

<b>Cabinet</b>  20 September 2023	 <b>TOWER HAMLETS</b>
<b>Report of:</b> Robin Beattie, Interim Director of Strategy. Improvement and Transformation	<b>Classification:</b> Unrestricted
<b>Q1 Performance Report: Year 2 of the Annual Delivery Plan of the Strategic Plan 2022-2024</b>	

<b>Lead Member</b>	<b>Lutfur Rahman – Mayor of Tower Hamlets</b>
<b>Originating Officer(s)</b>	Stephen Bramah, Corporate Head of Strategy and Improvement
<b>Wards affected</b>	All
<b>Key Decision?</b>	No
<b>Reason for Key Decision</b>	This report has been reviewed as not meeting the Key Decision criteria.
<b>Forward Plan Notice Published</b>	No
<b>Strategic Plan Priority / Outcome</b>	<b>All 8 Strategic Priorities:</b> Priority One: Tackling the Cost of Living Priority Two: Homes for the Future Priority Three: Accelerate Education Priority Four: Boost culture, business, jobs and leisure Priority Five: Invest in Public Services Priority Six: Empower Communities and Fight Crime Priority Seven: A Clean and Green Future Priority Eight: A Council that listens and works for everyone

## Executive Summary

This report provides the Mayor in Cabinet with a Quarter 1 monitoring update of Year 2 Annual Delivery Plan 2023-24 performance measures.

The delivery status of operations relevant to the council’s strategic objectives is reported within the intention to give a clear understanding of the council’s current performance.

This data is provided to inform any necessary decisions or actions arising from current operational delivery.

## **Recommendations:**

The Mayor in Cabinet is recommended to:

1. Note the strategic delivery and performance report for Q1 covering the period of 1<sup>st</sup> April 2023 to 30<sup>th</sup> June 2023 (This cover report).
2. Review the status of 51 performance measures in Q1 tracking the delivery of Year 2 of the Strategic Plan 2022-2024 (See Appendix A).

### **1 REASONS FOR THE DECISIONS**

- 1.1 The council's reporting cycle – the *draft Performance Management & Accountability Framework 2023-24* is set up to provide quarterly update reports for the delivery of the Strategic Plan 2022-2024 including operational performance measures.
- 1.2 Targeted performance measurement is relevant to strategic policy as it helps services to be designed so that they can deliver strategic objectives.
- 1.3 By examining performance measures of operational activity, the council can make informed decisions about how to effectively steer resources towards the goals of the organisation.

### **2 ALTERNATIVE OPTIONS**

- 2.1 The Cabinet may decide not to review the performance information. This is not recommended as Members have a key role to review and challenge under-performance and utilise performance information to inform resource allocation.

### **3 DETAILS OF THE REPORT**

- 3.1 *Background*
- 3.2 The last year has seen a new administration begin work following the council and mayoral election of May 2022. The council has created a new strategic plan for the 2022 -2026 period and started investing in a range of services to delivering strategic improvement in the way the council serves its residents. We are now in the second year of the mayoral administration. A new annual delivery plan for Year 2 was agreed at July's Cabinet setting ambitious targets with the focus on improvement and delivery.
- 3.3 The Strategic Plan 2022-24 adopted eight new corporate priorities that provide a framework for action to improve services and being about strategic change for Tower Hamlets on 1<sup>st</sup> August 2022. This Plan translates mayoral priorities into operational deliverables and eight strategic priorities. Through monitoring key deliverables published in the Strategic Plan, the council can support and implement strategic improvements for the borough.
- 3.4 Summary Status

RAG Status	Y1Q1	Y1Q2	Y1Q3	Y1Q4	Y2Q1
Green	20	18	21	25	21
Amber	7	10	5	5	6
Red	6	6	9	10	4
No data currently	2	1	0	3	7
Data only	9	9	9	6	6
Reported annually	5	5	5	0	5
Service not operational	2	2	2	2	2
<b>Total</b>	<b>51</b>	<b>51</b>	<b>51</b>	<b>51</b>	<b>51</b>

### Performance Summary

3.5 At the end of Quarter 1 (April to June 2023), 51 performance indicators are reported in 7 categories as follows:

- 21 have met or exceeded their target (Green)
- 6 are between target and minimum (Amber)
- 4 are below target (Red)
- 7 have no data currently (this number will decrease closer to cabinet as data arrives)
- 6 data only (contextual information)
- 5 are reported annually,
- 2 the service is not operational yet.

