

<b>Cabinet</b>  10 January 2017	 <b>TOWER HAMLETS</b>
<b>Report of:</b> Graham White, Acting Director of Law, Probity and Governance	<b>Classification:</b> Unrestricted
<b>Six Month Strategic Performance Monitoring report</b>	

<b>Lead Member</b>	<b>Mayor John Biggs</b>
<b>Originating Officer(s)</b>	Sharon Godman, Service Head Corporate Strategy & Equality
<b>Wards affected</b>	All Wards
<b>Key Decision?</b>	No
<b>Community Plan Theme</b>	<b>One Tower Hamlets</b>

### **Executive Summary**

This paper provides a summary of the Council's mid-year progress implementing the Strategic Plan and update on performance of strategic measures at the six month stage.

### **Recommendations:**

The Mayor is recommended to:

1. Review progress in delivering the Strategic Plan at the 6 month stage, including those activities that are flagged as delayed and overdue (appendix 1); and
2. Review the performance of the Strategic Measures at the 6 month stage, including those measures where the minimum expectation has been missed (appendix 2);
3. Note those activities and measures require improvement and will be referred to the Council's Performance Review Group (PRG) and scrutiny where appropriate.

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

The Council's Performance Management and Accountability Framework sets out the process for monitoring the Strategic Plan and performance measures which are reported regularly to the corporate management team and Cabinet.

This report promotes openness, transparency and accountability by enabling Tower Hamlets' residents to track progress of activities that matter most to them and their communities.

## **2. ALTERNATIVE OPTIONS**

2.1 There are no alternative options.

## **3. INTRODUCTION**

3.1 Tower Hamlets is an open and transparent Council working hard to achieve better outcomes for its residents by providing good quality services that are value for money. The Council's performance management and accountability framework requires Members to consider progress relating to the implementation of its strategic activities and performance measures.

3.2 To deliver our priority outcomes, the Council has a set of strategic objectives. Appendix one sets out our how we are delivering our objectives through activities in our Strategic Plan. Appendix two sets out how we measure our progress via a basket of key strategic performance measures.

3.3 Seven of the Strategic Plan objectives are on target to be achieved by the end of the financial year. There are two objectives where outcomes are at risk of not being fully achieved by the end of the financial year: young people realising their potential; and engaged, resilient and cohesive communities. Information relating to activities and performance measures which are off track is presented in section 5.

### **THE STRATEGIC PLAN**

3.2 Cabinet agreed the Strategic Plan in April 2016 which is aligned to the community plan setting out its contribution to improving outcomes for local people. The Strategic Plan is on track to be delivered with evidence of improving performance. Table 1 shows performance by priority outcome area. Section four of this report highlights areas of high performance and section

five details areas for improvement, where performance has not met expectation.

Priority Outcome 1: Creating opportunity by supporting aspiration and tackling poverty				
Activities	Completed 0	On Target 23	Delayed 1	Overdue 0
Measures	Green 12	Amber 2	Red 10	Target not set 2

Priority Outcome 2: Creating and maintaining a vibrant, successful place				
Activities	Completed 1	On Target 14	Delayed 1	Overdue 2
Measures	Green 5	Amber 0	Red 5	Target not set 4

Enabling Objective: A transformed Council, making best use of resources with an outward looking culture				
Activities	Completed 1	On Target 4	Delayed 0	Overdue 0
Measures	Green 2	Amber 1	Red 2	Target not set 0

Table 1: Performance by priority outcome area

#### 4. AREAS OF HIGH PERFORMANCE

4.1 The six month Strategic Plan progress update shows significant progress in delivering the activities to achieve the two priority outcomes and enabling objective. A summary of key achievements are detailed below:

##### Creating opportunity by supporting aspiration and tackling poverty

#### 4.2 Number of residents supported into sustainable jobs through the employment and skills programme

454 residents have been supported into sustainable jobs through the Council's employment and skills programme, up from 430 in the same period last year. This success has been supported by the development of an Integrated Employment Service (Strategic Activity 1.2b), strengthening partnership working and cross referrals with the Troubled Families team, Job Centre Plus,

Poplar Harca, Housing Options, the Careers Service, and Ideas Stores to identify those residents who would benefit most from support. This includes formal data sharing leading to more effective targeting of clients. It is worth noting however that target group for the employment service has since the last financial year moved to the more economically inactive and hard to reach group of residents; those that require extensive support over a longer period of time to get them job ready and into employment.

