

Meeting of the

# OVERVIEW & SCRUTINY COMMITTEE

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Tuesday, 6 December 2005 at 7.30 p.m.

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## A G E N D A

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### VENUE

Committee Room, 1st Floor, Town Hall, Mulberry Place, 5 Clove  
Crescent, London, E14 2BG

Members:	Deputies (if any):
Chair: Councillor Alan Amos Vice-Chair: Councillor A A Sardar	
Councillor Marian Williams Councillor Louise Alexander Councillor Khaled R Khan Councillor Salim Ullah Councillor Julian Sharpe Councillor Simon Rouse	Councillor John Griffiths, (Designated Deputy for Councillor Marian Williams) Councillor Janet Ludlow, (Designated Deputy for Councillor Louise Alexander)
<b>[Note: The quorum for this body is 4 voting Members].</b>	

Co-opted Members:	
Mr C Iyobhebhe	– Parent Governor Representative
Mr H Mueenuddin	– Muslim Community Representative
Ms F Simmons	– Parent Governor Representative
Reverend Prebendary R Swan	– Church of England Representative
Mr D McLaughlin	– Roman Catholic Diocese of Westminster Representative

If you require any further information relating to this meeting, would like to request a large print, Braille or audio version of this document, or would like to discuss access arrangements or any other special requirements, please contact: Tim Hogan, Democratic Services, Tel: 020 7364 4850, E-mail: [tim.hogan@towerhamlets.gov.uk](mailto:tim.hogan@towerhamlets.gov.uk)

# LONDON BOROUGH OF TOWER HAMLETS

## OVERVIEW & SCRUTINY COMMITTEE

Tuesday, 6 December 2005

7.30 p.m.

### SECTION ONE

#### 1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

#### 2. DECLARATIONS OF INTEREST

To note any declarations of interest made by Members, including those restricting Members from voting on the questions detailed in Section 106 of the Local Government Finance Act, 1992.

#### Note from the Chief Executive

In accordance with the Council's Code of Conduct, Members must declare any **personal interests** they have in any item on the agenda or as they arise during the course of the meeting. Members must orally indicate to which item their interest relates. If a Member has a personal interest he/she must also consider whether or not that interest is a **prejudicial personal interest** and take the necessary action. When considering whether or not they have a declarable interest, Members should consult pages 181 to 184 of the Council's Constitution. Please note that all Members present at a Committee meeting (in whatever capacity) are required to declare any personal or prejudicial interests.

A **personal interest** is, generally, one that would affect a Member (either directly or through a connection with a relevant person or organisation) more than other people in London, in respect of the item of business under consideration at the meeting. If a member of the public, knowing all the relevant facts, would view a Member's personal interest in the item under consideration as so substantial that it would appear likely to prejudice the Member's judgement of the public interest, then the Member has a **prejudicial personal interest**.

#### Consequences:

- If a Member has a **personal interest**: he/she must declare the interest but can stay, speak and vote.
- If the Member has **prejudicial personal interest**: he/she must declare the interest, cannot speak or vote on the item and must leave the room.

When declaring an interest, Members are requested to specify the nature of the interest, the particular agenda item to which the interest relates and to also specify whether the interest is of a personal or personal and prejudicial nature. This procedure is designed to assist the public's understanding of the meeting and is also designed to enable a full entry to be made in the Statutory Register of Interests which is kept by the Head of Democratic Renewal and Engagement on behalf of the Monitoring Officer.

	<b>TIMESLOT</b>	<b>PAGE NUMBER</b>
<b>3. UNRESTRICTED MINUTES</b>	<b>7.35pm</b>	<b>1 - 6</b>
To confirm a correct record of the meeting of the Overview and Scrutiny Committee held on 8 <sup>th</sup> November 2005.		
<b>4. REQUESTS TO SUBMIT PETITIONS/DEPUTATIONS</b>	<b>7.40pm</b>	
To be notified at the meeting.		
<b>5. REPORTS 'CALLED IN'</b>		
To note that there have been none.		
<b>6. REPORTS FOR CONSIDERATION</b>		
<b>6 .1 TOWER HAMLETS STRATEGIC PLAN MONITORING REPORT AND INDEX (O&amp;SC030/056)</b>	<b>7.45pm</b>	<b>7 - 140</b>
<b>6 .2 CLEANER SAFER PLACES BEST VALUE REVIEW - IMPLEMENTATION PLAN UPDATE (O&amp;S031/056)</b>	<b>8.30pm</b>	<b>141 - 162</b>
<b>6 .3 FOOD LAW ENFORCEMENT SERVICE PLAN 2005/6 (O&amp;S032/056)</b>	<b>9.00pm</b>	<b>163 - 234</b>
<b>7. PRE-DECISION SCRUTINY OF SECTION ONE (UNRESTRICTED) CABINET PAPERS</b>	<b>9.15pm</b>	
<b>8. EXCLUSION OF THE PRESS AND PUBLIC</b>		

In view of the contents of the remaining items on the agenda the Committee is recommended to adopt the following motion:

“That, under the provisions of Section 100A of the Local Government Act 1972, as amended by the Local Government (Access to Information) Act 1985, the press and public be excluded from the remainder of the meeting for the consideration of the Section Two business on the grounds that it contains information defined as Exempt in Part 1 of Schedule 12A to the Local Government Act, 1972.”

**EXEMPT/CONFIDENTIAL SECTION (Pink Papers)**

The exempt committee papers in the agenda will contain information, which is commercially, legally or personally sensitive and should not be divulged to third parties. If you do not wish to retain these papers after the meeting, please hand them to the Committee Officer present.

**9. SECTION TWO MINUTES**

To confirm an accurate record of section two of the meeting of the Overview and Scrutiny Committee held on 8<sup>th</sup> November 2005.

# Agenda Item 3

## LONDON BOROUGH OF TOWER HAMLETS

### OVERVIEW AND SCRUTINY COMMITTEE

TUESDAY 8<sup>TH</sup> NOVEMBER, 2005 – 7.30 P.M.

At a **MEETING** of the **OVERVIEW AND SCRUTINY COMMITTEE** held in **COMMITTEE ROOM ONE** at the **TOWN HALL, MULBERRY PLACE, 5 CLOVE CRESCENT, LONDON E14 2BG** on **TUESDAY 8<sup>TH</sup> NOVEMBER, 2005** at **7.30 P.M.**

#### SECTION ONE

##### PRESENT:

Councillor Alan Amos (Chair)  
Councillor A.A. Sardar (Vice-Chair)  
Councillor Louise Alexander  
Councillor Khaled Reza Khan  
Councillor Simon Rouse  
Councillor Julian Sharpe  
Councillor Salim Ullah  
Councillor Marian Williams

##### CO-OPTED MEMBERS:

Ms Frances Simmons – Parent Governor representative  
Mr Christopher Iyobhebhye – Parent Governor representative  
Reverend Prebendary Ron Swan – Church of England representative  
Mr Danny McLaughlin – Roman Catholic Diocese of Westminster representative  
Mr Hasan Mueenuddin – Muslim Community Representative

##### LEAD MEMBER:

Councillor Shafiqul Haque – Lead Member for Regeneration and Community Partnerships

##### CALL-IN MEMBER:

Councillor John Griffiths

##### OFFICERS PRESENT:

Sara Williams – Assistant Chief Executive  
Emma Peters – Corporate Director, Development and Renewal  
Owen Whalley – Head of Major Project Development  
Michael Keating – Head of Research and Scrutiny  
Alan Steward – Scrutiny Policy Manager  
Suki Binjal – Legal Services  
Tim Hogan – Democratic Services

**COUNCILLOR ALAN AMOS - IN THE CHAIR**

## **1. APOLOGIES FOR ABSENCE**

There were no apologies for absence submitted. The Chair moved and it was:-

### **RESOLVED**

That the report be noted.

## **2. SECTION ONE MINUTES – 4<sup>TH</sup> OCTOBER, 2005**

The Chair moved and it was:-

### **RESOLVED**

That the Section One Minutes of the meeting of the Overview and Scrutiny Committee held on Tuesday 4<sup>th</sup> October, 2005 be confirmed as a correct record of the proceedings and the Chair be authorised to sign them, subject to Mr Laughlin's first name being amended to read "Danny".

## **3. DECLARATIONS OF INTEREST**

- Councillor A. A. Sardar declared a personal interest in agenda item 6.1 – Report "Called In"- Development Brief Furze Street. The declaration was made on the basis that Councillor Sardar was a Councillor for the Electoral Ward in which Furze Green was situated.
- Councillor Khaled Reza Khan declared a personal interest in agenda item 6.1 – Report "Called In"- Development Brief Furze Street. The declaration was made on the basis that Councillor Khan was a Councillor for the Electoral Ward in which Furze Green was situated.

## **4. REQUEST TO SUBMIT PETITIONS**

It was noted that there had been no requests to submit petitions.

## **5. REQUESTS FOR DEPUTATIONS**

It was noted that there had been no requests to submit deputations.

## **6. SECTION ONE REPORTS "CALLED IN"**

### **6.1 REPORT "CALLED IN" – DEVELOPMENT BRIEF FURZE STREET (See report O&SC026/056)**

The Chair outlined the procedure and the timings to be followed Councillor John Griffiths then addressed the Committee on behalf of the "Call-In" Members. Councillor Griffiths began by thanking the Chair for the opportunity of addressing the Committee. He went on to draw attention to the views and activities of the Weavers Field Action Group. He continued

by informing the Committee that there was a need, in his view to retain open spaces as Tower Hamlets was ranked as the fifth most overcrowded Borough in England and Wales. Open spaces contributed to the quality of life as well as to the general wellbeing and health of residents. The quality as well as quantity of open space provision was also of equal importance.

Councillor Griffiths went on to note that the concerns of local residents articulated at a recent LAP 7 meeting had not been fully taken into account. He concluded by suggesting that Cabinet should be asked to reconsider its decisions in this matter and that it should also be requested to take account of the proposed course of action detailed in the "Call In" requisition, together with concerns regarding the consultation process.

Councillor Griffiths then proceeded to respond to a range of questions put by Members of the Committee.

Councillor Shafiqul Haque, Lead Member for Regeneration and Community Partnerships then proceeded, on behalf of the Cabinet, to respond to the points raised. The Lead Member drew attention to the development pressures facing the Borough, both residential and commercial and confirmed that the Authority was seeking to implement policies in relation to the use of open spaces and land use in general which were in accord with the best interests of residents.

Mr Owen Whalley, Head of Major Projects, Development and Renewal Directorate confirmed the existence of policies to protect open space in the Borough. He also recalled the history and ownership of the site. He emphasised that officers were of the view that the Development Brief offered the opportunity to comprehensively and holistically redevelop the site in line with comments made by a Planning Inspector at a recent Public Inquiry.

Mr Whalley apologised if local residents considered that their views had not been adequately taken into account.

Mr Whalley then went on to respond to a series of detailed questions from Members of the Committee, including questions relating to the Development Brief and the associated consultation process, the consultation procedure in relation to the consideration of the planning applications, the role of the Local Development Framework and the Area Action Plans, the development of a Core Strategy Development Plan for the area, the Council's Open Space Policy, development pressures facing the Borough, the recycling and reuse of land in the Borough and the outcome of the recent Planning Inquiry.

The Chair moved and it was:-

### **RESOLVED**

That the reasons for the "Call In" of the Cabinet's provisional decisions in respect of the Furze Green Development Brief and the alternative course of action as set out in the "Call In" requisition be supported. The Committee also noted with profound concern that the views of the

community articulated at a recent LAP 6 meeting had not been appropriately taken into account.

## **7. SCRUTINY SPOTLIGHT – DEVELOPMENT AND RENEWAL DIRECTORATE**

Councillor Shafiqul Haque, Lead Member for Regeneration and Community Partnerships accompanied by Ms Emma Peters Corporate Director Development and Renewal provided a powerpoint presentation to the Committee on the work of the directorate and in particular its planning and employment generation initiatives within the context of the performance indicators contained with the Tower Hamlets Index.

Following the presentation the Lead Member and the Corporate Director responded to a series of detailed questions.

The Chair thanked the Lead Member and the Corporate Director for their attendance and helpful and informative comments and moved and it was:-

### **RESOLVED**

That the contents of the presentation be noted.

## **8. REPORTS FOR CONSIDERATION**

### **8.1 SCRUTINY CHALLENGE SESSION ON PLANNING OBLIGATIONS (See report O&SC027/056)**

The report was introduced by Councillor Julian Sharpe, Scrutiny Lead for Creating and Sharing Prosperity who went to inform the Committee that he had requested officers to arrange in the near future a further challenge session to consider among other issues the role of elected Members in establishing Planning Obligations (formerly known as Section 106) priorities. The Chair moved and it was:-

### **RESOLVED**

That the outcome of the Scrutiny Challenge Session on Planning Obligations be noted.

### **8.2 STANDARDS TEAM/CORPORATE COMPLAINTS HALF YEARLY REPORT (See report O&SC028/056)**

The report was introduced by Suki Binjal, Interim Head of Standards, Legal Services who drew attention to the tabled unaudited ward by ward analysis of complaints and noted that overall the position was quite good. In welcoming the report Councillor Rouse drew attention to the high volume of complaints received by the Housing Directorate and noted that they should be appropriately analysed and be used to drive forward service improvements. Councillor Rouse suggested that the Director of Housing Management should be invited to attend a future meeting of the Committee to discuss the situation. The Chair moved and it was:-



## **RESOLVED**

- (i) That the report be noted.
- (ii) That the Director of Housing Management be invited to attend a future meeting of the Committee to discuss the directorate's response to the volume of complaints made against it.

### **8.3 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2005/06: UPDATE (See report O&SC029/056)**

Mr Alan Steward, Scrutiny Policy Manager, introduced the report and responded to questions from Members regarding the progress of various scrutiny reviews. Each Scrutiny Lead also updated the Committee on the progress of work within their respective portfolio areas. The Chair moved and it was:-

## **RESOLVED**

That the report be noted.

### **9. PRE-DECISION SCRUTINY OF SECTION ONE CABINET PAPERS – CABINET 9<sup>TH</sup> NOVEMBER 2000**

The Chair agreed to vary the Order of Business and take item 9 following the completion of item 7. The Chair also agreed to the tabling of a report by the Corporate Director Development and Renewal entitled Protocol Governing Working Arrangements in Development Control for the UDC area in Tower Hamlets, and moved and it was

## **RESOLVED**

That the Committee adjourn for five minutes as from 9.18 pm to enable Members to give consideration to the tabled report.

At 9.23 pm the Committee resumed consideration of the business on the agenda.

The Chair informed the Committee that he had agreed to accept the tabled report as urgent business as it was concerned a protocol and a side undertaking with the UDC which has been the subject of detailed negotiations. The negotiations were only completed at the end of last week, and the side undertaking was only agreed by London Thames Gateway Development Corporation at its Board meeting on Monday 7<sup>th</sup> November 2005. The report could not therefore be completed until after this agreement. Furthermore, the LTGDC had now assumed its planning powers, so further delay (until Cabinet in December) would have had adverse implications for the proper implantation of those powers.

The Chair also informed the Committee that he had also agreed to accept the report as there was a pre-decision scrutiny question relating to the availability of the report.

Councillor Williams notwithstanding the explanation provided expressed concern relating to the tabling of the report.

Ms Peters went onto outline the background to the report and amplified the reasons why the report had not been previously available.

The Chair indicated that the questions to be put forward by Councillors Louise Alexander and Marian Williams to the Cabinet meeting to be held on Wednesday 9<sup>th</sup> November 2005 had been tabled for consideration.

Following discussions of the questions, the Chair moved and it was:-

### **RESOLVED**

- (i) That no Section One questions be submitted to Cabinet for consideration.
- (ii) That the question submitted by Councillor Marian Williams in relation to the Cabinet agenda item 11.1 – Housing Choice – 15<sup>th</sup> Progress Report be progressed via the Members Inquiry System.

## **10. EXCLUSION OF THE PRESS AND PUBLIC**

The Chair moved and it was:-

### **RESOLVED**

That, under the provisions of Section 100(A) of the Local Government Act, 1972 as amended by the Local Government (Access to Information) Act, 1985 the press and public be excluded from the remainder of the meeting for the consideration of the Section Two business on the grounds that it contains information considered to be Exempt as detailed in Part 1 of Schedule 12A to the Local Government Act, 1972.

### **SUMMARY OF SECTION TWO PROCEEDINGS**

During Section Two of the proceedings, the Committee considered the Section Two Minutes of the meeting of the Committee held on Tuesday 4<sup>th</sup> October 2005, and Section Two Pre- Decision Question in relation to the adoption of Capital Estimated for Registered Social Landlord Activity.

### **CLOSE OF MEETING**

The Chair closed the meeting at 9.57p.m.

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**COUNCILLOR ALAN AMOS  
CHAIR, OVERVIEW AND SCRUTINY  
COMMITTEE**

# Agenda Item 6.1

<b>COMMITTEE</b> <b>Overview and Scrutiny</b>	<b>DATE</b> <b>6 December 2005</b>	<b>CLASSIFICATION</b> <b>Unrestricted</b>	<b>REPORT NO.</b> <b>O&amp;SC030/056</b>	<b>AGENDA ITEM</b>
<b>REPORT OF:</b> <b>Assistant Chief Executive</b>		<b>TITLE:</b> <b>TOWER HAMLETS INDEX and STRATEGIC PLAN – MONITORING REPORT</b>		
<b>ORIGINATING OFFICER(S):</b> <b>Sara Williams</b> <b>Joel Brookfield</b>		<b>WARD(S) AFFECTED: All</b>		

## 1. Summary

- 1.1 This report contains three performance reports for the half-way stage of the municipal year. The first report concerns progress in implementing the Year 4 Strategic Plan. Appendix 1 lists all progress milestones with current performance against their criteria. The second report is the usual performance summary for the bi-monthly Tower Hamlets Index in 2005/06 along with detailed graphs for each indicator. Appendix 2 contains this information. The final report is a six-monthly monitoring of other key performance indicators. Appendix 3 details performance for these indicators. This covering report provides analysis and headlines for each of the monitoring reports.

## 2. Recommendation

- 2.1 That the Committee notes and comments on the performance as identified in paragraphs 4,5 and 6 of this report.

<b>LOCAL GOVERNMENT ACT, 2000 (SECTION 97)</b> <b>LIST OF "BACKGROUND PAPERS" USED IN THE DRAFTING OF THIS REPORT</b>	
<b>Brief description of background papers:</b> <b>Tower Hamlets Index Monitoring Reports</b> <b>The Strategic Plan 2004/05</b> <b>Best Value Performance Plan 2004/05</b>	<b>Name and telephone number of holder and address where open to inspection:</b>  <b>Sara Williams, 020 7364 4771</b> <b>Mulberry Place, 4<sup>th</sup> Floor</b>

### 3. Background

- 3.1 The Tower Hamlets Index consists of a range of indicators that are from one or more of the following categories:
- Best Value Performance indicators;
  - Other statutory indicators;
  - Public Service Agreement (PSA) indicators;
  - Government Floor Target indicators;
  - Locally devised indicators.
- 3.2 The Tower Hamlets Index has been designed as a tool for Corporate Directors and their staff to accelerate improvement or sustain excellent performance in priority areas. It also assists Members in monitoring the overall rate of improvement across the council.
- 3.3 Each directorate has set annual targets to assist the council in reaching its ambition of being one of the top 3 performers in Inner London, and in the top 25% in Greater London by 2006.
- 3.4 We undertake an annual assessment of our ranking on all Tower Hamlets Index indicators which are Best Value Performance Indicators and which enable comparisons with other authorities. We monitor our performance monthly on a wider suite of Index indicators which includes local PIs for which national comparisons are not available. The monthly Index also excludes all indicators for which data is available only annually. In some cases proxy indicators replace the annual indicators – for example, schools causing concern and school attendance instead of annual test and examination result indicators.

### 4. Strategic Plan Monitoring

- 4.1 The Council's Strategic Plan sets out our 12 strategic priorities and targets for the four-year period 2002 – 2006. It is updated each year to include an implementation plan for the year in question, incorporating objectives and targets for the year, the activities to be carried out to achieve those objectives, and progress milestones through which progress is monitored. **Appendix 1** details the progress against all milestones for the first six months of 2005/06.
- 4.2 Strategic Plan performance is measured against the progress milestones for all each key activity. The milestones are allocated one of three performance levels:

**RED** = Progress milestone not achieved; deadline has expired

**AMBER** = Milestone not yet achieved; deadline not yet reached

**GREEN** = Milestone achieved

Using the Excelsis performance management system the above rules have been applied across the board to all Strategic Plan milestones to provide a robust assessment of progress.

- 4.3 The table shown below illustrates the proportion of milestones in each category at this stage of the year. Currently there are 562 progress milestones in the Strategic Plan: Year 4 Implementation Plan. Of these, they break down into the following performance status grades:

Table 1: All progress milestones 2005/06 by status:

Status	Number	%
<b>RED</b>	86	15.3
<b>AMBER</b>	223	39.7
<b>GREEN</b>	253	45.0
Total	562	

The number of milestones in each category has also been broken down by Directorate. To allow a fair comparison, a percentage calculation for each type of milestone has also been included.

Table 2: Progress Milestone status broken down by Directorate:

Directorate	RED	%	AMBER	%	GREEN	%	Total Milestones
Chief Executive's	33	13.0	106	41.9	114	45.1	253
Environment & Culture	20	21.5	45	48.4	28	30.1	93
Development & Renewal	8	20.5	7	18.0	24	61.5	39
Housing	0	0	15	51.7	14	48.2	29
Education	20	19.0	30	28.6	55	52.4	105
Social Services	3	10.0	17	56.7	10	33.3	30
Joint E & SS	1	14.2	3	42.9	3	42.9	7
Joint E & E&C	1	16.7	0	0	5	83.3	6
<b>TOTALS</b>	87		223		251		562

- 4.4 There are no overwhelming trends underlying the red milestones: they are evenly distributed across Strategic Plan theme and Directorates. It is important that reasons for red milestones are fully understood, given that there may be barriers to performance that need to be addressed. Although some of the red milestones relate to external matters such as waiting for other organisations to produce plans, there are some which are within the control of the Council. Below is a table that attempts to summarise and quantify the reasons for failing to achieve milestones by the due date.

Table 3: *Reasons for red milestones in % terms*

Reason	% of red caused by reason
Awaiting action or guidance from other organisations	18%
Failure to meet a specified quantitative target e.g. PI target	13%
ICT issues / lack of reporting mechanisms	10%
Milestone incorporated into a wider service/strategic review	10%
Staffing issues - recruitment or long-term illness	10%
Contractor issues	6%
To be completed as part of a new higher level strategic approach e.g. Local Area Agreements.	6%
Relocation of service	6%
Further revision of proposals required	6%
Legislation changes/delays	4%
Data not available to assess achievement	3%
Decision taken by Cabinet/CMT to reschedule milestone in-year	3%
Member participation	3%
Delay in provision of staff training	1%

## 5. Tower Hamlets Index

5.1 Performance against the bi-monthly Tower Hamlets Index indicators for the period August – September 2005 is set out in **Appendix 2a** (Overall report) and **Appendix 2b** (Charts).

### How we are doing

5.2 Currently **24** of the performance indicators are on track to achieve their end of year target (Green). Areas where performance is well above the estimated level for the end of September are as follows:

- Young people under 18 accessing substance misuse treatments
- Days taken to repair street lights
- Abandoned car reports
- Visits to Leisure centres
- Visits to arts facilities
- Festivals or cultural events organised by the council
- Attendance at LAPs

5.3 A total of **16 indicators** are not meeting their bi-monthly target at this point of the year. Indicators that are significantly below their estimate are:

- Violent crimes
- Lettings to overcrowded tenants
- Recycling

5.4 **4 indicators** have moved from **Red to Amber** are:

- Vehicle crime
- Adopted children
- Minor planning applications
- Library visits

5.5 **6 indicators** have moved from **Green to Amber**:

- Robberies
- Lettings to overcrowded tenants
- Children looked after
- Residents claiming employment-related benefits
- Absence levels – Primary schools
- Absence levels – Secondary schools

5.6 We are half way to the end year and comments will reflect steps taken to ensure targets are met.

5.7 All indicators are now being reported on but THI 4 (Racial Incidents) has no preferred direction of travel.

## 6. **Six-monthly Performance Indicators**

6.1 In addition to the Tower Hamlets Index, we monitor Comprehensive Performance Assessment (CPA) and other key indicators at the six-month point, with the exception of PIs for which data is only available annually.

This year the six-monthly performance indicator reporting consists of the following categories:

- Comprehensive Performance Assessment indicators
- Education BVPIs
- Social Services BVPIs
- Benefits BVPIs
- All BVPIs which are new for 2005/06

6.2 The Comprehensive Performance Assessment framework was recently revised and a new suite of performance indicators were published that will part of the assessment for the three service blocks for which the Audit Commission is responsible: Environment, Leisure and Housing. This data includes non-BVPI sources for the first time with Public Libraries Service Standard (PLSS) and Housing Improvement Plan (HIP) data now being used.

6.3 Given that Education, Social Services and Benefits service blocks are not part of the Audit Commission service assessment, it was decided to collect data on all BVPIs in these service areas to ensure in-year scrutiny of progress. For education PIs which relate to annual results, 2005 results are included as these will be reported to the Audit Commission at the end of 2005/06.

6.4 Performance in the six-monthly indicators for the period April - September 2005 is set out in **Appendix 3**. As six-monthly targets were not required for these indicators they have been analysed against the following criteria:

- Has there been improvement or decline in performance since April 2005?

- Is the outturn at target level yet?
- If performance is cumulative (e.g. no. of robberies per year), does half-year outturn equal half the target?

6.5 Currently **26** indicators have improved performance since April (where this calculation is possible); **10** have stayed the same and **8** have declined. There have been some areas of significant improvement since 2004/05. These include:

- Average length of stay in bed & breakfast accommodation
- 5 or more GCSEs at Grades A\*-C
- Time taken to prepare statements of Special Educational Needs
- Waiting times for social services assessment

Areas where performance is below that for 2004/05 are:

- Looked-after children achieving one or more GCSE.
- Pupils achieving Level 4 and 5 in Key Stage 2 English
- Rent collection
- Benefit claimants visited
- Accuracy of Housing Benefit & Council Tax benefit calculations
- Percentage of disabled staff

6.6 Of those indicators for which a target for 2005/06 was set, **29** indicators are currently meeting their annual target at this point of the year; **32** indicators are not. Of those that are not, those projected to be significantly below their end-year target by the end of 2005/06 are:

- Contaminated land information
- Items of social care equipment and adaptations delivered on time
- Benefits claimants visited or formally investigated

In addition to these, all of those indicators listed in section 5.5 where their actual performance has declined are also at risk of not meeting their target by the end-year.

## 7. Equalities Implications

7.1 The Council's ambitious targets for service delivery are focused on meeting the needs of the diverse communities living in Tower Hamlets. The Tower Hamlets Index reflects the priority the Council gives to equality and diversity issues, and includes specific equality indicators.

## 8. Comments from the Chief Finance Officer

8.1 This report updates the Overview and Scrutiny Committee on the current position regarding key priorities as measured in the Tower Hamlets index. Financial implications are dealt with under individual items and there are no additional financial comments.



## **9. Concurrent Report of the Chief Legal Officer**

- 9.1 Members are recommended to note this is the first monitoring report for this financial year. Performance monitoring using the Index combined with implementation of the Strategic Plan will ensure that the Council is well placed to meet the requirements of the Local Government Act 1999 to have regard to economy, efficiency and effectiveness in the discharge of its functions.

## **10 Sustainable Action for A Greener Environment**

- 10.1 A number of the Indicators contribute directly towards a greener environment, including addressing abandoned cars, and improving the cleanliness of streets. The Council will ensure that in monitoring and reporting on the Tower Hamlets Index, the environmental impact locally will be kept to a minimum.

## **11. Anti Poverty Comments**

- 11.1 A number of the indicators in the Index specifically address unemployment, income maximisation, and overcrowding issues, targeting some of the most vulnerable communities in Tower Hamlets. A number of the other indicators address service improvements that have a greater impact on those communities in most need of Council services.

## **12. Risk Management Implications**

- 12.1 In line with the Council's risk management strategy, the implementation of the Tower Hamlets Index will assist the Cabinet, Corporate Directors and relevant service managers in delivering the ambitious targets set out in the Strategic Plan. Where any difficulties or slippage arise, the process will create an opportunity for Members and Corporate Directors to discuss remedial action and keep progress under regular review.

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## Year 4 Strategic Plan: Six-Monthly Monitoring

			Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
2005/06\Strategic Plan\Council's Strategic Plan Implementation plan							
Crime Better place for Living Safely/1.1.1 To reduce acquisitive crime, including street crime, burglary and vehicle							
Develop initiatives aimed at securing accredited status for car parks							
			One project aimed at securing accredited status for car parks complete by March 2006	Amber	31-Mar-2006		Project refocused because securing accredited status was found not to be cost effective. Action will focus on improving security in problem car parks.
Develop local crime reduction initiatives in partnership with local communities in each of the LAP areas							
			Crime reduction initiatives in place in 4 Local Area partnerships (LAPs) by September 2005, remainder by April 2006	Green	30-Apr-2006	30-Sep-2005	Safer Neighbourhood Teams are operational in all wards and are working through Safer Neighbourhood Action Groups to tackle public ser priorities.
Educate the public and raise awareness about the risks relating to acquisitive crime							
			Crime prevention information pack developed and launched by August 2005	Green	31-Aug-2005	31-Aug-2005	Crime prevention leaflets targeted at neighbourhoods experiencing high levels of burglaries or other crimes have been produced. These are distributed as a supplement to focused preventative patrols by SNTs.
Implement DVLA crime prevention project to two car crime hot spots							
			DVLA crime prevention project applied to two car crime hot spots by October 2005	Green	31-Oct-2005	31-Oct-2005	Project commenced in February 2005.
Launch a local CCTV Control Centre							
			Control Centre operating by March 2006	Amber	31-Mar-2006		The majority of orders have been raised and components are being produced. On target to meet deadline.
Launch a mobile contact resource to be used in promoting crime reduction initiatives in the community							
			Mobile contact resource in place by August 2005	Green	31-Aug-2005	24-Oct-2005	The contact centre has been purchased and delivered. It was publicly launched at the Brick Lane Festival on the 11th September 2005. Schedule of use for SNT's and LAPs has been agreed.
Launch Prolific and Priority Offenders initiative targeting prolific offenders and increasing the proportion of offenders							
			Launch of the Prolific and Priority Offenders initiative by May 2005, with monitoring reports to each Living Safely CPAG and evaluation review by March 2006	Amber	31-Mar-2006		PPO Strategic group established, with PPO tactical group and prevent and deter tactical group. PPO list of approximately 45 offenders being targeted with multi-agency intervention. Prevent and deter list of approximately 20 young PPO's targeted for multi- agency intervention.
Target preventative measures on particular groups of the community who are particularly at risk from particular types of acquisitive crime, including students and older people							
			Information events for new students held during "freshers' weeks" at local educational establishments by October 2005	Green	31-Oct-2005	07-Oct-2005	Freshers fair successfully completed by Crime Prevention Officers in the Police.
			Publicity targeted at older residents launched via EEL and post offices by December 2005	Green	31-Dec-2005	01-Apr-2005	Press release went out in March 2005, detailing the support that SNTs can provide older people. Accounts have been received from older people feeling safer e.g. Safer Neighbourhood DVD
Work with partners to reduce the level of acquisitive crime linked to the use of public transport							

	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
	Pilot Area Audit on acquisitive crime to be undertaken in association with DLR and LAPs by June 2005, with improvement project underway by December 2005	Green	31-Dec-2005	31-Oct-2005	An audit around Algate station took place in July 2005. Another audit is scheduled in Poplar. During this audit actions for improvement were identified and are now being progressed.
1. A better place for Living Safely/1.1.2 To reduce the level of anti social behaviour (ASB) and the impact which ASB has on the quality of life of our communities					
· Review and develop a strategy in relation to the misuse of fireworks with the Police, Fire Brigade and other partners which will include the adoption of the Fireworks Act 2003(CP)					
	Fireworks Strategy reviewed and agreed June 2005	Green	30-Jun-2005	30-Sep-2005	The working group has met 3 times. Joint Inspections are underway. The specific percentage reduction in ASB will be clear after Guy Fawkes night.
	All premises in the Borough selling fireworks to receive a joint inspection by end of October 2005	Green	31-Oct-2005	31-Oct-2005	On target – joint inspections have been programmed and currently being implemented.
	5% reduction in antisocial behaviour incidents relating to fireworks received by police (December 2005)	Amber	31-Dec-2005		Firework ASB programme developed with the Crime Reduction Unit. On target.
Agree and implement new staffing structure to deliver 24/7 Environmental Health Noise Control Service to improve responsiveness to unwanted noise					
	Proposals for new staffing structure by May 2005	Green	31-May-2005	31-May-2005	Achieved.
	Staffing structure in place and extended service commenced by August 2005	Green	31-Aug-2005	30-Sep-2005	There is currently a provisional staffing structure in place pending permanent appointments. Progress reports will be submitted.
Agree ASB strategy and action plan					
	ASB strategy and action plan agreed by September 2005, with quarterly monitoring	Green	30-Sep-2005	30-Sep-2005	ASB Strategy approved by Council to be published shortly.
Develop innovative diversionary programmes					
	Training for police and partner agencies to deliver Restorative Justice interventions to perpetrators of ASB by October 2005	Green	31-Oct-2005	31-Oct-2005	Seminar completed. Training dates have been established for October and November 2005
Implement a programme of fire prevention improvements on 10 estates					
	Fire prevention programme complete by March 2006	Amber	31-Mar-2006		3 blocks on the Ranwell East Estate have so far benefited from works targeted at fire prevention. An multi-agency arson group has been created and is taking responsibility for delivering the remaining improvements.
Improve enforcement actions against identified perpetrators of ASB					
	10 additional professional witnesses trained and available for deployment by August 2005	Green	31-Aug-2005	29-Sep-2005	This has been completed.
	Joint Council and Police investigation and enforcement team launched by July 2005	Red	31-Jul-2005		Joint investigation and enforcement team: We are currently planning to co-locate the Police's Partnership Unit and the Anti Social Behaviour Team in Mulberry Place, effectively establishing a Joint Investigation and Enforcement team. However these activities are dependent on wider Accommodation Strategy
Improve support to victims of ASB					

	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
	Advocacy service available by June 2005 to support victims of ASB through court proceedings	Green	30-Jun-2005	31-Oct-2005	Support moved to all victims of ASB.
	Tackling ASB included as key criterion for assessing PAYP programme by June 2005	Green	30-Jun-2005	31-Oct-2005	The aim of the project was to reduce ASB by engaging YP in Positive activities. Project was fully operational in Jan 2005.
	National victim and witness strategy recommendations fully implemented by June 2005	Green	30-Jun-2005	31-Oct-2005	The Zone has gone live.
Launch local initiatives using the new powers of the ASB Act					
	Pilot Drinking Control Zone implemented by July 2005	Green	31-Jul-2005	31-Oct-2005	The zone has gone live.
1. A better place for Living Safely/1.1.3 To reduce the incidence of violent crime, including domestic violence, in the borough					
Develop a One-Stop service for victims of Domestic Violence and run a programme of events targeting awareness and the reduction of domestic violence					
	Develop a One Stop service for victims of Domestic Violence by July 2005	Red	31-Jul-2005		Co-location being explored within reasonable resources. This will be taken forward by the LAA.
	Programme of events on DV held by November 2005	Green	30-Nov-2005	31-Oct-2005	A community education and awareness programme planned and underway - including outreach stalls, personal safety training for women, improved website content and maintaining a high local media profile.
Develop an educational project to reduce the tolerance of violence in the community					
	School based education programme to be launched in September 2005	Red	30-Sep-2005		The Education for Respect programme was established in 2004. The role of Education DV Co-ordinator is currently vacant and we are currently recruiting, so this area of work is temporarily on hold.
Introduce initiatives to break the linkages between drug and alcohol misuse and crimes of violence					
	Drug Supply interventions programme launched May 2005	Green	31-May-2005	31-Oct-2005	4 Arrests for the supplying of Heroin have been made and 4 drug addresses have been closed with a further 20 identified for closure. A drug availabilities group has been established and is commissioning work to further develop understanding of drug supply in the borough.
	Local alcohol harm reduction plan agreed and launched by December 2005	Amber	31-Dec-2005		Alcohol Strategy is currently under development. It will not be "launched" but will be implemented through a working group. The Strategy will be completed by March 2006.
Target specialist operation on weapon-enabled crime and disorder					
	Launch of specialist operation against violent commercial crime by June 2005	Green	30-Jun-2005	31-Oct-2005	A RAID Contol Initiative was established in June 2005. 30 potential premises visited by crime prevention officer. Eight identified as repeat or vulnerable commercial premises.
Work with local businesses to introduce an initiative to reduce the level of violent crime faced by small business holders					
	Pilot business crime partnership initiative launched by August 2005	Green	31-Aug-2005	31-Oct-2005	The Brick Lane Steering Group (a partnership action group) has set up a Small Business Crime Initiative which aims to reduce overall crime in Brick Lane by 30% over 18 months.

