	Annual Minimum Expectation 2021/22	Target 2021/22	Minimum Expectation 2021/22	Outturn Q1 2021/22	Last updated	Year on year trend	RAG status	Comment
SIX	40	Residents' satisfaction with the area as a place to live	This measure is taken from the council's residents' survey and is expressed as the percentage of respondents who are very / fairly satisfied with the local area as a place to live.	70% (2018/19)	72.2%	67.8%	72.2%	67.8%	N/A	2020/21	N/A	Residents' survey	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.
SIX	41	Level of affordable homes permitted (by habitable rooms)	The percentage of affordable homes by habitable room that have been given planning permission in the period. Counting habitable rooms is consistent with reporting with official reporting on the London Development Database (LDD) and our own policies. The % of habitable rooms measure will not equate to number of units because of housing need in the borough is for more family sized homes.	31.6%	50%	35%	50%	35%	37.27%	Q1	↑	AMBER	37.27 percent of homes permitted this quarter were classified as affordable (measured by habitable room), equating to 41 habitable rooms (13 homes). We exceeded our target of 35 percent but missed our aspirational target of 50 percent of all homes (by habitable room) being affordable. Our targets are subject to viability and we robustly scrutinise viability appraisals where they are lower than 35% affordable housing. Where a housing figure lower than 35% is accepted, relevant review mechanisms are secured to ensure that improvements in viability through the life of the development lead to increased affordable housing contributions. Whilst the council does have a new homes programme, the construction of most residential development in the borough is led by the private sector and registered providers (RPs). The council has a role in facilitating development through the planning process but cannot directly influence the construction or completion of new homes by private developers, including the affordable component. However our S106 agreements do require the affordable housing to be delivered in the first phases of a proposed development or to be pro-rata with the completion of the market housing, given this is the priority need. We continue to negotiate firmly on planning applications to ensure the maximum reasonable amount of affordable housing is secured at the planning stage. An increasing number of major applications are now following the fast-track route set out in London Plan policy which removes the need for time consuming viability negotiations, provided that a minimum of 35% affordable housing, with a policy compliant mix, is proposed. This will help the council to meet the overall target for level of affordable homes permitted.
SIX	42	Level of affordable homes completed (by habitable room)	Percentage of completed homes (by habitable room) that are classed as affordable.	25.9%	50%	35%	50%	35%	0%	Q1	↓	RED	No homes which were classified as affordable were completed this quarter (measured by habitable rooms). We missed our minimum expectation of 35 per cent. Housing completions are affected by a range of factors including build programmes that can vary considerably across different types of site and the cyclical nature of affordable housing grant allocations. Whilst the council does have a new homes programme, the construction of most residential development in the borough is led by the private sector and registered providers. The council has a role in facilitating development through the planning process but cannot directly influence the construction or completion of new homes by private developers, including the affordable component. The measure is reporting the percentage of affordable homes completed as evidenced by completion certificates issued by either an Approved Inspector or the council's Building Control department. There is typically a time lag between onsite inspection, practical completion so that occupiers can move in and the issue of certificates so the number of affordable homes completed in this period may increase if late arriving completion certificates are received.
SIX	43	Homeless households moved into affordable, sustainable housing	Moving residents out of temporary accommodation and into affordable, sustainable homes is a priority for the council. This indicator measures the number of all lets in the reporting period which were made to homeless households into social housing or into the private rented sector.	NEW	540	486	135	121	158.0%	Q1	↑	GREEN	158 homeless families have been moved into affordable, sustainable housing this quarter. We have exceeded our in-year target. 75 families at risk of homelessness were moved into social housing and 83 into the private rented sector.
SIX	44	Lettings to overcrowded households	Measuring the number of lets to households on the common housing register (in Bands 1&2 but excluding homeless households) who have been rehoused.	55.3%	50%	45%	50%	45%	68.1%	Q1	↑	GREEN	68.09 per cent of lets to in the quarter were to overcrowded households on the common housing register. The target was exceeded. This percentage represents lets for 207 families of the 304 total lets for this quarter to applicants on the housing register.