#### **4.3 Percentage of 16-19 year olds who are not in education, employment or training (NEET)**

3.5 percent of 16 to 18 year olds in the Borough are not in education, employment and training, exceeding the Council's target of 4.5%, and improving on last year's performance when 4.9% of 16-18 year olds were not in education, employment and training.

This improvement has been supported by the Council's work to improve educational and vocational provision at post-16 (Strategic Activity 1.3e). The Council has worked to ensure that information about aspirational progression routes for young people leaving school, college or university including vocational routes is provided to parents through a variety of routes, and has also established a 1:1 academic English tuition programme in local schools. Work is also underway to provide support to vulnerable young people to move into education, training and work so that they can reach their full potential.

#### **4.4 Percentage of children achieving the national standard at Key Stage 2**

60% of Tower Hamlets children achieved the national curriculum national standard at Key Stage 2, eight percentage point above the national average of 52%

This achievement has been supported by the work to improve educational aspiration and attainment (Strategic Activity 1.3c). The Council's Primary Education and Partnership team support staff in schools through central training sessions and one to one work with leaders, and the Council also started work on an action plan to improve white British pupil attainment in schools.

#### **4.5 Key Stage 4 (GCSE) Attainment 8 and Progress 8**

Local GCSE students have exceeded expectations in their GCSE results, achieving an average points score of 50 out of 80 across a basket of 8 core GCSE subjects including English and Maths, exceeding the target of 48.4. Their progress since Key Stage 2 also exceeded expectations, with students

achieving on average 0.15 of a grade better across the 8 subjects than other students with a similar prior attainment at Key Stage 2.

This success has been supported by the work to improve educational aspiration and attainment (Strategic Activity 1.3c). Using end of key stage attainment data, the Council identifies underperforming schools and pupil groups, and prioritises them for school improvement work. The Council has started work on an action plan in September to improve white British pupil attainment in schools.

**4.6 Number of adoptions and special guardianship orders for looked after children**

25 looked after children in Borough have been adopted or received a special guardianship order. This significantly exceeds the target of 11 looked after children and the performance last year of 14. This outcome has been supported by the Council's work to ensure better outcomes for looked after children and young people (Strategic Activity 1.3d).

Tower Hamlets is part of the East London Adoption Consortium for adoption, which works collaboratively to ensure effective timely adoption processes are in place. We use this forum to buy and sell adopters to ensure quicker matching and run shared introduction and activity days. We are involved in the development of a London regional adoption agency as part of the DFE reform programme.

**4.7 Proportion of people over 65 receiving long term support, per 10,000 population**

2,409 local residents over 65 received a long term support service, down from 2626 for the 2015/16 financial year. Lower rates of long term support for over 65s indicate that the approach taken to prevention and early intervention is having a positive impact on both residents and the service. This figure also reduced by more than the Council's target reduction.

This outcome has been supported by the work to improve care and support for vulnerable adults and their carers, integrating with health and promoting independence and keeping people safe from all forms of abuse (Strategic Activity 1.4b).

The Council has worked to strengthen and promote practice which enables greater independence and choice for service users. By applying the right tools and providing staff with training, this has enabled more person-centred and strength based assessments.

#### **4.8 Healthy life expectancy – Male Self-reported happiness**

The healthy life expectancy of men in Tower Hamlets is now 55.4 years old, an improvement of 1.8 years on previous figures. Self-reported happiness is also up in the Borough. Latest figures for the period 2015/16 indicate that 78.5 percent of residents surveyed reported a high/very high rate of happiness, above the Council's target of 71.25%.

The Council is working to build on this improvement through its work to promote healthy lifestyles and address the wider causes of ill health, through a refreshed Health and Wellbeing Strategy, which commits all sections of the council to actively promote the health and wellbeing of all our communities (Strategic Activity 1.4a)

Following a presentation to the Health and Wellbeing Board in October the refreshed Health and Wellbeing Strategy is currently out for consultation and will be launched in early 2017.