Under 'No data currently' for 2 indicators data will be available in August 2024, and another 3 indicators will be available at the end of September 2023 and one is reported in arrears in Q3 as validated data for Q1 published by the Department of Levelling Up, Housing and Communities.

During April, May and June 2023 a number of services continue to steadily deliver across key services and a range of priority themes related to the Strategic Plan.

To help tackle the cost of living crisis we provided 477 tonnes of food to food aid organisations to distribute in the borough and 21,437 children and young people attended holiday activities and food programme during the school holidays.

To improve local housing conditions, 734 privately rented properties were visited to check for compliance with licensing schemes for homes in multiple occupation. To 'Accelerate Education' 1, 709 young people registered with the Council's youth centres since April and 7, 684 children supported by the Early Help Children and Family Service. To boost culture, business, jobs and leisure we delivered a higher number of events with community street parties held to celebrate the King's Coronation in June. 41 events were delivered. To boost local prosperity, 982 new jobs, training and apprenticeship opportunities were secured for local people. To Invest in public services, 302 residents successfully quit smoking for 4 weeks. And to empower communities and fight crime, 6,378 hours of uniformed patrols were delivered by the Safer Neighbourhood Operations Service during April, May and June.

### **Tackling the cost of living (Priority one)**

- 3.6 We monitor six performance indicators under five measures (1.01 -1.05) for this priority. Two are reported annually; there is currently no data for one indicator (at the time of writing this report), one indicator has fallen short of its Q1 target, and two are meeting or exceeding its Q1 target.

#### Two Annually Reported KPIs

- 3.7 We are tackling the cost-of-living crisis by investing £1.1 million per year to support young people into post-16 education through the Education Maintenance Allowance (EMA) and the University Bursary Award (UBA). Data for (KPI 001) EMA and (KPI 002) UBA is reported annually at the end of the academic year.

#### One No Data KPI

- 3.8 There is currently no data available for (KPI 003) Percentage of homelessness cases prevented or relieved. This measure is reported in arrears as validated data for Q1 which is set to be published by the Department of Levelling Up, Housing and Communities in Q3. The second measure is likely to be reported prior to the cabinet report publication, although it is noteworthy that this measure was below the minimum threshold during all of 2022-23.

#### One Red KPI

- 3.9 (KPI 004) 71 people presenting as homeless were supported into sustainable accommodation in Q1 which is below the minimum threshold of 99 people.

#### Two Green On track KPIs

- 3.10 (KPI 005) Number of attendances to holiday activities and food programme during school holidays exceeded its Q1 target of 70,000 by 6,575 with 76,575 attendances. This service is performing almost 10% over target.
- 3.11 (KPI 006) Tonnes of food provided to aid food organisations also exceeded its Q1 target of 450 tonnes by 27 tonnes with 477 tonnes of food distributed and on track and rated Green.

### **Homes for the Future (Priority two)**

- 3.12 We monitor five performance indicators under 3 measures (2.01, 2.07, 2.09 measures) for this priority. 3 indicators are Data Only, 1 indicator is Amber and 1 is at or above its Q1 target.

#### Three Data Only KPIs

- 3.13 These are market led KPIs. (KPI 007) There were 74 Net additions to the housing stock. The figures may change further to detailed checks of the information behind the numbers; it is expected the completed homes figures will increase. However, the low numbers reflect the current issues in the housing market and wider economy and the uncertainty created by requirement for two staircases in buildings over 30m (and government recently announced that will apply to residential developments above 18m, which will impact more schemes). Negotiations continue with developers to unblock schemes and secure the maximum level of affordable housing.

3.14 (KPI 008) 26 Number of affordable homes were consented in Q1. The low numbers reflect the current issues in the housing market and the uncertainty created by requirement for two staircases in buildings over 18m (reduced from the 30m originally consulted on). The Planning team continue to work with applicants to bring forward schemes and maximise affordable housing and are also investigating barriers to progress, particularly within the planning system to speed up the issuing of planning decisions.

3.15 (KPI 009) 54 Number of affordable homes were delivered in Q1. The council has limited influence over the build out of schemes. Completions coming on stream now will have received permission a number of years ago. The planning team are talking to developers to understand blockages to delivery, how the staircase requirements are impacting consented schemes and to support the delivery of affordable homes.