	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
	1. A better place for Living Safely/1.1.4 To reduce the impact of drug misuse on the community by reducing drug crime, improving the availability and quality of services which help problematic drug users				
	Develop local services encouraging drug users into treatment services and increasing the proportion of drug users who				
	Local detoxification unit commissioned by March 2006	Amber	31-Mar-2006		Alternative premises for TH detoxification unit are currently being explored.
	Implement Integrated Young Person's Drug Service to improve the quality of treatment and counselling services available				
	Integrated Young Person's Drug Service launched May 2005	Green	31-May-2005	31-Oct-2005	The new Young People's Substance Misuse Service is operational.
	Launch a drug service to meet the needs of women				
	Women's Drug Service launched by December 2005	Amber	31-Dec-2005		The DAT are currently consulting stakeholders on the development of a womens drug treatment service. Slippage likely due to delay in the productions of the service specification.
	Pilot "anti-drug" environmental improvements on a target housing estate				
	"Anti-drug" environmental improvement piloted on identified housing estate by August 2005, with report to Living Safely CPAG on effectiveness by December 2005	Green	31-Dec-2005	31-Oct-2005	Drug Stoppers initiative is being piloted with evaluation due to report in December 2005.
	Provide appropriate treatment services to offenders with substance misuse problems				
	DIP programme assessed as "green" by National Treatment Agency by October 2005	Red	31-Oct-2005		The DIP programme is assessed as 'Amber'. There is an action plan in place to support improvement.
	Reduce supply of controlled drugs				
	Establish 'Availabilities' working group by July 2005	Green	31-Jul-2005	31-Jul-2005	An availabilities group has been established. First meeting was 27/07/05.
	18 drug address closures by March 2006	Amber	31-Mar-2006		4 addresses have been closed so far. Safer Neighbourhood Teams have been requested to identify addresses and 20 premises are currently being investigated.
	1. A better place for Living Safely/1.1.5 To make streets, public areas, residential areas and open spaces				
	Improve safety and perceptions of safety in parks through: - improving CCTV provision - placing park rangers in key parks - implementing improved security contract arrangements - community planting schemes				
	Phase II CCTV provision in Victoria Park by December 2005	Amber	31-Dec-2005		In progress – site surveys & specifications complete, with works currently on target.
	Park Keeper / Rangers located in key parks and working core hours by June 2005	Red	30-Jun-2005		Staff located at key parks, but revised hours of working now linked to wider Cultural Services review with December 2005 completion target.
	Security Contract Partnership working arrangements in place by June 2005	Green	30-Jun-2005	30-Jun-2005	New contract arrangements agreed and operational.
	5 Positive community planting schemes implemented by March 2006	Amber	31-Mar-2006		In progress
	Safety Plan produced with implementation of recommendations by May 2005	Green	31-May-2005	31-May-2005	Safety Plan established and operating for Millwall Park.
	Develop an anti crime plan for the Borough's Markets including joint activities with the police in respect of the sale of counterfeit goods, illegal trading, assaults, antisocial behaviour and theft				

	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
	Markets Plan finalised July 2005, with 12 joint markets activities undertaken by March 2006	Amber	31-Mar-2006		Development of Markets Plan delayed due to available resource being focused on police-led joint crime activities in the first half of this year. Rescheduled for December 2005. 9 major joint activities undertaken in the last 7 months.
Extend safer routes to school programme					
	15 school travel plans adopted by March 2006	Amber	31-Mar-2006		In progress – currently facilitating school travel plan development in 30 schools.
Implement partnership wide Envirocrime Action Plan					
	Data collection for key enviro crime areas such as fly-tipping, graffiti tag databases etc reviewed and linked to strategies and targets by May 2005	Red	31-May-2005		Targets included in Cleaner Safer Places and Anti Social Behaviour Action Plans. However, co-ordinated review and collection reprioritised to February 2006.
Introduce traffic management measures in residential areas to reduce the number of unnecessary motor vehicle journeys and to complement the congestion-charging scheme.					
	3 new 20 mph zones introduced by March 2006	Amber	31-Mar-2006		In progress – 2 zones out to public consultation this month with designs well advanced for 2 more.
Promote road safety education to vulnerable age groups					
	Junior road safety officer scheme extended to 20 primary schools by March 2006	Amber	31-Mar-2006		In progress – already up and running in 6 schools and more interest to follow-up.
	Junior Citizen Scheme Safety training for 1000 year 6 pupils by November 2005	Green	30-Nov-2005	31-Oct-2005	Junior Citizen Scheme took place on 10 October for 2 weeks, training 1000 Yr6 pupils.
	60+ Road Safety Awareness Training for 5 elders groups by March 2006	Amber	31-Mar-2006		In progress – material in preparation and bookings to be taken after Xmas.
1. A better place for Living Safely/1.1.6 To protect those who are vulnerable in our community, through intolerance of hate crimes, including race crimes; faith related crimes, homophobic crimes, crimes against refugees and asylum seekers and crimes against elderly people					
Engage all partners in sharing information relating to hate crime					
	Borough information protocol to be reviewed by June 2005, with amendments approved by October 2005	Green	31-Oct-2005	31-Oct-2005	Partners have been engaged through the 'RHIAF' - a multi-agency forum. Additionally, the police have set up 'Gold Group' to share top level information.
Increase the effectiveness of reporting of hate crime through third party reporting sites					
	Review of third party reporting scheme reported to LS CPAG by August 2005, with recommendations implemented by March 2006	Amber	31-Mar-2006		The newly appointed Hate Crime Co-ordinator will be focussing on reviewing reporting processes in the period to the end of the calendar year.
Launch an action plan specific to the needs of asylum seekers					
	Amended asylum seekers plan completed and implemented by March 2006	Amber	31-Mar-2006		The development of the action plan is in progress. Final draft will be going to the Refugee Forum in November 2005. It is on target to be implemented by March 2006.
Provide educational and training resources aimed at reducing acceptance of hate crime					
	Revised training resource available by May 2005, with 10 courses held by March 2006	Amber	31-Mar-2006		Training resources have been revised. 5 courses run were in schools between April and July 2005. All new Ideas Store staff will receive training on dealing with discriminatory behaviour and harassment.

	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
Provide support to victims and witnesses in hate crime cases					
	National victims and witnesses strategy launched by June 2005	Red	30-Jun-2005		We have signed up to the National Victims Mobility Scheme but full participation requires a change of housing procedures which needs to be agreed by members. A report requesting this change to be made is currently in preparation.
1. A better place for Living Safely/1.1.7 To reduce youth crime and disorder					
Deliver and commission interventions aimed at challenging the behaviour of young people who are either offending or assessed as being at risk of becoming offenders					
	Behaviour change project to be launched by June 2005. First tranche of 20 participants to complete phase 1 of programme by March 2006	Green	31-Mar-2006	31-Oct-2005	The YISP have developed interventions to engage Young People at risk of offending. 45 participants have been engaged to date. 20 ISP's have been completed.
Develop information exchange systems to allow early identification of young people at risk of becoming involved in crime					
	THISChild system to be adopted by all criminal justice partners by October 2005	Green	31-Oct-2005	31-Oct-2005	Training is currently being undertaken on version 3 with relevant Partners. On target to meet deadline of October 2005.
Develop strategic and operational links with the emerging integrated children's' service					
	Children's Services developments reflected in Youth Offending Team (YOT) Management Board arrangements by March 2006	Green	31-Mar-2006	31-Oct-2005	Youth Offending Team management Board now includes Director of Childrens Services. Consultation on development underway involving YOT.
Extend the availability of the parenting programme					
	Additional 25 places commissioned by October 2005	Red	31-Oct-2005		A scoping exercise with Coram Families has revealed that an extra member of staff will be required to deliver these places. We are currently in the process of identifying funds for this post.
Increase victim involvement in restorative justice projects					
	Victim advocacy project developed and launched by October 2005, offering all victims the opportunity to participate in restorative justice	Green	31-Oct-2005	31-Oct-2005	A restorative justice group is meeting quarterly.
Intensive intervention for most serious young offenders					
	Establish Prevent and Deter list of prolific and other priority young offenders by June 2005	Green	30-Jun-2005	30-Jun-2005	List established in June.
	Agree partnership monitoring arrangements by July 2005	Green	31-Jul-2005	31-Oct-2005	Tactical group meeting regularly.
Involve volunteers in mentoring and other direct work with offenders					
	Volunteer mentoring project launched Sept 2005, with 20 volunteer mentors trained by March 2006	Amber	31-Mar-2006		9 volunteer mentors trained currently.
Launch Youth Inclusion Projects in four areas of the borough					
	First YIP to be launched by July 2005. Implementation to complete by March 2006	Amber	31-Mar-2006		Funding from YJB delayed, announcement imminent about seed funding up until April 2006. Timescale to be reviewed.
1. A better place for Living Safely/1.1.8 To improve community safety by improving security to residents homes					
Implement investment programme to improve security to council and private sector homes					



	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
	Minimum of 500 council homes benefiting from security works by March 2006	Amber	31-Mar-2006		150 homes have benefited from new door entry or CCTV installations with a further 336 homes programmed for work. General lighting improvements to improve estate security have also been carried out.
	110 Home Repair Grants awarded by March 2006	Amber	31-Mar-2006		42 Home Repair grants were approved by September 2005. Regular reporting arrangements are in place.
1. A better place for Living Safely/1.2.1 To protect the environment					
- Implement the Council's Air Quality Action Plan					
	Updated schedule of actions based on priorities identified within the Council's Air Quality Action Plan by May 2005	Green	31-May-2005	31-May-2005	Achieved – implementation of Action Plan in progress.
Develop and review the New Licensing regime to deal with the licensing responsibilities transferred from the magistrates to the Local Authority					
	Multi disciplinary licensing working groups June 2005	Red	30-Jun-2005		Partially achieved – One operational working group in place and has met 3 times. Other Strategic groups now planned to be set up by November 2005.
	Licensing Service review completed by September 2005 with implementation of review recommendations by November 2005 .	Amber	30-Nov-2005		In progress – service review has started but not completed, completion date now likely to be at the end of October 2005. Recommendations will be made by November 2005
Implement the Council's Contaminated Land Strategy					
	20 intrusive investigations of high risk sites completed by March 2006 (baseline zero)	Amber	31-Mar-2006		In progress – currently making progress through implementation of the Strategy, including coordinating applications for funding from DEFRA , and progressing with the Council's tender process to engage the best consultants to undertake the investigations.
Manage the environmental impacts of the proposed Crossrail infrastructure project					
	Council's response to the Hybrid Bill agreed by June 2005, with detailed environmental impact evidence by December 2005	Green	31-Dec-2005	16-Sep-2005	The Council submitted a petition to Parliament by the deadline 16th September.
	Masterplan for Whitechapel area agreed by November 2005	Amber	30-Nov-2005		D&R: Draft brief for Masterplan completed. Expressions of interest to be invited November 2005. The Whitechapel Masterplan area lies within the City Fringe Area Action Plan area, and the completion of the Masterplan brief was delayed to enable the AAP context to be formulated and agreed.
	Detailed reinstatement plans for open spaces affected by Crossrail by November 2005	Amber	30-Nov-2005		D&R: This work has been delayed as detailed information from the Crossrail Project Team necessary to complete the reinstatement plans has been delayed. This work should now be completed in December 2005.
1. A better place for Living Safely/1.2.2 To improve the physical environment					
Develop a strategic approach to environmental education within the Borough					
	Environmental Education Plan agreed by May 2005 and implemented from June 2005	Green	30-Jun-2005	30-Jun-2005	This forms a key part of the Council's Cleaner Safer Places Tower Hamlets campaign.

	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
Implement the Council's Gateways initiative					
	Limehouse interchange street enhancement project completed March 2006	Amber	31-Mar-2006		In progress – consultation taking place this month
Implement the Towerhabitats Biodiversity Action Plan to improve biodiversity management and promotion in line with London regional guidance					
	Schedule of key local biodiversity targets by May 2005, with 6-monthly progress reports	Red	31-May-2005		The implementation of the Biodiversity Action Reporting System (BARS) delayed the report on BAP targets. Full annual report produced for January 2006.
Implement the Traffic Management Act 2004 to co-ordinate works to the highways network to tackle congestion					
	New role of Traffic Manager agreed by June 2005	Green	30-Jun-2005	30-Jun-2005	Role included in structure.
Improve the quality of the physical environment at key sites and the street scene generally					
	Roman Road Street Enhancement Project and Devons Road Streetscene projects completed by March 2006	Amber	31-Mar-2006		In progress – Roman Road works commissioned for implementation Nov-Dec. Devons Rd work ready to go as soon as TWU give the all clear.
	Completion of Lansbury Home Zone by March 2006	Amber	31-Mar-2006		In progress – on schedule for works in last quarter.
	Community Street audits of main pedestrian routes to 2 DLR stations by March 2006	Amber	31-Mar-2006		In progress – audits completed and moving into action on works identified.
Prepare and action Transport Local Implementation Plan					
	Public consultation on Transport Plan complete by May 2005, negotiations with TFL complete by June 2005 and final plan to TFL September 2005, with 6-monthly monitoring reports to Lead Members	Red	30-Sep-2005		In progress – LBTH submitted draft to TFL on time, but TFL were 3.5 months late with response. Consequently have agreed final submission by early January.
1. A better place for Living Safely/1.2.3 To improve the cleanliness of the Borough's streets (including housing estates) and parks					
· Improve the co-ordination of cleansing and refuse collection across different services, directorates and partnerships					
	Action plan for partnership working with Housing Registered Social Landlords (RSLs) and Parks implemented from May 2005, with review of Joint Standards Action Plan by December 2005	Amber	31-Dec-2005		Slightly delayed due to awaiting Clean Neighbourhoods & Environment Act outcomes. To be included in anti-graffiti action plan to be launched Nov 2005 and the Anti-litter campaign planned for Feb 2006.
Complete procurement of refuse disposal, collection and street cleansing services, including a review of all types of refuse containers, replacement programme and time banded presentation of waste					
	Refuse Disposal Contract let June 2005, with contract commencement date 1st September 2005	Red	30-Jun-2005		Preferred Bidder status awarded in summer 2005. Awaiting planning permission from Havering Council.
	Refuse Collection and Street Cleansing Contract let August 2005, with contract commencement date 1st November 2005	Red	31-Aug-2005		Preferred Bidder status awarded in August. Award of Contract in October.
Develop and implement a private land policy to tackle rubbish and tipping on private land					
	Private land policy agreed and action plan underway by September 2005	Red	30-Sep-2005		Delayed as are awaiting Clean Neighbourhoods & Environment Act outcomes. To be included in anti-graffiti action plan to be launched Nov 2005 and the Anti-litter campaign planned for Feb 2006.

	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
Enhance the activity of the flyposting and graffiti team					
	120 notices for illegal flyposting issued (cautions and prosecutions) by March 2006	Amber	31-Mar-2006		In progress – 60 issued for first half of year.
	10 joint graffiti removal projects implemented with LBTH housing department by March 2006	Amber	31-Mar-2006		Draft Anti-graffiti action plan includes Housing action days to achieve this target.
Implement dog fouling enforcement and education campaign					
	Number of dog fouling prosecutions and formal cautions increased by 5% by March 2006 (baseline target of 110 from 2004/5)	Amber	31-Mar-2006		In progress – 40 issued so far with the remainder planned for the next 6 months.
Implement Fast Food Strategy to tackle fast food litter					
	Fast Food Strategy underway by April 2005, monitored quarterly as part of CSBVR im	Red	30-Apr-2005		Strategy drafted, to be launched as part of Anti-Litter Campaign in February 2006.
Implement the Cleaner, Safer places Best Value Review Improvement Plan					
	Monitored quarterly by CMT, LAB and Overview & Scrutiny, starting April 2005	Green	30-Apr-2005	30-Apr-2005	Achieved. Dates programmed in for quarterly reporting.
Restructure Street / Housing Management services to increase capacity to deliver improved services					
	Stage 2 implementation of the Street management/housing restructuring recommendations completed May 2005	Green	31-May-2005	31-May-2005	Achieved.
	Evaluation of restructure completed September 2005	Red	30-Sep-2005		Evaluation rescheduled to December 2005 to allow suitable period of LETS team activities for evaluation.
	All front line street enforcement staff equipped with hand held PCs to enable mobile reporting and information access by September 2005	Red	30-Sep-2005		Project was agreed with ICT in June-July, equipment has been chosen and rollout rescheduled to be delivered November 2005.
Target illegal dumping of refuse from individuals and businesses					
	Number of fixed penalty notices and prosecutions increased to 1100 from 950 by March 2006	Amber	31-Mar-2006		In progress – There have been 206 FPNs from April-Sept, however the target is still on track, with blitzes undertaken periodically (e.g. 52 in one week alone).
Work with LAPs on the development of a Street Leaders Scheme to improve community involvement					
	Street Leaders Scheme agreed by May 2005	Green	31-May-2005	31-May-2005	Achieved. Re-labelled as Enviro-Champions.
1. A better place for Living Safely/1.2.4 To improve recycling activity and performance in the Borough					
Investigate the feasibility of recycling additional materials such as plastics, trade waste, small electricals and waste from housing major works scheme					
	Feasibility scoped and costed May 2005, with resulting action plan prepared July 2005	Green	31-Jul-2005	31-Jul-2005	Plastics now in new programme trade waste pending award of new waste collection contract. Recycling is now included in the housing contracts.
Review the effectiveness and efficiency of current approaches to recycling within the Borough					
	Full cost-benefit analysis of types of recycling provision in the borough by March 2006	Green	31-Mar-2006	31-Oct-2005	Recycling system completely renovated and re-launched in October 2005.
2. A better place for Living Well/2.1.1 To enable residents to actively participate in deciding the future investment opportunities and management of their homes					

	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
Continued to work with residents in implementing the Housing Choice programme to maximise investment in achieving					
	Framework for environmental warranties agreed by November 2005	Green	30-Nov-2005	30-Sep-2005	Warranties secured on all transfers to date
	All offer documents dispatched at least one month prior to ballot	Green	31-Mar-2006	30-Sep-2005	Achieved. Regular reporting arrangements in place.
2. A better place for Living Well/2.1.2 To increase the supply affordable homes					
Increase the number of empty private sector homes that fail the Decent Homes Standard brought back into use.					
	Minimum of 10 empty and non-decent homes identified by September 2005 brought back into use by March 2006	Amber	31-Mar-2006		Three properties comprising 8 homes have been brought back into use.
Make provision within the Housing Investment Programme to support RSL in developing new homes					
	Provision of £2m made to develop a minimum of 25 homes by March 2006	Green	31-Mar-2006	30-Sep-2005	Report programmed for Cabinet in November with provision of £7 million to provide 70 new homes over a two year period.
Reduce the number of private sector empty homes (BVPI64)					
	Reduction of 125 private sector empty homes by March 2006, with quarterly monitoring reports to Lead Member	Amber	31-Mar-2006		124 empty private sector homes have been brought back into use. Reporting arrangements are in place.
Secure new affordable homes through the planning gain process and Housing Corporation funded schemes					
	Minimum of 200 affordable homes to be completed by September 2005 and 600 by March 2006	Green	31-Mar-2006	30-Sep-2005	221 affordable new homes completed.
Working in partnership with the East London Housing Partnership to maximise development opportunities across the					
	Agree a sub-regional nominations protocol by March 2006	Green	31-Mar-2006	30-Sep-2005	A sub regional nominations protocol has been agreed and implemented.
2. A better place for Living Well/2.1.3 To improve the quality of the housing stock					
Carry out responsive repairs in accordance with prescribed time limits					
	96% of repairs to be completed within target by March 2006, with bi-monthly reporting to Cabinet	Amber	31-Mar-2006		94.41% of repairs completed on time by end of September. Current predictions show target will be met by year end.
Reduce the number of unfit private sector homes					
	Minimum reduction of 120 unfit homes by March 2006, with bi-monthly reporting to Cabinet	Amber	31-Mar-2006		By the end of September the number of unfit homes was reduced by 58. Reporting arrangements in place.
Undertake a programme of major repair and improvement for council homes					
	Investment programme agreed by July 2005	Green	31-Jul-2005	29-Jul-2005	Achieved
	£24m invested by March 2006	Amber	31-Mar-2006		9.5 million invested by the end of September. Estimated that 28 million will be invested by March 2006.
2. A better place for Living Well/2.1.4 To improve resident satisfaction with housing services					
- Continue to implement improvement plans to increase resident satisfaction with: - Repairs service - Major works service - Home Ownership Services - Tenancy management services					
	Performance measures and indicators for the new repairs contracts agreed by September 2005	Green	30-Sep-2005	29-Sep-2005	Indicators agreed. Implementation scheduled by end of October.

	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
	Regular programme of estate inspections to monitor communal repairs established with residents by October 2005	Green	31-Oct-2005	30-Sep-2005	Achieved. Revised procedure for estate inspections involving LHO's, caretakers, repair inspectors, and local residents have been developed and implemented.
	Arrangements for resident involvement in monitoring major works contracts agreed by September 2005	Green	30-Sep-2005	30-Sep-2005	Resident involvement in tender evaluation.
	Revised Resident Consultation Pack in place by September 2005	Green	30-Sep-2005	30-Sep-2005	Letters and Frequently Asked Questions have been updated.
	Sylheti telephone enquiry service introduced to improve access for leaseholders by December 2005	Amber	31-Dec-2005		This initiative is now being considered within the context of the overall Customer Access Strategy.
	Leaseholders Guide and Right to Buy Information Pack published by September 2005	Green	30-Sep-2005	30-Sep-2005	Guide produced and available on the internet. Currently hard copy version being produced for distribution to leaseholders in November 2005.
	21 Estate Improvement days supported by December 2005	Amber	31-Dec-2005		External funding for a target of 16 Estate Improvement Days. 12 completed by the end of September.
	25 resident identified estate improvement projects underway by March 2006	Amber	31-Mar-2006		On course to achieve.
2. A better place for Living Well/2.1.5 To support vulnerable adults and children in need					
Target the approval of Disabled Facilities Grants to enable private sector residents to remain living in their own homes.					
	Minimum of 110 Disabled Facilities Grants approved by March 2006, with quarterly progress reports to Lead Member	Amber	31-Mar-2006		78 Disabled Facilities Grants approved by the end of September.
Undertake a strategic assessment of floating support services					
	Strategic assessment of floating support services by March 2006	Amber	31-Mar-2006		The assessment is in progress and is due to complete by March 2006.
Undertake Supporting People reviews in accordance with the programme					
	50% of Supporting People Reviews to be concluded by September 2005 and 100% concluded by March 2006, with quarterly progress reports to the Supporting People Commissioning Body	Amber	31-Mar-2006		Reviews are progressing in line with the timetable with the remaining reviews anticipated to be completed on target. Quarterly reports provided to the Commissioning Body.
2. A better place for Living Well/2.1.6 To help prevent and deal with homelessness					
Extend services offered to people experiencing domestic violence					
	35% reduction in number of approaches by March 2006	Amber	31-Mar-2006		There was a reduction of 33 acceptances between September 2004 and September 2005 (36%).
Extend the services offered to young people at high risk of becoming homeless					
	50% of client group to avoid homelessness presentation by March 2006	Amber	31-Mar-2006		121 16/17 year olds presented as homeless. 47 were accepted while 74 applications were rejected (61%)
Provide advice and assistance to potentially homeless households to find homes in the private sector.					
	100 households to receive rent deposits by September 2005 and 200 by March 2006	Green	31-Mar-2006	30-Sep-2005	116 households received rent deposits by end of September.
Speed up the homeless assessment process					

		Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
		85% of applications to be assessed within 33 days by March 2006, with monthly progress reports to Homeless Budget Board and 6-monthly reporting to Overview and Scrutiny Committee	Green	31-Mar-2006	30-Sep-2005	Performance in September was 86.8%. Homeless Budget Board meets monthly and progress is reviewed.
Work with hosts to build sustainable relationships and reduce the number of homelessness applications						
		Number of homelessness applications reduced by 200 by September 2005 and by 400 by March 2006	Green	31-Mar-2006	30-Sep-2005	The number of homeless applications fell from 994 in September 2004 to 783 in September 2005, a reduction of 211.
2. A better place for Living Well/2.2.1 To maximise independence, choice, and participation in community life						
Expand employment opportunities for people with disabilities and people with mental health problems						
		20% increase in numbers assisted to obtain employment by April 2006	Amber	30-Apr-2006		Employment support services commissioned to deliver target
Expand further the Direct Payments Scheme						
		85 people in Direct Payments Scheme by December 2005 with 100 by April 2006	Amber	30-Apr-2006		On target to meet milestones
Reduce further rates of admission to institutional care						
		Rates of admission to institutional care reduced to target of 100 per 10000 (over 65s), 3 per 10000 (18-64) by April 2006	Amber	30-Apr-2006		Rigorous gatekeeping of admissions to institutional care and promotion of community alternatives
2. A better place for Living Well/2.2.2 To ensure person-centred services, joined-up across organisational boundaries						
Complete integration of health and social care services for people with learning disabilities						
		Fully integrated care planning in place by April 2006	Amber	30-Apr-2006		Likely to be achieved ahead of schedule
Develop and implement inter-agency strategy for management of long term conditions in the community						
		Intensive case management available for 300 people with complex conditions by April 2006	Amber	30-Apr-2006		Inter-agency project board driving strategy
		2% fall in emergency hospital admissions 2005/6	Amber	31-Mar-2006		Via LTC Project Board
Implement fully single assessment process for older people across all agencies, supported by electronic information						
		Interim SAP IT Solution, as part of National NHS IT Programme, implemented by April 2006	Amber	30-Apr-2006		Ongoing work with London-wide SAP IT group
Integrate home care and care management services for older people with NHS primary care services on a locality basis						
		Full implementation plan, with sites identified, in place by April 2006	Amber	30-Apr-2006		Draft strategy developed - to be finalised by December 2005 as basis for detailed implementation plan, linked to Council's Accommodation Strategy
2. A better place for Living Well/2.2.3 To ensure that services are responsive, timely and appropriate						
Implement programmes to: - Ensure a speedy response to all referrals for assistance - Maintain the Occupational Therapy waiting list at zero - Improve delivery times for community equipment						
		Performance on all relevant performance indicators (waiting times for assessments; waiting times for care packages) to be in highest performance band as defined by CSCI for 2005/6	Amber	31-Mar-2006		Six month reporting shows on target

	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
	All referrals responded to within target timescales	Amber	31-Mar-2006		Current Performance 87.41% but projected to improve
	95% of equipment items delivered within seven days	Amber	31-Dec-2005		Current performance 84.4% but projected to improve
2. A better place for Living Well/2.2.4 To ensure the safety of vulnerable adults					
Extend endorsement of adult protection policy and procedure to all caring agencies, to eliminate the abuse of vulnerable					
	Inter-agency adult protection policy and procedure endorsed by all caring agencies in Tower Hamlets by July 2005	Red	31-Jul-2005		Work has been done in this area and it is anticipated to be in place by March 2006 as agencies have to ratify policies.
Improve expertise at adult protection case conferences					
	All adult protection case conferences / strategy meetings chaired by trained personnel by July 2005	Red	31-Jul-2005		Training for Managers and Senior Practitioners commences in November 2005 and February 2006. Meetings 50% chaired by Adult Protection Co-ordinator.
Provide training for staff to improve ability to recognise and respond to potential issues of adult abuse					
	Ten training courses delivered in 2005/6	Amber	31-Mar-2006		On target will complete by March 2006.
2. A better place for Living Well/2.2.5 To ensure a smooth transition between children's and adults' services					
Develop and implement person-centred transition plans, to be in place by the 17th birthday for all young people for whom a responsibility for care and support will be moving from Children's to Adults Services					
	All plans agreed and in place by September 2005	Green	30-Sep-2005	30-Sep-2005	
2. A better place for Living Well/2.2.6 To ensure that services are appropriate, accessible and responsive to the diverse communities of Tower Hamlets					
· Implement action plans arising from Equality Impact Assessments 2004/5 in -Occupational Therapy -In-House provider services -Adults Commissioning					
	Take up of all services by ethnicity to at least match the ethnicity profile of the population by April 2006, with quarterly monitoring	Amber	30-Apr-2006		The corporate target to achieve profile of service users reflecting the community in terms of equal representation is not achievable in the timescale. We are working constantly towards achieving this. Currently working on quarterly monitoring reports - process will be in place by April 2006.
	Action plans reviewed by September 2005	Red	30-Sep-2005		As EIA Action plans are linked to EAP and Business Plans, monitoring timetable is aligned to 6 month monitoring. Will be completed by November 2005.
2. A better place for Living Well/2.2.7 To equip the workforce with the skills necessary to provide consistently high quality services					
Develop and implement training strategy for all home care staff in partnership with community nursing and Occupational Therapy services					
	Training for homecare staff completed by October 2005	Green	31-Oct-2005	31-Oct-2005	Completed
	33% of home care staff and 50% of day care staff qualified to NVQ Level 2 by April 2006, with quarterly monitoring	Amber	30-Apr-2006		On-target to achieve this
Workforce strategy for mental health services developed, following review of community services led by Mental Health					
	Strategy developed by July 2005	Green	31-Jul-2005	31-Jul-2005	Draft Strategy has been produced
	Review of community services complete and workforce strategy agreed by April 2006	Amber	30-Apr-2006		On-target

	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
2. A better place for Living Well/2.2.8 To improve our commissioning activity, ensuring high quality and cost effective services					
Complete reviews of domiciliary care services and day care service for older people					
	Reviews of domiciliary care by July 2005	Red	31-Jul-2005		On-target for completion in October. Further update is required to confirm this.
Implement improved unit costs across services					
	All unit costs to be within top band of performance for Inner London authorities as defined by CSCI 2005/6	Amber	31-Mar-2006		Six month reporting shows on target
Improve monitoring of externally commissioned services					
	Agreed standards fully implemented by June 2005	Green	30-Jun-2005	30-Sep-2005	OP monitoring Day Care and Care Homes done. Monitoring standards third sector services being drafted.
2. A better place for Living Well/2.3.1 To increase integration of social care, education and health services for vulnerable children					
Progress action plan for ensuring childrens pathfinder is integrated into planning for Childrens Services					
	Planning for Childrens Services incorporates work of pathfinder by September 2005	Green	30-Sep-2005	30-Sep-2005	Completed
Progress implementation of ISA protocols					
	ISA protocol implementation reviewed in September 2005	Green	30-Sep-2005	30-Sep-2005	Completed
2. A better place for Living Well/2.3.2 To increase integration of assessment processes across agencies					
Implement Common Assessment Framework into planning for Childrens Services					
	Implementation strategy for Common Assessment Framework in place by March 2006	Amber	31-Mar-2006		Pilots initiated. Need to ensure effective evaluation of approaches taken
Implement cross agency training strategy					
	Training strategy agreed and in place by March 2006	Amber	31-Mar-2006		Training strategy being developed - awaiting the results of pilots to ensure effectiveness
2. A better place for Living Well/2.3.3 To improve service delivery to Black and Minority Ethnic children and					
Complete new Equality Impact Assessments in Children's Services Division					
	All EIAs completed by March 2006	Green	31-Mar-2006	31-Oct-2005	All EIAs completed and incorporated into team business plans that actions the recommendations of EIA
2. A better place for Living Well/2.3.4 To improve service delivery to children with disabilities and their families					
Contribute to the implementation of Children's Trust disabled children workstream					
	Integrated service in place operating May 2005	Green	31-May-2005	31-May-2005	Work stream and objectives met. Evaluation took place
Expand residential respite provision					
	Enlarged Respite Unit in operation by July 2005	Green	31-Jul-2005	31-Oct-2005	Building works on target Discovery House / Qalb relocation at Spellman Street, enlarged from 3 to 7 bedded unit
Implement new carers' assessment procedures in Children's Services Division					
	New procedures in use from May 2005	Green	31-May-2005	31-May-2005	Performance target set Implementation and training plan completed
Recruit additional SW staff to work with hearing impaired children					



		Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
		New staff recruited by May 2005	Green	31-May-2005	31-May-2005	Two new posts established with one worker undertaking BSL and Social Work qualification
2. A better place for Living Well/2.3.5 To improve governance of Borough's multi-agency child protection work						
Establish local Safeguarding Board in line with new requirements						
		Cross agency information strategy for new Board agreed by September 2005	Green	30-Sep-2005	30-Sep-2005	Draft proposal for implementation of Tower Hamlets safeguarding Board presented to ACPC and director of Children services September 2005.
		Safeguarding Board in place by April 2006	Amber	30-Apr-2006		Consultation on document to be completed and presented to November ACPC Stakeholder event scheduled for January 2006
2. A better place for Living Well/2.3.6 To improve the life chances of children and young people in public care						
Implement strategy to maximise long-term stability of children and young people in public care						
		Quarterly Service Manager monitoring of all children and young people in public care with 2 or more placement changes	Amber	31-Mar-2006		Slight delay awaiting arrival of new service manager who started 27th September 2005. New Service Manager to establish a system of monitoring with team managers and Access to Resources Team to ensure that plans for this group of children are in place in order to minimise the risk of further placement change.
Implement strategy to reduce school absence of children and young people in care						
		Welfare call attendance monitoring contract re-evaluated by September 2005	Green	30-Sep-2005	30-Sep-2005	Significant positive impact achieved. Absence dropped from 13.2% 2003 to 4.55% 2004. The 2005 statistics will be collected for the end of November.
2. A better place for Living Well/2.3.7 To work in partnership with the PCT to increase opportunities to develop healthy lifestyles to vulnerable adults and children						
Increase the number of healthy lifestyle interventions linking to health service providers						
		GP Exercise referral implemented at John Orwell and St Georges facilities by September 2005	Green	30-Sep-2005	30-Sep-2005	GP exercise referral has been successfully implemented at John Orwell. Delivery targeted for St Georges has been re-directed to York Hall due to lack of ready facilities at St Georges.
		Changing lifestyles programme delivered for 40 children with clinical obesity by March 2006	Amber	31-Mar-2006		Programme delivered for 20 Children from 12-16yo. Remaining children will be included by the end of the year.
Work with PCT and other health professionals to use Mile End Park Play Pavilion for a range of health related family issues						
		4 health-related sessions in place at Mile End Play Pavilion by March 2006	Amber	31-Mar-2006		One child psychologist plus baby message courses held so far. Further sessions are planned for the remainder of the year.
3. A better place for Creating and Sharing Prosperity /3.1.1 To develop a strategic framework to promote sustainable and socially inclusive development						
Adopt the Tower Hamlets Primary Health Care Facilities strategy						
		Strategy adopted by key agencies and LSP by Oct 2005	Green	31-Oct-2005	30-Sep-2005	PCT health care facilities strategy incorporated in LDF and AAPs – September 05.
Advise and assist the Tower Hamlets LSP in the development of a borough-wide asset strategy.						

	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
	Completion of scoping paper, September 2005	Red	30-Sep-2005		This has now been integrated into a more comprehensive asset management strategy, and a paper will be presented to Partnership Management Group by February 06
Ensure key elements of Regeneration Strategy are integrated as part of the Creating & Sharing Prosperity theme of the revised Community Plan					
	Full integration with revised Community Plan by May 2005	Green	31-May-2005	31-May-2005	Both the Tower Hamlets Partnership and the Council have formally agreed that the Strategy will be integrated as the Creating & Sharing Prosperity theme of the revised Community Plan
Manage the formal transition from UDP to a Local Development Framework as part of the revised planning legislation. Draft Area Action Plans for the Lower Lea, Isle of Dogs and City Fringe to form part of the first phase of introducing Preferred Options for Development Documents.					
	Completion of Preferred Options Paper by August 2005	Green	31-Aug-2005	31-Aug-2005	Preferred Options for 4 Development Plan Documents (Core Strategy and DC, 3 Area Action Plans), 1 Local development document (Statement of Community Involvement) and supporting information including SA/SEA, précis, EqIA, and AAP technical justification paper to LAB in August 2005. Cabinet and Full Council September 2005.
	Preferred Options Paper formal consultation completed by Jan 2006	Amber	31-Jan-2006		On target. Consultation has commenced – 6 weeks non-statutory 30 September to 10 November 2005, and 6 weeks statutory consultation 11 November to 23 December 2005.
Represent Tower Hamlets interests in responding to the development of the East and Central London Sub-regional Development Framework					
	Evidence that Tower Hamlets interests are reflected in the amended frameworks (Strategic Plan monitoring report October 2005)	Green	31-Oct-2005	31-Oct-2005	Officer comments on the documents completed. To be sent through to the GLA for their review.
3. A better place for Creating and Sharing Prosperity /3.1.2 To harness community benefits by securing and effectively managing external resources, including planning obligations and regeneration funding, with a focus on regeneration					
Communicate and promote a coherent picture to key funders of the Tower Hamlets regeneration agenda (regeneration Core publicity/exhibition material completed by July 2005)					
	Core publicity/exhibition material completed by July 2005	Red	31-Jul-2005		Core material assembled as part of LDF/ AAP consultation programme, but this is ongoing.
Implement new working arrangements for Section 106 planning obligations, with focus on securing social infrastructure requirements identified through AAFs					
	New system applied to all appraisals by Oct 2005 and arrangements fully operational by April 2006	Green	31-Oct-2005	31-Oct-2005	Interim Planning Guidance published for public consultation. Planning Contributions Overview Panel operational, chaired by Corporate Director
Implement regeneration action plan					
	Dissemination through press and at key events in Sept – Dec 2005	Amber	31-Dec-2005		Strategy and action plan to be key focus of the Tower Hamlets stall at the London Thames Gateway Conference on 24th November
Introduce "Green book" methodology as standard for all project appraisals					
	Appraisal methodology pilot introduced by June 2005	Green	30-Jun-2005	30-Jun-2005	Key staff, including those from regeneration partners have received training on the methodology. All proposals for Thames Gateway projects must undergo an appraisal consistent with the principles of the Green Book.