SIX	45	Level of temporary accommodation use	Moving towards target of reducing number of households in temporary accommodation to under 2,000 in three years time.	2,696	2,850	3,166	2,850	3,166	N/A	Q4	↑	GREEN	Latest available published data (Q4 2020/21) shows that 2,696 households are living in temporary accommodation in our borough. We are committed to reducing this number to under 2,000 within the next three years and we are putting actions and procedures in place to help us achieve this aim.
SIX	46	Number of regeneration outcomes secured	Measuring provisions towards regeneration outcomes achieved through planning consents including strategic sites and allocations in the Local Plan. The eight regeneration outcomes are: Infrastructure and Place-making; Reducing inequalities and enhancing wellbeing; Making communities safer and more cohesive; Public realm and environment; Affordable housing; Employment; Enterprise; and, Town centres and markets.	NEW	5 (out of 8)	4 (out of 8)	5 (out of 8)	4 (out of 8)	6.3	Q1	N/A	GREEN	Measuring the regeneration improvements and benefits that development brings to the Borough by counting the number of regeneration outcomes each development has identified that it will deliver. There are eight regeneration outcomes which are set out in our Local Plan, we therefore are scoring strategic planning permissions out of eight. This quarter three strategic planning applications were permitted: in Byng Street, land in Bethnal Green, and at Stroudley Walk, with an average score of 6.3 regeneration outcomes. We exceeded our target of scoring 5 regeneration outcomes out of 8. Note: Regeneration benefits from strategic planning permissions can often take several years to realise due to the length of time it can take to complete these developments.
SIX	47	Percentage of annual infrastructure target expenditure achieved	We have an ambitious investment programme in infrastructure and local services including schools, homes and parks. In January 2021, Cabinet approved our budget for 2021/22 this equates to just over £200m (general fund budget). Measuring the percentage of infrastructure spend target achieved to date. Cumulative measure	NEW	100%	82.0%	20.0%	18.0%	7.0%	Q1	N/A	RED	This quarter we have spent 7 percent of our infrastructure budget. Whilst we have missed our 20 percent target, 7 percent represents over £14 million out of a budget of over £199 million this year. We have spent more than 5 percent of the respective budgets for delivering our new Town Hall, works to council-owned assets and parks programmes such as sports facilities, playgrounds and biodiversity projects in our parks. In addition, we have spent a significant amount of infrastructure funding on areas in Liveable Streets Phase 1, part of our wider public realm improvement programme. We have spent less than we had expected to at this stage of the year on NHS-led projects because of focus on pandemic, Local Infrastructure Fund (LIF) capital projects and large-scale bridge projects, however these budgets have been re-profiled.



Outcome	Measure Number	Indicator Name	Short description	Outturn 2020/21	Annual Target 2021/22	Annual Minimum Expectation 2021/22	Target 2021/22	Minimum Expectation 2021/22	Outturn Q1 2021/22	Last updated	Year on year trend	RAG status	Comment
SEVEN	48	Young people entering the youth justice system for the first time	This measure looks at the number of young people who enter the youth justice system for the first time in their lives. The measure is calculated quarterly for a rolling 12 month period and is expressed as a rate per 100,000 people in the relevant age group. This standardisation enables comparison to other areas.	372	350	385	350	385	334.5	Q3	↑	GREEN	Ministry of Justice release data around six months in arrears. Latest available data is for Q3 2020/21. The number of young people entering the youth justice system for the first time for the rolling 12 month period to end of December 2020 was 98.
SEVEN	49	Young people reoffending rate	This measure looks at a cohort of young people who received a pre-court or court disposal or were released from custody within the 3-month cohort date range. The measure calculates the percentage of young people in the cohort that had a proven reoffence (an offence that resulted in a further outcome). This is known as the binary reoffending rate. Typically, the data for this measure comes from the Police National Computer and is published by the MoJ (Ministry of Justice). To allow time for proven reoffences the cohort is always 18-24 months prior to the period being reported on by the MoJ.	N/A	33.7%	37.07%	33.7%	37.07%	N/A	Q3	N/A	Covid disruption to data	This data comes from the Ministry of Justice and their data release has been delayed.