#### One Amber KPI

3.16 (KPI 010) 49% Lets were achieved to overcrowded households in Q1. This exceeds the minimum 48% threshold for Q1 and falls below 53% Q1 target.

#### One Green On track KPI

3.17 (KPI 011) Number of privately rented properties visited has exceeded its Q1 target of 437 by 297 with 734 visits completed. This KPI is on track and Green. In year one, this measure underperformed, so this is a sign the service has improved efficiency regarding visits.

#### **Accelerate Education (Priority three)**

3.18 We monitor 18 performance indicators under 8 measures. (3.01, 3.02, 3.06, 3.17, 3.19, 3.20, 3.21, 3.22) for this priority. 2 are Amber, 3 Data only, 7 Green, 4 No data currently (at the time of writing this report), and 2 where the is service is not operational yet.

#### Two Amber KPIs

3.19 (KPI 022) Percentage of Idea Store learners who pass a Skills for Life course is slightly below Q1 target of 95% and stands at 94%. This figure will be updated over the summer period once all results are returned and uploaded. This KPI has been rated Amber subject to a further update.

3.20 (KPI 028) % of Care Leavers aged 17-25 who are in education, employment or training (EET) has fallen short of its Q1 target of 70% with 66% care leavers who are EET due to a number of issues affecting the data around immigration, right to work status and cost of living crisis. The service anticipate that at the start of the new academic year in September/October 2023 there will be a fall in the NEET figures. This KPI is Amber.

#### Three Data Only KPIs

3.21 (KPI 020) The number of active education, health and care (EHC) plans is a demand led service, and as such does not have strategic targets. The demand is monitored as a strategic interest, and demand has risen and continues to do so. There are 4,284 active plans; within the last year, demand

for the service has risen considerably by 606 new active plans in place since last year's Q1 2022-23 figure of 3,678 active plans. Additional staffing is being allocated to maintain current plans and complete initial assessments for new plans within the statutory 20-week timeline.

3.22 (KPI 027) 245 number of children were subject to protection plans in Q1. As this service is demand led it is rated as 'Data Only'.

3.23 (KPI 029) 294 number of children were looked after in Q1. This is a demand led service so rated as Data Only.

#### Seven Green On track KPIs

3.24 (KPI 016) Number of young people who contacted and registered with the Council's and Council commissioned youth centres exceeded its Q1 target of 1,450 by 259 with 1,709 contacted and registered. This KPI is on track and Green.

3.25 (KPI 017) The number of users who regularly attend the Council's and Council commissioned youth centres exceeded its Q1 target of 1000 by 286 with 1286 young people attending. This KPI is on track and Green.

3.26 (KPI 018) The number of young people engaged with the Council's and Council commissioned youth centres who achieve a **recorded** outcome exceeded its Q1 target of 463 by 31 more young people achieving a recorded outcome. This means that in Q1 494 young people engaged with the Council's and Council commissioned youth centres who achieved a recorded outcome. This KPI is on track and Green.

3.27 (KPI 019) 150 young people who engaged with the Council's and Council commissioned youth centres achieved an **accredited** outcome and meeting the Q1 target. This KPI is on track and Green.

3.28 (KPI 021) % of education, health and care (EHC) assessments completed within 20 weeks exceeded its Q1 target of 35% and currently stands at 50%. This follows concerted efforts to ensure that EHC assessments are completed in a timely manner. This KPI is on track and Green.

3.29 (KPI 023) The number of children supported by the Early Help Children and Family Service exceeded its Q1 target of 70,000 by 684 more children supported. In Q1 7,684 children were supported by the Early Help Children and Family Service. A Tower Hamlets Early Help Strategy 2023-2025 is in place. This is on track and Green.

3.30 (KPI 024) % of contacts into MASH that are reviewed and progressed within timescales has met its Q1 target of 95%. This KPI is on track and rated Green.

#### Four No data currently

3.31 (KPI 012) Q1 data for Number of primary school pupils in KS2 receiving council-funded free school meals will be available in August 2023 but is not

available at the time of writing this report. (KPI 013) % of primary school pupils in KS2 receiving council-funded FSM will also be available in August 2023.

- 3.32 (KPI 025) Rate of first-time entrants to the Youth Justice system Q1 data will be available end of September 2023. (KPI 026) % of young people that re-offend system Q1 data will also be available end of September 2023. The Youth Justice Board publish the data nationally and will not be available until end September 2023. Lower performance is better for this measure.