	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
Promote more effective integration of European and other funding opportunities in line with Community Plan priorities					
	First phase project development completed by December 2005	Amber	31-Dec-2005		
	New Objective 2, Priority 1 programme agreed by July 2005	Green	31-Jul-2005	31-Jul-2005	A series of strategic partnerships have been set up for delivery of the £3m Objective 2 Priority 1 community economic development programme, with match funding secured.
	All match funding identified by Sep 2005	Green	30-Sep-2005	30-Sep-2005	Completed
3. A better place for Creating and Sharing Prosperity /3.1.3 To promote, develop and respond to major spatial regeneration projects with benefits for the local population					
<ul style="list-style-type: none"> <li>Develop in partnership with private and public sector stakeholders development opportunities for: - Pura Foods site (Leamouth Peninsula) - Wood Wharf (Isle of Dogs) - Aldgate Union (Aldgate) - Housing Choice – estate refurbishment (borough wide) - Ocean Estate - Bishopsgate (South Shoreditch) - St.Katherines /Tobacco Dock</li> </ul>					
	Development opportunities progressed to regulatory stage (subject to progress) – March 2006	Amber	31-Mar-2006		All sites are progressing and opportunities being defined and brought forward with private sector. <ul style="list-style-type: none"> <li>Pura Foods site – Application received by Council;</li> <li>Wood Wharf – partnership arrangements established. Meetings taking place to bring forward Phase 1 applications;</li> <li>Aldgate Union – a series of pre-app meetings taken place and a masterplan process to be commenced;</li> <li>Housing Choice – the new Housing Choice Planning co-ordinator is in post and inputs D&amp;R non-housing advice into all RSL proposals including Ocean Estate;</li> <li>St. Katharine/ Tobacco Dock. Progress in both areas. Proposal being revised pre-app for St Katharine and Tobacco Dock owners working to define in partnership a masterplan approach.</li> <li>Whitchapel. Masterplan brief drafted and being amended to go forward.</li> </ul>
Continue development of/engagement with Olympic/non-Olympic development scenarios					
	International Olympic Committee decision – July 2005	Green	31-Jul-2005	31-Jul-2005	Decision taken. Continuing liaison with London Development Agency on Olympic proposals and representation on Olympics JPAT
	Agreement of Olympic/ non-Olympic development strategies by April 2006	Amber	30-Apr-2006		Awaiting submission of Strategies by LDA
Develop a framework agreement to provide specialist input to large- scale development issues that may arise during the Olympic year					
	Framework agreement completed by Sept 2005	Red	30-Sep-2005		This is being undertaken as part of a wider procurement initiative for the provision of key professional services across the Directorate to maximise efficiency. It is now anticipated that the agreement will be completed by April 2006
Represent the borough's interests in shaping the development of Crossrail, DLR (3 car) and East London Line projects					
	Presentation of Council's Parliamentary petition in respect of Crossrail project – June – December 2005	Green	31-Dec-2005	30-Sep-2005	Parliamentary petition submitted September 2005
	Statutory approvals to enable implementation of East London Line project by March 2006	Amber	31-Mar-2006		Active dialogue with East London Line Extension project team

	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
3. A better place for Creating and Sharing Prosperity /3.1.4 To consolidate and improve the efficiency of the Council's planning processes					
- Continue roll out of e-governance customer access: - On-line planning applications - Public access to historical records National Land Charges system					
	94% of BVPI 205 target achieved by March 2006	Green	31-Mar-2006	31-Aug-2005	Achieved in August 2005
	Links to planning portal –May 2005	Green	31-May-2005	31-May-2005	Achieved in May 2005
	Payments system online-December 2005	Green	31-Dec-2005	31-Oct-2005	Achieved in October 2005
	Methodology for phased implementation agreed June 2005	Green	30-Jun-2005	30-Jun-2005	Level II Integration with NLIS achieved April 2005. Progress to Level III scheduled for April 2006
Continue implementation of performance management measures					
	Continued achievement of BVPI targets (bi-monthly monitoring)	Red	30-Sep-2005		We are currently on target to achieve the Government's targets for determination of both BV109 b and c (other and minor applications.) However it is likely that we will not achieve our target for BV109a (major determinations.) A major reason for this is the clearance of a backlog of historic S106 agreements with the new planning legal contract
Transfer historical case files on to computer based system					
	File transfer scoping report and feasibility study completed by July 2005	Red	31-Jul-2005		Production of scoping and feasibility report rescheduled to commence January 2006, following relocation to Anchorage House
	First phase transfer completed by October 2005	Red	31-Oct-2005		The Directorate has made significant progress in the digitisation of Development and Building Control records, with key planning information available electronically for the previous 5 years. However the next phase is delayed pending relocation to Anchorage House
3. A better place for Creating and Sharing Prosperity /3.1.5 To facilitate the development of an enterprise					
Develop business tourism network					
	Publish revised venue guide 2005	Green	31-Dec-2005	31-Oct-2005	Published
Implement cultural industry hubs agenda					
	Tower Hamlets programme agreed by Oct 2005	Red	31-Oct-2005		Cultural industry hubs is a LDA lead initiative and we are awaiting proposals
Raise awareness of new financial/procedural incentives available to local businesses					
	Promotion campaign May – Oct 2005	Green	31-Oct-2005	31-Oct-2005	Promotion campaign completed
3. A better place for Creating and Sharing Prosperity /3.1.6 To increase the capacity of the Third Sector in planning and delivering excellent public services, creating local employment opportunities					
Develop in partnership with the third sector, a code of good practice on working with volunteers – 2005 is national Year of Volunteering					
	Volunteering code developed by December 2005	Amber	31-Dec-2005		Draft volunteering code prepared and awaiting feedback from compact working group.
Introduce an action plan to facilitate and develop Tower Hamlets Women's Network to support the capacity of women's organisations (by increasing the use of ICT, fundraising and workforce development)					
	Respond on action plan for Women's Network considered by EPS CPAG in September 2005	Red	30-Sep-2005		Draft action plan currently being developed in conjunction with Tower Hamlets Infrastructure Network (THIN)

	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
Pilot the introduction of new voluntary sector funding management system within the mainstream grants programme					
	Pilot funding management system operational by December 2005	Amber	31-Dec-2005		Pilot went live on 5 September 2005 with five directorates.
Publish and promote the new Funding Code for the third sector					
	Funding Code adopted by Tower Hamlets Partnership by September 2005	Red	30-Sep-2005		Draft funding code prepared and awaiting feedback from compact working group. This should be agreed by Dec 05.
Review the impact of mainstream grant funding to voluntary organisations involved in promoting progression routes to					
	Report presented to the Grants Panel and the Creating and Sharing Prosperity CPAG by February 2006	Amber	28-Feb-2006		Consultants Urban Inclusion appointed and interim report received. Progressing. Target date not yet reached.
Revise the Council's Third Sector strategy and devise supporting action plan					
	Revised strategy and action plan agreed by Council in June 2005 and monitored quarterly	Red	30-Jun-2005		Draft strategy considered by CMT, however more work is required to fully take on board latest national developments. Update to be considered by Cabinet Jan 06.
3. A better place for Creating and Sharing Prosperity /3.2.1 To increase local employment rates					
Develop borough wide job brokerage service (based on sectoral priorities and target groups)					
	Model agreed by July 2005	Green	31-Jul-2005	31-Jul-2005	Model agreed
Develop interventions to tackle "cyclical unemployment" issue found in mainstream services					
	New partnership working arrangements in place by June 2005	Green	30-Jun-2005	30-Sep-2005	Agreed at CPAG in Sept 05
	Project development work completed by July 2005	Green	31-Jul-2005	31-Jul-2005	3 programmes agreed
Establish revised CPAG/Consortium partnership model					
	New service operational by October 2005	Green	31-Oct-2005	31-Oct-2005	Restructuring document agreed and implemented
Improve mechanisms for tracking and monitoring progress					
	Skillsmatch revised tracking system operational by Nov 2005	Amber	30-Nov-2005		Skillsmatch revised tracking system operational from Sept 05. Quarterly reports now in place.
3. A better place for Creating and Sharing Prosperity /3.2.2 To enhance access to employment opportunities for young people					
Create comprehensive young people "gateway" with initial access via Job Centre Plus					
	New service operational – July 2005	Red	31-Jul-2005		Discussion with Job Centre Plus – incorporated into LAA preparation. Now planned to be operational by April 06
Develop specialist/targeted recruitment events					
	Deliver motivation and confidence building programmes between July – Dec 2005	Green	31-Dec-2005	31-Oct-2005	Completed
	5 events held between June and December 2005	Green	31-Dec-2005	31-Oct-2005	8 events held by Oct 05
Establish multi-agency team					
	Team operational – July 2005	Green	31-Jul-2005	31-May-2005	Joint team established May 05
Implement a tailored programme to cut JSA unemployment rate for 18 – 25 group					
	Programme agreed by CMT and Cabinet June 2005	Green	30-Jun-2005	30-Jun-2005	LPSA2 programme agreed and signed off by DWP

	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
3. A better place for Creating and Sharing Prosperity /3.2.3 To reduce poverty by increasing the take up of tax credit and benefit entitlement					
Develop a programme to promote welfare benefit and tax credit take up in partnership with key voluntary and statutory					
	Report on programme considered by CMT, July 2005	Red	31-Jul-2005		Report due to go in November /December 2005, allowing account to be taken of national developments
	Value of benefit and tax credit take up increased by £5million by March 2006	Amber	31-Mar-2006		£2.6 million projected increase reported for 6 month period April – Sept
	2 welfare benefits awareness courses delivered by March 2006	Amber	31-Mar-2006		In and out of work benefits course delivered July 2005 –further course to be delivered by March 2006
	Progress outlined in quarterly monitoring reports	Green	31-Dec-2006	31-Oct-2005	Quarterly monitoring reports on benefit take up provided by all funded advice agencies
	Welfare benefits advice provided in 8 GP surgeries by February 2006	Green	28-Feb-2006	31-Oct-2005	Outreach advice surgeries operating in 8 GP surgeries with NRF funding
3. A better place for Creating and Sharing Prosperity /3.2.4 To increase levels of financial literacy improve access to affordable banking and credit facilities and provide access to quality assured debt advice provision					
Develop public information materials on dealing with debt problems					
	Information pack developed by December 2005	Amber	31-Dec-2005		Draft pack produced
Improve access to mainstream financial services					
	Money advice forum established by November 2005	Green	30-Nov-2005	31-Oct-2005	Now established
Increase take up of Credit Union services through service developments with a focus on the new Chrisp Street branch					
	Credit Union take up programme underway by May 2005	Green	31-May-2005	31-May-2005	New Credit Union office established at Chrisp Street
Make links with local and regional initiatives that focus on financial inclusion and map local initiatives					
	Report on financial inclusion initiatives by October 2005	Green	31-Oct-2005	31-Oct-2005	Draft report completed Final report to be circulated to key stakeholders and C&SP CPAG November 2005
Promote development of a comprehensive network of debt advice suppliers					
	Debt Advice programme underway by June 2005	Green	30-Jun-2005	30-Jun-2005	2 debt awareness training programmes delivered – debt and money advice forum established
3. A better place for Creating and Sharing Prosperity /3.2.5 To develop a framework for guiding future work on anti poverty and social exclusion initiatives					
Draw together a coherent set of performance indicators for key anti-poverty initiatives					
	Draft anti poverty framework report produced by November 2005	Amber	30-Nov-2005		Assessment of how the equalities impact process and business planning process can support poverty proofing of policies and initiatives being undertaken
Map progress and initiatives being taken to promote social inclusion and reduce poverty					
	Interdepartmental working group established June 2005	Green	30-Jun-2005	30-Jun-2005	Meeting held with representatives from each directorate. Matrix being drawn up to map how the strategic plan and directorate plans, promote routes out of poverty /mitigate the effects of poverty
4. A better place for Learning, Achievement and Leisure /4.1.1 To raise standards in the core subjects and develop the broader primary curriculum					
Support schools in developing robust systems to track the progress of pupils to enable appropriately targeted					

	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
	Training held on tracking systems by July 2005	Green	31-Jul-2005	31-Jul-2005	Completed
Support schools in improving behaviour, improving attendance, reducing exclusions, working with parents and the community and use monitoring and evaluation to gauge the effectiveness of their intervention strategies					
	Analysis of intervention strategies conducted and shared with schools by July 2005	Green	31-Jul-2005	31-Jul-2005	Completed
	Target for reduction in incidents agreed by December 2005 and met	Amber	31-Dec-2005		Work continuing
Support schools in raising attainment in literacy and numeracy in line with Primary Strategy guidelines					
	Training provided for Primary Numeracy Strategy (PNS) learning and teaching framework (October 2005) and for AFL (Assessment For Learning) and speaking and listening (November 2005)	Amber	30-Nov-2005		
Support schools to embed the early learning goals and link coherently to the Key Stage 1 curriculum					
	An annual training programme provided for all schools and early years settings by September 2	Green	30-Sep-2005	30-Sep-2005	Completed
4. A better place for Learning, Achievement and Leisure / 4.1.10 To combat racism in schools and other education settings					
Develop Racism Awareness Workshops for school students in secondary schools					
	15 workshops held in secondary schools March 2006	Amber	31-Mar-2006		Workshop devised and piloted in 1 school. All secondary schools to be invited to participate in the programme by end of November.
Improve the monitoring of hate incidents in schools and other education settings					
	-100% of schools and non school settings make termly returns on racist incidents and the action taken	Amber	31-Mar-2006		New form devised to allow schools to make individual incident reports. Headteachers being consulted on proposed changes.
	All schools increase range of reported incidents to include sexism, homophobia and other hate incidents by March 2006	Amber	31-Mar-2006		Guidance on logging all incidents in preparation.
	Produce leaflet for parents and pupils on tackling racism by July 2005	Green	31-Jul-2005	31-Jul-2005	10,000 leaflets printed and distributed to schools
4. A better place for Learning, Achievement and Leisure / 4.1.11 To improve school buildings					
Agree continuing schools capital programme					
	Agree programme by May 2005	Green	31-May-2005	31-May-2005	Completed
Develop capital strategy to support secondary strategy					
	Respond to BSF timetable set by DfES and initial strategy to Cabinet May 2005	Red	31-May-2005		Discussions about timetable with Partnership with Schools and revised programme now agreed. 14-19 Strategy agreed by Cabinet 05, which forms the basis of BSF programme to be developed.
4. A better place for Learning, Achievement and Leisure / 4.1.12 To develop community use of school buildings					
Develop Extended Schools Strategy, engaging voluntary sector organisations					
	Extended schools pilot evaluated by May 2005 and three schools working with community organisations by March 2006	Green	31-Mar-2006	30-Sep-2005	Evaluation complete and prospectus published 22 schools in extended schools network
Implement Healthy School's programme and support schools to gain accreditation to National Healthy Schools standard					

	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
	30 new schools gain level 3 Healthy Schools Accreditation by March 2006	Amber	31-Mar-2006		3 schools gained new accreditation in July
Increase childcare opportunities in schools					
	6 new schools offer childcare 8.00am - 6.00pm by March 2006	Amber	31-Mar-2006		Extended school programme has identified potential schools
Review use of school play spaces beyond school day					
	4 new schools offer play facilities out of school hours by March 2006	Amber	31-Mar-2006		1 new school in Sept
4. A better place for Learning, Achievement and Leisure /4.1.13 To ensure that the supply of school places meets need					
Review school rolls and projected need for places and put forward proposals in light of revised roll and projection					
	Rolls and places review complete by July 2005	Green	31-Jul-2005	31-Jul-2005	Review of projections carried out for LDF presentation. Additional places provided at Marner School to meet need in short term
4. A better place for Learning, Achievement and Leisure /4.1.14 To promote school improvement through high quality governance					
Ensure the governor recruitment programme: - Works to ensure the ethnicity of governing bodies reflects the community - Works with governing bodies in order to reduce the turnover rate - Provides a high quality induction programme - Keeps the delegated authority to appoint LEA governors under review					
	All schools have an effective Governor induction policy in Place by July 2005	Red	31-Jul-2005		A generic induction policy to be with governing bodies for consideration in December 2005 The induction programme continues to run successfully. A new audit of the ethnicity of all Governors is being undertaken, an analysis will be published in the new year. Significant staff absences, and one unfilled post resulted in a focus on completing maintenance activities only. These actions have been renegotiated for completion by December 2005.
Improve communication with Governors by: - reviewing LEA/Governor consultative and liaison structures - Maintaining high quality written communications - Developing further electronic means of communication and service delivery					
	Proposals for consultation on Governors consultative completed and new consultation mechanism in place by June 2005	Red	30-Jun-2005		All Governors are being asked to have an email address. Headteachers are being encouraged to make computer facilities available for Governors where appropriate. A questionnaire to go out to all Governors in November to audit access to email. Two significant absences, and one unfilled post resulted in a focus on completing maintenance activities only. These actions have been renegotiated for completion by December 2005.
Through a governor development programme: - maintain a core programme for governor training - provide a range of guidance notes and other written materials - develop a process of assessing governing body performance - support governors in governing body self-reviews Provide support and advice to Headteachers on matters of governance to					
	Self Review Toolkit piloted with 5 Schools by June 2005	Red	30-Jun-2005		An analysis of the pilot should be complete at the end of November, with a revised toolkit published in December 2005. Two significant absences, and one unfilled post resulted in a focus on completing maintenance activities only. These actions have been renegotiated for completion by December 2005.



	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
	Key documents on website by June 2005	Red	30-Jun-2005		Documents are being prepared to go on to website, this will be completed when staff training is finished. This is likely to happen in January 2006. The assessment of Governing Bodies will be made against NCOGS benchmarks due out in November 2005 together with OFSTED criteria. Two significant absences, and one unfilled post resulted in a focus on completing maintenance activities only. These actions have been renegotiated for completion by December 2005.
<b>4. A better place for Learning, Achievement and Leisure /4.1.15 To develop inclusive education in Tower Hamlets</b>					
Ensure that schools are able to evaluate additional needs expenditure					
	Provision mapping in all schools addressing full range of provision by March 2006	Amber	31-Mar-2006		Schools have a range of approaches. Provision mapping software available for all
Ensure that the culture of inclusion is embedded in policies and practices					
	70% school OFSTED grades very good or better for inclusion	Green	31-Mar-2006	30-Sep-2005	Changes in inspection reporting will mean that this indicator will need to change
Implement medical needs guidance					
	6-monthly reports of implementation progress to Overview and Scrutiny Committee	Amber	31-Mar-2006		Will be completed as required
Implement Rights and Responsibilities (Special Educational Needs) strategy					
	80% of Statements of Special Educational Needs completed within 18 weeks	Amber	31-Mar-2006		
	10% reduction in statements by March 2006 (over March 05 baseline of 1,600 statements)	Amber	31-Mar-2006		
<b>4. A better place for Learning, Achievement and Leisure /4.1.16 To improve pupil attendance at school</b>					
Implement Behaviour Improvement Programme (BIP)					
	Schools meet agreed BIP targets by July 2005	Red	31-Jul-2005		In the 24 BIP primary schools 11 made no fixed term exclusions thus meeting their demanding target of 0 exclusion, 14 exceeded this target. In the 5 secondary schools, 1 had fewer exclusion than targeted, one was on target and 3 exceeded targets
Implement revised holiday in term time guidance					
	Agreed 05-06 attendance targets met and sustained	Amber	31-Mar-2006		All schools advised of individual and overall LEA targets. Attendance continues to be monitored half-termly.
Introduce Fixed Penalty Notice (FPN) scheme to deal with persistent lateness, unauthorised leave and repeated engagement with truancy patrol					
	FPN scheme in place by May 2005	Green	31-May-2005	05-Oct-2005	Pilot scheme adopted by Cabinet in October 2005, school identified to participate. Termly monitoring reports to be compiled.
Prepare Annual School Attendance Reports, in liaison with SDAs (School Development Advisers), to help support schools prioritise future work.					

	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
	100% attendance reports completed – October 2005	Green	31-Oct-2005	31-Oct-2005	All but 2 school reports submitted and under discussion with Headteachers. Final 2 reports to be completed by end of October.
4. A better place for Learning, Achievement and Leisure /4.1.17 To reduce the rate of pupil exclusion from					
Implement Behaviour Improvement Programme as agreed with DfES in 5 secondary, 24 primary and 2 Emotional and Behaviour Difficulties (EBD) special schools.					
	Reduce fixed term exclusion by 10% from 1156 to 1046 incidents by March 2006	Amber	31-Mar-2006		Across all schools fixed term exclusions rose to 1239 in 04-05. In the 24 BIP primary schools 11 made no fixed term exclusions thus meeting their demanding target of 0 exclusions, 14 exceeded this target. In the 5 secondary schools, 1 had fewer exclusion than targeted, one was on target and 3 exceeded targets (Total figures for the year are provisional)
Provide alternative full time supervised education programme from the first day of exclusion in all BIP schools					
	BIP schools providing alternative full time supervised education for excluded pupils in liaison with the PRU by July 2005	Green	31-Jul-2005	31-Jul-2005	In place in existing BIP schools
Undertake behaviour improvement activities in BIP schools and other schools where exclusions or behaviour is a concern					
	Permanent exclusion maintained at or below 1.2 per thousand by March 2006	Green	31-Mar-2006	30-Sep-2005	Overall, permanent exclusions fell during the year from 45 in 03-04 to 41 in 04-05, a rate per thousand of 1.1
	KS3 Behaviour and Attendance audits completed in BIP and other targeted secondary schools where behaviour or exclusion levels are a cause for concern.	Green	31-Mar-2006	30-Sep-2005	Initial KS Behaviour and Attendance audits were undertaken in BIP secondary schools, and will be undertaken as appropriate in new schools
	All pupils "At risk" in BIP schools have identified key workers and appropriate multi-agency support plans by March 2006	Green	31-Mar-2006	30-Sep-2005	"At risk" pupils identified in all existing BIP schools and key workers identified. Ongoing. Multi-agency support plans in place or in progress
4. A better place for Learning, Achievement and Leisure /4.1.18 To improve parental involvement in schools					
Develop homework packs for distribution to all schools					
	100% schools have homework guidance in place for parents by October 2005	Red	31-Oct-2005		Early Years Literacy leaflet completed, but others to follow. Maths training for schools planned for Nov 2005
Disseminate good practice case studies of schools working successfully to involve parents in children's learning					
	Case studies publication distributed by June 2005	Green	30-Jun-2005	30-Jun-2005	Distributed widely
Introduce Parent Information Point (PIP) sessions at key transition points.					
	30 new PIP sessions supported each term	Amber	31-Mar-2006		49 sessions held by 30th September 2005
Review and update the Parental Involvement Strategy					
	Review completed by December 2005	Amber	31-Dec-2005		Some slippage. Lead role to be played by Parental Involvement Co-ordinator, who is unable to start until Dec 2005
4. A better place for Learning, Achievement and Leisure /4.1.19 To support parents in taking up employment					
Continue work with Employment Service - particularly advice for lone parents					

	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
	Work with Job Centre Plus to ensure that all Sure Start Children's Centres have a regular Job Centre Plus advice session by March 2006	Amber	31-Mar-2006		Initial Service Level Agreement in place
Develop inclusive childcare places in line with the plans for Children's Centres					
	Develop 663 childcare places for children under 5 by March 2006	Amber	31-Mar-2006		135 places open 277 will not be open by March because of delays with building works. Expected to open by Autumn 2006
4. A better place for Learning, Achievement and Leisure /4.1.2 To raise standards in the core subjects and develop the curriculum in Key Stage 3					
Continue to implement the Key Stage 3 strategy					
	Revised implementation plan produced by July 2005	Green	31-Jul-2005	29-Jul-2005	In place
	Programme of briefing meetings for KS3 strategy managers termly	Green	31-Mar-2006	30-Sep-2005	Regular meetings held which were well attended
Integrate EIC and other local initiatives (including the NRF and Gatsby science and transition project) with national					
	Gatsby funded Science project implemented in 4 schools with implementation targets agreed by July 2005	Green	31-Jul-2005	31-Jul-2005	9 schools in Gatsby project
	Published programme of joint meetings with EIC and local initiative teams completed by July 2005	Green	31-Jul-2005	31-Jul-2005	Meetings held
Promote the use of performance data and ICT information management systems with teachers and managers					
	50% attended training on the use of data and on Pupil Achievement Tracker by Summer 2005	Green	31-Aug-2005	31-Jul-2005	Training offered to schools, will be offered again
Providing targeted support for key groups of pupils (including gifted and talented, and underachieving pupils) and guidance on intervention programmes and curriculum access for all disabled pupils					
	Joint plan produced for gifted and talented provision (EIC and KS3) by July 2005	Red	31-Jul-2005		Joint plan to be produced Autumn 2005
Support schools in improving behaviour and improving attendance, reducing exclusions and working with parents and the					
	KS3 Strategy Behaviour and Attendance Strand implemented by December 2005	Green	31-Dec-2005	30-Sep-2005	
	PSHE and citizenship resources prepared and disseminated to support schools by December 2005	Green	31-Dec-2005	30-Sep-2005	
Support schools on staff training and on the appropriate use of EMTAG funding to improve provision for EAL pupils and those from minority ethnic groups					
	Teacher assistant induction programme for by September 2005	Green	30-Sep-2005	30-Sep-2005	Work completed
Work with headteachers, leadership teams and governors to set and agree challenging targets and develop support strategies to achieve them					
	Target setting meetings held by SDAs with all schools by December 2005	Green	31-Dec-2005	30-Sep-2005	Challenging targets set for 2006
4. A better place for Learning, Achievement and Leisure /4.1.20 To develop early years and childcare provision					
Continue to provide good quality advice, training and guidance to all settings, working in partnership with Playgroups and Under Five Association (PUFA) where appropriate					

	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
	10% improvement in numbers of Early Years settings receiving good outcomes in education inspections	Amber	30-Apr-2006		
	At least 90% of Junior Youth Service clubs inspected by Ofsted receive good reports	Amber	30-Apr-2006		
Implement Children's Centre Strategy					
	At least 8 Centres fully operational by April 2006	Amber	30-Apr-2006		On track to apply for designation for April (if able to appoint qualified teachers)
Provide inclusion training for SENCOs (Special Educational Needs Co-ordinator) in private and voluntary settings					
	All SENCOs receive 3 days training in supporting children with additional needs by April 2006	Amber	30-Apr-2006		3 day core training for new SENCO taking place in Autumn
Support quality assurance schemes					
	At least 70% of settings have achieved or are undertaking work towards a quality assurance scheme award by April 2006	Green	30-Apr-2006	30-Sep-2005	On target 42 settings achieved or started out of 54
4. A better place for Learning, Achievement and Leisure /4.1.21 To ensure high quality services that meet the needs of young people and engages them in decision-making					
Develop high quality provision across the borough					
	80% of all youth workers to be appropriately qualified to deliver high quality youth work by March 2006	Amber	31-Mar-2006		Currently 70% of youth workers have some level of youth work qualification, but not necessarily at the level needed for their role. Approximately 45 members of staff are currently undertaking induction or VRQ 2/3 level training.
	All Youth Work Units delivering the full curriculum framework by September 2005	Green	30-Sep-2005	31-Aug-2005	All units have until plans outlining how they deliver the curriculum framework, which have been lodged with the Service. Plans are being updated during Sept/Oct 2005 to reflect the new Service Plan agreed by Cabinet in August
Implement a full borough-wide youth participation strategy					
	Local and regional forums for youth participation fully operational by September 2005	Green	30-Sep-2005	30-Sep-2005	There are four Local Youth Partnerships covering each of the paired LAP areas and the borough-wide Tower Hamlets Youth Partnership. From September 2005 these moved from meeting bi-monthly to meeting monthly.
Implement the Youth Service accommodation strategy					
	Accommodation strategy final plan to be appointed to Overview and Scrutiny in April 2005 and regularly reviewed with the provider network	Green	30-Apr-2005	02-Aug-2005	Work on the accommodation strategy went to Scrutiny with the Youth Service Plan in August 2005. Further work contained in the new contract specifications for recontracting in September 06
	Purchase an additional mobile for delivering programmes to reduce anti-social behaviour and to engage young people in personal and social development activities by June 2005	Red	30-Jun-2005		The additional mobile has been purchased and is being fitted out during October 2005. It is anticipated that the mobile will be launched during November 2005

	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
	Develop a new facility in Whitechapel by April 2005	Red	30-Apr-2005		The new facility has recently been placed on site and is being fitted out during October 2005. It is anticipated that the facility will open in early November
Monitor all youth work activities funded by the Service for quality of youth work practice and the achievement of young					
	All units visited by appropriately training youth work inspectors using the Ofsted framework for inspection by March 2006	Amber	31-Mar-2006		All units scheduled for at least one peer inspection and two managers visits between October 2005 and March 2006
	All units have improvement/action plans in place and reflected in their unit plans by June 2005	Green	30-Jun-2005	30-Jun-2005	Traffic light system implemented, with all managers, peer inspection and independent observations logged. Improvement action plans agreed and implemented.
Respond to the Ofsted inspection report and the areas for development highlighted					
	Post-Ofsted action plan approved by June 2006	Green	30-Jun-2006	31-Aug-2005	The Post-Ofsted action plan was approved by Cabinet in August 2005 and monitoring has recently been undertaken of progress to date.
4. A better place for Learning, Achievement and Leisure /4.1.22 To develop cohesion for mainstream grants and other funding to community sector organisations					
Ensure consistent monitoring processes across all funding streams					
	Management Information System to ensure consistent statistics information roll out by September 2005	Red	30-Sep-2005		All contracted units have access to the Youthbase computerised MIS system. Ongoing training for staff and monitoring of compliance is being undertaken. We are currently undertaking a feasibility study into the role out of Youthbase to voluntary and community organisations in receipt of grant funding.
Implement capacity building programmes to enable funding recipients to move towards delivery of curriculum framework					
	Capacity building programmes in place by September 2005	Green	30-Sep-2005	30-Sep-2005	Third Sector needs analysis carried out by COF. Findings are informing our future capacity building programme.
Support organisations in moving towards 3 year Service Level Agreements (SLAs) through small grant programme					
	Organisations identified for 3 year SLAs and small grant programme agreed by Api81 2006	Amber	30-Apr-2006		Mainstream grant applications are currently being assess. It is anticipated that a number of organisations will be identified for 3 year SLAs. Decisions will be made by Grants Panel in December 2005.
4. A better place for Learning, Achievement and Leisure /4.1.23 To continue the development of the Idea Stores programme					
Develop plans for Isle of Dogs Idea Stor on Asda site					
	Isle of Dogs store plans in place January 2006, subject to planning and development issues	Amber	31-Jan-2006		Pending receipt of revised planning application by ASDA
Identify locations for Bethnal Green and Wapping/Stepney stores					
	Strategy for Bethnal Green and Wapping/Stepney in place by February 2006	Amber	28-Feb-2006		Strategy in development
Implement new staffing structure					

	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
	Staffing structure in place by September 2005	Red	30-Sep-2005		Interviews for new structure underway; delayed due to summer holidays, staff sickness, and scale of restructure at same time as opening Idea Store Whitechapel. Now due to be implemented November 05
Open new Idea Stores in Whitechapel and Canary Wharf on schedule					
	Whitechapel Idea Store open by September 2005 leading to visitor figures double the rate of the 2 libraries Whitechapel replaces	Green	30-Sep-2005	22-Sep-2005	Idea Store Whitechapel opened 22.9.05
	1,000 course enrolments at Whitechapel by March 2006	Amber	31-Mar-2006		In progress: course enrolments underway
	Canary Wharf store fit-out begun by September 2005, with store open by February 2006	Amber	28-Feb-2006		Canary Wharf store fit-out begun September 2005; on track to open March 2006
4. A better place for Learning, Achievement and Leisure /4.1.24 To improve participation in the Borough's Library and Lifelong Learning Services					
Develop an extensive range of courses to attract new learners and to widen participation, in conjunction with external partners					
	5% increase in participation and range of courses from August 2004 to August 2005	Green	31-Aug-2005	31-Aug-2005	Achieved.
	Learning Ladder web site fourth phase (Passport to Learning, an adult record of achievement) completed by July 2005	Green	31-Jul-2005	31-Jul-2005	Achieved.
Develop an innovative and flexible programme of courses in Idea Stores					
	Pilot Learning Communities project underway and network of community advice and guidance workers established by September 2005	Green	30-Sep-2005	30-Sep-2005	Achieved.
	Increase in number of accredited courses in place and increase in overall use of Learning Labs at Idea Store Bow from September 2004 to September 2005	Red	30-Sep-2005		LLL: The number of accredited courses has increased from nine in September 2004 to 11 in September 2005. A system for capturing the monthly occupancy rate for the learning labs at Idea Store Bow is currently being developed and will be in place by December 2005.
	Agreed programme in place at Idea Store Whitechapel by September 2005	Green	30-Sep-2005	30-Sep-2005	Achieved.
Target stock, services and activities to attract Under 16s library membership					
	30% of under 16s to be registered library members by summer 2005	Green	31-Aug-2005	31-Aug-2005	Achieved.
4. A better place for Learning, Achievement and Leisure /4.1.3 To raise standards for pupils aged 14-16					
Continue to raise standards in all subjects at Key Stage 4, especially in the core subjects of English and Maths					
	Underperforming English and Maths departments identified by July 2005	Green	31-Jul-2005	30-Sep-2005	
	Subject network in place in English and Maths Programme of termly joint meetings in place	Green	30-Jul-2005	31-Jul-2005	Subject networks in place 52% reached 5 A* - C
Ensure that EIC national and local initiatives to improve attainment are linked effectively to raise standards (e.g. EIC, NRF)					
	Programme of support and development for target pupil groups published by December 2005	Green	31-Dec-2005	01-Oct-2005	

	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
	Provide support to schools through the Preparation for Adult Life (PAL) initiative and national healthy schools standards accreditation process to address health and equalities and promote healthy living				
	30 schools to achieve healthy school standard accreditation by March 2006	Amber	31-Mar-2006		12 schools accredited to Healthy Schools L3
	50% of schools to have updated drugs and sex education policies by May 2005	Green	31-May-2005	31-May-2005	
	Support schools in improving behaviour, improving attendance and reducing exclusions				
	Targets agreed on attendance and exclusions for all schools by December 2005	Green	31-Dec-2005	30-Sep-2005	
	Work with Headteachers, leadership teams and governors to set and agree challenging targets and develop support strategies to achieve them				
	Challenging targets for KS4 set and agreed with LEA by December 2005	Green	31-Dec-2005	30-Sep-2005	
	4. A better place for Learning, Achievement and Leisure /4.1.4 To Improve post-16 participation and achievement				
	Agree challenging targets with Headteacher leadership teams and develop support strategies to achieve them				
	SDAs carry out target setting meetings by December 2005	Amber	31-Dec-2005		Not programmed until November 2005
	Ensure that Eic and other initiatives support and promote increased participation and achievement for all pupils, in particular vulnerable groups				
	Cross borough sector-focussed career events taken place by July 2005	Green	31-Jul-2005	31-Jul-2005	
	Eic staff contribute to single work plan by October 2005	Green	31-Oct-2005	01-Oct-2005	
	In partnership with Connexions, ensure that all pupils have access to good information, advice and guidance on post-16 provision, and are able to follow suitable training and employment pathways				
	School Post-16 website developed by July 2005	Green	31-Jul-2005	31-Jul-2005	
	Information and guidance materials produced by July 2005	Green	31-Jul-2005	30-Sep-2005	
	Provide guidance and support in use of ICT systems, performance data and management information in order to raise standards				
	Improved data tracking and monitoring systems in place by December 05	Green	31-Dec-2005	30-Sep-2005	
	Work with 6th forms, Tower Hamlets College and LSC and training providers to raise standards and promote effective and collaborative practices in 16 - 19 education through the 14-19 strategy				
	Agreement reached on use of Common application form for post 16 by June 2005	Red	30-Jun-2005		Deferred through post-inspection action plan until software systems are in place - Summer 2006
	Common entry policy and appropriate 6th form study programmes in place by June 2005	Red	30-Jun-2005		Deferred through post-inspection Action Plan until software systems are in place - Summer 2006
	4. A better place for Learning, Achievement and Leisure /4.1.5 To support schools causing concern				
	Address causes of concern and secure action and effective use of resources for generating sustainable schools				
	Intervention plan agreed for each school causing concern by September 2005	Green	30-Sep-2005	30-Sep-2005	
	Ensure good communication across the Education Directorate and appropriate involvement of officers, advisers and consultants in supporting schools				

	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
	SMT review of information exchange between sections undertaken and changes implemented for autumn term 2005	Green	31-Aug-2005	31-Aug-2005	
Incorporate nursery schools into the self review framework					
	Framework piloted with nursery Schools April 2005	Green	30-Apr-2005	30-Apr-2005	
Maintain strategies for effective early identification of schools causing concern including under-performing schools and work proactively with schools to prevent failure and improve educational provision					
	Effectiveness of current strategies reviewed, amended and Implemented by October 2005	Green	31-Oct-2005	01-Oct-2005	
4. A better place for Learning, Achievement and Leisure /4.1.6 To secure service improvement and increase accountability to schools					
Continue the partnership with SERCO to achieve continuous improvement through the transfer of skills, knowledge, advice					
	Annual meeting held with SERCO to exchange good practice each summer term	Red	31-Jul-2005		Unable to arrange meeting in Summer Term
Implement a single work plan for all schools supported by SDAs					
	Single work plan reviewed termly	Green	31-Mar-2006	01-Oct-2005	
Implement effective recording and management of information across teams					
	Time-logging system used to monitor work of consultants and advisers in place by July 2005	Green	31-Jul-2005	31-Jul-2005	
Provide induction for new colleagues and implement the National Standards for Schools Improvement Professionals (NSSIPs) for established advisers					
	Focused support and training provided for established staff linked to performance management and NSSIPs by June 2005	Red	30-Jun-2005		Superseded by the introduction of the New Relationship with Schools. Time being used for training in the role of school improvement partner
Secondary Strategy Action Plan published (incorporating outcomes of 14-19 Inspection and StAR recommendations)					
	Action Plan agreed with local partners and schools by May 2005	Green	31-May-2005	01-Sep-2005	Superseded by the 14-19 Action Plan
Work with SDAs, advisers and officers to maintain effective systems for monitoring progress in schools					
	New structure of half termly monitoring established (October 2005)	Green	31-Oct-2005	01-Oct-2005	
4. A better place for Learning, Achievement and Leisure /4.1.7 To improve educational attainment through					
Increase range of community language support available					
	2 further languages added to community language support programme from September 2005	Green	30-Sep-2005	31-Oct-2005	Provision for Lithuanian and French language classes are due to open from 31st October 2005 at Cayley, Mowlem and Lithuanian Sunday school in Bethnal Green
Research impact of pupil participation in OoSHL on progress from KS3 to KS4					
	Research report on impact of OoSHL by September 2005	Red	30-Sep-2005		Year 10 data being collected September 2005. Year 11 data to be collected during May 2006. Report to be completed by October 2006.
Secure external funding and work with schools to ensure effective use to enhance out of hours provision (OOSHL)					