#### **4.9 Non-elective admission rate**

The non-elective admission rate (NEA) for all adult residents has been reduced to 92.3 per 1000 population, exceeding the targeted reduction to a rate 94.3.

Work to reduce NEA rates has been led by Tower Hamlets Together and directed by utilizing the Better Care Fund. This outcome has been supported by the Council's work to improve care and support for vulnerable adults and their carers, such as through the Ethical Care Charter and ASC practice framework, integrating with health and promoting independence, through work of community health teams, and keeping people safe from all forms of abuse (Strategic Activity 1.4b).

#### **4.10 Employment gap for women**

62.5 percent of working aged women in Tower Hamlets are employed meaning that the gap between the percentage of women in the borough who are employed compared to the London average has reduced to 4.1 percentage points. The Council's target of 6.8 percent points has been exceeded and improving on last year's performance when the gap was 5.5 percentage points.

This achievement has been supported by the work to support more women residents into employment (Strategic Activity 1.5a). The Council has

undertaken targeted work which has seen an increase in the number of women registering for employment support, and in particular through the Women into Health and Childcare, and Raising Aspirations programmes. This also includes working with Children's Centre's and parents with children under 5, providing employability training and referrals to the employment service.

**4.11 Tower Hamlets position in London for employing top 5 percent of earners that are from an ethnic minority and who have a disability**

The Council is the second highest employer with senior earners who are from an ethnic minority and the third highest employer of senior earners who have a disability in London.

**Creating and maintaining a vibrant, successful place**

**4.12 Reduce the prevalence of illegal activity in relation to the sex industry –**

A Police Task Force has been set up and is now targeting key areas in the borough blighted by street prostitution. Regular intelligence updates feed into the work of the borough's multi-agency Prostitution Panel which includes safeguarding issues and supporting vulnerable adults. The Council, in partnership with the Police has commissioned work through the Drugs Intervention Programme service which focusses on referring women to health services and other support services. This work is undertaken alongside enforcement and notices to perpetrators. A 'Multiple Disadvantages Violence against Women and Girls' (VAWG) Pilot project has been developed to support victims of VAWG including sex workers in providing holistic wrap around support and bed spaces for those with no recourse to public funds. Pilot runs for 6 months and is due to finish in April 2017. Finally, training around prostitution is delivered as part of a Multi-Agency Professional training programme by VAWG Training and Awareness Officer. Monitoring is returned to VAWG Steering Group on a quarterly basis. (Strategic Action 2.4a)

**4.13 Level of street and environmental cleanliness (litter, graffiti and fly-posting)**

Results from the recent Council visual survey of the borough's street cleanliness found that levels of litter, graffiti and fly-posting were low. 98.1 percent of surveyed land was litter free. For graffiti, 94.8 percent was graffiti-free, and just 0.9 percent of land had an unacceptable level of fly-posting. The Council's cleanliness targets were exceeded, and results were an improvement compared to last year's survey.

This achievement has been supported by the efforts to ensure that the borough is clean to the highest possible standards (Strategic Activity 2.1a). The Council recently introduced 19 additional street sweepers and two waste

vehicles to assist the sweeping and fly-tipping issues across the borough. Supporting this is a targeted litter campaign 'Your Place, Your Space'.

**4.14 Number of affordable units provided as wheelchair accessible / adaptable**

So far this year, the Council has delivered 300 affordable homes of which 10 percent (30) are wheelchair accessible. The target of 10 percent of all affordable homes delivered has been met.

This achievement is supported by the activity to increase the availability of good quality housing, including family sized homes (Strategic Activity 2.2a). The Council is working to reduce the number of residents on the accessible housing register by matching them with new bespoke adapted, affordable homes for disabled people on the project 120 scheme.

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**4.15 Develop an effective workforce strategy, with appropriate skills and representative of the community**

The Council has produced a five year Workforce Strategy and Action Plan and regular update on performance is reported to the Council's Senior Management Team. A programme of learning and development which takes account of organisational needs has been developed and will be delivered through the Council's Transformation Programme. (Strategic Activity EOd)

**4.16 Percentage of council tax collected and percentage of non-domestic rates collected**

At the mid-year point, the collection of expected income from Council Tax was 50.69 percent. For business rates a total of 56.88 percent has been collected. Both measures have exceeded the Council's target of 50 percent.