SEVEN	50	Residents' concern about crime and anti-social behaviour	This measure is taken from the council's residents' survey and is expressed as the percentage of respondents who felt that crime and Anti-Social Behaviour was ranked in the top three concerns for them.	48.0% 2018/19	45.1%	50.9%	45.1%	50.9%	N/A	2020/21	N/A	Residents' survey	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.
SEVEN	51	Residents' feeling of safety in their local area	This measure is taken from the council's residents' survey and is expressed as a percentage of respondents who feel safe in their local area during the daytime.	86.0% 2018/19	88.0%	84.0%	88.0%	84.0%	N/A	2020/21	N/A	Residents' survey	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.
Seven	53	Victims of violence against women and girls who feel safer after engaging with victim support	This indicator measures the effectiveness of the council's commissioned service. The council commissions a service to support women and girls who have experienced domestic abuse. The measure is derived from the results of a self-completion satisfaction survey that all those who have used the service are invited to complete and forms part of the contract monitoring of the commissioned service. This is a new measure, slightly changed from a previous one that used to include feelings of safety of Hate Crime victims as	90.5%	86.0%	77.4%	86.0%	77.4%	92.5%	Q1	↓	GREEN	We have commissioned Solace, an independent charity supporting victims of domestic violence. In Q1, 92.5 percent of victims of violence against women and girls feel safer after engaging with victim support. We exceeded our target. This achievement equates better outcomes for 49 victims of domestic violence.
SEVEN	52	Drug users (opiate users) successfully completing treatment and not returning within 6 months	This indicator looks at successful addiction recovery. It shows the proportion of opiate users that left drug treatment successfully (free of drug(s) dependence) who do not return to treatment again within 6 months expressed as a proportion of the total number of opiate users in treatment. It is well evidenced that cessation of drug use reduces re-offending significantly, reduces infection transmission and improves health and well-being.	3.3%	4.50%	4.00%	4.50%	4.00%	3.25%	May-21	↑	RED	40 opiate users left our drug treatment service successfully free of drug dependence and did not return within six months. This achievement equates to a rate of 3.25 per cent of all clients in drug treatment. We have not met our target of 4.5 per cent. Covid-19 continues to present 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 secured an additional facility which will be opening in the Autumn. It will allow the treatment service to operate within social distancing rules while more service users can access treatment face to face, which should impact positively on treatment outcomes.
SEVEN	54	Criminal justice clients successfully completing drugs and alcohol treatment	This indicator looks at successful addiction recovery of clients coming through the criminal justice system. It shows the drug and alcohol users that left treatment successfully. It is well evidenced that cessation of drug use reduces re-offending significantly, and improves health and well-being.	7.0%	10.0%	9.0%	10.0%	9.0%	7.9%	May-21	N/A	RED	We did not meet our target. Overall the number of criminal justice clients in treatment has fallen over the last 12 months while the number of successful treatment discharges has decreased too. Covid-19 presents a risk to clients staying alcohol-free and it is not appropriate therefore to rush the discharge treatment which would mean removing support networks. We have recently received additional funding from the Home Office as part of the ADDER programme. Some funding will be for new projects which will aim to increase engagement of those coming out of the criminal justice system with community treatment and to improve their recovery outcomes.



Outcome	Measure Number	Indicator Name	Short description	Outturn 2020/21	Annual Target 2021/22	Annual Minimum Expectation 2021/22	Target 2021/22	Minimum Expectation 2021/22	Outturn Q1 2021/22	Last updated	Year on year trend	RAG status	Comment
EIGHT	55	Residents' level of volunteering	This measure is taken from the council's residents survey and is expressed as a percentage of respondents who answered yes to the statement 'over the last 12 months, how often, if at all, have you taken part in any volunteering activities? By volunteering, we mean giving unpaid help through groups, clubs, schools or organisations for the benefit of others'.	N/A	23.4%	18.6%	23.4%	18.6%	N/A	2020/21	N/A	Residents' survey	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.