	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
	All schools offer study programme by September 2005	Red	30-Sep-2005		All schools reported provision of study support programme during 2004/2005 except Our Lady's. OoSHL (Study Support) to work with school
	Support schools to deliver quality, inclusive OoSHL programmes				
	10 further schools achieve QiSS accreditation by March 2006	Amber	31-Mar-2006		3 schools achieved QiSS
	4. A better place for Learning, Achievement and Leisure /4.1.8 To improve the recruitment and retention of teachers				
	Assist schools in attracting suitably able and qualified staff,				
	Vacancies down by 10 posts between January 2004 by January 2005	Green	31-Jan-2005	31-Jan-2005	This was achieved - the number of vacant posts fell by 25 between January 04 & January 05
	Co-ordinate the Keyworker Living Scheme through the Zone Agent – Metropolitan Home Ownership				
	Tower Hamlets in the top 5 London boroughs for take-up of scheme by March 2006	Green	31-Mar-2006	30-Sep-2005	Achieved
	Operate the JobMatch service for NQTs and experienced teachers				
	200 NQT applications by June 2005 and at least 20 experienced teachers placed by July 2005	Green	31-Jul-2005	31-Jul-2005	Difficult to track experience teachers use of website
	Promote Tower Hamlets as a destination of choice to potential NQTs				
	10 major teacher fairs visited by July 2005	Red	31-Jul-2005		On going. Teachers Fairs booked concentrating on London and surrounding areas.
	Teacher vacancies reduced from, 0.44% to 0.35% by January 2005	Green	31-Jan-2005	31-Jan-2005	This was achieved - the number of vacant posts fell by 25 between January 04 & January 05
	Tackle hard to fill posts with innovative measures				
	Web-based video clip scheme tested in 10 schools by autumn 2005	Red	30-Sep-2005		On target. 6 Headteachers videoed.
	4. A better place for Learning, Achievement and Leisure /4.1.9 To bring more local people into teaching				
	Develop programmes to encourage Somali residents to enter teaching				
	Recruit 15 teaching assistants as the second cohort of the Foundation Degree January 2006 with pre-entry programme for 3 Somali candidates	Amber	31-Jan-2006		Foundation Degree advertised widely. Interviews take place in November.
	Expand the Graduate Training Programme as a route for local graduates into teaching				
	Evaluate the success of the programme and the quality of the support offered by schools by December 2005	Green	31-Dec-2005	30-Sep-2005	Increased the number of GTP trainees from 10 to 14 from Sept 2005. Evaluation started.
	Review secondment scheme for local people on BA QTS (Qualified Teacher Status) programme				
	Percentage of BME teaching staff through all routes increased by 1% by March 2006	Amber	31-Mar-2006		On track for achieving goal. Secondment scheme replaced by offer of bursaries from Sept 2005.
	4. A better place for Learning, Achievement and Leisure /4.2.1 To improve the economy, efficiency and effectiveness of Leisure and Cultural Services				
	Deliver an integrated summer football programme from May to August 2005				

	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
	4,500 participants in Meath Gardens summer football programme	Red	31-Aug-2005		Slippage in the capital programme occurred. New pitch and changing rooms in place in August – therefore summer programme will commence in 2006.
Develop and implement a detailed marketing strategy for the arts pavilion to increase usage					
	Marketing strategy for the arts pavilion agreed by Oct 2005 and implemented by Jan 2006	Amber	31-Jan-2006		In progress - strategy completed and agreed by the Arts forum in September.
Expand the service provided at Mile End Park for young people (11-17)					
	Adventure Park phase 1 opens May 2005, with phase 2 by June 2005	Green	30-Jun-2005	30-Jun-2005	Achieved.
	Phase 3 funding agreed by December 2005	Amber	31-Dec-2005		The application for capital programme was unsuccessful, however Marathon funding applied for, with the result known in December 2005.
	Two additional rangers operational by March 2006	Green	31-Mar-2006	31-Oct-2006	In progress – one ranger is now operational. Second will be operational from October 2005.
	20% more mini family events undertaken by March 2006	Green	31-Mar-2006	31-Mar-2006	Achieved & surpassed. 50% more by August already, with more planned.
Further development of online booking facilities for all cultural services					
	Feasibility study of on-line systems development by Sept 2005	Green	30-Sep-2005	30-Sep-2005	Achieved. Online bookings can be facilitated at leisure centres and this is projected to commence from January.
	Launch of Leisure Smartcard by March 2006	Amber	31-Mar-2006		Awaiting a corporate decision (initiative led by Jim Roberts) which will look at the business case for smartcards. Meeting with consultants in November 2005.
Increase and enhance the standard of Council leisure facilities					
	New Mile End stadium opened by January 2006	Amber	31-Jan-2006		On target, with official launch in 15th February, with the Sports Minister confirmed as official guest.
	Sports facilities in Langdon Park launched by January 2006	Amber	31-Jan-2006		Building programme expected to be completed by November, with launch in January.
	Fitness facilities launched at York Hall by June 2005	Green	30-Jun-2005	30-Jun-2005	Facilities were opened at York Hall. An improved concept for Health Suite creating better facilities for the local community than previously planned has been developed. This larger capital scheme will open in June 2006.
Reduce the unit cost per person for leisure centres by increasing activity levels across the sites					
	Unit cost reduction of 5% achieved against 2004/05 Outturn by March 2006	Amber	31-Mar-2006		On target.
Review staffing structures within cultural services					
	Completion of staffing reviews for Sport & Recreation, Parks, and Idea Stores and Libraries by December 2005	Amber	31-Dec-2005		On target for completion.
4. A better place for Learning, Achievement and Leisure /4.2.2 To improve children and youth participation in leisure and culture across the Borough					
Build Stage 2 of the youth adventure park					
	Stage 2 of the youth adventure park built by June 2005	Green	30-Jun-2005	30-Jun-2005	Achieved.

	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
Further develop library services for 0-4 years olds in association with PCT and Surestart					
	All 0-4 year-olds in the borough receive Bookstart pack during 2005/06	Amber	31-Dec-2006		1,490 Bookstart packs distributed - on target against our service commitment to reach all 9 month olds in the borough, with follow-up activities programmed.
Improve youth access and activities in Mile End Park					
	2 joint initiatives in Mile End Park with Connexions Service by March 2006	Amber	31-Mar-2006		Not achieved. Lottery funding on which this relied was not allocated on time and there are now delays to further implementation of the programme due to Big Lottery delays. This may now be scheduled for next year.
	Youth outreach service operating in the park by March 2006	Amber	31-Mar-2006		Not achieved. Tied in with Connexions milestone above.
	Number of organised play groups using the Play centre doubled from 3 to 6 by March 2006	Green	31-Mar-2006	30-Sep-2005	Achieved & surpassed, with 6 used and another planned in October/November.
Re-equip studio theatre and music technology, video and editing facilities at the Brady centre					
	Brady centre re-equipped by June 05, with courses launched by summer 2005, with a minimum of 200 sessions by March 2006	Green	31-Mar-2006	30-Sep-2005	Achieved & surpassed. Brady re-equipped and running from June 2005. To date, 218 sessions run in basement and studio theatre facilities, exceeding target at halfway point.
Roll-out Football Development Programme for children aged 7-11					
	10 schools participating in Football Development Programme by September 2005	Green	30-Sep-2005	30-Sep-2005	Achieved & surpassed. With almost 20 schools and over 2,500 students participating by the end of September 2005.
Work with Play Association for Tower Hamlets to develop the Strategic Approach to Play for Tower Hamlets					
	Draft strategic approach completed by September 2005	Green	30-Sep-2005	30-Sep-2005	Achieved. Final draft to be completed by December.
	Review of the one o'clock clubs completed as part of the Play Services Review August 2005	Red	31-Aug-2005		Not yet completed, with a revised date of November 2005. A co-ordinated Play Review is now being led by Children's Services, to which E&C will be feeding the One o'Clock Club review.
4. An Better place for Learning, Achievement and Leisure /4.2.3 To improve the provision and quality of public					
Carry out tree planting in vacant areas on the borough's streets and parks in partnership with Trees for London					
	560 new or replacement trees planted by March 2006	Amber	31-Mar-2006		In progress – tree planting is scheduled to take place over the winter period (target is for 50-60 not 560, error in print).
Develop and implement a programme for the procurement of maintenance and security services for the Parks and Play					
	Contract package complete by June 2005, with contract and service documentation in place by October 2005	Red	31-Oct-2005		Contracts extended with Cabinet approval to allow more time to ensure best value option is achieved. New target for contracts to commence 1st October 2006.
	Contractors short-listing by September 2005, with letting of contract(s) by February 2006 for commencement by April 2006	Amber	30-Apr-2006		As above.
Prepare an Open Space Strategy for the borough, consistent with the Local Development Framework, to address the social and environmental issues that are of concern to local people					

	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
	Open Space Strategy agreed by September 2005	Red	30-Sep-2005		Due to the need for further consultation and taking into account relevant aspects of the Local Development Framework, Crossrail initiative etc, the report is now going to December Cabinet.
Produce and implement an ecology / bio-diversity strategy for Mile End Park					
	Bio-diversity strategy agreed May 2005, with implementation from June 2005	Green	30-Jun-2005	30-Jun-2005	Achieved.
Provide high quality maintenance of parks					
	Existing Green Flags maintained and submission for 1 new flag for judging in June 2006	Green	30-Jun-2005	30-Jun-2005	On target. All Green Flags were retained for 2005. New applications scheduled for completion in January 2006.
4. A better place for Learning, Achievement and Leisure /4.2.4 To promote community cohesion and well being through the development of arts, leisure, heritage and sports opportunities for all					
Develop a research project with London University and EMEP on measuring economic impact of festivals (Brick Lane, Raindance East)					
	Interim report on the first part of the 2-year project by March 2006	Green	31-Mar-2006	31-Mar-2006	Action 1 report produced September "Celebrating Enterprise" included analysis of Brick Lane Festival.
Develop effective cultural partnerships through the Tower Hamlets Partnership					
	CPAG arrangements in place to oversee development of the Cultural Strategy in partnership with Council from May 2005	Green	31-May-2005	30-Apr-2005	Presentation to LAL CPAG and agreement to manage the CS achieved April 2005. Identification of priority work streams to be completed by Nov 2005 with a new action plan developed by March 2006.
Develop the Urban Cultural Programme and arts related activities in conjunction with other neighbouring local authorities					
	Raindance East Film Festival and Black History Month expanded by March 2006	Amber	31-Mar-2006		Raindance Festival took place in April 2005 and was expanded to include Newham (already incl. Hackney). Black Black History Month brochure produced for Hackney, Newham and Tower Hamlets – specially commissioned piece to go across 3 boroughs. Total of 54 events and exhibitions in Tower Hamlets alone.
Launch new culturally integrated summer football league					
	League launched June 2005	Red	30-Jun-2005		Associated with previous Meath Gardens target – slippage in the capital programme occurred. New pitch and changing rooms in place in August – therefore summer programme will commence in 2006.
Work with cultural strategic agencies to capacity-build third sector arts and/or festivals organisations in the borough					
	Quarterly report on the numbers of arts and festivals that have benefited from capacity building	Amber	31-Mar-2006		Quarterly reports have been given to the Arts Council on capacity building element of Fusion. As of June 2005, 32 arts organisations have received support/advice and/or attended training workshops. 7 of these groups also received small grants to support their work – more detailed evaluation to be produced by March 2006.
Work with other Olympic boroughs to in planning and implementing community events to support the Olympic bidding					
	Olympic Bid outcome report July 2005	Green	31-Jul-2005	30-Jul-2005	A report was presented to LAB in July 2005.

	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
5.1.1 To develop a high performance culture by investing in					
Advise on measures to improve management of Sickness Absence					
	Sickness monitoring reports to CMT (June, September, December 2005 and March 2006) show improvement in performance; revised Attendance Management Strategy in operation by September 2005	Green	30-Sep-2005	30-Sep-2005	Report submitted to CMT as scheduled. Monitoring at the end of June 2005 indicated an average of 11.17 days absence, an increase of 0.3 days since the end of April. However, the council's Attendance Strategy was implemented from 1 September to support a sustained reduction in levels of sickness absence.
Benchmark Human Resources Performance Indicators with other London boroughs					
	Indicators agreed with other London boroughs by July 2005 to benchmark Council's performance for 2004/5	Green	31-Jul-2005	31-Jul-2005	The council assisted in the design and was one of the 15 London Boroughs to participate in the ALG pilot of Human Resources Performance Indicators (HR PIs) in 2004/05. The council's own comprehensive set of HR PIs were reported to CMT in Sept 2005.
Develop and agree strategy to implement Single Status					
	Single Status agreement by May 2005; implemented from September 2005	Green	30-Sep-2005	30-Sep-2005	Consultation process has resulted in Trade Unions balloting their members with a view to implementing the council's proposals from 1 October 2005
Ensure induction procedures are operated consistently across all Directorates and the process is well received					
	Evaluation questionnaire issued to all new starters and quarterly reports produced for CMT (beginning July 2005)	Green	31-Jul-2005	31-Oct-2005	Corporate Induction Evaluation process in place (May 2005). All new starters are asked to complete an induction review form which is considered by CHRG on a quarterly basis to identify improvements required to the Council's Induction Procedure. Standard format for Directorate level induction to be agreed by PDG in October 2005.
Implement Human Resources Strategy action plan					
	Six monthly progress report to CMT in May 2005 and November 2005	Green	30-Nov-2005	30-Sep-2005	Progress reported to CMT in September 2005 to coincide with update on workforce strategy and Development Plan.
Implement Workforce Strategy and Development Plan					
	Six monthly progress report to CMT in Sept 2005 and March 2006	Amber	31-Mar-2006		Progress reported to CMT in September 2005.
Introduce Flexible Working					
	Homeworking Procedure implemented across Council by May 2005; hot-desking arrangements in place by October 2005	Green	31-Oct-2005	31-Oct-2005	Homeworking Procedure fully implemented from September 2005. Consultation on Hot-desking arrangements has been completed and will be piloted from October 2005.
Produce action plan to achieve higher levels of Investors in People Corporate Standard and explore other relevant					
	IIP Action Plan to CMT May 2005	Green	31-May-2005	31-May-2005	Action Plan agreed by CCT in May 2005. Proposals to achieve higher levels of standard reported to CMT in September 2005 and will be considered at a CCT workshop in November 2005. Health check training to be completed by Directorate lead officers.

	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
Use People Development Group to lead implementation of Learning and Development Plan and develop Management and Leadership Framework					
	Progress reports on Learning and Development Strategy to Corporate Change Team September 2005 and January 2006	Amber	31-Jan-2006		L&D strategy to be developed against a structural review of Learning & Development with both being implemented by March 2006.
	Draft Leadership Framework by May 2005; introduced September 2005	Red	30-Sep-2005		Discussion paper presented to CCT in October. Document on to be considered by a special meeting of CCT in November 2005.
5. A better place for Excellent Public Services /5.1.2 To respond to the results of the staff survey by addressing the areas for development identified through the survey					
Communicate action plan and progress made to staff					
	All staff to have discussed results and action plan in team meetings by June 2005 and to discuss progress by November 2005	Amber	30-Nov-2005		
Develop and implement action plan to address key areas for improvement and build on key strengths					
	Action plan agreed by CCT and CHRG by May 2005 and progress reports considered in September 2005 and March 2006	Amber	31-Mar-2006		Action plan agreed. On target for progress reports.
5. A better place for Excellent Public Services /5.2.1 To support the Council's performance in delivering the Strategic and Community plans					
Develop an approach to Local Area Agreements across the Council and its partners					
	Approach to Local Area Agreements agreed by Members and partners by December 2005	Amber	31-Dec-2005		Stage 1 (priorities agreed and submitted to GOL) on schedule
Ensure co-ordination of responses to key cross-cutting government policy consultations, such as those impacting on localism, neighbourhood renewal and sustainable communities.					
	Responses documented as they are required through the year	Amber	31-Mar-2006		In hand, e.g. LPSA Round 2 proposal, LAA, Capital Life, CPA, Scrutiny Review, CEN Performance Management Framework, London Centre of Excellence procurement exercise, Community cohesion measurement guidance
Implement Round 2 Local Public Service Agreement					
	Round 2 LPSA pump priming activities identified and underway by August 2005	Green	31-Aug-2005	31-Aug-2005	
Implement and monitor and evaluate the impact of the Community Plan, Neighbourhood Renewal Strategy and Local Area Agreements					
	6-monthly monitoring reports of Community Plan and Local Area Action Plans demonstrate effective evaluation (December, June)	Amber	31-Mar-2006		In hand
	6-monthly monitoring reports of Strategic Plan demonstrate effective evaluation (December, June)	Amber	31-Mar-2006		In hand
	Service and team plans reflect priorities identified through LAP action planning process (report to partners on Local Management by April 2006)	Amber	30-Apr-2006		In hand

	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
5. A better place for Excellent Public Services /5.2.10 To increase the effectiveness of the Members through efficient support					
Develop Members' section on LBTH Intranet					
	Intranet for Members live and in use by September 2005 as proven by the monthly hit report	Red	30-Sep-2005		Development on-going. Limited live-site by mid November 2005.
Promote greater public involvement in local decision-making and enhance the representative role of Members in the community through the use of technology					
	Further development Workshops for Members to create independent web pages by May 2005	Green	31-May-2005	11-Jun-2005	Development workshop held on 11th June, 2005
	60% of Councillors to have independent web pages created by September 2005	Red	30-Sep-2005		Member uptake limited. 22% have independent web pages. Achievement of target restricted by participation of Members.
Provide increased access to information and use of technology to permit Members to receive information more timely and thus more effectively perform their duties					
	Strategy for improving access to electronic information for Members published by June 2005	Green	30-Jun-2005	30-Jun-2005	All Lead Members have IPAQ to assist in access to electronic information. All Members that want broadband have received this.
Provide increased administrative support to Members through effective management of enquiries					
	Revision to enquiries software completed and in place from June 2005	Green	30-Jun-2005	15-Aug-2005	Implemented 15th August, 2005.
	Monthly reports to Members and CMT on enquiry activity and resolutions – effective October 2005	Red	31-Oct-2005		Small slippage only. Details now reported via Chief Executive Performance Indicators. Initial performance report due Nov 05. Escalation thresholds reviewed and monthly reports will commence Dec 05.
Provide Members with a comprehensive programme of learning and development linked to the Member Performance and Development Framework and Member activity portfolio					
	2005-2006 Member learning and development programme agreed and published May 2005	Green	31-May-2005	30-Sep-2005	Published in September, 2005
	Activity Portfolios to be completed by Members by June 2005	Red	30-Jun-2005		Members' response is varied, although participation is being supported. Portfolio to be reviewed to simplify further to increase take-up.
	Induction in place for new intake of Councillors by March 2006	Amber	31-Mar-2006		Presently under review and preparations being made.
5. A better place for Excellent Public Services /5.2.11 To improve the quality of the Council's financial management					
Accelerate the timetable for closure of accounts					
	Statement of Accounts for 2004/05 prepared by 31st July 2005	Green	31-Jul-2005	31-Jul-2005	The Statement of Accounts was made ready for the auditors by the required deadline and the results of the audit are awaited.
	Plan for preparation of Statement of Accounts 2005/06 prepared by January 2006, with statement prepared by 30th June 2006	Amber	30-Jun-2006		A plan has been agreed in consultation with Directorate Finance Officers and is currently being implemented. Additional resources have been allocated to facilitate this.
Continue to integrate capital and revenue processes to take into account corporate priorities and take full advantage of new flexibilities such as prudential borrowing					

			Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
			Effectiveness of integrating revenue and capital processes in 2005/06 budget round reviewed by May 2005 and incorporate findings in design of 2006/07 processes	Green	31-May-2005	31-May-2005	It has been agreed that the Capital Strategy for 2007/08 will be received by the Cabinet earlier to facilitate discussion of capital plans alongside revenue plans. A review of the evaluation process for capital schemes is also ongoing. Further work is influenced by ongoing work on asset management planning. A full review of capital planning in its strategic context and incorporating further integration with the revenue budget process is called for.
			Review approach to the preparation of the Capital Strategy by June 2005	Green	30-Jun-2005	30-Jun-2005	see above
			Produce Capital Strategy by September 2005	Green	30-Sep-2005	31-Jul-2005	The Capital Strategy for 2006/07 was reported to the Cabinet in July. It has been agreed to advance the timetable for 2007/08.
Develop medium term planning process to take advantage of three-year settlements from 2006/07							
			Medium term planning process adjusted to take advantage of three-year settlements from 2006/07 by June 2005	Green	30-Jun-2005	30-Jun-2005	The Government has delayed the introduction of three year settlements, and only a two year indicative settlement will be announced in 2005. However the budget process set in train for 2006/07-2008/09 provides for three year savings and efficiency targets which will be a significant step forward towards longer term planning. Growth has again been forecast over three years. However it is clear that there are significant cultural issues to overcome in encouraging both officers and Members to view the process as more than a year by year exercise.
Evaluate and implement the CIPFA Financial Excellence Model							
			EFQM baseline assessment complete by May 2005, with Development Plan produced by July 2005	Green	31-Jul-2005	31-Mar-2005	Joint assessment for Corporate Finance, Risk Management and Procurement, including Development Plan, completed in March 2005.
			Action Plans implemented from July 2005	Green	31-Jul-2005	31-May-2005	Action Plan incorporated in Service Plans for 2005/06.
Implement Audit Commission recommendations in Annual Audit Letter							
			Six monthly monitoring reports to CMT/Audit Panel	Amber	31-Mar-2006		Recommendations are regularly considered
Implement new best practice arrangements for treasury function and Pensions Fund investment							
			Revised financial procedures in treasury and pensions functions by October 2005	Green	31-Oct-2005	31-Oct-2005	Revised procedures in place
			Changes in pensions scheme investment introduced (if progressed by Government) by March 2006	Amber	31-Mar-2006		The restructuring of the investment portfolio is partially complete. The position on private equities and the final structure of the Fund will be considered at Pension Fund Investment Panel in December 2005.
Improve the quality of accounting and financial records by: - reviewing accounting control arrangements across all Directorates - reviewing financial regulations to take account of changing circumstances - quality assuring the robustness of the balance sheet - implementing the "One World" Financial Information System							
			Accounting control arrangements reviewed across all departments by March 2006	Amber	31-Mar-2006		Accounting controls are being reviewed as part of an action plan to revise accounting procedures in preparation for the earlier closure of accounts in 2005/06.



	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
	Financial regulations reviewed by March 2006	Amber	31-Mar-2006		This work is programmed for the latter half of 2005/06
	Recommendations from review of balance sheet implemented from May 2005	Green	31-May-2005	31-Jul-2005	The Balance Sheet review is ongoing but a number of issues were dealt with in closing the accounts in 2004/05. An initial report from the treasury consultants Sector has not identified any serious issues for concern in the overall structure of the balance sheet.
	"One World" Financial Information System fully implemented by September 2005	Red	30-Sep-2005		Full migration from World to OneWorld is currently programmed to have been completed by the end of November 2005. The additional time was built into the project plan to manage risk following independent advice from consultants.
	Auditor's judgement on use of resources show continuing increases in scores for quality and timeliness of accounting records	Amber	31-Mar-2006		Awaiting auditors scored judgements
Re-design the 2006/07 budget process, linking it as far as possible with Gershon Planning					
	2006/07 budget process agreed by June 2005	Green	30-Jun-2005	31-Aug-2005	The process has been agreed, although this did not formally take place until August
Restructure central finance functions to ensure continued fitness for purpose in changed environment					
	Structure of corporate Finance service reviewed by September 2005	Red	30-Sep-2005		A proposal has been agreed with the Director of Resources and awaits further consultation and implementation.
Review budget monitoring arrangements with particular emphasis on high risk budget areas					
	Review of budget monitoring arrangements complete by July 2005	Green	31-Jul-2005	31-Jul-2005	A review took place and changes have been made to the format of reports and to the timescale for preparation. Further work
5. A better place for Excellent Public Services /5.2.12 To ensure value for money (VFM) in providing services					
Continue to monitor, compare and report on costs/ unit costs					
	Cost and Value for Money indicators available for all services to inform and influence Member scrutiny of budgets in September / October 2005	Green	31-Oct-2005	17-Nov-2005	A review of costs and value for money indicators took place in June 2005 and were reported to Members and CMT at the away weekend that month. Work to develop a corporate Unit Costs Indicator has now been completed
Develop and implement a strategic response to the Gershon efficiency agenda					
	Strategic approach to Gershon considered by Cabinet by April 2005	Green	30-Apr-2005	30-Apr-2005	Efficiency Strategy agreed by Cabinet in April 2005
	Agreed approach approved by members and underway by June 2005	Green	30-Jun-2005	30-Apr-2005	See above
	Gershon requirements integrated into financial planning processes and medium term planning by June 2005	Green	30-Jun-2005	30-Jun-2005	Completed
Implement procedural changes to payments process, including introduction of e-invoicing and increasing the percentage of payments by BACS					
	Further procedural changes and enhancements to payments processes introduced April 2005 to September 2005	Green	30-Sep-2005	30-Sep-2005	Procedural enhancements were implemented

	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
Restructure the payments service to facilitate new ways of working arising from e-invoicing					
	Upper quartile performance as measured by BVPI8	Amber	31-Mar-2006		Performance is upper quartile to September.
	Roll out of e-invoicing to suppliers and directorates by October 2005	Red	31-Oct-2005		Delay is due to a deployment freeze on the One World system meaning that new projects could be undertaken until after the 8 November. It is intended to test the e-invoicing system from 18 November and establish a go live date shortly after.
Strengthen arrangements for reporting and monitoring value for money (VFM) by: - further integrating VFM into financial planning processes and medium term planning in response to corporate priorities and the Gershon programme - ensuring that all best value reviews and all major initiatives incorporate Gershon-compliant VFM assessments - Implementing procedures to monitor the achievement of cashable and non-cashable efficiencies across the Council					
	Annual Efficiency Statement for 2005/06 prepared by April 2005	Green	30-Apr-2005	30-Apr-2005	Prepared and submitted by deadline
	Efficiency savings of £30m identified by September 2005 as part of the annual service and financial planning review	Green	30-Sep-2005	17-Nov-2005	This is taking place as part of the annual budget process which is ongoing.
	Quarterly reports to the Corporate Efficiency Board on progress against targets and the Efficiency Strategy	Amber	31-Mar-2006		First meeting of the Efficiency Board is due to take place in October 2005.
	ICT work programme for 2006/07 evaluated on efficiency criteria and approved by January 2006	Amber	31-Jan-2006		On-going
5. A better place for Excellent Public Services /5.2.13 To use improved procurement to deliver excellent public services and enhance value for money					
Develop revised procurement strategy and procurement manual to provide a robust framework for ensuring more effective procurement of goods and services					
	Revised Procurement strategy agreed by October 2005	Red	31-Oct-2005		Progress delayed due to departure of 2 most senior procurement staff. Interim management arrangements now in place with a revised target date
	New procurement manual produced and implementation underway by October 2005	Red	31-Oct-2005		Progress delayed due to departure of 2 most senior procurement staff. Interim management arrangements now in place with a revised target date
	National Procurement Strategy targets achieved by March 2006, with monitoring report showing progress on track by November 2005	Amber	30-Nov-2005		
Extend use of purchase cards and the Marketplace to reduce transaction costs for small purchases					
	Use of purchase cards increased by 10% by December 2005	Amber	31-Dec-2005		
	Value of Marketplace transactions increased by 15% By March 2006	Amber	31-Mar-2006		
Provide project management training for all project managers for major procurement projects					
	Implementation plan for assessing the need and scope of project management requirements to be underway by September 2005	Red	30-Sep-2005		On-going as part of CCT work on project management guidance. The Council already runs an 'Introduction to Project Management' course as part of its Corporate Learning and Development Programme
Risk assess all major procurement projects at all critical stages of the project					

	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
	Risk assessments to be carried out on all major procurement projects in line with Procurement Strategy	Amber	31-Mar-2006		Risk assessments will form part of 'Gateway Review' process which forms part of the National Procurement Strategy
5. A better place for Excellent Public Services /5.2.14 To improve the quality of the Council's Risk Management					
Consider the adoption of proprietary Risk Management systems to support assessment and review process					
	Risk Management systems identified and evaluated by September 2005	Red	30-Sep-2005		In progress. Delay in accessing demo CDs
Implement a programme to further embed risk management					
	Quarterly risk management cycle reporting in April, July, November and January	Amber	31-Mar-2006		On track
	Audit Commission assessments provide evidence of continuing development	Amber	31-Mar-2006		On track
Review and develop the audit planning methodology with the Strategic Partner to more directly reflect the Council's risk					
	Strategic Partner working by 2005 with audit planning methodology reviewed by June 2005	Green	30-Jun-2005	30-Jun-2005	
Review Council's insurance arrangements					
	Review of insurance arrangements and actuarial report on insurance fund to be completed by August 2005	Green	31-Aug-2005	31-Aug-2005	Review largely complete, awaiting results of Insurance Fund review.
	Insurance action plan commenced by December 2005	Amber	31-Dec-2005		On track
5. A better place for Excellent Public Services /5.2.15 To improve access to public services					
Develop and launch a call centre approach capable of handling 80% of general enquiries without reference to the back					
	Call Centre launched by April 2006, including one number for general enquiries	Amber	30-Apr-2006		On target
Develop systems to ensure effective and consistent CRM across access channels and to provide a first time fix for all					
	Systems in place, including common database, by December 2005	Amber	31-Dec-2005		On target
Establish internal targets and measures to encourage greater numbers to use e-enabled access channels					
	E-enablement targets and measures in place by December 2005	Amber	31-Dec-2005		Report to CMT agreed way forward September 05. Target to be set once baseline established.
Implement Customer First Learning and development activities, with customer care training for front line staff					
	Customer First Learning and Development offer in place by May 2005, with all customer services staff to have undertaken ICS training by March 2006	Amber	31-Mar-2006		L & D offer delivered. ICS training on track to deliver; all staff to be accredited by March 06
Implement proposals to improve responsiveness to complaints, comments, Members enquiries and staff comments					
	Action plan to improve responsiveness underway by September 2005	Red	30-Sep-2005		Work postponed pending start of new Head of Customer Access
Introduce improvements to the Council's website					

	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
	SOCITM rating in April 2006 identifies further increase in transactional capability and retention of 'transactional' status for website	Amber	30-Apr-2006		Website improvements and new content management system under discussion
Launch standards for responding to letters, phone calls, emails and faxes					
	Public launch June 2005; 90% of services achieving standard by March 2006	Amber	31-Mar-2006		Soft launch of Customer Promise took place in June 2005. Robust baseline performance expected to use to ameliorate improvements to March 06. However, 90% target now seems very high.
5. A better place for Excellent Public Services /5.2.16 To use new technology to support the delivery of excellent public services					
Improve evaluation/service measurement techniques					
	Performance Reporting against SOCITM KPIs embedded within ICT support functions by Oct 2005	Green	31-Oct-2005	31-Oct-2005	Value for money KPIs embedded in ICT through new telecoms and desktop refresh contracts.
Continue to upgrade council's desktop operating system and applications. (XP)					
	Council desktops upgraded by October 2006	Amber	31-Oct-2006		On target. 1,000 + desktops upgraded to XP as of 1/11/05).
Deliver ODPM Priority Outcomes					
	Action plan on Priority Outcomes agreed at E-Government Strategy Group and then CMT by May 2005, with bi-monthly monitoring thereafter	Green	31-May-2005	31-May-2005	On target. Action plan in place. Bi-monthly monitoring in place.
Establish Core Data principles for the Council which ensure that all Council departments record people, property and organisation details in the same format					
	Data matching tool implemented by March 2006	Amber	31-Mar-2006		Planning the project to implement Muliview to enable to go live by March 2006.
Implement content management system for council website					
	All service departments able to edit and manage their own internet service information by March 2006	Amber	31-Mar-2006		Internet/intranet roadmap being developed. CMS selection process to start Jan 2006. Implementation to start March 2006.
Implement corporate GIS					
	GIS data on the website by March 2006	Amber	31-Mar-2006		On target for delivery March 2006
Improve security & access to key council systems					
	Identity management strategy and software implemented by March 2006	Amber	31-Mar-2006		Tied in with Government Connect programme which has slipped. Update from Government Connect due soon.
Support the development of flexible working including developing remote/ home working capabilities					
	Consolidate services & storage & facilitate service-wide location independent working by March 2006	Amber	31-Mar-2006		Location independent working planned live in Anchorage House early 2006.
Support the move of council staff to new premises					
	Effective IT installed in Anchorage House by May 2005 for Development & Renewal	Red	31-May-2005		IT installation re-planned in line with move dates (now early 2006).
5. A better place for Excellent Public Services /5.2.17 To develop effective corporate records management					

	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
Develop an effective corporate records management function in the Council					
	Structure and action plan agreed and in place by June 2005	Red	30-Jun-2005		Information Governance Group has been reconstituted as a corporate group having met following audit Commission review but to be ratified by ICG and CMI in Nov 05. Recruitment to the new structure will be completed in Nov 05.
Ensure effective compliance with the FOI Act 2000					
	Monitoring of FOI PIs shows successful implementation (Review June 2005)	Green	30-Jun-2005	30-Jun-2005	Monitoring of FOI requests has shown that the Council has largely met the deadline for responses. Monitoring remains ongoing.
	Proposals for EDRMS completed by September 2005 (In time for 06/07 budget cycle)	Green	30-Sep-2005	30-Sep-2005	Proposals have been drafted
Implement corporate policy and guidelines on records management					
	Review in December 2005 shows policy and guidelines are implemented across the Council	Amber	31-Dec-2005		Work remains on track
5. A better place for Excellent Public Services /5.2.18 To ensure efficient effective use of Council Accommodation for Council					
Implement the Council's agreed Office Accommodation Strategy					
	Occupation of Anchorage House by August 2005	Red	01-Aug-2005		Revised target date December 2005.
	Accommodation strategy for One Stop Shops, based on Customer First agenda, finalised by November 2005	Amber	30-Nov-2005		Customer First Agenda on One Stop Shops has been delayed – report pending outcome.
	Plans for development of new Civic Centre agreed by December 2005	Amber	31-Dec-2005		Pending outcome of report to LAB in November 2005.
	Two Directorates moved into the East India Dock complex by March 2006	Amber	31-Mar-2006		In progress.
	Two complete sites decanted by March 2006	Amber	31-Mar-2006		In progress.
5. A better place for Excellent Public Services /5.2.19 To develop an effective corporate approach to the development of Children's Services in the light of Every Child Matters					
Develop a change programme to ensure the effective delivery of Children's Services across the Council and its partners					
	Change programme agreed with Members by May 2005 and underway by June 2005	Green	30-Jun-2005	31-May-2005	The change programme is underway, with a Corporate Director for Children's Services recruited and in post, and a communications strategy currently being implemented to engage all stakeholders. This will lead to the development of a draft Children and Young People's Plan by the end of the year
	Shadow Children and Young Persons Plan agreed and in place for September 2005	Red	30-Sep-2005		The shadow Children and Young People Plan is due to be completed by the end of November
	Corporate Director (Children's Services) in post by September 2006	Green	30-Sep-2006	05-Sep-2005	The Corporate Director for Children's Services has been appointed and is in post
5. A better place for Excellent Public Services /5.2.2 To improve the co-ordination and responsiveness of services to better reflect local people's needs and views					
Implement, monitor and evaluate different approaches to local management, including Local Area Action Plans					

			Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
			3 service co-ordination networks established by May 2005, with action plan for each network underway by October 2005	Green	31-Oct-2005	31-Oct-2005	· 4 service co-ordination networks have been established: 3 LAP-based problem solving groups and 1 borough-wide. Activity underway for each group and action plans will be in place by the end of October.
			6 monthly monitoring reports on local management to CPAGs and LAPs; evaluation report to partnership March 2006	Amber	31-Mar-2006		· Monitoring reports provided and EDAA evaluation on schedule for reporting in March 2006.
Work with services, CPAGs and LAPs to develop understanding of local management							
			Approach to raising awareness and developing understanding of local management agreed by EPS CPAG by June 2005, implemented from July 2005, with evidence of success in year-end neighbourhood renewal evaluation report	Green	31-Jul-2005	31-Jul-2005	The planned milestone for this has been overtaken by development of the borough's LAA, which was confirmed in June. All CPAGs and LAPs have been involved in this development, and the role of local management has been explicit in discussions about the shape of the LAA. The emergence of the cross-cutting 'Making it Local' theme as a key element of the LAA, and the commitment to build on and develop the model set by the Safer Neighbourhoods Teams underlines the increased understanding of local management goals.
5. A better place for Excellent Public Services /5.2.3 To facilitate service review to generate improvement and ensure best value							
Further develop approach to team planning review							
			Second peer review completed for all teams(October 2005) with analysis and recommendations (November 2005) contributing to 2006/07 team planning cycle (by March 2006)	Amber	31-Mar-2006		The peer review is on schedule to complete within the allocated timescale
Provide Directorates with advice and support on performance improvement techniques, e.g. benchmarking, process analysis and re-engineering							
			Ongoing activity with booklets provided e.g. Performance Management (May 2005), Benchmarking (September 2005), Process analysis and re-engineering (December 2005)	Amber	31-Dec-2005		Activity remains ongoing although the timetable has slipped slightly, e.g. the benchmarking booklet will be available in November 2005 and process analysis and re-engineering pilot will be completed in December 2005 with booklet to follow.
Undertake a cross-cutting Best Value review							
			Service area for review identified (June 2005) and review completed (March 2006)	Amber	31-Mar-2006		Review will focus on older people as active citizens and is scheduled to be completed by March 2006.
5. A better place for Excellent Public Services /5.2.4 To embed and improve performance management across the Council							
Develop a programme of work to meet requirements of the CPA 2005 framework							
			Successful completion of BVPI Audit (September 2005) indicates quality, accuracy and effective mechanisms are all in place	Green	30-Sep-2005	30-Sep-2005	BVPI Audit successfully completed with improved performance on 2004 Audit. Nevertheless lessons learnt will be incorporated within preparations for 2006.
			Work programme in place by June 2005	Green	30-Jun-2005	30-Jun-2005	A work programme was developed based upon the proposals. The Council responded to the consultation in June 2005. Work around the CPA has focused on value for money, direction of travel and a corporate self-assessment.