This achievement has been supported by the work to review empty homes in the borough to enable the Council to maximise its Council Tax base (Strategic Activity EOa). The Council has been reviewing the Single Person Discount claims and Students Exemptions resulting in an increase of revenue. In addition, council tax claims have reduced. This work has resulted in the Taxbase (the number of band D equivalent properties that produce a yield) rising from 81,807 in April to 86,182 in October. In addition, arrears collection has increased and council tax relief claims have reduced. The overall Council Tax received by the Council has risen by £6,695,979 in the last 12 months, from £142,365,964 to £149,061,943. Business Rates – The council has grown the Ratebase, despite significant losses due to buildings being

demolished and consequently losses in rateable value. So far this year the net charge has increased from £401,597,255 to £415,568,359 at the end of October. At the same time work continues on the review of reliefs awarded and costs in this area have reduced by over £1m at the current time.

## 5. AREAS FOR IMPROVEMENT

5.1 As part of the monitoring of our performance each quarter, analysis is undertaken to identify those activities and measures at risk of not achieving their annual target.

- **Activities:** Two activities (4%) have been flagged as being overdue, three are delayed (6%) and four others are flagged as On Target but have a number of delayed milestones (Orange). Further information is provided below.
- **Measures:** Seven measures are **below the minimum expectation and have deteriorated** since the corresponding quarter for the previous year.

### Creating opportunity by supporting aspiration and tackling poverty

#### 5.2 **Average time between a child entering care and move in with its adoptive family**

The average number of days for the three year rolling period to end of September 2016 was 651 days. The Council did not reduce the number of days to the 630 day target, and compared to the same period last year, the number of days taken has increased by 135 days.

This indicator is measured over a three year period. However during Q1 & Q2 of 2016/17, 8 adoptions were made, with an average of 539 days elapsing. 5 of the 8 adoptions took approximately one year (between 268 and 368 days) which is within acceptable good practice timescales. The remaining 3 however took a more significant amount of time due to their complex circumstances. It is anticipated that a further 4 children may be adopted in this year. In terms of the impact on the figures for 2016-17 these adoptions could improve our position slightly, though at this juncture it is impossible to quantify accurately. Currently the Permanency and Adoption Support Team managers are looking to place children with adopters as quickly as possible from the date of the placement order. We are also working with adopters to consider the fostering to adopt option now available. The national average on this measure for the three year period 2012/15 is 593 and for London the average is 635.

Adoption service carries out monthly monitoring of adoptions data to review progress of all children on a care plan for adoption, and hold regular permanency planning meeting for these children.

- 5.3 **Develop and deliver a High Streets and Town Centres Strategy** (Strategic Activity 1.1e). This activity is on target to be achieved by the end of the financial year; however four out of the eight milestones in this activity are marked as delayed. The development of the 5 year Markets Strategy has been delayed to incorporate into the Strategy the changes taking place in the service. This delay has subsequently affected the market business improvement and investment plans.

The pilot Town Centre project was delayed by the GLA signing the contract. However this has now been signed and the proposed pilot choices will be considered at Cabinet in December. Work on preparing a case for the Article 4 Direction was delayed because of a reallocation of resources support delivery of the Statement of Viability (Local Plan Regulation 18). This work is now anticipated to start in January.

- 5.4 **Stopping smoking rate (per 100,000 adult population)**

Between April and June this year (latest available data), 224 Borough residents quit smoking for four or more weeks. The quit rate per 100,000 of the Borough's adult population was 93.9 which was significantly lower than the minimum expectation of 165.3 per 100,000, and 26.35 percentage points lower than this time last year.

