

Cabinet 4 th April 2017	 TOWER HAMLETS
Report of: Graham White, Acting Corporate Director of Governance	Classification: Unrestricted
Q3 (September-December) Strategic Performance Monitoring report	

OSC: 29th March 2017

Lead Member	Mayor John Biggs
Originating Officer(s)	Sharon Godman, Divisional Director, Strategy, Policy and Equality
Wards affected	All Wards
Key Decision?	No
Community Plan Theme	One Tower Hamlets

Executive Summary

This paper provides a summary of the Council's progress against the strategic performance measures in quarter three (September-December 2016).

Recommendations:

The Mayor is recommended to:

1. Review the performance of the Strategic Measures at the quarter three stage, including those measures where the minimum expectation has been missed (appendix 1);
2. Note those measures that require improvement and will be referred to the Council's Performance Review Group (PRG) and the OSC 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 how we measure the progress of those objectives via a basket of key strategic performance measures.

THE STRATEGIC PLAN

3.3 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 majority of performance measures in the Strategic Plan are on track to be delivered with evidence of improving performance. Table 1 shows performance by priority outcome area. Section five of this report highlights areas of high performance and sections three and six details areas for improvement, where performance has not met expectation.

Priority Outcome 1: Creating opportunity by supporting aspiration and tackling poverty				
Performance against target	GREEN 9	AMBER 5	RED 5	N/A 4
Direction of travel (compared to same period last year)	IMPROVING 9	NO CHANGE 4	DETERIORATING 2	N/A 8
Priority Outcome 2: Creating and maintaining a vibrant, successful place				
Performance against target	GREEN 1	AMBER n/a	RED 5	N/A 3
Direction of travel (compared to same period last year)	IMPROVING 3	NO CHANGE 2	DETERIORATING 4	N/A n/a
Enabling Objective: A transformed Council, making best use of resources with an outward looking culture				
Performance against target	GREEN 4	AMBER n/a	RED 1	N/A n/a
Direction of travel (compared to same period last year)	IMPROVING n/a	NO CHANGE 2	DETERIORATING 2	N/A 1

Table 1: Performance by priority outcome area

3.4 As can be seen from Table 1, 19 Strategic Measures are rated as Green or Amber against target, whilst 11 are rated as Red.

3.5 Of those Strategic Measures rated Red, the measure “Smoking Quits, rate per 100,000 of population” has recently been considered by Performance Review Group, and the following are scheduled to be considered by Performance Review Group during Quarter 4: “Number of working days/shifts lost to sickness absence per employee” and “Employment Gap for BME residents”. This report will also be considered by Overview and Scrutiny Committee at their meeting on 29th March 2017, when Committee members will have the opportunity to identify any measures that they wish to consider in more detail during both this Municipal Year and next.

4. RED RATED MEASURES: POSITION SUMMARY

Red Rated Strategic Measures - Direction of Travel				
Performance	PROJECTED TO MEET TARGET	PROJECTED TO MEET MINIMUM EXPECTATION	MOST RECENT PERFORMANCE MET QUARTERLY TARGET	OTHER
Direction of travel	1	3	1	6

Table 2: Direction of travel for red rated measures

- 4.1 Of those Strategic Measures currently rated as Red, one is projected to meet target, and a further three are projected to meet their minimum expectation, meaning that it is projected that out of a total of 30 Strategic Measures that can be Red/Amber/Green (RAG) rated 24 (80%) of Strategic Measures will meet their target or minimum expectation.
- 4.2 As noted above, one measure, “the number of affordable homes provided as wheelchair accessible or adaptable” is forecast to meet its target by year end. A further three measures, “the number of businesses supported through council activities”, “the number of affordable homes delivered” and “the number of affordable social rented housing completions for family housing” are projected to meet their minimum expectation for the year.
- 4.3 Further analysis is provided in paragraphs 4.4 to 4.10 on the remaining six Strategic measures that are not projected to meet target or minimum expectation.
- 4.4 On the measure of “Key Stage 5 (A Level) Average grade, academic qualification”, the final results of Summer 16 exams missed the target of an average grade B. The overall result for Summer 2016 exams was C-, just missing the minimum expectation of grade C. The Local Authority will continue to work with and support the newly established Tower Hamlets Education Partnership in driving up standards across all Key Stages. School-led improvement has proven track record in raising standards and will help unlock the capacity within the school community to support improvement.
- 4.5 On the measure of “time to adoption”, the Strategic Measure target, which is measured over a three year rolling average, will not be met. Performance for the calendar year 2016 (559 days), and quarters 1 to 3 of 2016/17 (509 days) met target, however, which will begin to reduce the rolling three year average towards target levels. 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. 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. More detail about this measure and its performance is provided in this report at paragraph 6.2.