	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
Develop corporate project management methodology					
	Detailed project management guidance produced and training arranged by January 2006	Amber	31-Jan-2006		
Develop guidance and training to promote the performance management framework					
	Guidance and training programme agreed by June 2005. Training completed by January 2006.	Green	31-Jan-2006	31-Oct-2005	A variety of training courses were devised and incorporated into the Corporate Learning & Development schedule for 2005/06. Take up has been good.
Improve co-ordination between performance management and strategic planning					
	Progress evidenced in November Strategic Plan monitoring	Green	30-Nov-2005	31-Oct-2005	This has been completed with greater rigour of traffic light reporting and more comprehensive comments from services.
Oversee the roll-out of the Excelcis performance management system (subject to successful pilot)					
	Following pilot roll-out commences May 2005 with progress review (September 2005) and completion (March 2006)	Amber	31-Mar-2006		The pilot was deemed successful and CMT agreed the roll-out in May 2005. The roll-out has focused on the remainder of Chief Executives Directorate, Environment & Culture and Development & Renewal. This has largely been completed. Once the arrangements for Children's Services are finalised, the system will be fully rolled out in that directorate.
Service and conduct review activity for the Performance Review Group					
	Work programme agreed (April 2005) with progress reviews (September 2005 and February 2006)	Amber	28-Feb-2006		The Performance Review Group has met several times and examined a wide variety of performance issues.
5. A better place for Excellent Public Services /5.2.5 To provide and disseminate accurate data, information & analysis to support service provision					
Analyse and disseminate the results of the Annual Residents' Survey 2004/5					
	Analysis and dissemination of Residents Survey to members and officers by June 2005	Green	30-Jun-2005	30-Jun-2005	Completed
Produce updates on statistical profile information for our intranet and internet sites					
	Four profile briefings produced by March 2006	Amber	31-Mar-2006		Briefings on housing and anti-poverty have been produced to date.
Produce Ward data and performance profiles					
	Ward Data report produced by January 2006 and additional ward-based information to LAPs by March 2006	Amber	31-Mar-2006		Compilation of ward data is in hand and is on track for completion to schedule.
Undertake PI analysis and comparisons					
	Initial comparisons/league tables by August 2005, with full data by January 2006	Amber	31-Jan-2006		On track for completion
Work with the Audit Commission to pilot Area Profiles					
	Area Profiles pilot completed by October 2005	Red	31-Oct-2005		Small slippage only. Draft report was available for consultation by the end of October 2005. Final version will be completed by December.
5. A better place for Excellent Public Services /5.2.6 To improve data sharing and management co-ordination across the Council and its partners					

	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
Develop a business case and work programme for a Local Intelligence System (Knowledge Management System)					
	Work programme for Local Intelligence System by June 2005	Red	30-Jun-2005		Discussion with partners has necessitated a revised business case and work programme.
Develop a corporate register of data and research					
	Research database established by May 2005 and populated with cross-directorate information by September 2005	Green	30-Sep-2005	30-Sep-2005	Corporate research programme is in place.
Work with the GIS team to make statistical data available via the GIS viewer					
	Agreement on data content for GIS viewer by June 2005	Green	30-Jun-2005	30-Jun-2005	Data is now available.
5. A better place for Excellent Public Services /5.2.7 To ensure the development and implementation of a coherent strategic partnering approach to older people as citizens					
Produce a strategy for serving older people well					
	Strategy and linked action plan agreed by December 2005	Amber	31-Dec-2005		Strategy development underway - now linked to a Best Value Review, so that, while strategy framework is in place, completion of the action plan is likely to be delayed to March 2006
5. A better place for Excellent Public Services /5.2.8 To identify and disseminate good practice across the Council and its partners					
Co-ordinate and prepare submissions for national awards					
	At least two submissions to each major award scheme (except beacon) : - APSE Awards April 2005 - LGC Awards October 2005 - Public Finance Awards November 2005 - MJ Awards January 2006	Amber	31-Jan-2006		All schemes so far have had at least two submissions.
	50% success rate for shortlisted entries in national awards	Amber	31-Mar-2006		Currently on target
	33% success rate for winning entries in national awards	Amber	31-Mar-2006		Currently on target
	Beacon round 7 submission(s) complete by September 2005	Green	30-Sep-2005	30-Sep-2005	Entries submitted: Valuing People and Early Intervention for Children at Risk
Co-ordinate implementation of the Staff Recognition Scheme (SRS)					
	SRS awards process completed in all directorates in April 2005, Aug 2005 and Jan 2006	Amber	14-Jan-2006		In hand: Change to a twice yearly scheme implemented from September 2005.
	Council-wide SRS awards dinner November 2005	Amber	30-Nov-2005		This will take place in November
Establish and keep under review a database of good practice across services					
	6 up-to-date case studies per directorate in database by March 2006	Amber	31-Mar-2006		Case studies compiled from award submissions etc. At least 6 case studies per Directorate are available. These will be on a database linked to the website by the end of the year.
Prepare case studies of good practice for publication on the Council's website and through national media					
	6-monthly monitoring (June, November) to CCT of external websites and publications, identifying specific instances of national coverage	Amber	31-Mar-2006		Monitoring underway, but no June report because of delayed start due to staff changes. November report on schedule.
5. A better place for Excellent Public Services /5.2.9 To develop further the Council's approach to corporate and ethical governance issues					



	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
Conduct annual review of the Constitution					
	Report on constitution to full Council November 2005	Green	30-Nov-2005	30-Apr-2005	Completed in April 2005 although a further review will also be undertaken in November 2005
Review outcomes of ethical Standards audit					
	Report to Standards Committee July 2005	Green	31-Jul-2005	18-Oct-2005	Audit was completed in September 2005 and a report was considered by the Standards Committee in October 2005
Review requirements and operation of the CIPFA/SOLACE Code of Corporate Governance					
	Report on CIPFA / SOLACE Code of Governance to CMT April 2005	Red	30-Apr-2005		Report will be presented to the Audit Panel by January 2006
Training for members of the Development and Licensing Committees on legislative changes affecting areas of the					
	Training for Development & Licensing Committee members completed by September 2005	Green	30-Sep-2005	30-Jun-2005	Completed in June 2005
Training for members of the Standards Committee on the developing national ethical framework agenda					
	Training for Standards Committee members completed by June 2005	Green	30-Jun-2005	30-Jun-2005	Completed in January 2005
5. A better place for Excellent Public Services /5.3.1 To improve the extent to which the workforce reflects the					
Implement Disability Employment Strategy					
	Report on progress against action to CHRG and CCT by May 2005	Green	31-May-2005	31-May-2005	Actions taken included in Workforce to Reflect the Community monitoring report submitted to CMT and CHRG in May 2005. A further update is to be provided in November 2005.
	Progress report on implementation of action plan to CESG January 2006 and CMT March 2006	Amber	31-Mar-2006		Progress report will be submitted to CESG following consideration of action plan by CMT in November 2005.
Implement Equal Pay Review action plan					
	Progress report on Equal Pay review to CESG and CHRG on a 6-monthly basis (July 2005 and January 2006)	Amber	31-Jan-2006		Progress reported to CHRG and CMT April 2005 showed a narrowing of the pay gap from 6.46% to 5.24%. Further report to be submitted by January 06. The Council is in the final stages of implementing a Single Status Agreement. Acting Allowance and Honoraria Guidance to be issued by November 05 to ensure consistent practice across the Council.
Implement Workforce to Reflect the Community Strategy action plan and develop new targets for 2006 onwards					
	Report on progress against action plan and targets to CMT in May 2005 and November 2005, to Cabinet in July 2005 and January 2006 and to Corporate Equalities Steering Group (CESG) June 2005 and January 2006	Amber	31-Jan-2006		Reports due to date submitted as scheduled.
	New workforce targets for 2006 to Cabinet by November 2005	Amber	30-Nov-2005		Cabinet Members were briefed on the Strategy and factors to be considered when setting future targets in October 2005.
Use Employers' Forum on Disability – Disability Standard to improve the Council's ability to recruit and manage disabled employees					

	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
	Disability benchmarking survey complete by May 2005, with report action plan to CMT by September 2005	Green	30-Sep-2005	31-Oct-2005	Survey completed and returned April 2005. Report submitted to CESG in September 2005 followed by consultation with the Disabled Staff Forum. The report has now been submitted to CMT.
5. A better place for Excellent Public Services /5.3.2 To promote and sustain community cohesion by ensuring that Council services operate to the highest standards of equalities					
Develop a new 3 year programme of Equality Impact Assessments of Council Policies and Functions					
	New programme for Equality Impact Assessments published by June 2005	Green	30-Jun-2005	30-Jun-2005	Completed and published on internet
Explore the feasibility of joint equalities planning and consultation work with the Primary Care Trust (Health Authority)					
	Debate initiated at CMT and EPS CPAG by June 2005	Red	30-Jun-2005		Initial discussion held but further work proposed
Publish a new Race Equality Scheme (RES), working closely with key statutory partners					
	Revised RES published by end of May 2005	Green	31-May-2005	31-May-2005	Completed and published on internet
Publish more information internally on what the Council is doing for disabled people and the LGBT community – addressing issues highlighted in the staff survey					
	By January 2006: - Minimum of 2 articles in East End Life - Minimum of two articles in Pulling Together - Double Information on intranet and website - Minimum 2 poster campaigns	Amber	31-Jan-2006		) Disabled Go information on website. Articles to be published in East End Life and Pulling Together ii) Information on International Day of Disabled People being circulated with Poster campaign publicising the event. iii) April 2005 Pulling Together publicised information on the Disability Discrimination Act. iv) Stonewall Diversity Index information to be published in Pulling Together when result confirmed.
Seek opportunities for greater external challenge and third party assessment					
	Independent assessment of the Council's progress against the Equality standard by August 2005	Green	31-Aug-2005	31-Aug-2005	i) Audit Commission assessment agrees with level 5 declaration. This satisfies the milestone. However, further external assessment to take place prior to March 2006 by Dr Julian Clarke (author of the equalities standard)
5. A better place for Excellent Public Services /5.3.3 To ensure that local people have access to high quality interpretation and translation services to facilitate their equal access to Council services					
Engage with other partners agencies in Tower Hamlets to explore extending the language service to include them.					
	Extension of the service to other statutory and third sector partners begun by November 2005	Amber	30-Nov-2005		Delay in this due to importance of ensuring service meets needs of council users first. Unlikely to meet deadline.
Implement new language portal for Council staff which includes advice and language resources.					
	Language portal fully operational by May 2005	Green	31-May-2005	31-May-2005	Completed
Implement new single door interpreting and translation service					
	Interpreting and translation service fully operational from May 2005	Green	31-May-2005	31-May-2005	Completed
Introduce video based British Sign Language (BSL) Interpreting at key Council receptions					
	BSL piloted at Council receptions from May 2005	Green	31-May-2005	31-May-2005	Pilot successful and being embedded within reception areas

	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
Publish analysis for the Council as a whole of languages requested and type of services used					
	Report on language needs published October 2005 and considered by CESH	Green	31-Oct-2005	31-Oct-2005	Completed
5. A better place for Excellent Public Services /5.3.4 To develop services that better meet the needs of disabled people in Tower Hamlets					
Consider relaunching the Council's External Access Group					
	Report to CMT (July 2005) with proposals for New External Access Group to be operational by October 2005	Green	31-Oct-2005	31-Oct-2005	Tower Hamlets access group being relaunched on 15th November
Launch new on-line access information for 1,000 buildings in Tower Hamlets					
	Information launched on website by September 2005	Green	30-Sep-2005	31-Oct-2005	Launched in October at well attended event
Publish Access Guidance for all staff which includes guidance on content					
	Access Guidance published by June 2005	Green	30-Jun-2005	30-Jun-2005	Completed and on Intranet.
5. A better place for Excellent Public Services /5.3.5 To improve access to Council buildings for disabled people					
Invest in improvements to the physical accessibility of Council buildings, concentrating on those buildings that generate the most public activity.					
	Report to Cabinet with updated action plan July 2005	Red	31-Jul-2005		Delayed, pending report to CESH. New target Feb 2006
	A minimum of 45% of Council buildings DDA compliant by March 2006	Amber	31-Mar-2006		In progress - preliminary studies have been undertaken to identify the buildings to be made compliant. Confirmation of schedule of works for latter part of the year to be decided.
5. A better place for Excellent Public Services /5.4.1 To raise public awareness of the Democratic process					
Conduct a survey using Residents' Panel to explore levels of community awareness about decision-making process and seeking views as to how we can improve the effectiveness of public meetings					
	Residents' Panel survey by June 2005, with results published by August 2005	Red	31-Aug-2005		In line with the Equalities Impact Assessment conducted and the subsequent Equalities Action Plan, focus groups will be conducted in January, 2006 with residents to explore ways to improve the effectiveness of public meetings. Groups will be recruited through regular attenders of public meetings, and a random sample from the Residents Panel.
Design and run events with supporting information pack to attract people into public life, especially from under-represented sections of the community					
	Public Life events to commence in April 2005, with written evaluation by December 2005, published on the Council's website and reported in East End Life	Amber	31-Dec-2005		Completed fieldwork and drafted report for Women into Public Life (WiPL). 246 women requested further information/brochure. 3 women that we know of have taken up new appointments.
Develop a strategy for the involvement of young people in democracy					
	Involvement Strategy published by July 2005, to be fully implemented by April 2006	Amber	30-Apr-2006		2005 - Build Your Own Politician (BYOP) Project delivered by October, 2005. Local Democracy Week activities and other work feeding into implementing the strategy. On track.
Develop an outreach and campaign strategy, designed to increase the proportion of eligible residents registered to vote, particularly those from 'hard to reach' groups					

	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
	Outreach and Campaign Strategy implemented in accordance with agreed timetable from April 2005	Green	30-Apr-2005	30-Sep-2005	Build Your Own Politician project - borough-wide outreach project involving young people (August - October 2005). Local Democracy Week - borough-wide workshops involving 16024 year olds (17-23 October) plus other work completed
Support cross-service involvement in Local Democracy Year					
	Local Democracy Week programme agreed and published by August 2005	Green	31-Aug-2005	22-Oct-2005	Achieved. Successful programme run.
Work in partnership with Education Directorate schools to link into citizenship curriculum					
	Increase evident in numbers of children and young people attending citizenship events, or meetings evident (quarterly reporting from September 2005)	Green	30-Sep-2005	21-Oct-2005	Over 30 young people participated in BYOP project. Aim to involve a further 500 young people in BYOP exhibition and Local Democracy Week (17-23 October, 2005). All schools sent resource packs and activities for Local Democracy Week. Strategy for work in schools in development following BYOP project findings.
	Raise awareness of democracy amongst young people through a programme run in all the borough's secondary schools	Amber	31-Mar-2006		Schools programme in development. To consult Education Directorate and citizenship co-ordinators and run in borough's secondary schools by May, 2006.
5. A better place for Excellent Public Services /5.4.2 To strengthen and develop the Council's Scrutiny function					
Continue to strengthen the Scrutiny process, including pre-decision, co-ordinating reviews, monitoring effectively relevant strategies, policies and performance					
	Work programme 2005/06 agreed (June 2005) with quarterly progress reviews	Green	30-Jun-2005	30-Jun-2005	Work programme was agreed at July Overview and Scrutiny Committee and progress reports are being provided.
Ensure the work of Overview and Scrutiny is informed by issues of community concern raised with ward councillors					
	Pilot analysis of links between ward and scrutiny issues (July 2005)	Green	31-Jul-2005	31-Jul-2005	Scrutiny review topics have reflected feedback from councillors. Further work will be undertaken once the new members' Enquiry system is embedded.
Provide member development opportunities					
	Scrutiny member development programme agreed (June 2005) and reviewed (February 2006)	Amber	28-Feb-2006		Interviews have taken place with Scrutiny Leads and a development session is timetabled for December 2005.
Raise the profile of Scrutiny with members, partners, local communities, regionally and nationally					
	Quarterly articles on Scrutiny activities in East End Life	Amber	30-Apr-2006		Quarterly articles have appeared to date.
	Develop joint working with other London boroughs via ALG Scrutiny network (including host regional conference/seminar and participation in cross-borough scrutiny review) (by April 2006)	Amber	30-Apr-2006		Health Scrutiny Panel was awarded £17k from the Centre for Public Scrutiny (one of nine authorities nationally) to develop work on the Choosing Health agenda. Discussions with ALG Scrutiny Network are ongoing on other work.
5. A better place for Excellent Public Services /5.4.3 To improve the Council's consultation and involvement practice with its local communities					
Develop and implement an agreed work plan for the Residents' Panel					
	Quarterly consultations with Residents Panel to inform strategic policy development	Amber	31-Mar-2006		Exercise not yet completed. Meetings with Management Company arranged for end of October to progress.

	Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
	Searchable consultation calendar in place by April 2005	Green	30-Apr-2005	30-Apr-2005	Calendar is in place and is searchable but format and content are being improved.
Produce a series of booklets on consultation techniques					
	Questionnaire booklet produced by June 2005, focus group booklet produced by July 2005	Green	31-Jul-2005	29-Jul-2005	On the Intranet
Produce action plan in response to findings from Consultation and Involvement Best Value Review					
	Team Plans reflects Best Value Review findings evidence by self assessment and peer review	Amber	31-Mar-2006		Presented to PRG - 21st October, 2005.
5. A better place for Excellent Public Services /5.4.4 To support the effective development of the Tower Hamlets Partnership, ensuring both strategic and operational integration with the work of the Council					
Develop and implement a training and development programme for all strands of the Partnership					
	Revised training and development programme agreed and in place by May 2005	Green	31-May-2005	31-May-2005	Full learning and training programme in place and published, including annual partnership away day, sessions for the three strands of the Partnership and a range of sessions for Members.
	6-monthly summary reports through Partnership e-bulletin	Amber	31-Mar-2006		Regular reporting on learning and development through the monthly e-Bulletin.
Implement the agreed framework for allocation of NRF for 2005/6 and agree framework for 2006 – 2008 in light of					
	Full 2005/6 spend achieved by March 2006	Amber	31-Mar-2006		On target with full spend predicted after full risk assessment carried out.
	Framework for 2006-08 agreed with THP by February 2006	Amber	28-Feb-2006		The Partnership agreed broad framework in September 05. More detailed framework being developed and likely to be agreed November 05.
Improve resident involvement and understanding of the Partnership through: - LAP events - Implementation of revised Communications Strategy - Further development of E-Bulletin - Development of interactive portal					
	Increased attendance at LAP events, including hard to reach groups, with positive evaluations received for events, with bi-monthly reporting	Amber	31-Mar-2006		On target. As of the end of September 2005: - over 3,000 people have attended LAP events - 44% are from BME communities - over 800 people attending are under 25 - 93% rate events as good or very good - Bi-monthly reporting taking place.
	Revised communication strategy in place by August 2005, with twice yearly (October, March) monitoring by EPS CPAG	Red	31-Aug-2005		Revised communication strategy in place but being refreshed as part of review of the Partnership. Revised strategy to be presented to PMG November 2005.
	Interactive portal developed by April 2006	Amber	30-Apr-2006		Review of existing system nearing completion. Recommendations will then be acted upon.
	Awareness of THP amongst residents increased from 38% in March 2005 to 40% by March 2006	Amber	31-Mar-2006		We will not be able to report on the number of people who have heard of the THP until April 2006.
Review the operation of the three strands of the Partnership					
	Review underway by October 2005 and complete by January 2006	Amber	31-Jan-2006		On target - Partnership review nearing completion and action plan drawn up.
Review the role of the Partnership Support Team and its links with the Local Management Team					
	Support team review complete by April 2006 with recommendations implemented by July 2006	Amber	31-Jul-2006		Full review will be completed by April 2006.

		Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
		Revised SLA for Partnership Support Team in place by October 2005	Green	31-Oct-2005	31-Oct-2005	SLA for PST in place. Revised SLA to be drawn up when review of the PST completed.
		Six-monthly 'health checks' show increased satisfaction with support	Amber	31-Mar-2006		Review of the Partnership indicates satisfaction with support, however specific 'health checks' to take place November 05.
Strengthen the performance management framework for the partnership, ensuring the delivery of Community Plan, NRS goals and the Floor Target Action plan and produce a revised Improvement plan for the Partnership						
		6-monthly monitoring by EPS CPAG , with annual review by GOL indicate progress against floor targets	Amber	31-Mar-2006		Six-monthly monitoring reports on the Community Plan & Floor Target Action Plan to be presented at EPS in November/January. Revised Improvement Plan produced Annual Review by GOL March 2006. Annual review 2005 gives THP highest rating 'Green' for second year running.
		Ward data report (January 2006) shows progress against key priorities in each LAP	Amber	31-Jan-2006		Revised ward data report to be published January 2006. The production of ward data report is being brought in-house. From next year this will now be produced six-monthly.
5. A better place for Excellent Public Services /5.4.5 To improve public understanding of Council services						
Continue implementation of the corporate communications strategy and action plan						
		Increase the percentage of residents who think Tower Hamlets keeps them informed in the next resident's survey - April 2006	Amber	30-Apr-2006		Verve communications have taken responsibility for managing from 1 Aug 2005. A number of workstreams are in place: - Key messages developed across the Council - Launch of the Cleaner safer campaign - Review of branding, receptions and contact numbers in literature has been completed - Golden numbers due to be launched in Oct 05 - Introduction of customer comment cards completed
Continue to develop and improve the corporate website in line with SOCITM standards						
		Monthly hits on corporate website to exceed 70,000 per month by September 2005	Green	30-Sep-2005	30-Sep-2005	Web-site improved from content based to transactional with more useful indicators of website traffic used over the past 4 months. Pages viewed increased from 695, 000 to 968, 000 and unique users increase from 35, 000 to 38, 000.
Enter the Council for national awards based on real achievement						
		Achievement of national recognition in at least ten areas by March 2006	Amber	31-Mar-2006		On target. Nine awards achieved to date
Work to increase the positive profile of the Council in the local, national and specialist/trade press						
		Minimum of ten positive articles in the national press / broadcast and twelve in the local government specialist/trade press per year linked to the Tower Hamlets Index	Green	31-Mar-2006	31-Oct-2005	To date, 32 positive articles in national and broadcast press and 22 in the local government and specialist press
5. A better place for Excellent Public Services /5.4.6 To develop internal communications that are targeted and						
Continue to implement the internal communications strategy and action plan that supports: - Better communication with all staff. An improved understanding of the Council's vision & priorities - Improved perception of Council services -						

		Milestone	Traffic Light	Due Date	Completed Date	Progress against Milestone
		Six monthly monitoring reports to CMT – June and December 2005	Amber	31-Mar-2006		Pulling Together has been successfully distributed on a monthly basis. In September the content and distribution were revised to reflect staff comments. A new look newsletter was launched October. New induction pack was introduced September Staff awards scheme in place – Awards ceremony in Nov
Update internal communications strategy/action plan to address issues raised by the results of the staff survey						
		Revised strategy / action plan in place by May 2005	Green	31-May-2005	31-Oct-2005	Work completed although later than planned

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Appendix 2a

Tower Hamlets Index Bi-Monthly Performance Summary  
3<sup>rd</sup> monitoring round Aug-Sep 2005

THI No.	Description	Outturn 2004/05	End of Sep-05 Actual	End of Sep-05 Target	Annual Target	Preferred outcome	Traffic Light	Managers Comments
THI 1 (Revised 05/06)	The number of young people under 18 accessing substance misuse treatments		145	133	313	Higher	<b>GREEN</b>	There has been an increase in referrals from schools in September. A single point of referral has now been established and plans are in place to train mainstream young people's services in early identification and initial assessment for substance misuse. Mid-year performance is on course to exceed the target in line with the projected outturns. Lifeline Young People's Substance Misuse Service is now fully operational and has started to receive referrals from a range of agencies and provided targeted intervention and treatment.
THI 2	Domestic burglaries per 1,000 households	18.50	11.92	9.22	18.50	Lower	<b>AMBER</b>	Domestic burglaries have increased by 29% in the period April to September compared to the same period last year.  This increase is due to many contributing factors which have been and are being addressed. The vast majority of 'known' burglars are currently in prison, either serving a sentence or remanded in custody awaiting trial/sentence. However, burglaries are still being committed, with the residential burglary rate of about 4 or 5 a day. An important facet of burglary investigation is forensic recovery from scenes. A Scenes of Crimes Officer (SOCO) will attend nearly every allegation of burglary and attempted burglary within 4 hours of the allegation being reported to

THI No.	Description	Outturn 2004/05	End of Sep-05 Actual	End of Sep-05 Target	Annual Target	Preferred outcome	Traffic Light	Managers Comments
								<p>police in an attempt to harness the forensic opportunities.</p> <p>Operation Raven II, scheduled to run for a 10-week period in October will see Officers from the Territorial Support Group, British Transport Police, Vice Unit and Transport for London targeting hotspots. Increased high visibility patrolling and crime prevention leaflets are just some of the measures to cut down domestic burglaries and hopefully enabling us to get back on track to reach our target.</p>
THI 3 Revised (05/06)	Violent crimes per 1,000 population		28.07	23.04	46.07	Lower	<b>RED</b>	<p>A number of workstreams are in place to respond to increases in violent crime. For example, an Alcohol Strategy is currently under development, to be implemented through the Drug Action Team and is due to be completed by March 2006.</p> <p>Furthermore, Operation Raven II scheduled to run for a 10-week period in October will see Officers from the Territorial Support Group, British Transport Police, Vice Unit and Transport for London targeting hotspots, will aim to reduce acquisitive crimes closely related to violent crime. Our focus has remained primarily on particular types of violent incidents where we are having a significant impact (i.e. AB &amp; GBH) as such there is concern that this target, which includes other types of violence, may not be met.</p>
THI 4	The number of racial incidents recorded by the authority per 100,000 population	237.18	131.42	137.62	275.25	Higher		<p>The September 2005 figure includes Schools data which is only available twice a year and has therefore undergone a large rise. From 38.72 (excluding schools) to 131.42 (including schools).</p>

THI No.	Description	Outturn 2004/05	End of Sep-05 Actual	End of Sep-05 Target	Annual Target	Preferred outcome	Traffic Light	Managers Comments
								We are below target but a number of workstreams are in place to enable us to increase reporting and get back on track. These include 3 tackling hate crime days across the borough which 109 residents attended. Also a Hate Crime freephone reporting line has been established since August, and 18 reports have been received via this route in September. It is anticipated that a publicity campaign will increase this number.
THI 5 (Revised 05/06)	The average number of days taken to repair a street lighting fault, which is under the control of the local authority – non DNO		3.86	5	5 days	Lower	<b>GREEN</b>	The data for E&C and Housing has now been aggregated. The end of September cumulative figure is 3.86 days for street lighting repairs to be completed, which is well within our target.
THI 6	Number of robberies per 1,000 population	29.87	3.81	3.70	6.99	Lower	<b>AMBER</b>	Robberies have reduced by 1.9% from April to September compared to the same period last year. Tower Hamlets Police have launched a ten week – blitz on robberies in the borough. Operation Raven II, scheduled

THI No.	Description	Outturn 2004/05	End of Sep-05 Actual	End of Sep-05 Target	Annual Target	Preferred outcome	Traffic Light	Managers Comments
								to run for a 10-week period in October will see Officers from the Territorial Support Group, British Transport Police, Vice Unit and Transport for London targeting hotspots. Increased high visibility patrolling and crime prevention leaflets are just some of the measures that will be taken to reduce robberies. It is anticipated that this work will enable us to meet our 05/06 target.
THI 7	Vehicle crimes per 1,000 population	25.56	12.56	12.94	22.44	Lower	<b>GREEN</b>	Vehicle crime has reduced by 14% from April to September compared to the same period last year. Operation Raven II, scheduled to run for a 10-week period in October will see Officers from the Territorial Support Group, British Transport Police, Vice Unit and Transport for London targeting hotspots. Increased high visibility patrolling, automated number plates checks (where car licence plates are scanned to see if the drivers are wanted for crimes) and crime prevention leaflets are distributed. These measures are anticipated to result in reductions in vehicle crimes in the borough.
THI 8 (revised 05/06)	The proportion of relevant land and highways (expressed as a percentage) that is assessed as having combined deposits of litter and detritus that fall below an acceptable level.	22%	11.0%	20%	20%	Lower	<b>GREEN</b>	This BVPI is reported by EnCams on behalf of the Council as part of the Capital Standards group. The surveys are reported 3 times a year (April-July, August-November, December-March). The first survey was released at the end of September and is a significantly improved score of 11%, against 25% for same period last year. This first result means

THI No.	Description	Outturn 2004/05	End of Sep-05 Actual	End of Sep-05 Target	Annual Target	Preferred outcome	Traffic Light	Managers Comments
								that the Council is currently 3rd in the Capital Standards table, and against the end of year target of 20%, the Council appears to be on track. However, as with the other BV199 elements it should be noted that the BVPI is a cumulative figure of three surveys at the end of the year, and that these first results should be treated with caution as different samples of land use areas are randomly selected for each survey and results can vary significantly.
THI 9a (revised 05/06)	% of new reports of abandon vehicles investigated within 24hrs of notification		97.90%	77%	80%	Higher	<b>GREEN</b>	This is a new BVPI for 2005/06. At 97.90% of abandoned cars investigated within 24 hours of reports, the Council is currently performing above the end of year target.
THI 9b (revised 05/06)	% of abandon vehicles removed within 24 hrs from the point at which the Authority is legally entitled to remove vehicle		93.00%	74%	80%	Higher	<b>GREEN</b>	This is a new BVPI for 2005/06. At 93.0% of abandoned vehicles removed within 24 hours, the Council is currently performing above the end of year target.
THI 10	Percentage of urgent repairs completed in government time limits	94.42%	94.14%	92%	95.00%	Higher	<b>GREEN</b>	Performance has improved for the second successive reporting period and is significantly ahead of the projection at half year. However we are now moving into the winter period where demand traditionally rises and we will continue to work closely with contractors to ensure improvement is maintained.
THI 11	Average re-let time for local authority dwellings	37 days	26.77 days	29.5 days	33 days	Lower	<b>GREEN</b>	Results for the third reporting period show the downward trend in turnaround times continuing and the target being exceeded. The end of year target of less than 33 days is now highly likely to be met.

THI No.	Description	Outturn 2004/05	End of Sep-05 Actual	End of Sep-05 Target	Annual Target	Preferred outcome	Traffic Light	Managers Comments
								Regular and close review of performance on this indicator continues.  For 2005/06 a new Best Value indicator has been created with a different definition. This new definition adds in a number of void categories that are currently excluded from the present definition. Targets and the reporting on this indicator will commence in 2006.
THI 12a (revised 05/06)	Number of lettings to overcrowded Common Housing Register tenants		92	120	240	Higher	<b>AMBER</b>	We are currently not meeting target on overcrowded CHR tenants. The target is achievable and performance will be closely monitored to ensure that it is met by year end. An analysis of likely supply will be carried out to ensure all aspects of this indicator are being addressed.
THI 12b (revised 05/06)	Number of lettings to under occupying Common Housing Register tenants		49	48	100	Higher	<b>GREEN</b>	We are on track for achieving target on under occupiers. The target is achievable and performance will be closely monitored to ensure that it is met by year end. An analysis of likely supply will be carried out to ensure all aspects of this indicator are being addressed.
THI 13	Percentage of children looked after at 31 March with three or more placements during the year	10.18%	10.94%	9.83%	8.50%	Lower	<b>AMBER</b>	This indicator measures the percentage of children currently looked after by the Council who have had three or more different placements during the year. Good performance is generally low although it is likely that a percentage of children will need to be moved to ensure suitability of placements. The Commission for Social Care Inspection's performance bandings recommend best practice as 0-16%. The figure reported is based on the percentage of current children looked after who have had 3 or more placements over

THI No.	Description	Outturn 2004/05	End of Sep-05 Actual	End of Sep-05 Target	Annual Target	Preferred outcome	Traffic Light	Managers Comments
								the last 12 months. It is therefore a rolling 12 month figure. We have not maintained the promising outturn in July and meeting our target appears less likely, although our performance is still within the best performance bracket recommended by CSCI. Placement changes are now monitored even more closely and frequently, we have identified all cases with two placement changes within the past 12 months and everything is done to stabilise the placement without compromising the best interest of the child or young person. Reports are being sent to Service Managers and discussed in our monthly one to one Performance Surgeries.
THI 14	Percentage of child protection cases which should have been reviewed during the year that were reviewed.	100%	100%	100%	100%	Higher	<b>GREEN</b>	This indicator measures the percentage of cases on the Child Protection register that have had a review within required timescales. Good performance is high. Performance has been steady and solid throughout the last 3 years and we are confident that we will continue to achieve 100% compliance.
THI 15	Percentage of children looked after that were adopted during the year.	5.48%	3.62%	2.67%	8.00%	Higher	<b>GREEN</b>	This PI measures the number of adoptions where orders have been granted by the Courts as a percentage of the current number of children looked after. The Commission for Social Care Inspection's bandings recommend 8-25% as best practice. 11 adoption orders were granted since April 05 and we also have a high number of children placed for adoption and awaiting adoption orders from the Courts. We are therefore confident that we will meet our target of 8%, which is

THI No.	Description	Outturn 2004/05	End of Sep-05 Actual	End of Sep-05 Target	Annual Target	Preferred outcome	Traffic Light	Managers Comments
								approximately 24 adoptions, by the end of the year.
THI 16	Number of supported admissions of older people to permanent residential and nursing care per 10,000 population aged 65 or over.	117.2	52.8	50	100	Lower	<b>AMBER</b>	Additional admissions over the last month mean that we are now slightly over our target level for this point in the year. We are investigating the reasons for this and taking steps to prevent any unnecessary admissions to residential or nursing care. The target for the year is still achievable.
THI 17	Clients receiving a review	65.2%	40%	37.5%	75%	Higher	<b>GREEN</b>	This indicator measures the percentage of current service users who have received a review during the year. Good performance is high, and the Commission for Social Care Inspection set the top performance band in the range 60-90%. We are on track to achieve our target.
THI 18	% of local residents claiming employment related benefits	8.4%	9.0%	8.8%	8.5%	Lower	<b>RED</b>	<p>There has been an increase in the claimant count unemployment rate for the third consecutive month. The claimant count unemployment rate was 9% in September 05, an increase of 0.3% since last reported. This increase in the claimant count appears to be following a national trend where there has also been a slight increase in the number of claimants. It is worth noting that there have been greater increases in other boroughs. Lewisham has for example, had an increase of 0.5% since July.</p> <p>Through the Employment Solutions Partnership (Task Group of the Creating and Sharing Prosperity CPAG) a number of initiatives are currently underway which seek to improve access to employment for local residents. These include:</p> <ul style="list-style-type: none"> <li>• 300 jobs per year have been ring-fenced for local residents with the</li> </ul>



THI No.	Description	Outturn 2004/05	End of Sep-05 Actual	End of Sep-05 Target	Annual Target	Preferred outcome	Traffic Light	Managers Comments
								<p>Barts and the London NHS Trust. This model is being extended to other growth sector employers.</p> <ul style="list-style-type: none"> <li>Developing a local model of interventions between the ages of 14-24 years to attempt to break the cycle of structural</li> <li>Encouraging employer input into the education agenda by attempting to raise aspirations and provide labour market information.</li> </ul>
THI 19 (revised 05/06)	Percentage reduction of people under 25 claiming unemployment related benefits		21.4%	17.87%	17.29%%	Lower	<b>RED</b>	<p>The proportion of under 25's claiming unemployment related benefits increased by 235 (an increase of 0.9%) to 21.4% in September. However, there have also been significant increases in under 25's in a number of other boroughs. The neighbouring boroughs of Newham and Hackney have also had significant increases amongst this age group.</p>
THI 20a	Percentage of major planning applications determined within 13 weeks	58.54%	55.00%	60.00%	60.00%	Higher	<b>AMBER</b>	<p>Due to the small number of major applications processed, the outturn is easily skewed by one or two applications that take longer than 13 weeks. A result below the 60% target is not a major concern at this stage in the year. We are going to continue to regularly monitor the progress of all planning applications and to ensure existing performance management initiatives are sustained.</p>
THI 20b	Percentage of minor planning applications determined within 8 weeks	79.57%	80.82%	80.00%	80.00%	Higher	<b>GREEN</b>	<p>This outturn builds on the steady improvement seen in BV109a over the last two years and shows a strong start to the year.</p>
THI 20c	Percentage of other planning applications	83.95%	87.50%	84.00%	84.00%	Higher	<b>GREEN</b>	<p>This outturn is on par with our target. Sustained performance at this level for the</p>

THI No.	Description	Outturn 2004/05	End of Sep-05 Actual	End of Sep-05 Target	Annual Target	Preferred outcome	Traffic Light	Managers Comments
	determined within 8 weeks							rest of the year will see Development Control achieve their targets.
THI 21	Average time for processing new housing and council tax benefit claims	52.30 days	35.87 days	36.54 days	35 days	Lower	<b>GREEN</b>	Number of new claims monitored weekly. Results have improved significantly and exceed projections.
THI 22	Local indicator on increased take-up of welfare benefits	4,604,480	2,625,188	2,500,000	5,500,000	Higher	<b>GREEN</b>	The information on projected increase in take up of benefits and tax credits is based on the quarterly monitoring returns from voluntary sector advice agencies funded by the Council through mainstream grants. Disability Living Allowance, Attendance Allowance, Pension Credit, Child Tax Credit and Housing Benefit are the main benefits that residents have been assisted with claiming their entitlements to.
THI 23a (revised 05/06)	Absence levels - Primary Schools	5.94%	6.06%	5.30%	5.30%	Lower	<b>AMBER</b>	The 6 monthly figure is based on DfES Annual Attendance 04/05. Although still in the top quartile for London absence from primary schools is still higher than national and progress to address this faltered this year. Targeted work with schools with above average absence should help get us back on track to reduce the gap with National figures.
THI 23b (revised 05/06)	Absence levels - Secondary Schools	7.62%	7.42%	7.30%	7.30%	Lower	<b>AMBER</b>	The 6 monthly figure is based on DfES Annual Attendance 04/05. Although absence has been reduced and we are in the top quartile for London we have not yet reached our ambitious targets
THI 24	Number of schools causing concern	3	3	3	3	Lower	<b>GREEN</b>	One school requires special measures. This school has been inspected recently by HMI who found limited progress. LEA monitoring since that time indicates that processes are in place that will result in each key issue being addressed, and progress is now accelerating. A new

THI No.	Description	Outturn 2004/05	End of Sep-05 Actual	End of Sep-05 Target	Annual Target	Preferred outcome	Traffic Light	Managers Comments
								<p>headteacher starts in September. We have set a target date for the removal from special measures within this financial year. HMI believe this to be challenging but recognise that support from the LEA for the transition to a new head has been good.</p> <p>Both our schools found to have serious weaknesses now have good capacity to improve and we expect them to be removed from this category at their next inspection. Our expectation is that both schools will be inspected in this financial year, and both will come out of this category. We are not able to predict the precise period in which they will be inspected.</p>
THI 25	Number of visits to Leisure Centres	983,833	612,806	506,825	992,500	Higher	<b>GREEN</b>	There were 187,216 visits to leisure centres in August and September, which was more than targeted for that period. The indicator is on track to reach the end of year target.
THI 26a	Number of visits to Council arts facilities	30,522	20,001	16,500	35,000	Higher	<b>GREEN</b>	There were 6,744 visits to arts centres in August and September, which is just over what was projected for the period. With the high visitor numbers achieved in summer, the Council is on track to reach the end of year target.
THI 26b	Number of festivals or cultural events organised or otherwise facilitated by the Council which have attracted a diverse audience of 100 or more	56	49	37	57	Higher	<b>GREEN</b>	There were 17 festivals & events of audiences of over a 100 in August and September. This included the Brick Lane festival, River Cultures festival, and the Great River Race. This is currently significantly ahead of target.