EIGHT	56	Level of hate crime	MOPAC Local Borough Police Priority - Number of offences of hate reported to the Police including Disability, Faith, Homophobic, Racist and Transgender. This is a 12 months rolling measure.	1,140	N/A	N/A	N/A	N/A	1,313	Q1	N/A	Data only	This is a contextual measure. We do not set targets.
EIGHT	57	Residents' perception of people from different backgrounds getting on well	This measure is taken from the council's residents survey and is expressed as the percentage of respondents who feel that 'people from different backgrounds who get on well together'.	78.0% 2018/19	80.4%	75.6%	80.4%	75.6%	N/A	2020/21	N/A	Residents' survey	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.
EIGHT	58	Percentage of Idea Store learners who pass their English for Speakers of Other Languages (ESOL) course	This measure is a subset of the overall Idea Store learning measure in Outcome 1.	98.0%	80.00%	72.00%	80.00%	72.00%	100.0%	Q1	↑	GREEN	Term Y covers those learners who took longer than one individual term to pass their ESOL course. In Term Y, 219 residents enrolled achieving 100 percent pass rate. We exceeded our target of 75 percent.
EIGHT	59	Proportion of residents who have friends from other ethnic backgrounds	This measure is taken from the council's residents survey and is expressed as the percentage of respondents who state that they have friends from different ethnic backgrounds to themselves.	76.0%	Not set	Not set	Not set	Not set	N/A	2020/21	N/A	Residents' survey	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.

Priority 3

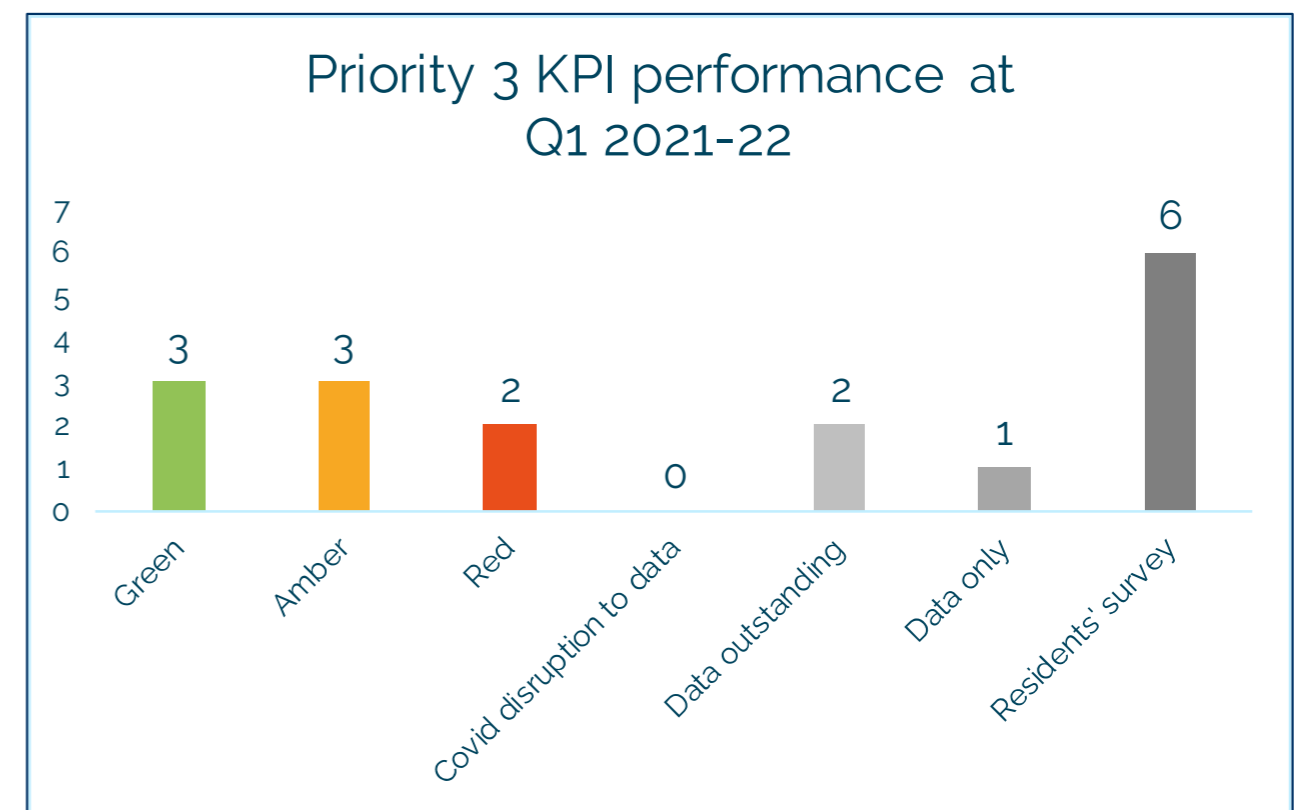
A dynamic, outcomes-based council using digital innovation and partnership working to respond to the changing needs of our borough



We are transforming our services in a way that manages expectations, demand and makes the best use of limited resources while continuing to improve people's experience of the borough

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

We have met or exceeded the target for three measures. Three measures fell short of the target but exceeded our minimum expectation. Unfortunately, we did not achieve our target for two measures. For the remaining measures there is no planned outturn this quarter or there is a delay in national data being released due to the pandemic.