- 4.6 On the measure of the “Stopping Smoking rate per 100,000”, whilst the measure is not projected to meet its target, quarter 2 data, which is the most recent available, saw improved performance, and 290 actual smoking quits. Overall quit rates also improved from 51% to 55% between quarter 1 and quarter 2. This was mainly due to the increased referrals from GP practices, as a result of further embedding of the new operating model in primary care. It is anticipated that performance will improve from Q3 and a recovery plan is being implemented. Public health is committed to reducing local health inequalities. There is a commitment to reach heavily dependent smokers and those cohorts who find it traditionally more difficult to quit as this is where some of the most significant health gains can be made. These include pregnant smokers, those living with chronic obstructive pulmonary disease (COPD) and smokers with mental health or severe mental health issues (MH/SMI). There are KPIs within the specialist service contract to support these cohorts of smokers. At the end of Q2, the number of quitters for the COPD and MH/SMI cohorts was significantly above the trajectory targets, and the number of pregnant smokers quitting has improved from same period 2015/16.
- 4.7 On the measure of the “gap between the employment rate for BME residents and the Borough employment rate”, whilst the gap has widened, this does not suggest less BME people working but rather a lower percentage compared to non BME. The employment rate for BME residents has increased by 1.3ppts since this time last year. A number of initiatives are being delivered, programmed or explored to assist BME residents into employment, these include ESOL provisions, targeted employment projects and programmes, affordable childcare and maximising economic benefits realised through procurement / section 106.
- 4.8 On the measure of “lets to overcrowded families”, overall lets are expected to be at around 1,600 at year end, and the strategic measure is not expected to meet its target. Cabinet has recently decided to reduce the target set for band 3 applicants (adequately housed) from 10% to 5%. This will very slightly

improve performance as we approach year end. Housing options are being promoted through advice, open days and at events.

- 4.9 On the measure of “homelessness prevention”, whilst the measure is not projected to meet its target, this reflects lower performance than expected in quarter one. Since then, performance in quarters two and three has exceeded the target set for these two quarters. Work is underway to achieve improved preventions through landlord incentives and persuasions, negotiations with friends and family, resolving rent arrears problems working with housing benefit.
- 4.10 On the measure of number of working days/shifts lost to sickness absence, whilst the measure is not projected to meet target at year end, a number of new work streams have been introduced to improve performance, including the Council receiving the London Healthy Workplace Charter in December 2016, and the Council holding a Time to Talk day in February 2017 to encourage more people to be open about mental health issues which are the highest cause of sickness absence in the Council. Occupational Health have also run a number of stress management courses, and the Council also recently received Disability Confident accreditation (this replaces the Two Ticks scheme). Details about these, and a number of other work streams introduced by the Council are provided in paragraph 6.6.
- 4.11 Further analysis of those Strategic Measures rated Red and identified as being both below the minimum expectation and having deteriorated since the corresponding quarter in the previous year is provided in Section 6 of this report.

5. AREAS OF HIGH PERFORMANCE

- 5.1 A summary of key achievements are detailed below:

Creating opportunity by supporting aspiration and tackling poverty

5.2 Overall employment rate – gap between the borough and London average

The employment rate in Tower Hamlets is 71.6 percent, and the London average is 73.6 percent, making the gap between Tower Hamlets and the London average 2 percentage points. The borough employment rate has increased by 2.8 percentage points since this time last year whilst the overall London average has increased by 1.4 percentage points.

When comparing performance against the East London Growth borough's¹ employment rates, the borough has the 3rd highest employment rate and 3rd highest growth since this time last year (+2.8%). The data for the employment rate is taken from the Annual Population Survey².

The development of an Integrated Employment service (Strategic Activity 1.2b) has strengthened partnership working and cross referrals, and secured 830 job starts in the first three quarters of 2016/17 against a target of 1,200 for the year.

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

The final data shows that 62% of Tower Hamlets children achieved the national curriculum standard at Key Stage 2, nine percentage point above the national average of 53%

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.

5.4 **Key Stage 4 (GCSE) Attainment 8 and Progress 8**

The final data shows that local students have exceeded expectations in their GCSE results, achieving an average points score of 50.20 out of 80.00 across

¹ Post 2012 Olympics, the Olympic Legacy as supported by Government, the Strategic Regeneration Framework and the London Convergence Framework, the former Mayor of London and the elected Mayors and Leaders of the 6 Olympic Host Borough's agreed to work towards achieving socio-economic convergence between the renamed Growth Boroughs partnership and the rest of London over the period to 2030; by ensuring that over the next 20 years the residents of the Host Boroughs will come to enjoy the same life chances as other Londoners.