#### 2 Service not operational KPIs

- 3.33 (KPI 014 & KPI 015) Q1 data for Number of secondary school pupils receiving council-funded FSM and % of secondary school pupils receiving council-funded FSM is not yet available as the Service is not operational. It is due to commence with the new school year, with data beginning to be collected in late Q2.

#### **Boost culture, business, jobs and leisure (Priority four)**

- 3.34 We monitor four performance indicators under four measures (4.01, 4.03, 4.12, 4.16) for this priority. 3 are Green meeting or exceeding its Q1 set target, and 1 KPI is rated Amber.

#### Three Green On track KPIs

- 3.35 (KPI 030) 41 number of arts events were delivered and exceeding its Q1 set target of 35. The higher number of events were due to community street parties and community park events to celebrate the King's Coronation in June 2023. This KPI is on track on rated Green.
- 3.36 (KPI 032) The number of new jobs, training and apprenticeship opportunities enabled for local people exceeded its Q1 target of 625 by 357 more opportunities for local people to increase their prosperity with 982 new jobs, training and apprenticeship opportunities enabled for local people. This KPI is on track and Green.
- 3.37 (KPI 033) 279 enterprises were supported through the council's business programmes in Q1 resulting in 116 more enterprises supported and exceeding the Q1 target of 163. After strong performance in Q1 we remain on target to reach our annual profiles for this reporting indicator. This KPI is on track on rated Green.

#### Amber KPIs

- 3.38 (KPI 031) In Q1 47.8% of leisure centre member base were female, and slightly below its Q1 target of 49.2% and rated Amber. This is a positive movement on female membership base throughout the borough with a slight increase with additional programmed activity.

#### **Invest in Public services (Priority five)**

- 3.39 We monitor six performance indicators under two measures (5.07 and 5.10) for this priority. 3 are Green meeting or exceeding its Q1 set target, 1 KPI is reported annually, 1 KPI is Amber and 1 KPI is rated Red.

#### Three Green On track KPIs

- 3.40 (KPI 035) There were 59.7 permanent admissions to residential and nursing care 65+ per 100,000 in Q1. The outturn for Q1 is within the set target of 79. This metric is based on a rate calculation and is cumulative, meaning the number will grow each quarter up to end of Q4 (315). Lower is better for this metric i.e. by year end we are aiming to have an admission rate below 315 per 100,000 people for the full year.
- 3.41 (KPI 039) Number of smoking cessation 4 week quits. An estimated 302 people registered to this programme. The actual report will be available by the end of August 2023 but is not available at the time of writing this report. This is on track and Green.
- 3.42 (KPI 040) Number of smoking cessation 4 week quits (BAME). An estimated 160 from ethnic minority backgrounds registered to this programme. The actual report will be available by the end of August 2023 but is not available at the time of writing this report. This is on track and Green.

#### One Red KPI

- 3.43 (KPI 036) % of people who are signposted to find appropriate advice & support in the wider community that helps them to maintain their independence. The minimum target of 60% was missed by three percentage points in Q1. Tower Hamlets Connect is making appropriate referrals, which is positive. It is too early to see if this is an outlier or ongoing trend. The 57 percent rate may well reflect an increase in needs, which will need to be explored further. This is graded Red.

#### One Reported Annually KPI

- 3.44 (KPI 037) The indicator for overall satisfaction with care and support services received is reported annually. It is expected that the findings from the Adult Social Care survey 2022-23 will be published mid-autumn this year.

#### Amber KPIs

- 3.45 (KPI 038) 83% service users surveyed who agree with the statement "Overall I have a positive experience of the services I am receiving from the homecare agency" which is above Q1 minimum target of 80% and below 85% and Amber.

#### **Empower Communities and Fight Crime (Priority six)**

- 3.46 We monitor four performance indicators under one measure (6.02) for this priority. 3 are Green meeting or exceeding its Q1 set target, and 1 KPI has no data as it is published by National Drug Treatment Monitoring System (NDTMS) on 28th of September 2023.

#### 3 Green On track KPIs

- 3.47 (KPI 041) 60 upgraded CCTV cameras are operational exceeding its set target of 26 for Q1. 350 upgrades is the overall program target. 247 was

completed on 2022/23, with a delay due to the global supply chain, leaving 103 outstanding. This is on track and Green.

3.48 (KPI 042) 6, 378 number of hours of uniformed patrols delivered by the Safer Neighbourhood Operations Service exceeded its set target of 3,750 for Q1. This is on track and Green.