Outcome	Measure Number	Indicator Name	Short description	Outturn 2020/21	Annual Target 2021/22	Annual Minimum Expectation 2021/22	Target 2021/22	Minimum Expectation 2021/22	Outturn Q1 2021/22	Last updated	Year on year trend	RAG status	Comment
NINE	60	Service user satisfaction with the council's online service offer	This indicator measures the percentage of customers who are satisfied with the online customer experience.	50.0%	70.0%	60.0%	70.0%	60.0%	88.8%	Q4	↑	GREEN	After completing an online transaction, we ask service users to rate their satisfaction with our service offer out of five. In Q1, 7,170 residents who completed an online form said they were satisfied with the council's online service offer (providing a rating of three or more out of five stars). We are now measuring satisfaction for over 40 online forms, including in the topic areas of council tax, refuse collection, planning, parking and anti-social behaviour.
NINE	61	Proportion of the most frequent council transactions completed online	This indicator measures the percentage of most frequent council transactions that are completed online as oppose to over the telephone.	NEW	50.0%	40.0%	50.0%	40.0%	N/A	N/A	N/A	Data outstanding	Methodology still to be agreed
NINE	62	User satisfaction with libraries and Idea Stores	This measure is taken from the council's residents survey and is expressed as the percentage of respondents who agree a great deal or to some extent with the statement 'the council involves residents when making decisions'.	60.0% 2018/19	64.9%	59.1%	64.9%	59.1%	N/A	2020/21	N/A	Residents' survey	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.
NINE	63	Residents' perception of being involved in decision-making	This measure is taken from the council's residents survey and is expressed as the percentage of respondents who agree a great deal or to some extent with the statement 'the council keeps residents informed about decisions'.	57.0% 2018/19	59.9%	54.1%	59.9%	54.1%	N/A	2020/21	N/A	Residents' survey	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.
NINE	64	Residents' perception of being kept informed by the council	This measure is taken from the council's residents survey and is expressed as the percentage of respondents who agree a great deal or to some extent with the statement 'the council keeps residents informed about what it is doing'.	72.0% 2018/19	74.6%	69.4%	74.6%	69.4%	N/A	2020/21	N/A	Residents' survey	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.