THI No.	Description	Outturn 2004/05	End of Sep-05 Actual	End of Sep-05 Target	Annual Target	Preferred outcome	Traffic Light	Managers Comments
THI 27	Number of visits to Libraries per 1,000 population	6,504.44	3,477.42	3,450.76	7,740.13	Higher	<b>GREEN</b>	There were 727,825 actual visits to libraries from August and September, which equates to 3,477.42 visits per thousand population. This was slightly more than targeted for that period and is likely to be an outcome of the opening of the Whitechapel Idea Store.
THI 28	The proportion of working days / shifts lost due to sickness absence per employee	10.80 days	10.07 days	9 days	9 days	Lower	<b>AMBER</b>	Corporate performance to the end of September is 0.17 days higher than the projected figure required to achieve the end of year target. The Council's Attendance Strategy was implemented from 1st September 2005 which should lead to a sustained reduction in levels of sickness absence, however the impact of the new strategy will not be immediate. The Chief Executive's Directorate's performance to the end of September shows that absence levels in the Directorate are below the end of year target level and have decreased by 1.09 days since July 2005. Actions to achieve targets include: 1) Staff who reach certain trigger levels are asked to produce medical certificates on their first day of absence 2) A new attendance strategy is currently being consulted 3) Stress busting days and other health promotion incentives such as yoga, massage, etc have been introduced 4) The council intends to employ an attendance officer on a full time basis to further improve attendance. The impact of the attendance strategy over time will help achieve the target by the end of March.

THI No.	Description	Outturn 2004/05	End of Sep-05 Actual	End of Sep-05 Target	Annual Target	Preferred outcome	Traffic Light	Managers Comments
THI 29	Percentage of top 5% earners that are from black and ethnic minorities	16.43%	15.44%	16.50%	17.00%	Higher	<b>AMBER</b>	<p>We hope that the impact of the attendance strategy over time will help achieve the target by the end of March.</p> <p>Although performance to the end of September is below the projected figure to achieve the year end of year target of 17%, initiatives are being implemented to increase performance which support the Council's Workforce to Reflect the Community Strategy. These include Race for Success and the in-house MBA Programme. It should be noted that performance against this target can be subject to significant movements over short periods of time because of the relatively small number of staff included in the calculation compared to the workforce as a whole. One employee in this group is currently equal to 0.4%. Achieving the end of year target will require a net gain of 4 senior managers from minority ethnic communities and will be dependent on the number of senior manager vacancies appointed to before the end of March 2006.</p>
THI 30	Percentage of top 5% earners that are women	44.41%	47.69%	43.5%	45.00%	Higher	<b>GREEN</b>	<p>Performance to the end of September has exceeded the projection and end of year target. It should be noted that performance against this target can fluctuate significantly in the short-term due to the small number of staff included in the calculation compared to the workforce as a whole. For each senior female manager recruited performance against this target will increase by 0.4%. However, performance during the last 3 monitoring periods shows a clear upward trend</p>

THI No.	Description	Outturn 2004/05	End of Sep-05 Actual	End of Sep-05 Target	Annual Target	Preferred outcome	Traffic Light	Managers Comments
THI 31	Speed of processing benefits changes in circumstances	10.65 days	26 days	20 days	8 days	Lower	<b>RED</b>	following a decrease in performance between March and May. Criteria for this BVPI have been clarified by DWP this year with emphasis now on the date change reported as opposed to the date all information received. The target has been amended to reflect updated guidance on calculation. The result has been calculated using the change in the criteria.
THI 32	Budget Performance	£1,18 mil. underspend	£411,000	£0	£0	Lower	<b>AMBER</b>	The 1st quarter's corporate budget monitoring report to Cabinet on 7th September reported a projected overspend of £411K as a result of a number of variations across directorates. In particular, a £450k shortfall in Planning fees, £350k overspend in Home Care, £385k overspend in Education and a £750k underspend on the Street Cleaning contract. Cabinet agreed at the meeting that all Directors be required to contain expenditure within the approved budget. Further, the 2nd quarter's corporate budget monitoring report will be presented to Cabinet on 7th December and will provide an update on the budget's performance for the 1st six months of the financial year to Sept 05.
THI 33	Proportion of undisputed invoices paid on time	73.69%	86.64%	83%	83%	Higher	<b>GREEN</b>	Performance in July was 87.90%, 0.69% higher than June but lower volumes in July meant the cumulative figure for the year to date slipped slightly.
THI 34	Increased attendance at Local Area Partnership events	4,088	3,374	2,124	4,250	Higher	<b>GREEN</b>	LAP events were held in LAP 1, 4, 5, 6, 7 and 8 during September 05. LAPs 1, 4 and 5 were particularly successful in attracting a large number of people, though LAP 1 and 5 combined these with other events.

THI No.	Description	Outturn 2004/05	End of Sep-05 Actual	End of Sep-05 Target	Annual Target	Preferred outcome	Traffic Light	Managers Comments
								<p>Please note a number of LAPs combine an event with a local festival or fete, which evidently increases the numbers attending significantly. This month both LAP 1 and LAP 5 combined events. For example LAP 1 combined a LAP event with the Green spaces festival which attracted over 4000 people and the LAP 5 event attracted over 1000 people. However we have not counted all those who attend. What we have agreed to do is record the number of people that engage in LAP activities at these events, ie visiting the Partnership trailer or stall, feeding into the LAP priorities and use this as recording the number attending. This was agreed from the outset so all our baselines are based on collecting data in the same way.</p>
33HI 35	Percentage household waste being recycled	7.35%	7.33%	14%	14.00%	Higher	<b>AMBER</b>	<p>We are on course to meet this target.</p> <p>Whilst recycling rates continue to improve, the Council is currently performing behind target for the end of year. However, significant improvements are expected in the latter half of the year as the kerbside collection service is expanded. Note that targets are set on a monthly basis. The current cumulative score for recycling is 7.64%.</p>

**Traffic Light**



Performance has met the bi-monthly projection and is on track to achieve the end of year target



Performance is behind target, but action is in place to bring performance back on track



Performance will not meet annual target



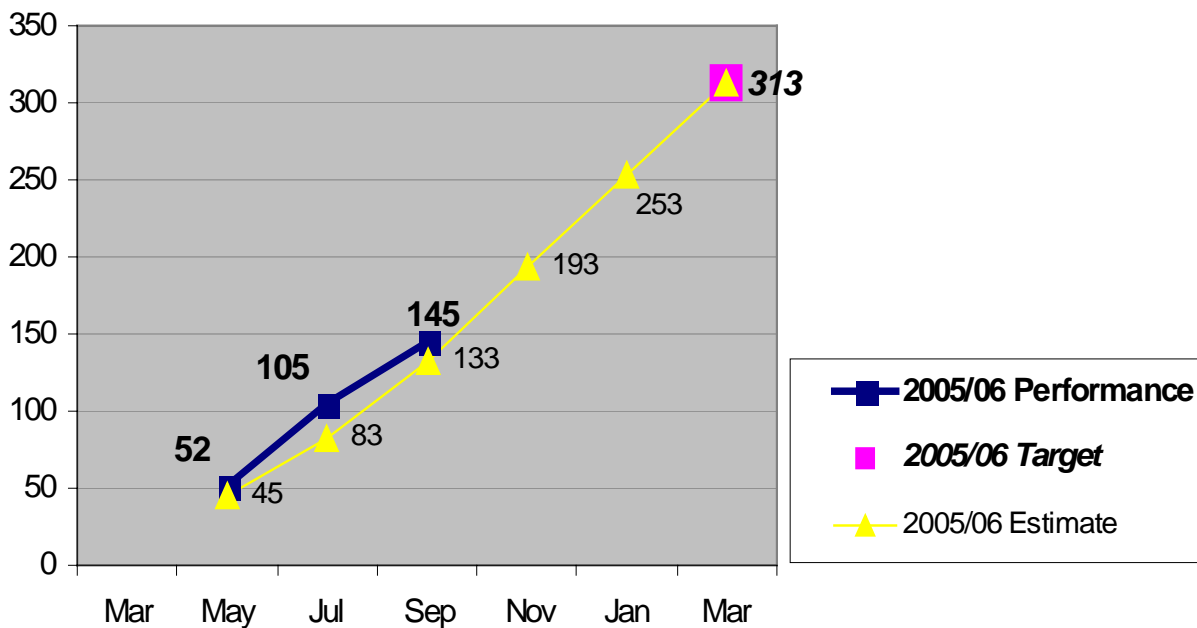
# **Tower Hamlets Index**

## **Monitoring Report**

Theme: A Better Place for Living Safely  
 Priority: Increased Community Safety

Traffic Light  
**GREEN**

### THI 1 - The number of young people accessing drug treatment



**Corporate Director Comments:**

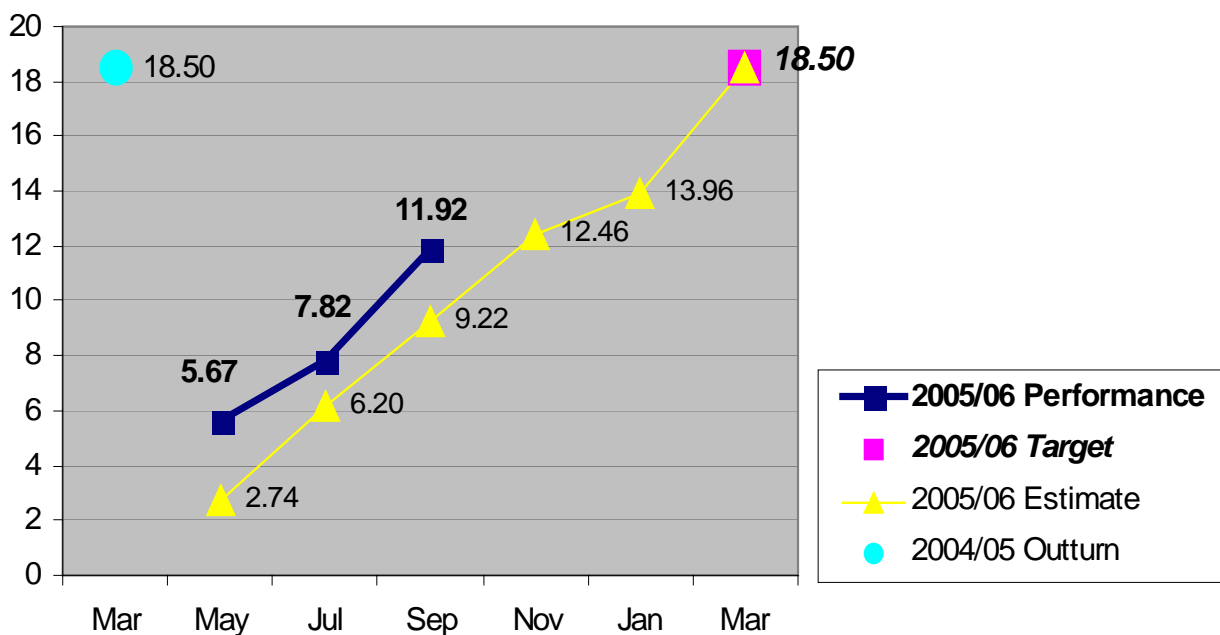
There has been an increase in referrals from schools in September. A single point of referral has now been established and plans are in place to train mainstream young people's services in early identification and initial assessment for substance misuse. Mid-year performance is on course to exceed the target in line with the projected outturns. Lifeline Young People's Substance Misuse Service is now fully operational and has started to receive referrals from a range of agencies and provided targeted intervention and treatment.

**Lead Officer:** Olivia McLeod (x 0764)

**Theme:** A Better Place for Living Safely  
**Priority:** Increased Community Safety

Traffic Light  
**AMBER**

### THI 2 - Domestic burglaries per 1,000 households



**Corporate Director Comments:**

Domestic burglaries have increased by 29% in the period April to September compared to the same period last year.

This increase is due to many contributing factors which have been and are being addressed. The vast majority of 'known' burglars are currently in prison, either serving a sentence or remanded in custody awaiting trial/sentence. However, burglaries are still being committed, with the residential burglary rate of about 4 or 5 a day. An important facet of burglary investigation is forensic recovery from scenes. A Scenes of Crimes Officer (SOCO) will attend nearly every allegation of burglary and attempted burglary within 4 hours of the allegation being reported to police in an attempt to harness the forensic opportunities.

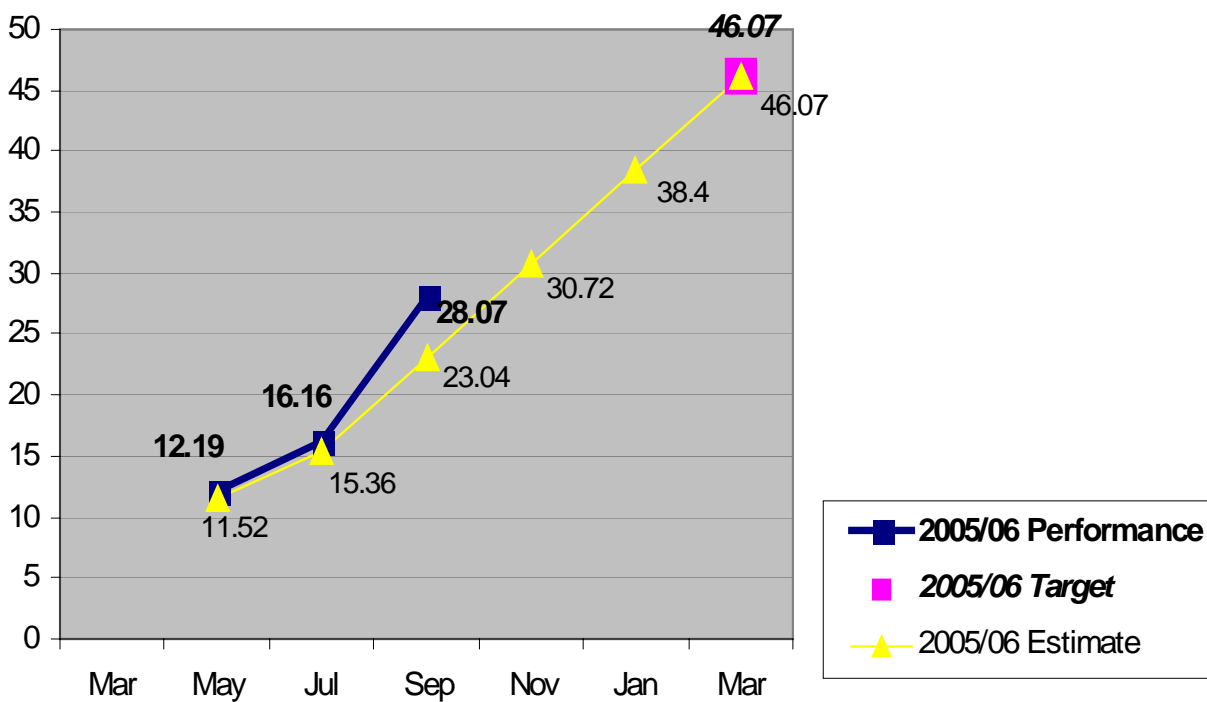
Operation Raven II, scheduled to run for a 10-week period in October will see Officers from the Territorial Support Group, British Transport Police, Vice Unit and Transport for London targeting hotspots. Increased high visibility patrolling and crime prevention leaflets are just some of the measures to cut down domestic burglaries and hopefully enabling us to get back on track to reach our target.

**Lead Officer:** Olivia McLeod (X 0764)

Theme: A Better Place for Living Safely  
 Priority: Increased Community Safety

Traffic Light
RED

### THI 3 - Violent offences per 1,000 population



**Corporate Director Comments:**

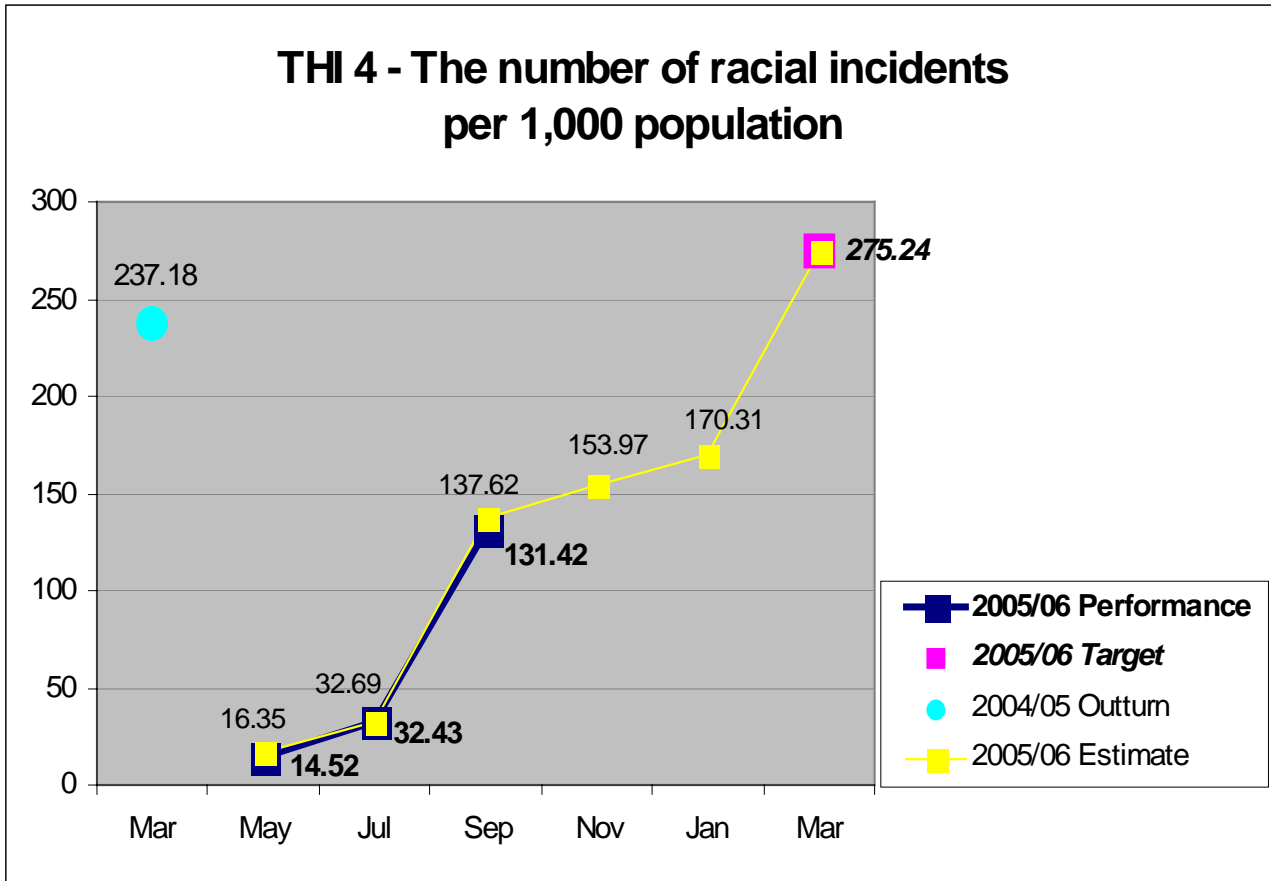
A number of workstreams are in place to respond to increases in violent crime. For example, an Alcohol Strategy is currently under development, to be implemented through the Drug Action Team and is due to be completed by March 2006.

Furthermore, Operation Raven II scheduled to run for a 10-week period in October will see Officers from the Territorial Support Group, British Transport Police, Vice Unit and Transport for London targeting hotspots, will aim to reduce acquisitive crimes closely related to violent crime.

**Lead Officer:** Olivia McLeod (x 0764)

Theme: A Better Place for Living Safely  
 Priority: Increased Community Safety

Traffic Light



**Corporate Director Comments:**

The September 2005 figure includes Schools data which is only available twice a year and has therefore undergone a large rise.

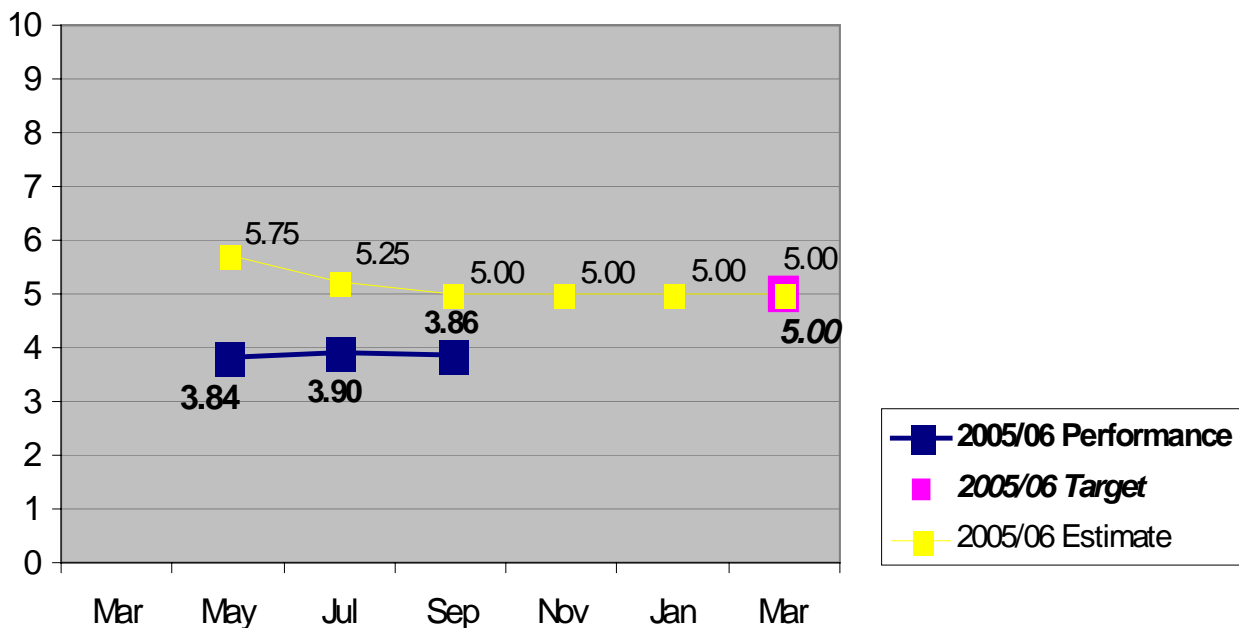
We are below target but a number of workstreams are in place to enable us to increase reporting and get back on track. These include 3 tackling hate crime days across the borough which 109 residents attended. Also a Hate Crime freephone reporting line has been established since August, and 18 reports have been received via this route in September. It is anticipated that a publicity campaign will increase this number.

**Lead Officer:** Olivia McLeod (X 0764)

Theme: A Better Place for Living Safely  
 Priority: Increased Community Safety

Traffic Light  
**GREEN**

**TH5 - The average number of days taken to repair a street lighting fault, which is under the control of the local authority**



**Corporate Director Comments:**

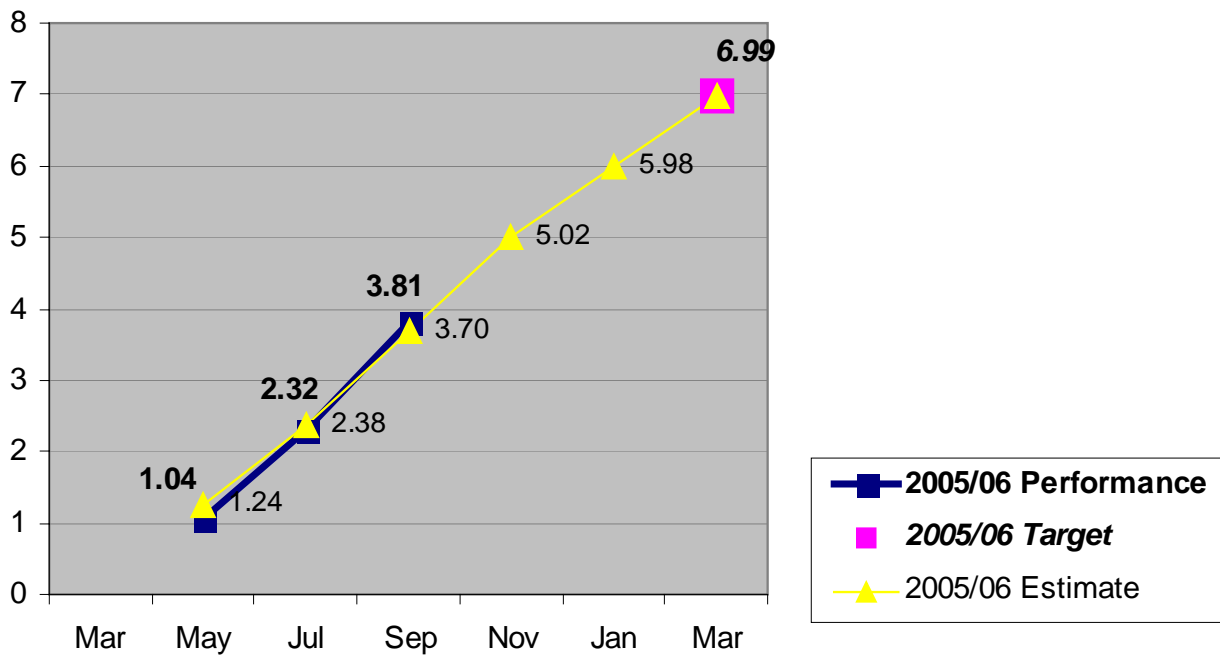
The data for E&C and Housing has now been aggregated. The end of September cumulative figure is 3.86 days for street lighting repairs to be completed, which is well within our target.

**Lead Officer: Gary Branton (x6691)**

Theme: A Better Place for Living Safely  
 Priority: Increased Community Safety

Traffic Light  
**AMBER**

**THI 6 - Number of street robberies per 1,000 population**



**Corporate Director Comments:**

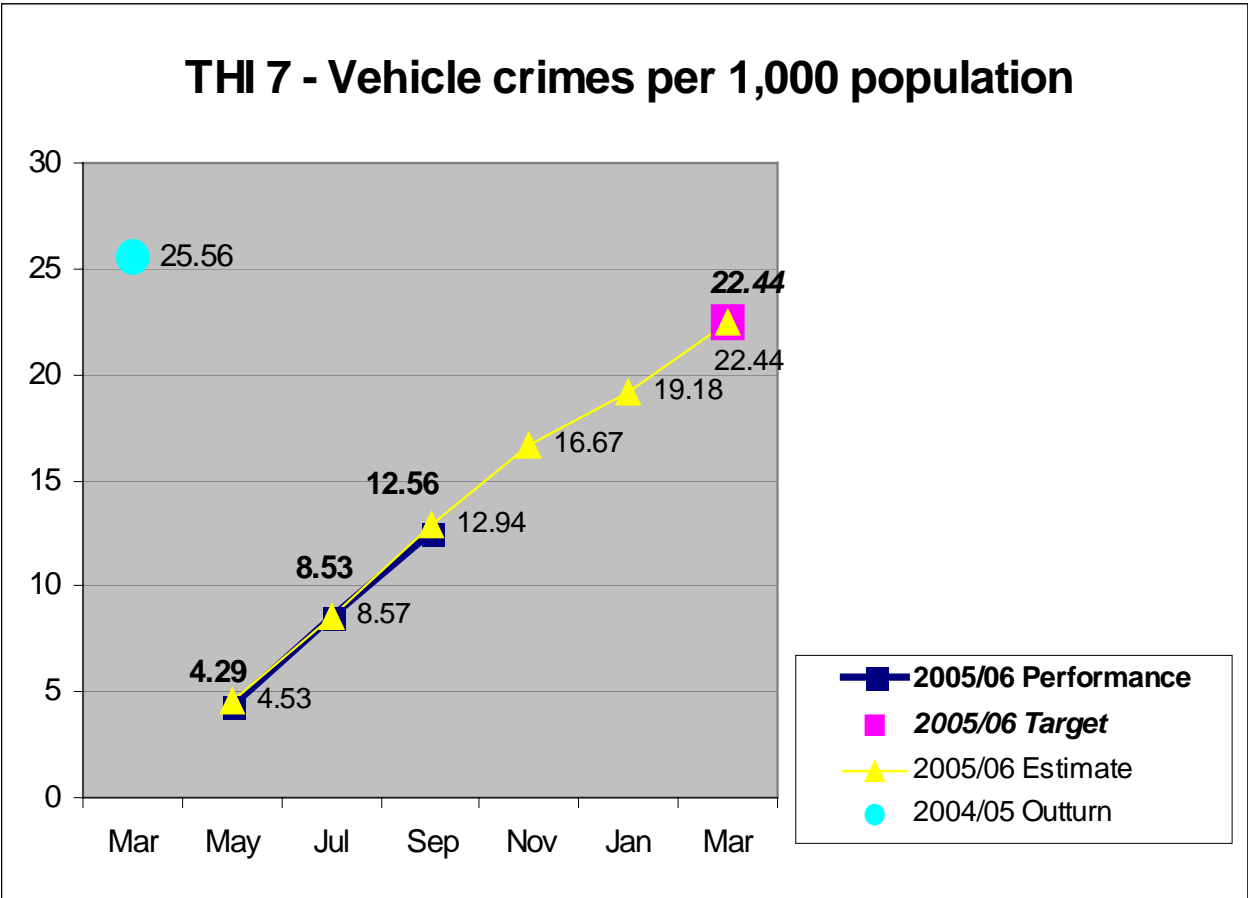
Robberies have reduced by 1.9% from April to September compared to the same period last year.

Tower Hamlets Police have launched a ten week – blitz on robberies in the borough. Operation Raven II, scheduled to run for a 10-week period in October will see Officers from the Territorial Support Group, British Transport Police, Vice Unit and Transport for London targeting hotspots. Increased high visibility patrolling and crime prevention leaflets are just some of the measures that will be taken to reduce robberies.

**Lead Officer: Olivia McLeod (X 0764)**

Theme: A Better Place for Living Safely  
 Priority: Increased Community Safety

Traffic Light  
**GREEN**



**Corporate Director Comments:**

Six high visibility joint patrols have been undertaken around the borough in the last three months. A total of 10 operations tackling motor vehicle crime have been undertaken in 2004. Voice boxes on lampposts to remind drivers to lock their cars and not to leave items on display are fully operational. ASBO's have been granted against perpetrators.

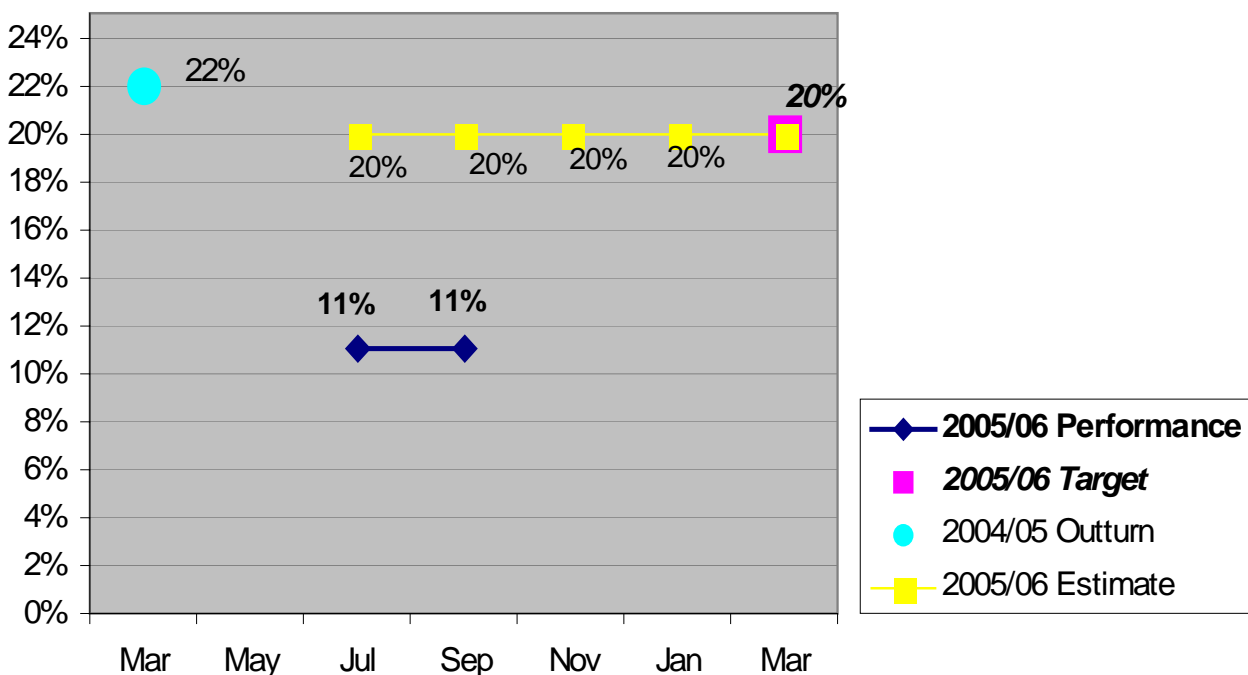
**Lead Officer:** Olivia McLeod (X 0764)



Theme: A Better Place for Living Safely  
 Priority: Cleaner, Safer Streets

Traffic Light  
**GREEN**

**TH 8 - The proportion of relevant land and highways that is assessed as having combined deposits of litter and detritus that fall below an acceptable level**



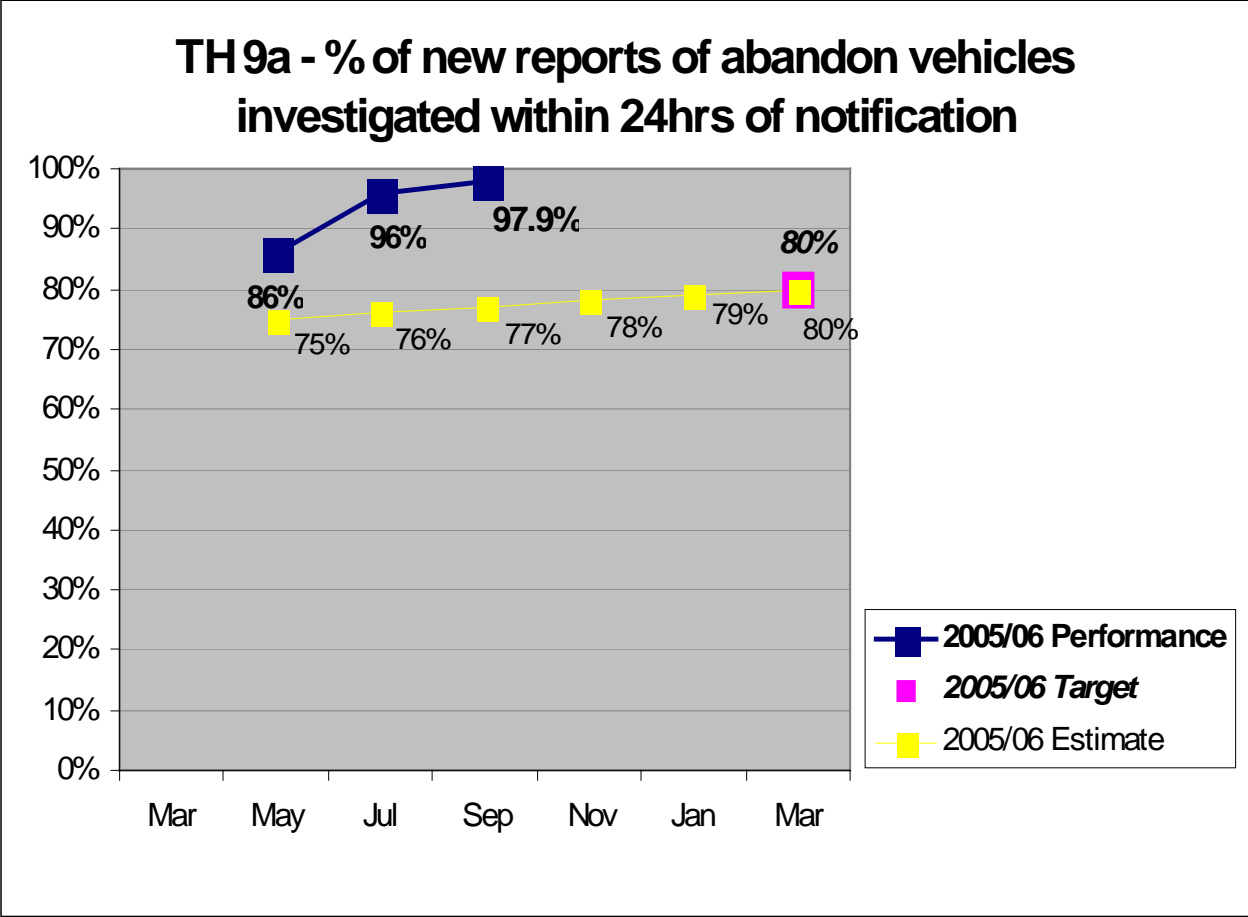
**Corporate Director Comments:**

This BVPI is reported by EnCams on behalf of the Council as part of the Capital Standards group. The surveys are reported 3 times a year (April-July, August-November, and December-March). The first tranche was released at the end of September and is a significantly improved score of 11%. Against the end of year target of 20%, the Council appears to be on track.