The 6 Growth Boroughs include: Tower Hamlets, Barking & Dagenham, Greenwich, Hackney, Waltham Forest and Newham. The framework also recognises the Growth Borough's position as the UK's strongest potential growth point through investments, and the importance of realising growth and taking full advantage of the opportunities this will create for residents of the Growth boroughs.

7 areas of disadvantage and 3 themes for action were identified to achieve convergence and reduce deprivation. However, the convergence framework outlines that the 'single most important factor in reducing disadvantage is getting more residents into work and better paid work'.

A total of 21 indicators have been agreed as measures of legacy success / convergence by the Growth Borough Partnership, which includes the employment rate. Whilst comparing TH performance against the London average shows progress against achieving individual convergence, a comparison across growth boroughs provides opportunity to assess trends and rank progress across a number of measures with similar demographic peer boroughs.

² Annual Population Survey - provides survey based estimates, the methodology of which means that there may be significant variations in turnout from one quarter to the next. The confidence interval on the borough employment rate is 3.9% compared to 0.7% for London which means that the actual rate in Tower Hamlets could in fact be much higher.

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 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.

5.5 Key Stage 5 (A Level) average grade for vocational qualifications

The final results achieved are Distinction+ for 'Tech Level' courses and Distinction for 'Applied General' courses. Our targets for these qualifications have been met and our achievement is higher than the national benchmark of Distinction- for 'Tech Level' courses and equivalent to the national benchmark for 'Applied General' courses.

Average grade for A-Level equivalent vocational courses have been disaggregated this year in to 'Tech Level' courses and 'Applied General'. Applied general qualifications: level 3 (advanced) qualifications that provide broad study of a vocational subject area e.g. a level 3 certificate / diploma in business or applied science. Tech level qualifications: level 3 qualifications for students wishing to specialise in a technical occupation or occupational group e.g. a level 3 diploma in construction or bricklaying.

5.6 Number of adoptions and special guardianship orders for looked after children

29 looked after children have been adopted or received a special guardianship order. This significantly exceeds the target of 21 looked after children and the performance last year of 13.

Tower Hamlets is part of the East London Adoption Consortium, 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.

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

2,332 actual service users aged 65+ received a long term service, which is a reduction from the 2015/16 year-end outturn of 2,626. The per 10,000 rate of 1,318 is a significant improvement compared to last quarter we have exceeded our target reduction.

Many of these older people will now be categorised as receiving shorter term care, of which some may require longer term support in future. Revised Office for National Statistics mid-year population figures, showing a slight increase in the 65+ age group, has had some positive impact on rate. We are on target to meet the year-end target set for this measure.

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.

5.8 Non-elective admission rate

The non-elective admission rate (NEA) for all adult residents has been reduced to 92.7 per 1000 population. Whilst there has been a slight decline in performance compared to last quarter, we are still exceeding the targeted reduction to a rate 94.3. Work to reduce NEA rates has been led by Tower Hamlets Together and directed by utilising the Better Care Fund. This outcome has been supported by the work to improve care and support for vulnerable adults and their carers, such as through the Ethical Care Charter and adult social care 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).

5.9 Employment gap for women

62.6 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 4.1 percentage points. The Council's target of 6.8 percent points has been exceeded and improved on last year's performance when the gap was 5.5 percentage points. The employment rate for women in Tower Hamlets has improved by 4.5 percentage points over the year compared to the London average growth rate of 1.2 percentage points. Tower Hamlets has the third highest employment rate for women amongst the East London Growth Boroughs.

The Council has undertaken targeted work which has seen an increase in the number of women accessing and benefiting from employment support through the Council's employment service and their participation in the Women into Health and Childcare programme. This includes working with Children's Centres and parents with children under five, providing employability training and referrals to the employment service. The Council's employment and skills service reports an increase since last financial year of 8.33% in the numbers of women registering with the service and 31.43% achieving a job outcome. The percentage increase is expected to be higher when Q4 figures are included at year end.

Note: The confidence level for this data set from NOMIS however at 5.9% for TH compared to 1% for London which could have a significant impact on figures reported.