Q1 data recorded 224 actual smoking quits, which is below the level needed to reach minimum 1,500 actual quits for full year. Performance is under target due to widespread and national changes in how smokers are quitting by using E cigarettes and also due to the implementation of local changes in the smoking cessation system. The Council have ensured that all of the smoking cessation services are now able to give advice about how to best use E cigs as a quitting aid and can also register people as quitters if they have successfully stopped smoking using E cigs. A small pilot is underway to assess whether E cigs may also increase successful quits if included as part of the local treatment protocol. To improve identification and successful quits changes were made to the GP smoking enhanced service so that all smokers are now referred to the Specialist Stop Smoking Service where quit rates are higher. This change has taken some time to be fully implemented by Primary Care and the PH team are continuing to support practices in implementing the new model. The smoking CQUIN at Barts and improvements in identifying and referring pregnant smokers has also had a lead in time and quality

improvements have been needed in how the services were operating. The implementation of local changes will lead to an improvement in both the identification of local smokers and also improve the number who successfully quit.

- 5.5 **Promote healthy lifestyles and address the wider causes of ill health, through a refreshed Health and Wellbeing Strategy, which commits all sections of the Council to actively promote the health and wellbeing of our communities** (Strategic Activity 1.4e). This activity is on target, but two out of four milestones marked as delayed. There has been a delay in the delivery of a revised Health and Wellbeing Strategy; the strategy is now out for consultation and will be ready for launch early 2017. The engagement strategy for all formal partners and the wider public is now being developed.
- 5.6 **Tackle obesity amongst primary school aged children with a particular focus on black and Asian children in order to reduce inequalities** (Strategic Activity 1.5c). This activity is marked as on target to be delivered by the end of the financial year; however two out of four milestones are marked as delayed. An analysis of trends in overweight and obesity by ethnicity and gender has now been completed and incorporated into a JSNA factsheet on 'Healthy Weight in Children'; the next step is to use the findings to better target services to improve uptake and outcomes for black and Asian children. Initial work with two primary schools has now started to identify local assets and barriers relevant to maintaining a healthy weight; however work has been put on pause due to staffing capacity. This work has been re-prioritised for the new-year when the findings will be fed into an action plan to improve opportunities, accessibility and uptake for children and families in the Phase 2 primary schools and neighbourhood projects.
- 5.7 **Develop a sustainable offer of support to children with special educational needs (SEN)** (Strategic Activity 1.3b). This activity was due to be completed by July but is delayed with 50 percent of activity completed so far. A review of SEN provision has been undertaken to ensure that the offer is sustainable and high quality in the context of raising demand. The interim report has been produced and will be reported to Cabinet by the end of the financial year. The report will include an outline medium term strategy which will include the work of the CCG.

## **Creating and maintaining a vibrant, successful place**

### **5.8 Level of street and environmental cleanliness – detritus**

Results from the recent Council visual survey of the borough's streets found that 98.5 percent of surveyed land had an acceptable level of detritus; the target of 98.9 percent was narrowly missed. There was a higher level of detritus compared to the same period last year. This survey covered areas of high footfall and near food establishments were surveyed such as Mile End Road. Results have been passed onto our contractors, Veolia, and performance will be monitored on failed streets to ensure scores are better for the second survey.

Actions that the Council has in place to ensure that the borough is clean to the highest possible standards (Strategic Activity 2.1a) is highlighted in paragraph 4.13 above.

### **5.9 Number of affordable homes delivered**

Since the beginning of the financial year, 300 affordable homes have been delivered, 250 fewer than the Council's minimum expectation, and almost 350 fewer than this time last year.

However, the Council predicts that by the end of this financial year, 1,365 affordable units will have been completed, above the 1,100 minimum expectation. One particularly large scheme at City Island (104 units for rent) was expected to complete this quarter, however these are expected to be delivered in Q3. It is difficult to predict the distribution of completions over the course of the financial year, and there is nothing that the Council can do to influence the actual date of handovers, which rely on the progress of final building works and often on unpredictable timing of connections to utilities.

### **5.10 Number of affordable social rented housing completions for family housing**

105 social rented family homes have been completed at the end of September (Strategic Activity 2.2a). This represents 69 fewer homes than the Council's minimum expectation for the reporting period and 130 fewer homes compared to this time last year.

It is difficult to predict when housing schemes will be completed. However, the Council estimates that at the end of this financial year, 1,365 affordable homes will have been delivered, which will also see large numbers of family units delivered. 50 percent of all rented units delivered at the end September

have been family sized accommodation; this is above the Council's policy target of 45 percent.