**Lead Officer:** Fiona Heyland (x6838)

Theme: A Better Place for Living Safely  
 Priority: Cleaner, Safer Streets

Traffic Light  
**GREEN**



**Corporate Director Comments:**

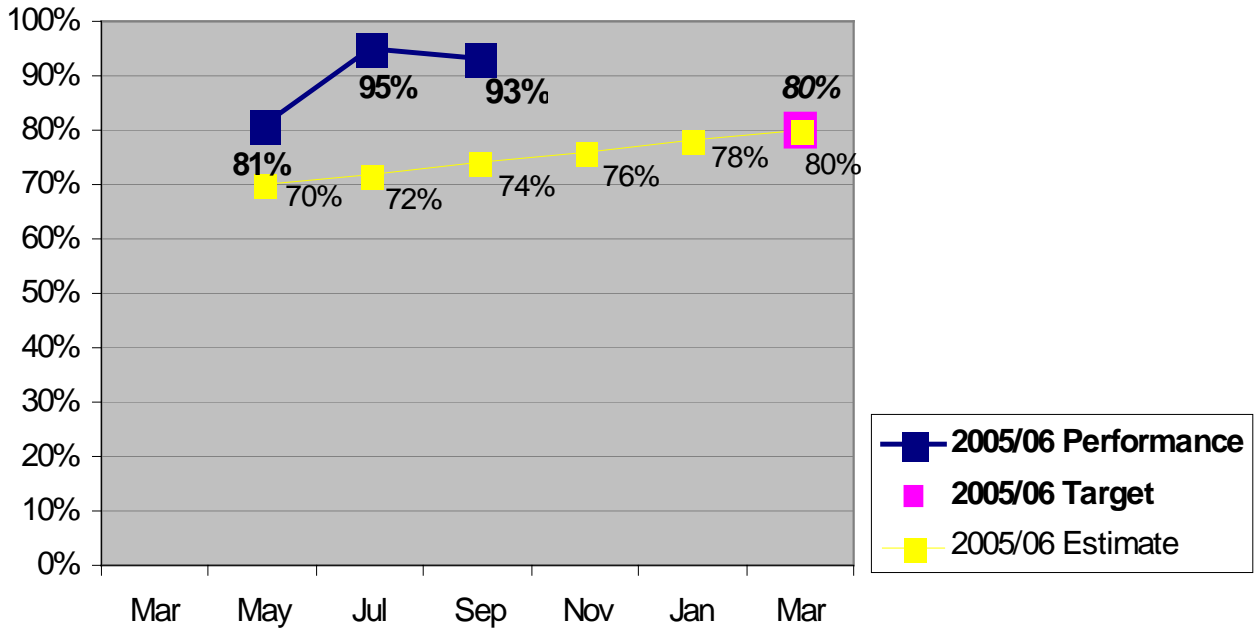
This is a new BVPI for 2005/06. At 97.90% of abandoned cars investigated within 24 hours of reports, the Council is currently performing above the end of year target.

**Lead Officer:** John Penton (x1356)

Theme: A Better Place for Living Safely  
 Priority: Cleaner, Safer Streets

Traffic Light  
**GREEN**

**TH 9b - % of abandon vehicles removed within 24hrs from the point at which the authority is legaly entitled to remove vehicle**

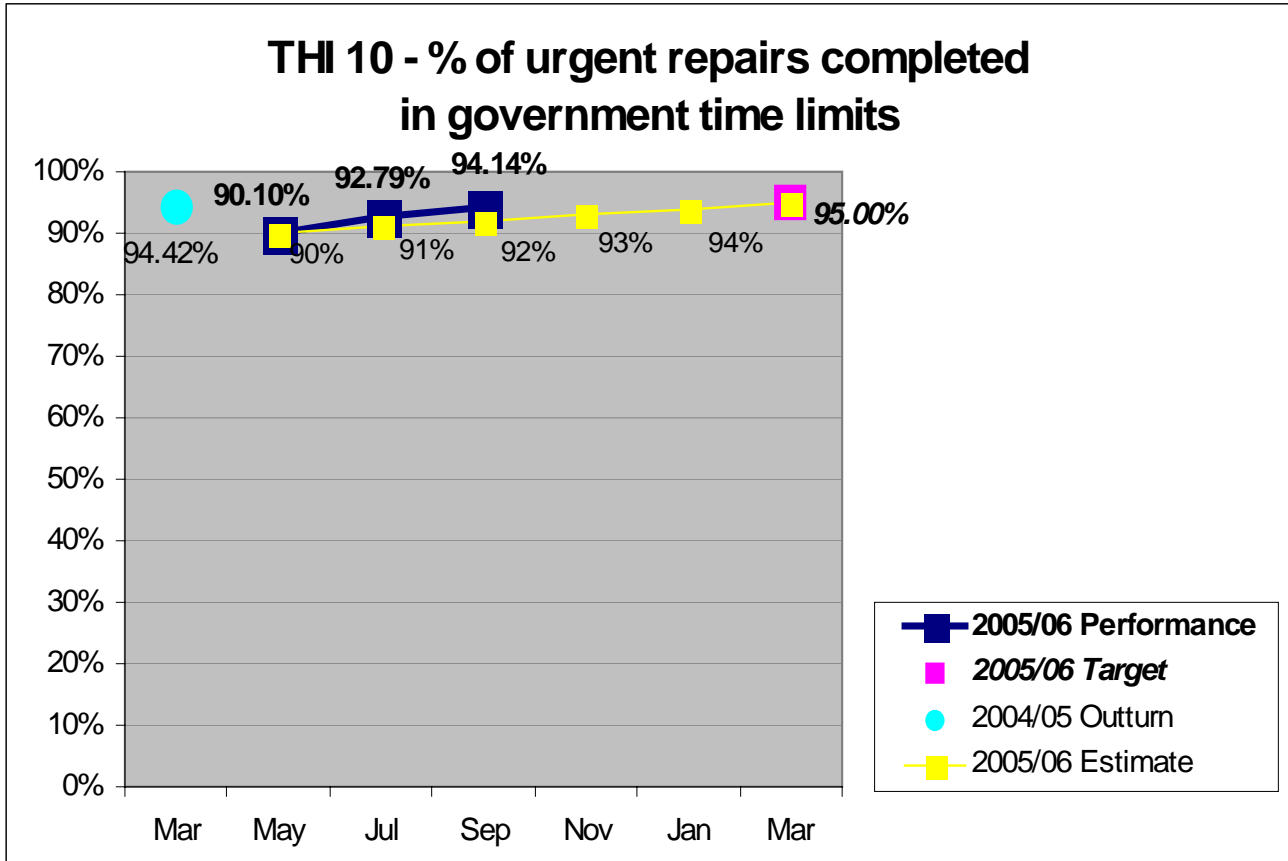


**Corporate Director Comments:**

This is a new BVPI for 2005/06. At 93.0% of abandoned vehicles removed within 24 hours, the Council is currently performing above the end of year target.

**Lead Officer:** John Penton (x1356)

**Theme:** A Better Place for Living Well  
**Priority:** More Homes of a Decent Standard



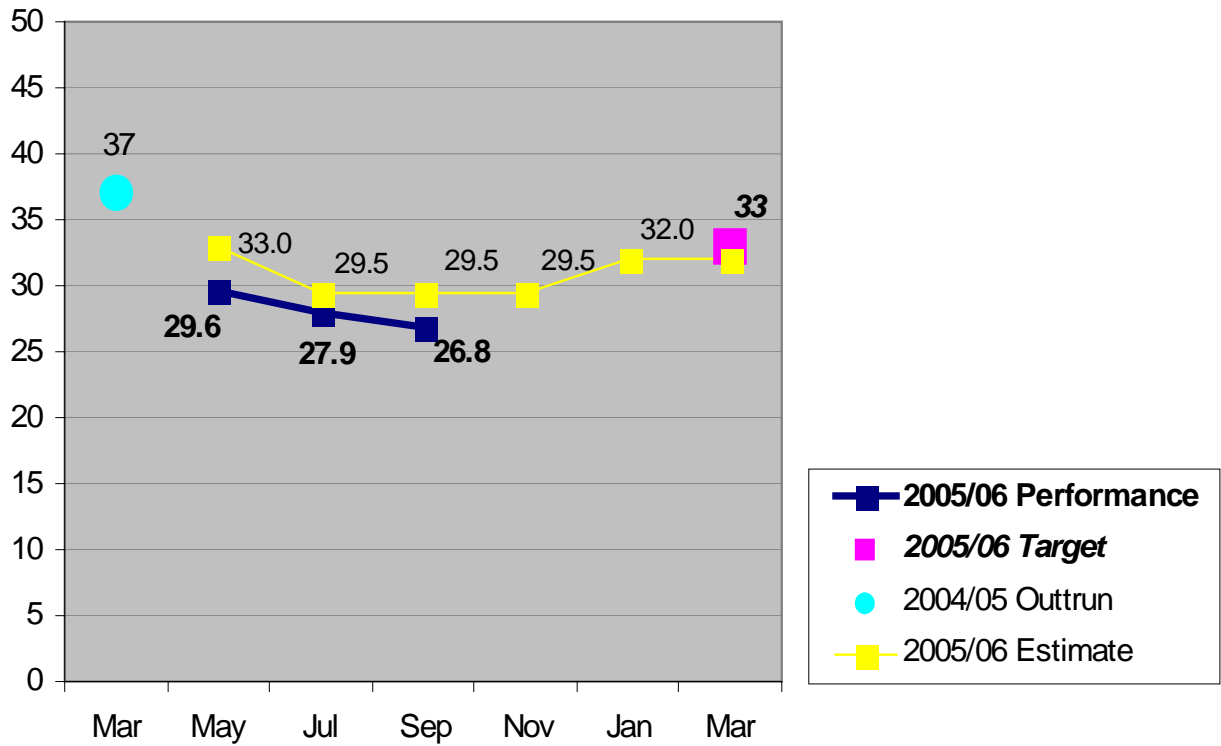
**Corporate Director Comments:**

Performance has improved for the second successive reporting period and is significantly ahead of the projection at half year. However we are now moving into the winter period where demand traditionally rises and we will continue to work closely with contractors to ensure improvement is maintained.

**Lead Officer:** Maureen McEleney (x7134)



### THI 11 - Average re-let time for local authority dwellings (days)



**Corporate Director Comments:**

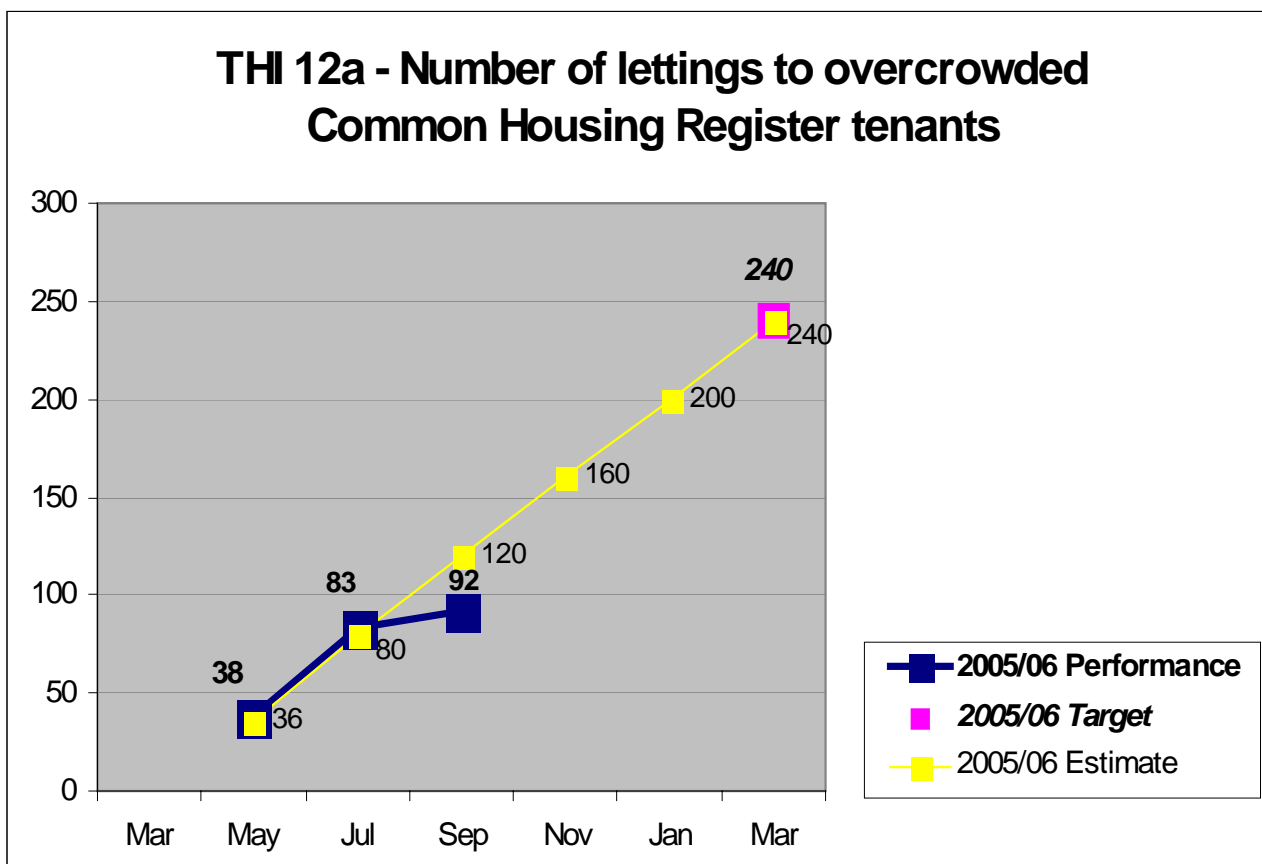
Results for the third reporting period show the downward trend in turnaround times continuing and the target being exceeded. The end of year target of less than 33 days is now highly likely to be met. Regular and close review of performance on this indicator continues.

For 2005/06 a new Best Value indicator has been created with a different definition. This new definition adds in a number of void categories that are currently excluded from the present definition. Targets and the reporting on this indicator will commence in 2006.

**Lead Officer:** Maureen McEleney (x7134)

Theme: A Better Place for Living Well  
 Priority: More Homes of a Decent Standard

Traffic Light  
**AMBER**



**Corporate Director Comments:**

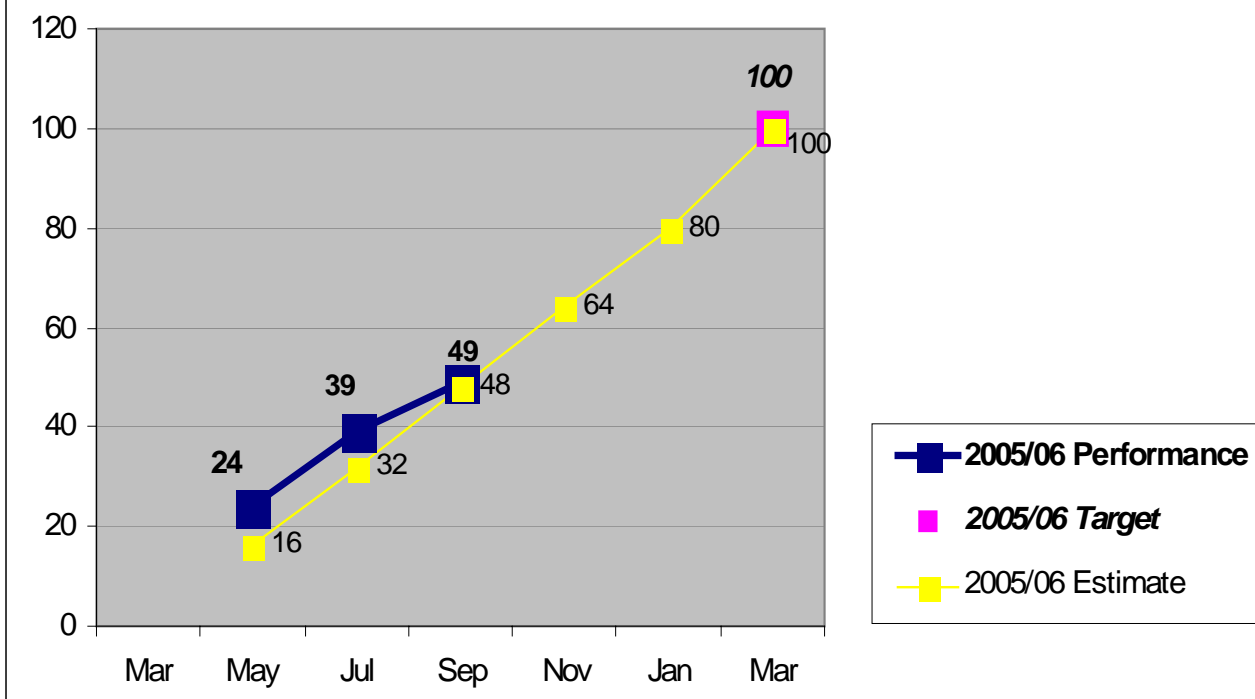
We are currently not meeting target on overcrowded CHR tenants. The target is achievable and performance will be closely monitored to ensure that it is met by year end. An analysis of likely supply will be carried out to ensure all aspects of this indicator are being addressed.

**Lead Officer:** Maureen McEleney (x7134)

Theme: A Better Place for Living Well  
 Priority: More Homes of a Decent Standard



### THI 12b - Number of lettings to under occupying Common Housing Register tenants



**Corporate Director Comments:**

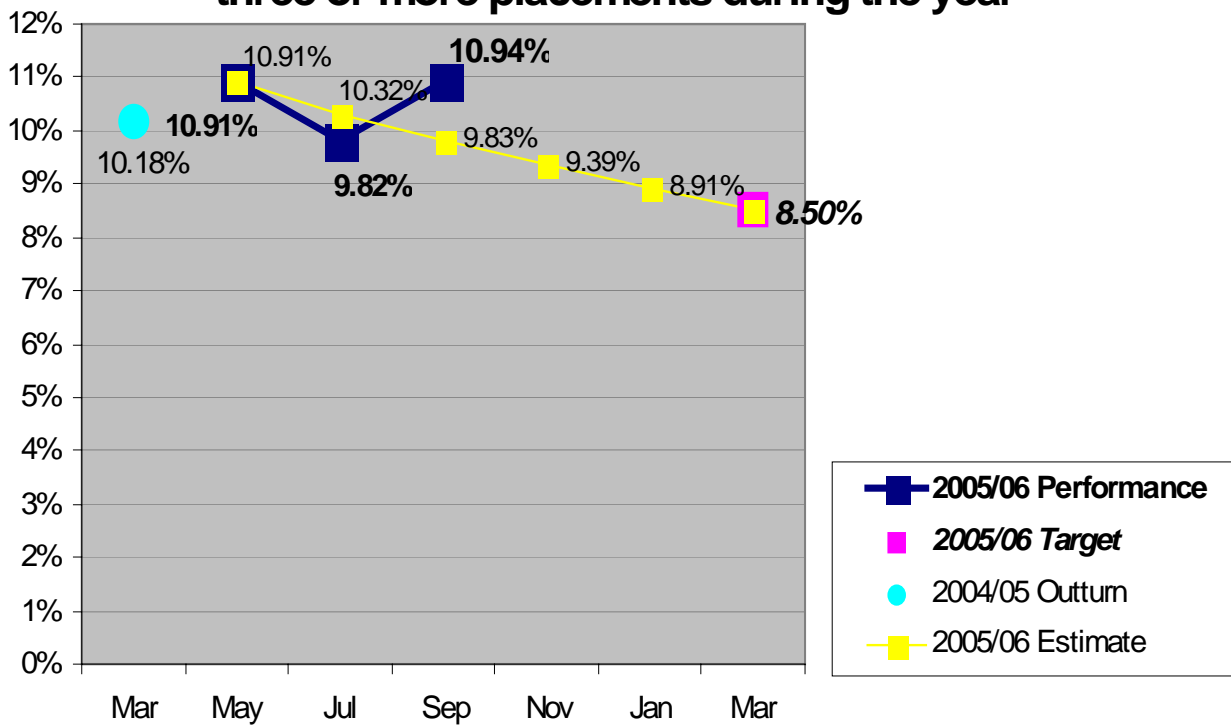
We are on track for achieving target on under occupiers. The target is achievable and performance will be closely monitored to ensure that it is met by year end. An analysis of likely supply will be carried out to ensure all aspects of this indicator are being addressed.

**Lead Officer:** Ann Goldsmith (x 2213)

Theme: A Better Place for Living Well  
 Priority: Improved Outcomes for Vulnerable Children and Adults

Traffic Light  
**AMBER**

**TH13 - % of children looked after at 31 March with three or more placements during the year**



**Corporate Director Comments:**

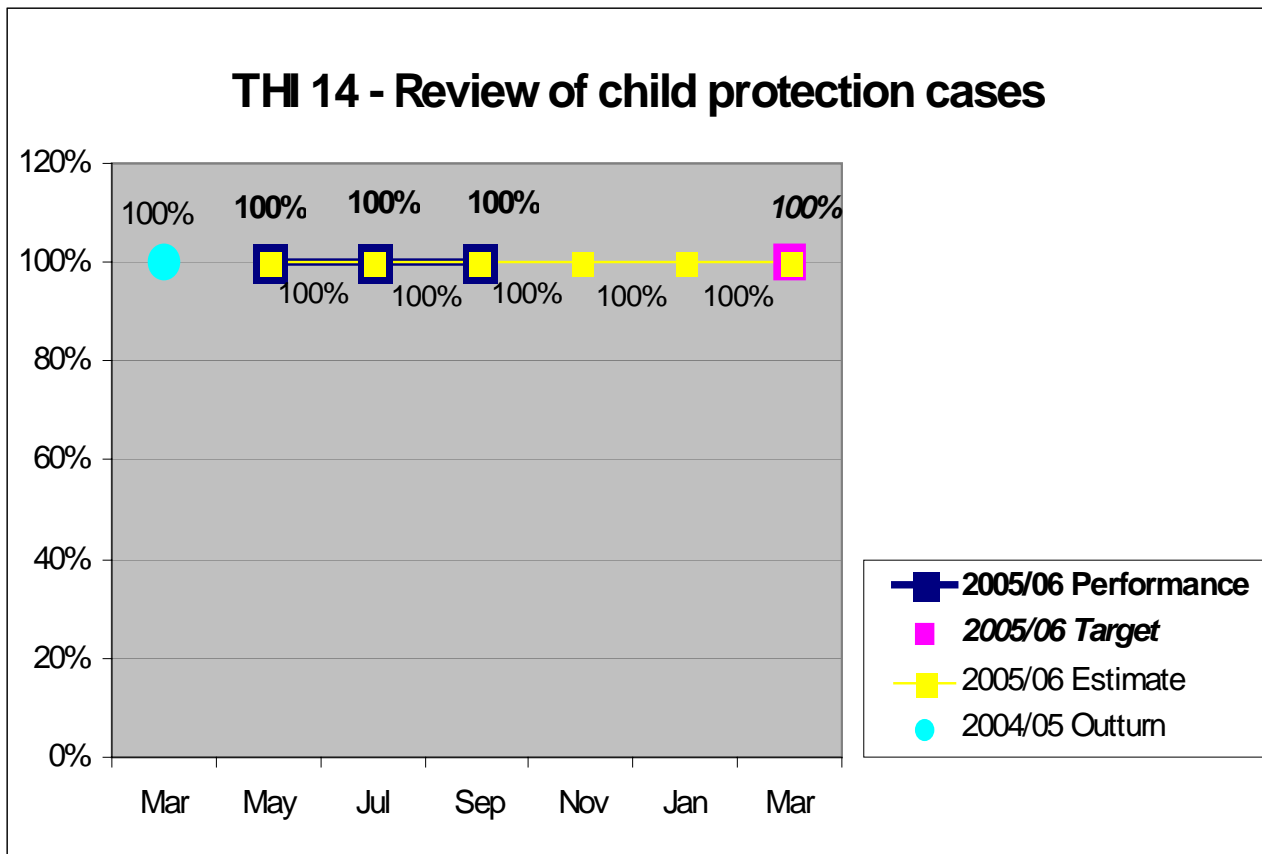
This indicator measures the percentage of children currently looked after by the Council who have had three or more different placements during the year. Good performance is generally low although it is likely that a percentage of children will need to be moved to ensure suitability of placements. The Commission for Social Care Inspection's performance bandings recommend best practice as 0-16%. The figure reported is based on the percentage of current children looked after who have had 3 or more placements over the last 12 months. It is therefore a rolling 12 month figure. We have not maintained the promising outturn in July and meeting our target appears less likely, although our performance is still within the best performance bracket recommended by CSCI. Placement changes are now monitored even more closely and frequently, we have identified all cases with two placement changes within the past 12 months and everything is done to stabilise the placement without compromising the best interest of the child or young person. Reports are being sent to Service Managers and discussed in our monthly one to one Performance Surgeries.

**Lead Officer:** Ann Goldsmith (x 2213)



**Theme:** A Better Place for Living Well  
**Priority:** Improved Outcomes for Vulnerable Children and Adults

Traffic Light  
**GREEN**



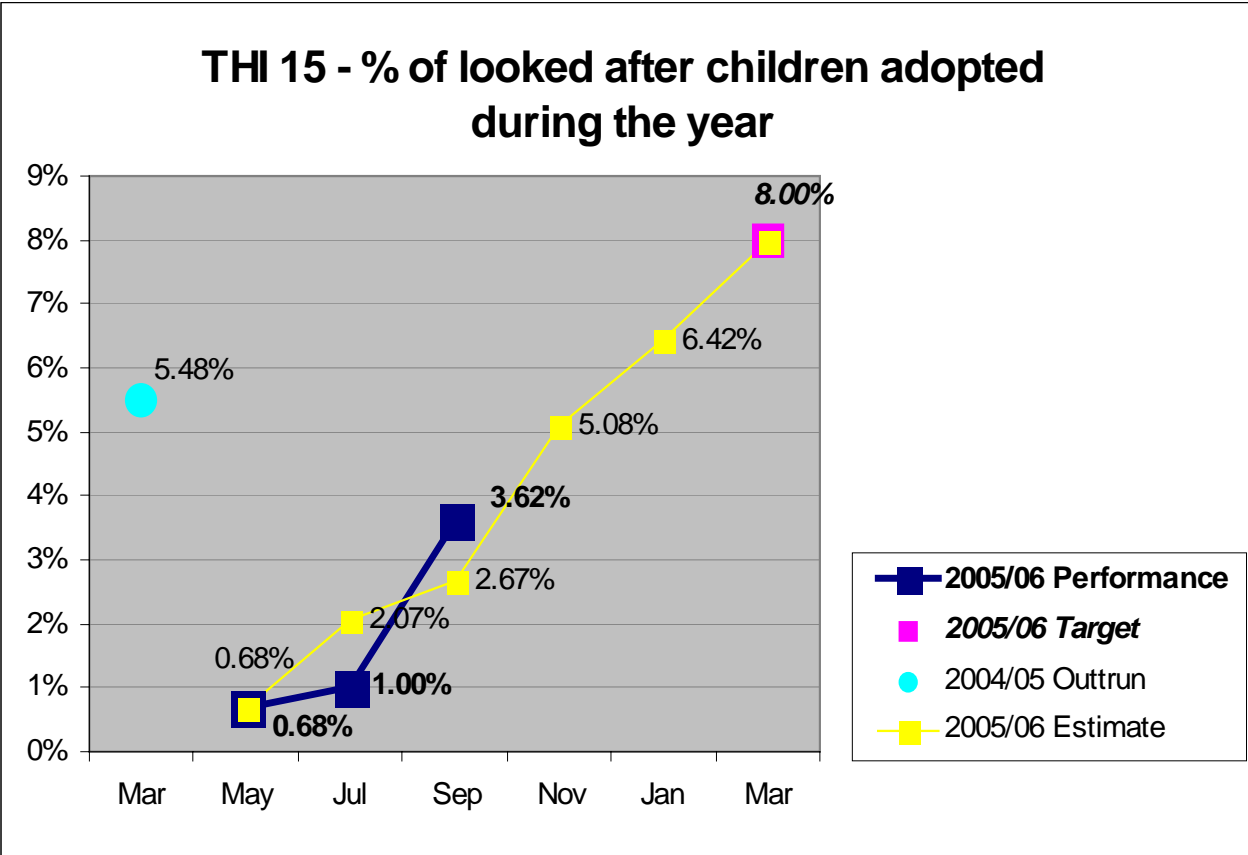
**Corporate Director Comments:**

This indicator measures the percentage of cases on the Child Protection register that have had a review within required timescales. Good performance is high. Performance has been steady and solid throughout the last 3 years and we are confident that we will continue to achieve 100% compliance.

**Lead Officer:** Ann Goldsmith (x 2213)

**Theme:** A Better Place for Living Well  
**Priority:** Improved Outcomes for Vulnerable Children and Adults

Traffic Light  
**GREEN**



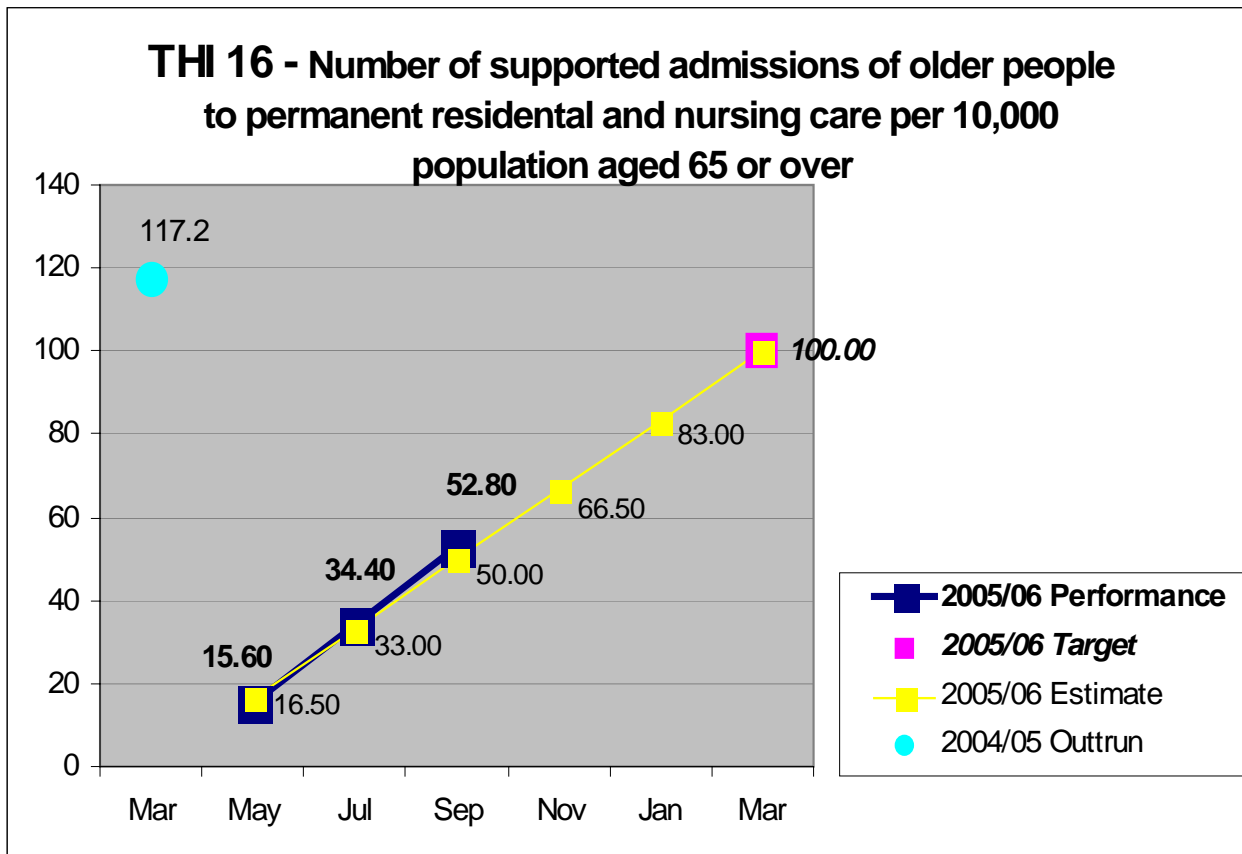
**Corporate Director Comments:**

This PI measures the number of adoptions where orders have been granted by the Courts as a percentage of the current number of children looked after. The Commission for Social Care Inspection's bandings recommend 8-25% as best practice. 11 adoption orders were granted since April 05 and we also have a high number of children placed for adoption and awaiting adoption orders from the Courts. We are therefore confident that we will meet our target of 8%, which is approximately 24 adoptions, by the end of the year.

**Lead Officer:** Ann Goldsmith (x 2204)

Theme: A Better Place for Living Well  
 Priority: Improved Outcomes for Vulnerable Children and Adults

Traffic Light  
**AMBER**



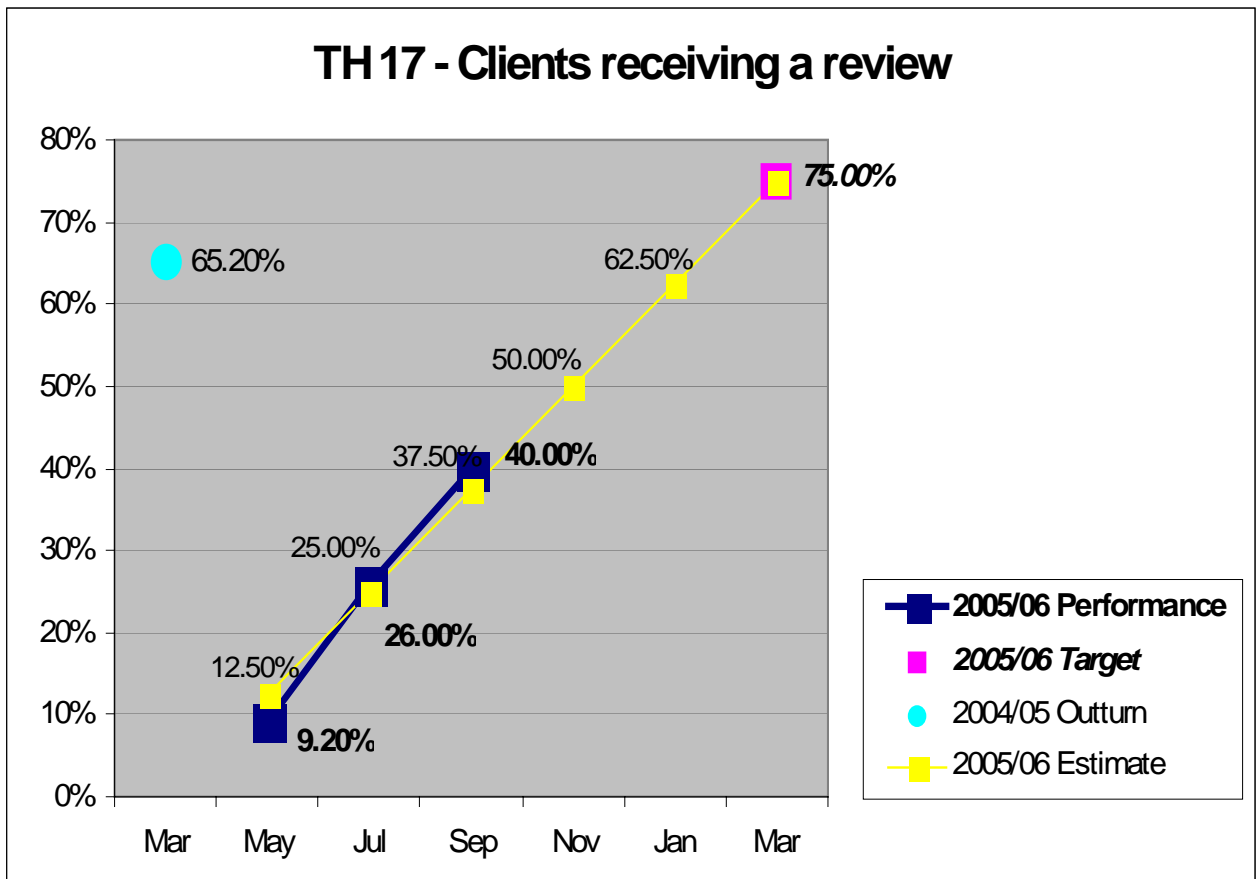
**Corporate Director Comments:**

Additional admissions over the last month mean that we are now slightly over our target level for this point in the year. We are investigating the reasons for this and taking steps to prevent any unnecessary admissions to residential or nursing care. The target for the year is still achievable.