NINE	65	Residents' perception of council transparency	This measure is taken from the council's residents survey and is expressed as the percentage of respondents who agree a great deal or to some extent with the statement 'the council is open and transparent about its activities'.	51.0% 2018/19	53.9%	48.1%	53.9%	48.1%	N/A	2020/21	N/A	Residents' survey	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.
TEN	66	Children and young people accessing mental health services	This measure gives the percentage of children and young people aged 0 - 18 who have a diagnosable mental health condition and are receiving treatment to support their mental wellbeing.	27.1%	35.0%	35.0%	35.0%	35.0%	N/A	2020/21	↓	Data outstanding	Data is currently reported at aggregated level by East London Foundations Trust (ELFT) for Tower Hamlets, Newham and City and Hackney. We are working with ELFT to agree the CAMHS data set, that will include borough level access.
TEN	67	Number of residents supported into employment by the Workpath partnership	This measure is a count of the number of residents supported into work through support from the Workpath partnership, consisting of the council's Workpath service and a range of internal and external partners. Cumulative measure.	692	761	692	190	173	360	Q1	↑	GREEN	360 Tower Hamlets residents have been supported into work by our Workpath partnership. We have exceeded our in-year target of 191. This quarter 124 residents were placed into CLW, 72 into JETS, and 64 via Poplar Harca
TEN	68	Resident satisfaction with council and partner response to anti-social behaviour (ASB)	This measure is from the council's annual resident survey and shows the percentage of respondents who are satisfied with the council and partners response to ASB.	52.0% 2018/19	54.9%	49.1%	54.9%	49.1%	N/A	2020/21	N/A	Residents' survey	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	69	Residential and nursing admissions (over 65s)	This measure is from the Adult Social Care Outcomes Framework (ASCOF 2a pt 2) national set of metrics and is a key Better Care Fund indicator for assessing the effectiveness of integrated work across the local health and care system. It measures the number of council-supported older adults (65+) whose long-term support needs were met by a change of setting to residential and nursing care during the year (excluding transfers	330.8	350	380	87.5	100	91.1	Q1	↓	AMBER	In Q1 there were 19 permanent admissions of older people to residential or nursing homes. To meet the target range of 350 admissions per 100,000 people over 65, we need to admit fewer than 6 people per month to nursing or residential settings. We have narrowly missed the target, mainly because there are high numbers of people being discharged from hospital with complex care needs who cannot be supported in their own homes. Hospital bed occupancy remains high and this relates to the ongoing impact of the Covid 19 pandemic. We are working closely with the hospital and our health partners to monitor the situation and ensure that people are discharged safely to their own homes as far as possible.



Outcome	Measure Number	Indicator Name	Short description	Outturn 2020/21	Annual Target 2021/22	Annual Minimum Expectation 2021/22	Target 2021/22	Minimum Expectation 2021/22	Outturn Q1 2021/22	Last updated	Year on year trend	RAG status	Comment
ELEVEN	70	Council staff sickness absence rate	This measure looks at the average number of sickness absence days per full-time equivalent employee over the past 12 months. The measure is reported monthly as a rolling 12 month figure.	12.73 days	8 days	10.24 days	8 days	10.24 days	11.4%	Q1	↑	RED	The average number of sickness absence days per full time equivalent employee over the past 12 months was 11.35 days. We missed our target of 8 days. Like many organisations, we have seen a significant rise in absence associated with Covid-19. Our Mental Health First Aiders are available to all council staff. We are also providing health and wellbeing support to all staff via our Occupational Health providers. We have also implemented an employee assistance programme and physiotherapy services to those in need.
ELEVEN	71	Council staff turnover rate	Measuring the percentage of staff who have left the organisation in the rolling 12 month period. As a proxy of staff retention.	11.7%	10.00%	12.00%	10.00%	12.00%	13.8%	Q1	↓	RED	13.8 percent of staff left the organisation over the last 12 months. Performance fell short of our 10 percent target. 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.