3.49 (KPI 043) 97% Victims of violence against women and girls who feel safer after engaging with commissioned provider exceeding its set target of 80% for Q1. This is on track and Green.

#### No Data KPI

3.50 (KPI 044) Adults with substance misuse treatment need who successfully engage in community-based structured treatment following release from prison – this data is published in September by an external body (NDTMS).

#### **A Clean and Green future (Priority seven)**

3.51 We monitor five performance indicators under five measures (7.08, 7.10, 7.11, 7.13, 7.20) for this priority. 2 KPIs are Green meeting and currently or exceeding its Q1 set target, 2 KPIs are graded No data currently and 1 KPI is below target and graded Red.

#### Three Green On track KPIs

3.52 (KPI 045) *Zero Number of trees planted in Q1 and reflects the fact that it is not planting season for trees (Trees are being routinely planted during quarters 3 and 4). Batches of projected trees are currently reserved with the dedicated contractor for the upcoming planting season and the service continues to monitor and review these arrangements should plans alter throughout the year. This is on track and Green.*

3.53 (KPI 047) 379% percentage of enforcement actions to fly-tip incidents exceeding its set target of 150% for Q1. This measure looks at the ratio of enforcement action to fly-tips reported by residents and crew. This is on track and Green.

#### One No Data KPI

3.54 (KPI 034) Number of missed collections per 100,000 households is currently waiting for Q1 data at the time of writing this report.

#### Two Red KPIs

3.55 (KPI 046) The overall recycling rate as of Quarter 1 2023-24 is 16.35% (provisional). This is a downturn in our rate in Q1 2022-23 (17.0%). The target for 2023-24 is 22%. 23,199 tonnes of household waste collected and 3,761.11 of this was recycled, reused, or composted. This shows a 0.6% decrease in the total household waste collected and a 4.2% decrease in the recycling collected compared to Q1 2022/23.

3.56 The main aspects affecting our recycling rate are:

- 1) The overall contamination rate in our dry recycling (30.09% compared to 27.35% in 2022-23 and 23.7% in 2021-22).

- 2) Increase in overall dwellings in the Borough has a direct impact on the amount of household residual waste generated. The total number of dwellings given by WasteDataFlow in 2023-24 is 144,240, whereas, in 2022-23, this number was 140,210. This represents a 2.87% increase from last year.
  - 3) Infrastructure for recycling services has not kept pace with the rate of property growth and growth in waste arisings and affects the amount of recycling collected.
  - 4) New Government regulations for the disposal of upholstered seating containing POPs (Persistent Organic Pollutants) establishes that these items cannot be recycled and must be disposed of by incineration. (Estimated 115 tonnes per month diverted from recycling to the residual waste stream).
  - 5) In June 2022, re-direction of street litter collected from parks was inadmissible for recycling due to high levels of dog excrement (Estimated 65 tonnes per month diverted from recycling to residual stream).
- 3.57 The mitigatory action taken by the service include a range of projects to increase the recycling rate:
- i. *Targeted communications* to encourage participation in the kerbside food and garden waste service;
  - ii. *Route optimisation* for the dry recycling collections;
  - iii. *Flats project*: aims to improve infrastructure at blocks of flats and on estates and to provide educational information for residents. Surveys underway at several blocks. New infrastructure is rolling out and expect that this will encourage residents to recycle more and reduce contamination;
  - iv. A new contamination campaign launched in January 2023 to encourage residents to recycle more and contaminate less continues to promote recycling;
  - v. *Programme of engagement activities and events* continues to encourage recycling and waste minimisation;
  - vi. We are currently *auditing the calculations* used to determine the household/non-household residual waste split. This will help reconcile the amount of household residual waste generated. It is difficult to predict when this KPI will be on track given the challenges facing the service as the current measures will take some time to effect change and we forecast that the recycling rate will remain low for the rest of 2023/24. We anticipate that actions taken will improve performance and positive results will start to show in 2024/25.
- 3.58 (KPI 048) 125 Children engaged in school cycle schemes during Q1 and which is below the minimum target of 297 and below the target of 330. The service has been affected by a change of supplier following re- tender of the contract in April as well as instructor availability. The mitigatory action taken by the service to bring this back on track includes escalating at the managing director level with the supplier. The supplier has since managed to recruit more instructors and carry out some additional cycle training during school summer holidays to make up for the training they were unable to deliver during the summer term. The service is therefore anticipating that

performance will improve during Q2 (but still remains below the target) and see further improvements in Q3 and Q4 to meet/exceed the quarterly targets.