Creating and maintaining a vibrant, successful place

5.10 Percentage of household waste sent for reuse, recycling and composting – the Council's recycling rate is 28.3 percent, the target has been exceeded. The downward trend and plateauing rates are a current trend on a national scale, and not just within LBTH or London. Despite the downward trend, Tower Hamlets is still recognised as one of the best performing recyclers of dry recyclates in inner London. Low participation in the recycling of green waste is partly due to challenges such as high density housing and the high proportion of high rise within the borough (86 percent), and a drop in the materials markets.

New legislation covering Materials Recovery Facility (MRF) operations and the quality of recyclable materials produced by MRF's, has made MRF operators more vigilant about the quality of the recyclable material they are receiving from local authorities has also impacted on the performance. We are currently experiencing low participation and increasing levels of contamination within the waste stream, there is an inconsistent approach from Registered Providers and managing agents in relation to waste management in particular recycling.

The Council is always looking to improve recycling performance; a number of improvement activities are currently being undertaken (Strategic Activity 2.1b):

- Campaign launched in November 2015 around recycling and the impact of contamination (Lets Sort It), the campaign focused on how to recycle right and we have seen improvements at the MRF with the acceptable tolerances.

- Working with the Registered Providers to look at recycling points and centres on estates as well as rebranding our communications, giving clear messages on what can and cannot be recycle.
- An officer at the MRF each week working with the contractor to improve the acceptable tolerance.
- We will work with developers in the long term to incorporate innovative general waste and recycling waste management systems.
- Improving the size, quality and quantity of distribution of bags making the opportunities for recycling easier.

A transformed Council, making best use of resources with an outward facing culture

5.11 Customer Access overall satisfaction (telephone contact)

Customer overall satisfaction via telephone contact with the Council is 90.33 percent, the target has been achieved. Performance has improved considerably in Q3 following transfer of repairs calls to THH, which has enabled delivery of greatly reduced wait times and reduced the impact of poor service delivery on satisfaction. Contact Centre staff have also received external customer services training which is now being embedded into standard working practices (Strategic Activity EOc).

5.12 Percentage of council tax collected and percentage of non-domestic rates collected

Three quarters of the way through the financial year, the collection of expected income from Council Tax was 76.03 percent. For business rates a total of 85.27 percent has been collected. Both measures have exceeded the Council's target of 75 percent.

The Council has worked hard to grow the **Council Tax** base and total budgeted yield retained. At end of Q3 the Council Tax base has increased by an additional 2,948 chargeable properties, and the budgeted yield retained of £76,885,062 has increased by around £2m.

Growth has seen the rateable value for **Non-Domestic Rates** increase from the initial estimate of £843m to £873m at the end of December 2016. As a result of this, net rates receivable have also increased to £404m. Although our overall income has increased significantly, there are a number of high value appeals currently underway on charitable relief and rates avoidance schemes totalling over £1.5m in uncollected income. These will have an impact on in year collection rates which will see a reduction on the

performance achieved last year. It is likely that this pattern will continue as we challenge more and more schemes designed to reduce landlords liability for empty property rates, which will increase next year as a result of increased values in the new valuation list.

6. AREAS FOR IMPROVEMENT

- 6.1 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. In addition to the analysis of all measures rated Red provided in Section 3 of the report, five of these measures have been identified as being **below the minimum expectation and have deteriorated** since the corresponding quarter for the previous year. Further analysis of these measures is provided below.

Creating opportunity by supporting aspiration and tackling poverty

6.2 **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 December 2016 was 671 days. The Council did not meet the target of 630 days, and compared to the same period last year, the number of days taken has increased by 155 days.

There have been 45 adoptions since April 2014, 14 in last rolling year and 9 adoptions since April 2016 (YTD). It has taken 671 days on average to complete adoption for the three year rolling between January 2014 and December 2016. During Q1-Q3, 9 adoptions were made, with an average of 509 days elapsing. Over the calendar year January-December 2016, 14 adoptions were completed, with an average of 559 days elapsing, so for both YTD and rolling year performance is on target. It is anticipated that a further 4 children may be adopted in this year, all currently between 300-400 days, therefore annual performance is likely to remain on target and three year rolling performance will improve.

Currently the PAST (Permanency & 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. 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.

Creating and maintaining a vibrant, successful place

6.3 Number of affordable units provided as wheelchair accessible or adaptable

46 affordable units which are wheelchair accessible or adaptable have been delivered by the end of Q3, equating to 7% of all new affordable homes delivered. The 10% delivery target for wheelchair units was met in Q1 and Q2, however there was a dip in performance in Q3 when only 16 units were delivered between October – December 2016. This is partially due to the completion of a large (129 unit) scheme at Hancock Road which was granted its permission in 2012 by the London Thames Gateway Development Corporation (LTGDC). Unfortunately, the S106 signed between the LTGDC and Southern Housing omitted any requirement for 10% of properties to be wheelchair accessible.