**5.11 The number of overcrowded families rehoused, lets to overcrowded households**

352 overcrowded families have been rehoused up to Q2, missing the minimum expectation of 469 for the reporting period. Lets overall are down by 30 percent compared to last year. It is anticipated that the number of units becoming available to let will increase towards the end of the year as handover of new build units are received and outstanding offers are resulted, therefore also seeing an increase in lets to overcrowded households. However, due to the fact that we operate a choice based lettings scheme and have no control over bidding preferences (who and how applicants bid) it is not possible to accurately predict lets outcome.

**5.12 Percentage of overall Council stock that is non-decent** – the percentage of non-decent Council stock was 13.11 percent for the period April 2015-March 2016; the Council's target of 11.82 percent was not met. Due to the increased level of capital investment as a result of Decent Homes Backlog funding (via central Government grant) a significant decrease in the level of non-decent homes has been achieved from 2014-15 to 2015-16. In 2014-15, a total of 3,184 homes were made decent which was achieved with a £60m spend, leaving 3,028 non-decent properties within the stock thus 25.06%. In 2015-16, a further 1,622 homes were made decent financed by a spend of £48m which reduced non-decency numbers to 1,588 of the tenanted stock (13.11 percent).

The target was not met because works were not fully completed for Brodrick House by the end of the financial year. This block was known to require extensive structural strengthening works and these took longer than anticipated. This increased the overall level of non-decent homes for 2015/16 by 1 percent due to the high number of tenanted homes in this very large block. As at November 2016, works to Brodrick House have yet to be fully completed.

The annual outturn is a snapshot of non-decency; decency in stock levels fluctuate throughout the year as properties become decent / non decent. 41 homes have been made decent in 2016/17 so far.

**5.13 Improve waste management and recycling performance** (Strategic Activity 2.1b). This activity is on target to be completed by the end of the financial year; however it is highlighted because two out of the four milestones supporting this outcome are delayed. The review of residual waste and

recycling provision and the procurement of the Waste Disposal contract and interim recycling contract have been delayed. A report was approved by Cabinet on 4th October to extend the contract. This will enable Officers to redesign the service and make it fit for future delivery from April 2020.

- 5.14 **Ensure that the borough is clean to the highest possible standards** The strategic activity 2.1a has not been completed within the target timeframe and is therefore marked as delayed. Street cleanliness is monitored through the Veolia contract. Officers undertake street audits and work with the contract to provide a high standard of cleaning. The targeted campaign promoting 'Your Place, Your Space' is currently underway and 19 additional street sweepers and two waste vehicles have been deployed to assist in the sweeping and fly-tipping issues across the borough. The adoption of the Anti-Defacement Policy and the re-zoning levels of cleansing in the borough to reflect population growth and increases in footfall areas have been delayed while new contracts are being arranged.

The Council has exceeded its targets for ensuring that the levels of street cleanliness relating to litter, graffiti and fly-posting are low, however detritus levels are higher than anticipated.

- 5.15 **Engage and communicate effectively with local people** (Strategic Activity 2.4a) Milestones within this activity are delayed and overdue. The development of the Community Engagement Strategy and delivery plan has been delayed, however extensive consultation and engagement with the public, partner agencies and members has taken place in the form of focus groups, online surveys, interviews and workshops. Research has taken place into a range of partnership models which established the desire for a Partnership Executive in Tower Hamlets. We have worked with services to identify and document the ways in which the Council is currently engaging the community. The draft Community Engagement Strategy sets out the future mechanisms for engagement.

- 5.16 **Establish a new collaborative relationship with the voluntary and community sector to deliver priority outcomes and build strong communities** (Strategic Activity 2.4b) The milestones in this activity are not expected to be completed by the end of the financial year. Whilst all actions within the Grants Best Value Action Plan have been completed, there are delays in two main areas: developing an outcomes-based commissioning framework, and supporting businesses to focus investment and corporate social responsibility activity.

Work with procurement and services to develop an outcomes-based commissioning framework based on Community Plan and Strategic Plan priorities has started; and the Mainstream Grant Theme 5 co-production pilot has commenced. Lessons learned will be used for future outcomes based commissioning. This action has now been incorporated in the VCS Action Plan which sets out the need to devise an outcomes based commissioning framework based on Community and Strategic Plan priorities - this is to be completed by Year 3 (2018/19) and will be reflected as such in the 2017/18 Strategic Plan.