ELEVEN	72	Percentage of top 5 % of earners who are women	Of all staff earning top 5%, what per centage are women. Based on gross pay and excluding any school staff. Applies to permanent staff and staff who have been employed for over a year. Snapshot at end of each period.	NEW	50.00%	48.83%	50.00%	48.83%	48.2%	Q1	N/A	AMBER	48.2 percent of our senior staff are women, we missed our target of 50 percent but exceeded our minimum expectation target. This percentage equates to 100.5 full time equivalent staff. During this Q1 there has been a higher number of female staff, within the top percent of earners' salary range, who have left due to retirement, end of fixed term contracts and resignation as a promotional opportunity. There are a number of recruitments, within the top percent of earners' salary range, which are currently being undertaken in line with our commitment to diversity. It is hoped and anticipated that recruitment into these roles will attract the appointment of women with the right skills and experiences.
ELEVEN	73	Percentage of top 5 % of earners from black and minority ethnic communities	Of all staff earning top 5%, what per centage are from black and minority ethnic communities. Based on gross pay and excluding any school staff. Applies to permanent staff and staff who have been employed for over a year. Snapshot at end of each period.	NEW	TBC	TBC	TBC	TBC	32.6%	Q1	N/A	Data only	32.6 percent of our senior staff are BAME, equating to just over 68 full time equivalent staff. A target for this measure has not yet been set.
ELEVEN	74	Residents' perception of the council doing a better job than last year	This measure is taken from the council's residents survey and is expressed as the percentage of respondents who agree a great deal or to some extent that the council is doing a better job than a year ago.	59.0% 2018/19	61.9%	56.1%	61.9%	56.1%	N/A	2020/21	N/A	Residents' survey	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.
ELEVEN	75	Budget variance for the general fund	This measure looks at the variance of the general fund actual spend against the budget to date.	-0.20%	+/-2.5%	+/-2.5%	+/-2.5%	+/-2.5%	N/A	2020/21	N/A	GREEN	Provisional outturn reported. £19m underspend equates to 0.2% of the general fund budget. Final 2021/22 outturn will be reported at final close of accounts. Q1 outturn will be presented to Cabinet in July 2021, setting out the council's provisional outturn performance against budget.
ELEVEN	76	Media and press view of the council	This measure looks at the percentage of positive and neutral media coverage (trade, local, regional, national and BME media) of the council as an organisation, across a range of media platforms, that is either positive or neutral in tone.	91.6%	80.00%	70.00%	80.00%	70.00%	79.7%	Q1	↓	AMBER	<p>This quarter there were 892 pieces of media on the council of which 711 were assessed as being positive or neutral in content, equating to 79.7 per cent. Our target of 80 per cent was narrowly missed. It should be noted that the target has gone up from 50% to 80% which is a high target coupled with the fact that most of the negative media coverage is out of the control of the Communications Service. Instead the Communications Service focuses on proactive communications across all our channels including media to tell our story. Negative coverage is flagged to services via Senior Communications Officers and media monitoring, and we try to combat it by telling our story proactively.</p> <p>In this case, some of the reasons for the figure not reaching 80% could be the purdah period which reduces the amount of proactive work the council does and proactive communications. There were also issues which resulted in negative coverage including the low uptake of Covid vaccinations in Tower Hamlets, a judicial review being granted to protect a Mulberry tree from being dug up and plans for the Chinese embassy to be relocated in the borough. In these cases the Communications Service would have created lines with the service to explain our position, and also tried to be proactive in helping to improve outcomes - for example with Covid vaccinations. On the whole, 79% positive or neutral coverage is a very good outcome for a local authority.</p> <p>As a Communications Service, our focus is proactive communications to tell our story and to that end in June we agreed the key communications themes. Criticism of Covid vaccinations, Mulberry tree or the Chinese embassy attracted significant negative media coverage as they are high profile stories.</p>