The Council aims to carry out a year-end reconciliation on the percentage of wheelchair units delivered allocated to P120 clients, this will review progress made in meeting demands and reducing the numbers on the accessible housing register. It has always been 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.

6.4 Number of affordable social rented housing completions for family housing

167 social rented family homes have been completed at the end of September (Strategic Activity 2.2a). This represents 95 fewer homes than the Council's minimum expectation for the reporting period and 68 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. 45.5 percent of all rented units delivered at the end September have been family sized accommodation meeting the Council's policy target on affordable social rented homes. RPs and developers continue to cooperate in using the boroughs' recommended levels of affordable rents, using the 'Framework Affordable Rents'. However, it is anticipated that these rent levels will be phased out and replaced with the London Affordable Rents and Tower Hamlets Living Rents. The Cabinet Member for Strategic Development has agreed the proposed new rent levels, which is also due for Cabinet considerations on 30th May 2017. The likely impact of these new

rents, as they are generally lower than the Framework Affordable Rents, is that future mixed-tenure developments could produce a lower percentage of affordable homes due to scheme viability constraints.

6.5 The number of overcrowded families rehoused, lets to overcrowded households

548 overcrowded families have been rehoused up to Q3 below the minimum expectation of 704 for the reporting period. Lets are down by 39 percent compared to last year and although the expectation is for the overall lets to increase towards the end of the financial year when we receive handover of new build schemes, based on number of lets achieved to date, final lets for end of the year will be significantly lower than past years. Therefore, it is unlikely that we will achieve the targets set. 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. Cabinet's recent decision to reduce the target set for band 3 applicants (adequately housed) from 10% to 5%, will very slightly improve outturns as we approach year end.

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6.6 Number of working days / shifts lost to sickness absence per employee

In the rolling year period to December 2016, the average number of days lost to sickness absence was 9.75 days. This is above the Council's minimum expectation of 9.25 days.

In December 2016, the Council received the London Healthy Workplace Charter and in early February held a Time to Talk day as part of the Time to Change initiative to encourage more people to be open about mental health issues which are the highest cause of sickness absence in the Council. Occupational Health have also run a number of stress management courses. The Council also recently received Disability Confident accreditation (this replaces the Two Ticks scheme).

Following a CMT report in October 2016 which agreed actions to try and reduce sickness, there is greater scrutiny of compliance with the sickness management procedure with monthly monitoring by DMTs. This has provided assurance that managers are generally applying the sickness procedure. Corrective action is taken in cases where issues are identified. HR review cases with managers, especially in the 10 services identified for targeted

interventions to reduce particularly high levels of absence. Attendance on the training agreed by CMT for managers in these services and completion of the mandatory on-line sickness module is still on-going. A physiotherapist is currently being procured on a pilot basis for 6 months to support employees with back problems and musculoskeletal issues which the 2nd and 3rd highest causes of absence. These interventions take time to have an impact so a reduction in sickness levels will take a number of months as a result.

Review of HR Policies and Practice and Employee Health and Wellbeing is on-going and due to report to CMT at the end of March 2017. These reviews form part of the One HR Programme under the MTFs. Sickness absence is now a standing item at the Corporate Trade Union Forum. (Strategic activity EOd).

7. COMMENTS OF THE CHIEF FINANCE OFFICER

- 7.1 This is a noting report and highlights progress to date in delivering strategic plan activities during the first 9 months of 2016/17. The cost of these activities is funded through the Councils General Fund Revenue and Capital budgets, agreed by full Council on the 24th February 2016. There are no additional financial implications arising from the recommendations within this report.

8. LEGAL COMMENTS

- 8.1 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.
- 8.2 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.

9. ONE TOWER HAMLETS CONSIDERATIONS

- 9.1 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

10. BEST VALUE (BV) IMPLICATIONS

- 10.1 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.

12. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

An element of the monitoring report deals with environmental milestones within the Creating and maintaining a vibrant, successful place priority outcome.

12. RISK MANAGEMENT IMPLICATIONS

- 12.1 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.

13. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 13.1 The Strategic Indicator set contain a number of crime and disorder items under the Creating and maintaining a vibrant, successful place priority outcome, however there are no specific crime and disorder reduction implications.

14. SAFEGUARDING IMPLICATIONS

- 14.1 The Strategic Indicator set contains a number of safeguarding measures under the Creating opportunity by supporting aspiration and tackling poverty priority outcome. There are no specific safeguarding implications.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices

- Appendix 1 – 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:

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