The activity to map need and provide a needs assessment which helps businesses to focus their investment and CSR activity – is scheduled to be completed jointly with THCVS and is an agreed action in the VCS strategy Action Plan to be implemented in 2017/18 and will be reflected as such in the 2017/18 Strategic Plan.

- 5.17 **Co-produce services with local residents** (Strategic Activity 2.4c) Two milestones in this activity are not expected to be completed by the end of the financial year. The VCS Strategy was approved in May 2016; the action to co-produce services has been included in the strategy action plan to be delivered in partnership with THCVS. The work is being done on a phase basis over the 3 years of the strategy period to March 2019.

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- 5.18 **Number of working days / shifts lost to sickness absence per employee**  
In the rolling year period to August 2016, the average number of days lost to sickness absence was 9.59 days. The Council's minimum expectation of 9.25 days was not achieved, and sickness absence has deteriorated by 1.24 days compared to the same period last year. Statistics show that the sickness absence rise in Tower Hamlets is not as steep as in other inner London boroughs.

Strategic Plan activity to improve this outcome is to develop an effective workforce strategy, with appropriate skills and representative of the community (Strategic Activity EOd). A number of practical activities and interventions are being implemented to reduce sickness absence in the Council. This includes intensive support to 10 service areas where sickness is high. Training and HR support for managers is now available as well as regular monitoring and review of these areas by Directorate Management Teams. In addition a physiotherapist will be procured on a pilot basis for 6 months to support

employees with musculoskeletal issues. A mandatory online training session for all staff and managers is currently being developed, which will explain responsibilities and re-emphasise the importance of managing absence effectively. A report on the impact of these interventions will be provided to CMT at the end of the 6 month period.

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

- 6.1 This is a noting report and highlights progress to date in delivering strategic plan activities during the first 6 months of 2016/17. The cost of these activities is funded through the Council's General Fund Revenue and Capital budgets, agreed by Full Council on the 24<sup>th</sup> February 2016. There are no additional financial implications arising from the recommendations within this report.

## **7. LEGAL COMMENTS**

- 7.1 The report provides performance information. It is consistent with good administration for the Council to consider monitoring information in relation to plans that it has adopted in order to achieve best value.
- 7.2 When considering its performance, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). The Council's targets are formulated by reference to its public sector equality duty and monitoring performance against those targets should help to ensure they are delivered.

## **8. ONE TOWER HAMLETS CONSIDERATIONS**

- 8.1 The Council's Strategic Plan and Strategic Measures are focused upon meeting the needs of the diverse communities living in Tower Hamlets and supporting delivery of One Tower Hamlets. In particular, strategic priorities include the reduction of inequalities and the fostering of community cohesion, which are measured by a variety of strategic indicators

## **9. BEST VALUE (BV) IMPLICATIONS**

- 9.1 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 is an important way in which that obligation can be fulfilled.

## **10. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

An element of the monitoring report deals with environmental milestones within the Great Place to Live theme.

## **11. RISK MANAGEMENT IMPLICATIONS**

11.1 In line with the Council’s risk management strategy, the information contained within the Strategic Indicator Monitoring will assist the Cabinet, Corporate Directors and relevant service managers in delivering the ambitious targets set out in the Strategic Plan. Regular monitoring reports will enable Members and Corporate Directors to keep progress under regular review.

## **12. CRIME AND DISORDER REDUCTION IMPLICATIONS**

12.1 The Strategic Indicator set contain a number of crime and disorder items under the Safe and Cohesive theme, however there are no specific crime and disorder reduction implications.

## **13. SAFEGUARDING IMPLICATIONS**

13.1 There are no specific safeguarding implications.

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

#### **Linked Report**

- NONE

#### **Appendices**

- Appendix 1 – provides the six month Strategic Plan monitoring
- Appendix 2 – provides a summary of the Strategic Measures

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

- NONE

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

Sharon Godwin, Service Head, Strategy, Policy, Equalities and Partnership