### **A Council that listens and works for everyone (Priority eight)**

3.59 We monitor three performance indicators under three measures (8.06, 8.07, 8.13) for this priority. 1 KPI Amber, and 2 KPIs are reported annually.

#### One Amber KPI

3.60 (KPI 049) 32% percent of the top 5% of earners from Black, Asian and multi-ethnic communities slightly short of its Q1 target of 35% but has met its minimum target of 32%. Work is in progress and rated as Amber.

3.61 Given the relatively small numbers in the top 5% of earners, minimal changes in staff numbers can disproportionately impact the percentage figure. In March 2021, Tower Hamlets had the third highest percentage of top 5% earners who are Black, Asian or Multi Ethnic across all London boroughs, with 31%.

3.62 The service is taking action to address Black, Asian and Multi-Ethnic staff representation at the senior level through the Council's Workforce to Reflect the Community Strategy and Action Plan. This includes work to address the Council's pay gaps, improve talent management, leadership and development, recruitment, coaching and mentoring. These interventions will take time to show results. All directorates now have directorate action plans and are developing targets as part of these to improve representation year on year from 2023/24.

#### Two Reported Annually KPI

3.63 (KPI 050) Residents' perception of being involved in decision-making and (KPI 051) Residents' perception of being kept informed by the council data comes from the Annual Resident Survey which is currently being verified and will be released when final figures are available.

### **Update to Q4 Year 1 Annual Delivery Plan of the Strategic Plan 2022-2024**

3.64 Following some additional data gathering, Affordable home completions are higher than reported at year end (688 instead of 585). This also raises net additions to housing stock from 2330 to 2433.

### **Correction to 2023-24 Annual Delivery Plan**

3.65 The target range for youth re-offending rates has been re-calibrated to a 30% target and a 40% minimum threshold (the lower the better). In 2022-23 the outturn figure was 29% (33% in London).

## **4 EQUALITIES IMPLICATIONS**

- 4.1 The council's Strategic Plan is focused on meeting the needs of the diverse communities living in Tower Hamlets and ensuring that everyone can play their part in a vibrant and cohesive community. Many of the strategic outcomes and supporting activities are designed to reduce inequalities and foster community cohesion.

## **5 OTHER STATUTORY IMPLICATIONS**

- 5.1 This section of the report is used to highlight further specific statutory implications that are either not covered in the main body of the report or are required to be highlighted to ensure decision makers give them proper consideration. Examples of other implications may be:

- Best Value Implications,
- Consultations,
- Environmental (including air quality),
- Risk Management,
- Crime Reduction,
- Safeguarding.
- Data Protection / Privacy Impact Assessment.

### *5.2 Best Value (BV) Implication*

- 5.3 Section 3 of the Local Government Act 1999 requires the council as a best value authority to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". Monitoring of performance information and acting on the findings is an important way in which that obligation is being fulfilled.

### *5.4 Sustainable action for greener environment*

- 5.5 Priority 7: A clean and green future. It focuses on key areas of sustainability, including air quality, waste and carbon emission. Key activities include work to drive up the borough's recycling rate, reducing CO2 emissions, and implementing a number of initiatives to improve air quality, including making Tower Hamlets one of the best boroughs for walking and cycling through our cycling training programmes.

## **6 COMMENTS OF THE CHIEF FINANCE OFFICER**

- 6.1 There are no direct financial implications of this report, as it is reporting the status of performance measures. Where performance does impact on finances, these are addressed and reported through the Council's existing financial framework.

## **7 COMMENTS OF LEGAL SERVICES**

- 7.1 The Council is under a general Duty of Best Value to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.”
- 7.2 Under the Duty of Best Value, therefore, the Council should consider overall value, including economic, environmental and social value, when reviewing service provision.
- 7.3 The Monitoring of performance objectives therefore assists in meeting the Best Value Duty placed upon the Council.

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### **Linked Reports, Appendices and Background Documents**

#### **Linked Report**

- None

#### **Appendices**

- Review the status of 51 performance measures in Q1 tracking the delivery of Year 2 of the Strategic Plan 2022-2024 (See Appendix a).

#### **Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012**

- None

#### **Officer contact details for documents:**

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