**Lead Officer:** John Goldup (x 2204)

**Theme:** A Better Place for Living Well  
**Priority:** Improved Outcomes for Vulnerable Children and Adults

Traffic Light  
**GREEN**



**Corporate Director Comments:**

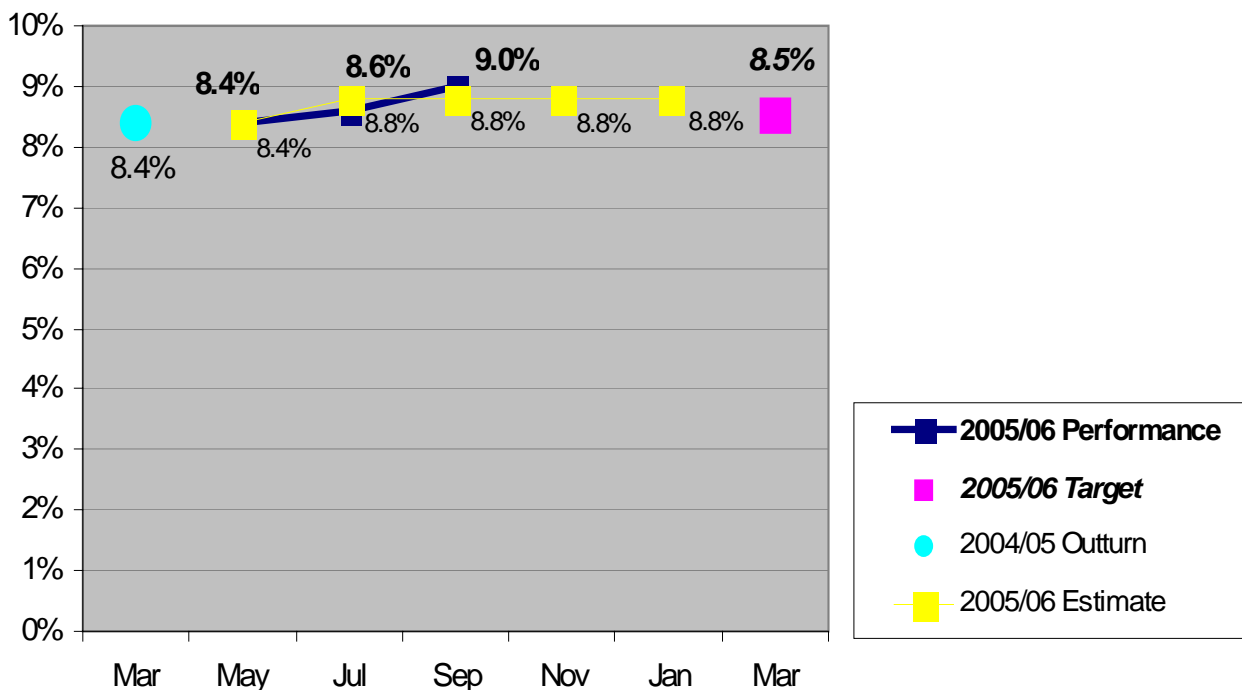
This indicator measures the percentage of current service users who have received a review during the year. Good performance is high, and the Commission for Social Care Inspection set the top performance band in the range 60-90%. We are on track to achieve our target.

**Lead Officer:** John Goldup (x 2204)

**Theme:** A Better Place for Creating and Sharing Prosperity  
**Priority:** Developing the Local Economy

Traffic Light  
**AMBER**

### TH1 18 - % of local residents claiming employment related benefits



**Corporate Director Comments:**

There has been an increase in the claimant count unemployment rate for the third consecutive month. The claimant count unemployment rate was 9% in September 05, an increase of 0.3% since last reported. This increase in the claimant count appears to be following a national trend where there has also been a slight increase in the number of claimants. It is worth noting that there have been greater increases in other boroughs. Lewisham has for example, had an increase of 0.5% since July.

Through the Employment Solutions Partnership (Task Group of the Creating and Sharing Prosperity CPAG) a number of initiatives are currently underway which seek to improve access to employment for local residents. These include:

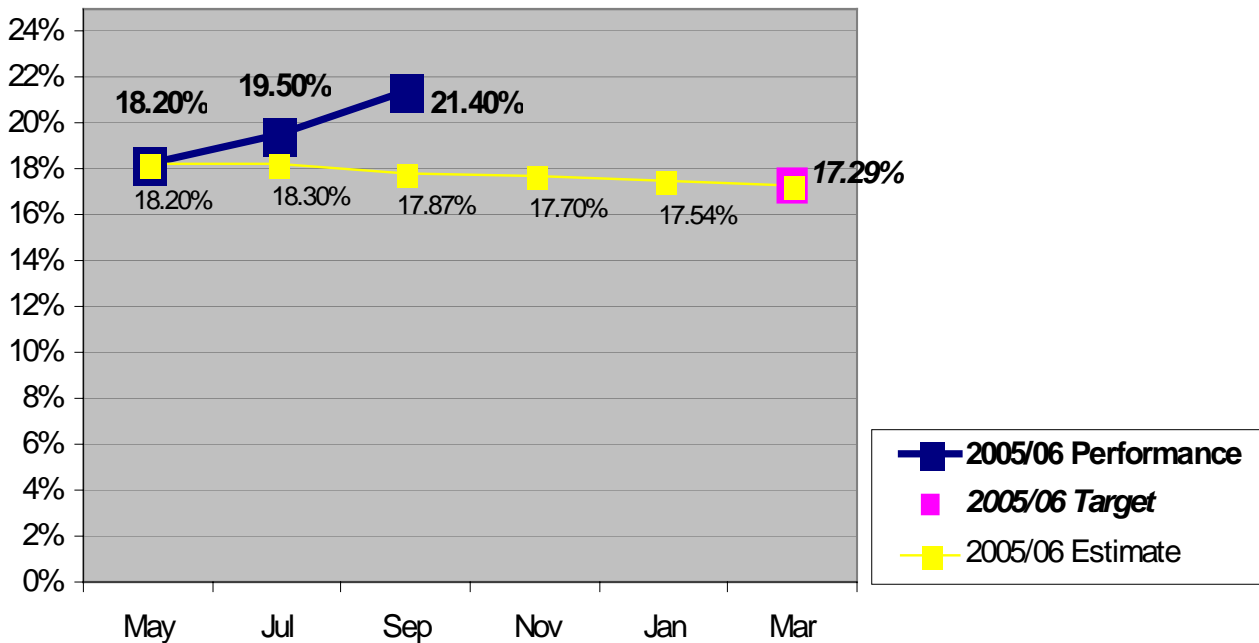
- 300 jobs per year have been ring-fenced for local residents with the Barts and the London NHS Trust. This model is being extended to other growth sector employers.
- Developing a local model of interventions between the ages of 14-24 years to attempt to break the cycle of structural
- Encouraging employer input into the education agenda by attempting to raise aspirations and provide labour market information.

**Lead Officer:** Emma Peters ( x4247)

**Theme:** A Better Place for Creating and Sharing Prosperity  
**Priority:** Developing the Local Economy



### TH 19 - Proportion of people under 25 claiming unemployment related benefits



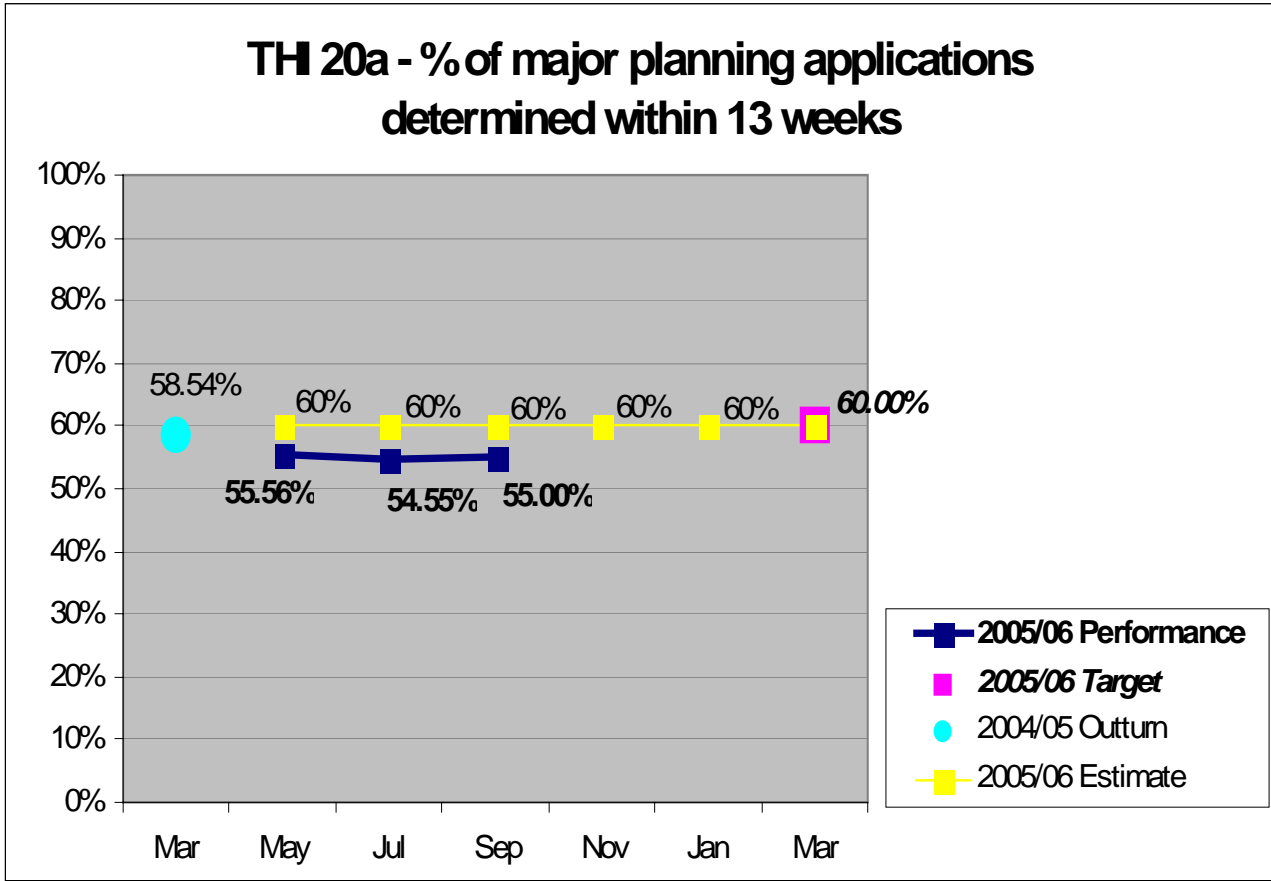
**Corporate Director Comments:**

The proportion of under 25's claiming unemployment related benefits increased by 235 (an increase of 0.9%) to 21.4% in September. However, there have also been significant increases in under 25's in a number of other boroughs. The neighbouring boroughs of Newham and Hackney have also had significant increases amongst this age group.

**Lead Officer:** Emma Peters (x4247)

Theme: A Better Place for Creating and Sharing Prosperity  
 Priority: Developing the Local Economy

Traffic Light  
**AMBER**



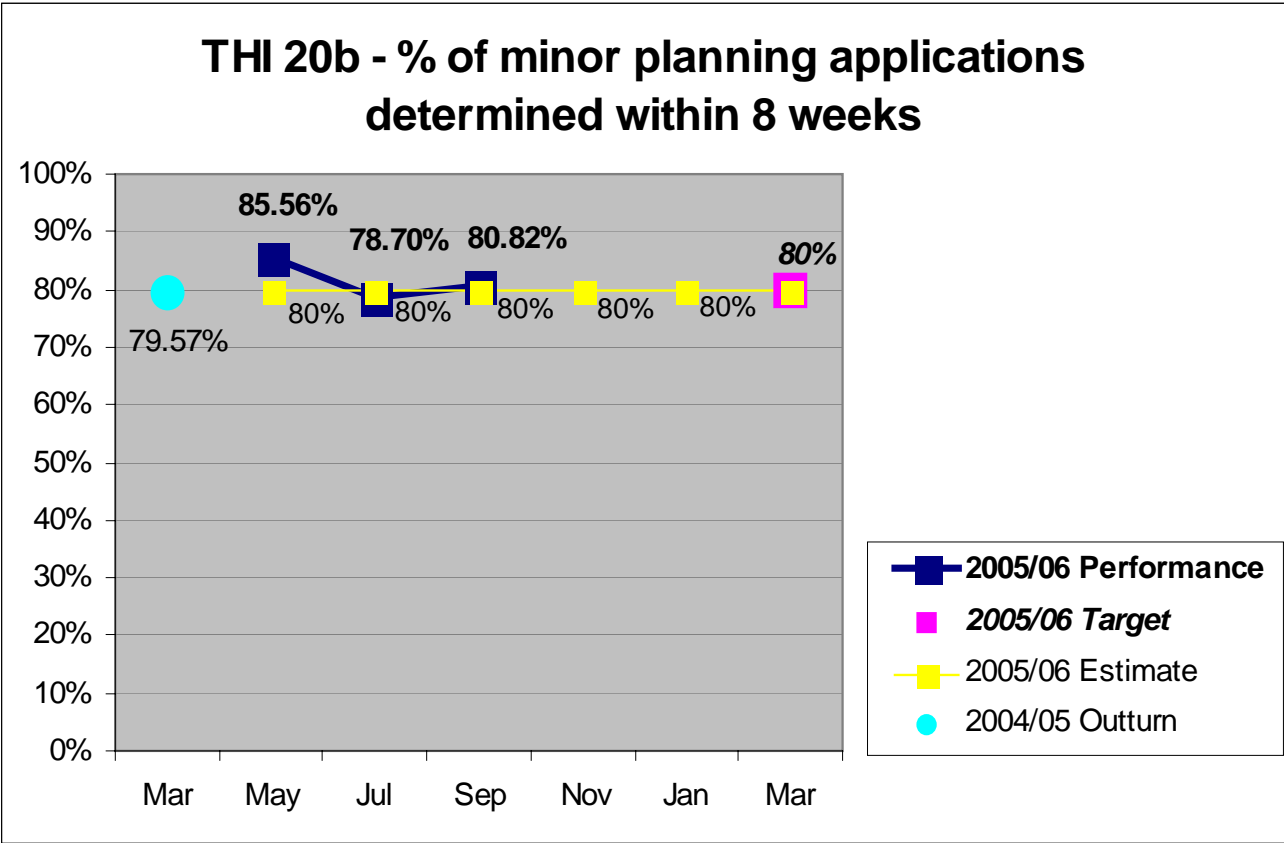
**Corporate Director Comments:**

Due to the small number of major applications processed, the outturn is easily skewed by one or two applications that take longer than 13 weeks. A result below the 60% target is not a major concern at this stage in the year. We are going to continue to regularly monitor the progress of all planning applications and to ensure existing performance management initiatives are sustained.

**Lead Officer:** Chris Holme (x4987)

Theme: A Better Place for Creating and Sharing Prosperity  
 Priority: Developing the Local Economy

Traffic Light  
**GREEN**



**Corporate Director Comments:**

**Comments Jul-05**

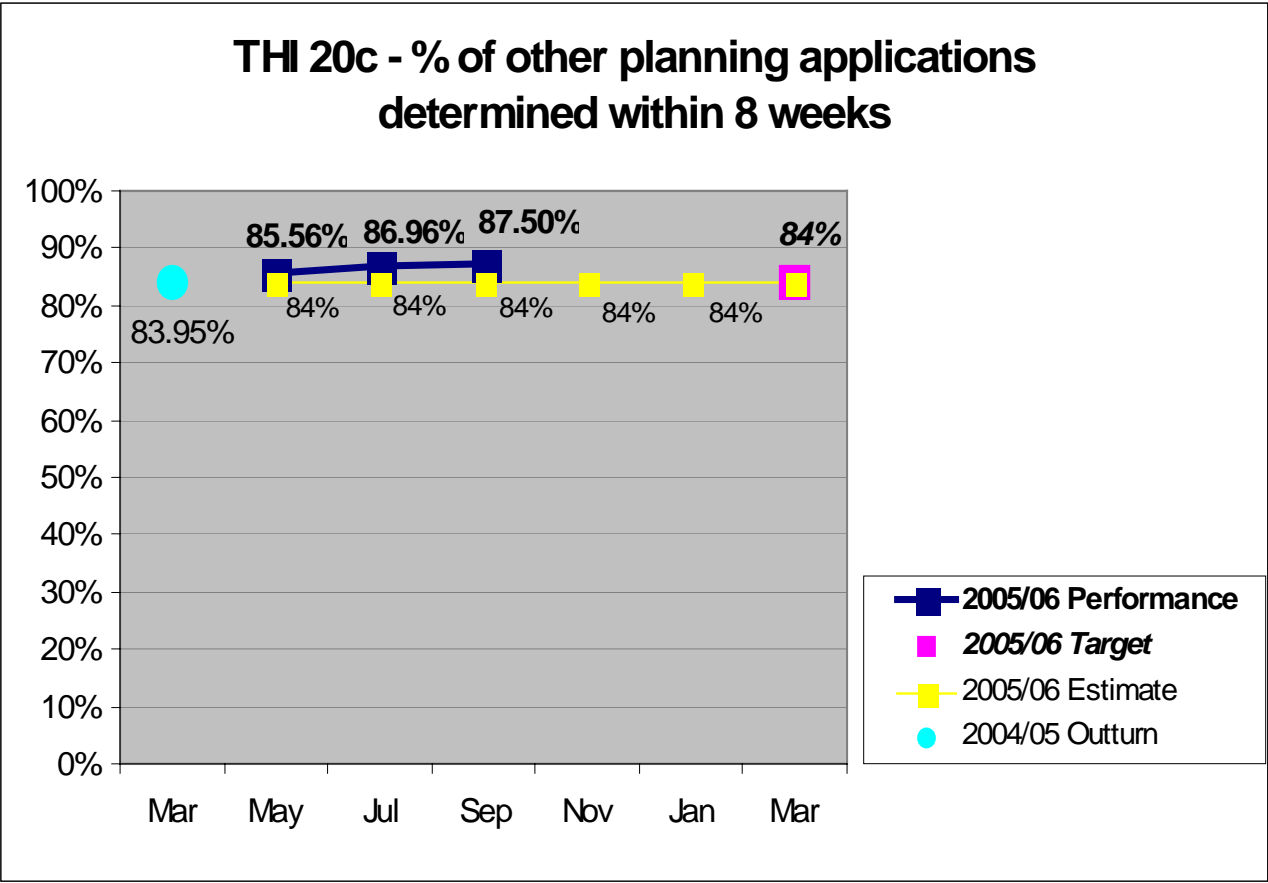
This outturn builds on the steady improvement seen in BV109a over the last two years and shows a strong start to the year.

**Lead Officer:** Chris Holme (x4987)



Theme: A Better Place for Creating and Sharing Prosperity  
 Priority: Developing the Local Economy

Traffic Light  
**GREEN**



**Corporate Director Comments:**

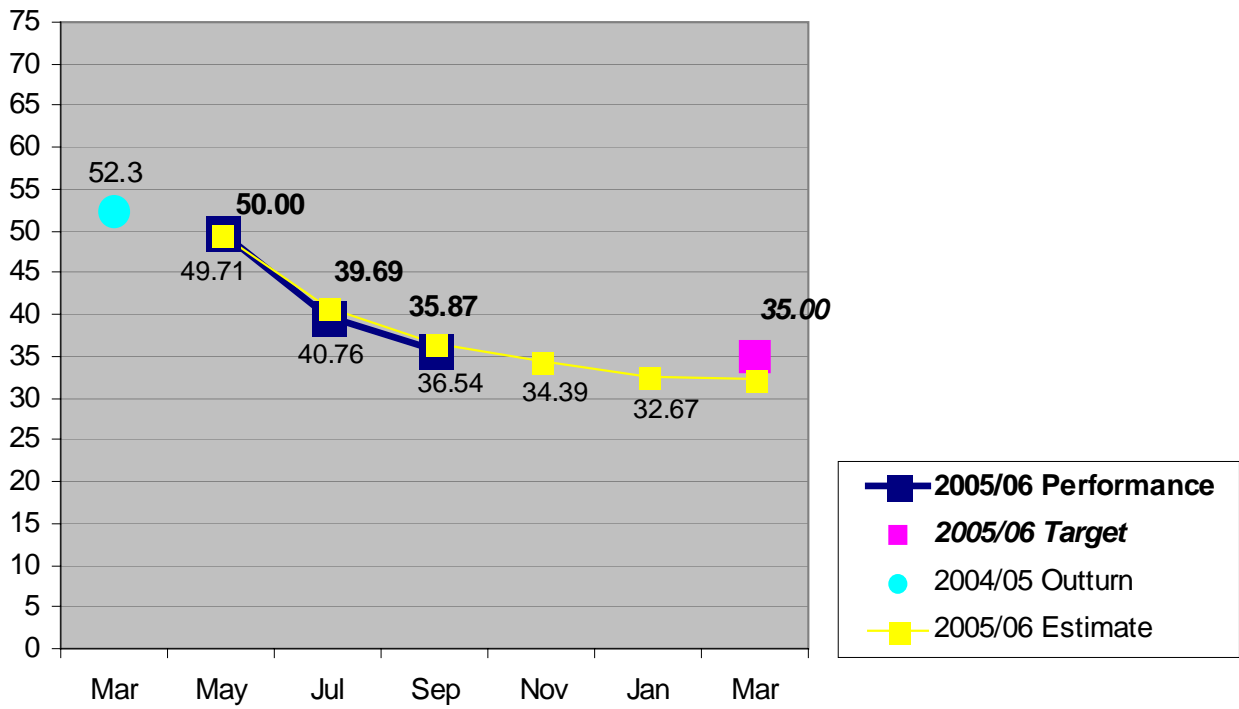
This outturn is on par with our target. Sustained performance at this level for the rest of the year will see Development Control achieve their targets.

**Lead Officer:** Chris Holme (x4987)

Theme: A Better Place for Creating and Sharing Prosperity  
 Priority: Reducing Poverty



### THI 21 - Average time for processing new benefit claims (days)



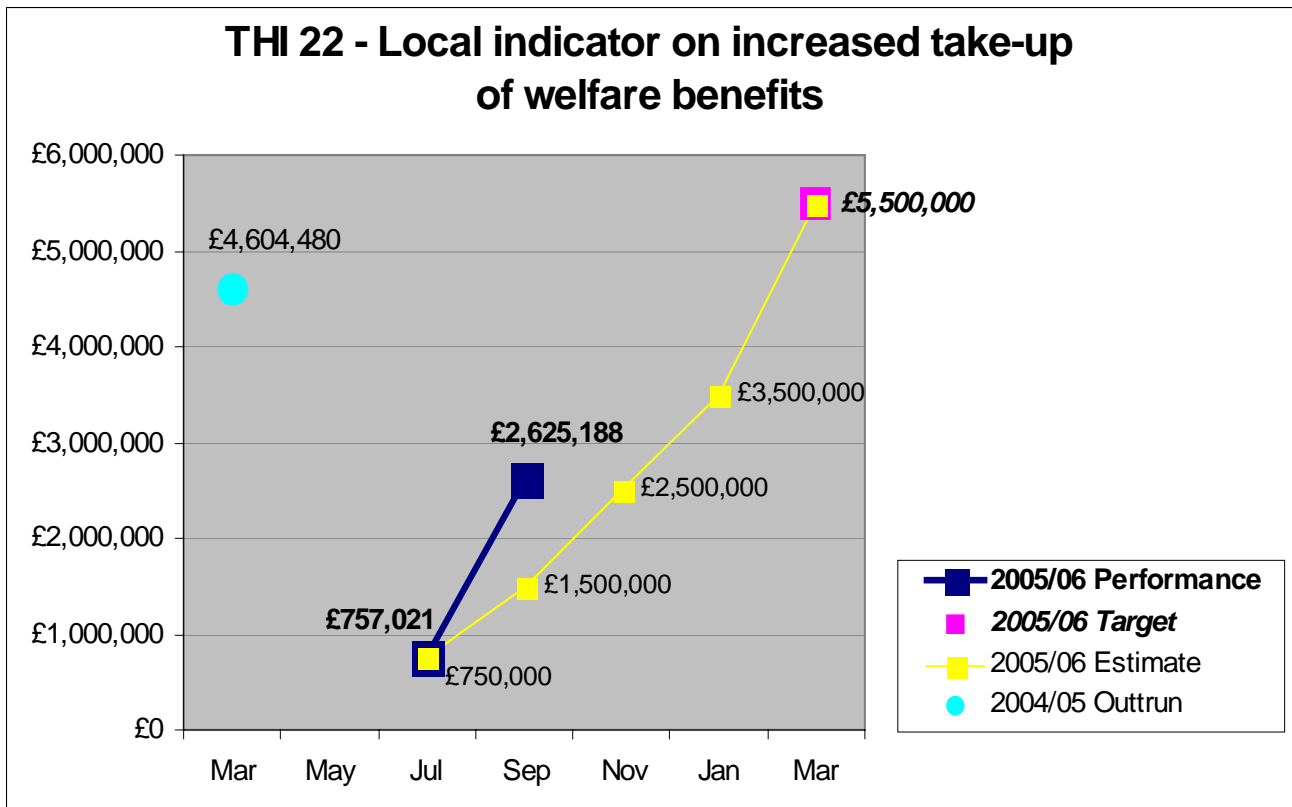
**Corporate Director Comments:**

Number of new claims monitored weekly. Results have improved significantly and exceed projections.

**Lead Officer:** Maureen McEleney (x7134)

Theme: A Better Place for Creating and Sharing Prosperity  
 Priority: Reducing Poverty

Traffic Light  
**GREEN**



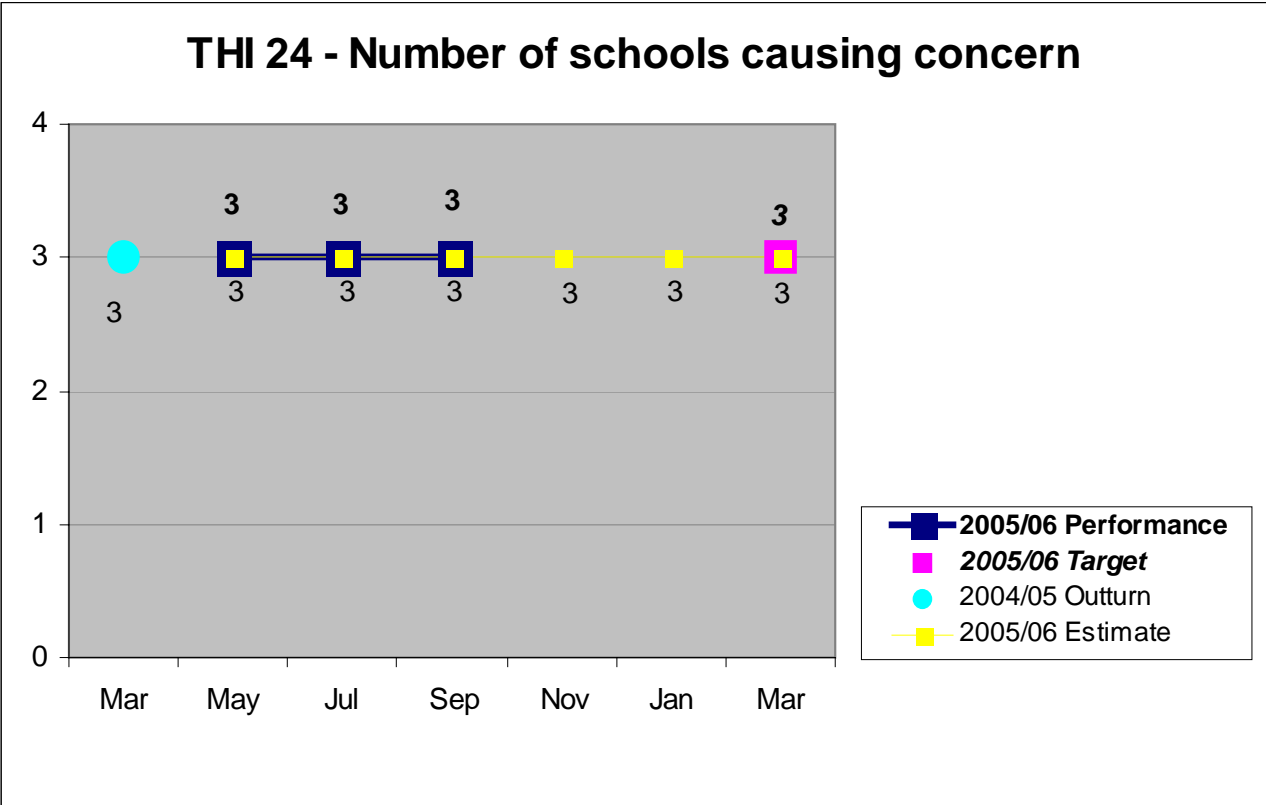
**Corporate Director Comments:**

The information on projected increase in take up of benefits and tax credits is based on the quarterly monitoring returns from voluntary sector advice agencies funded by the Council through mainstream grants. Disability Living Allowance, Attendance Allowance, Pension Credit, Child Tax Credit and Housing Benefit are the main benefits that residents have been assisted with claiming their entitlements to.

**Lead Officer:** Damian Roberts (X4016)

**Theme:** A Better Place for Learning. Achievement and Leisure  
**Priority:** Improved Educational Attainment

Traffic Light  
**GREEN**



**Corporate Director Comments:**

**Comments Jul-05:**

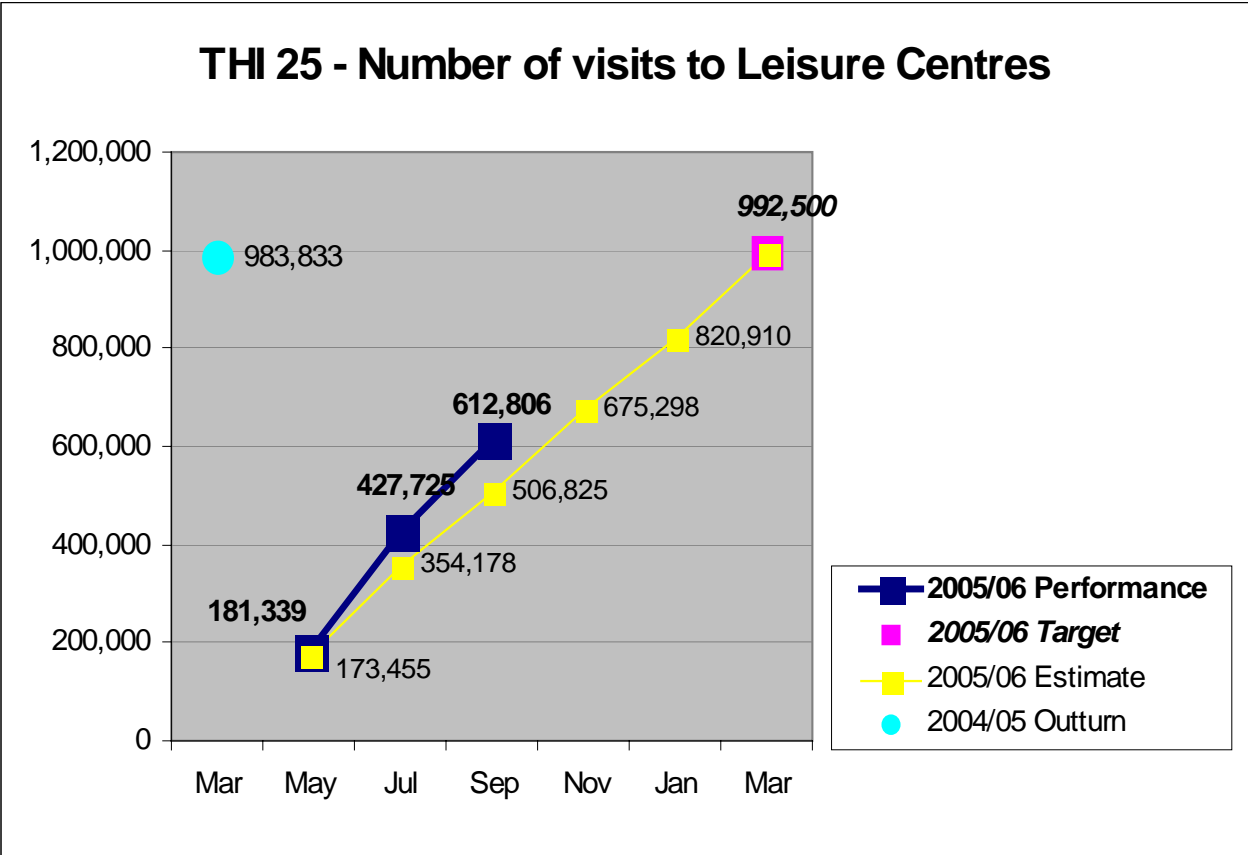
One school requires special measures. This school has been inspected recently by HMI who found limited progress. LEA monitoring since that time indicates that processes are in place that will result in each key issue being addressed, and progress is now accelerating. A new headteacher starts in September. We have set a target date for the removal from special measures within this financial year. HMI believe this to be challenging but recognise that support from the LEA for the transition to a new head has been good.

Both our schools found to have serious weaknesses now have good capacity to improve and we expect them to be removed from this category at their next inspection. Our expectation is that both schools will be inspected in this financial year, and both will come out of this category. We are not able to predict the precise period in which they will be inspected.

**Lead Officers:** Christine Whatford (x 4077)

Theme: A Better Place for Learning Achievement and Leisure  
 Priority: Increased Participation in Leisure and Cultural Activities

Traffic Light  
**GREEN**



**Corporate Director Comments:**

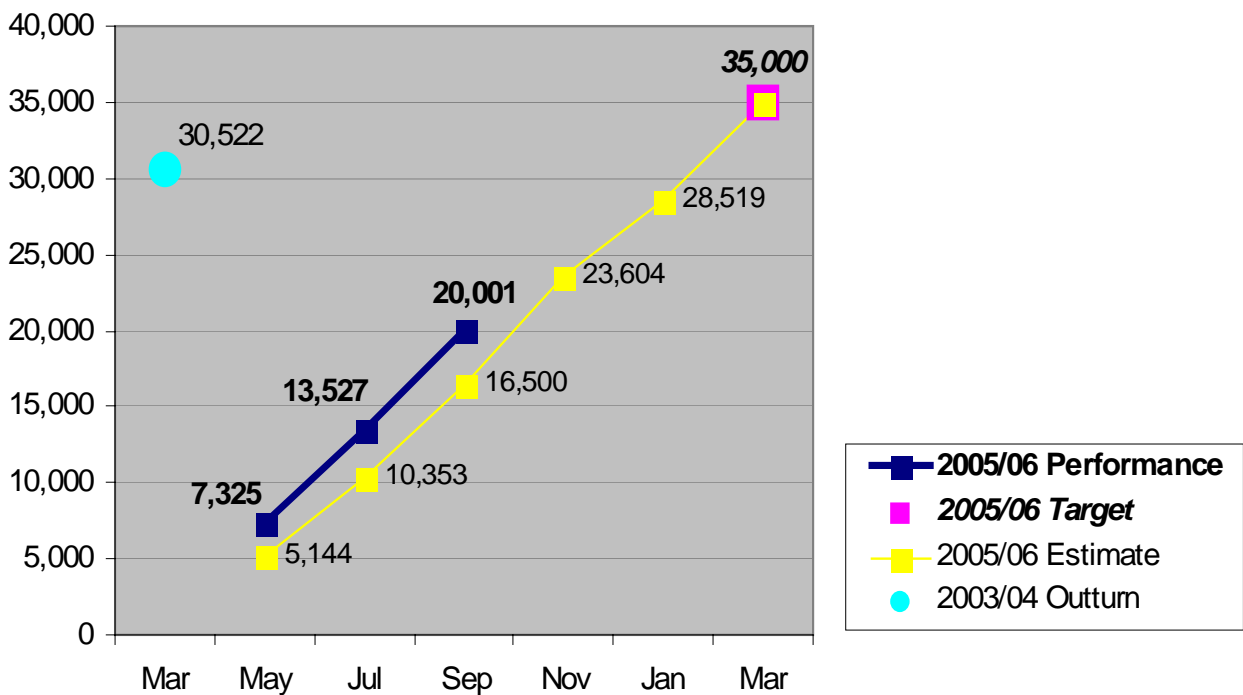
There were 185,733 visits to leisure centres in August and September, which was more than targeted for that period. The indicator is on track to reach the end of year target.

**Lead Officer:** Paul Martindill (x3157)

Theme: A Better Place for Learning Achievement and Leisure  
 Priority: Increased Participation in Leisure and Cultural Activities

Traffic Light  
**GREEN**

### THI 26a - Number of visits to Council art facilities



#### Corporate Director Comments

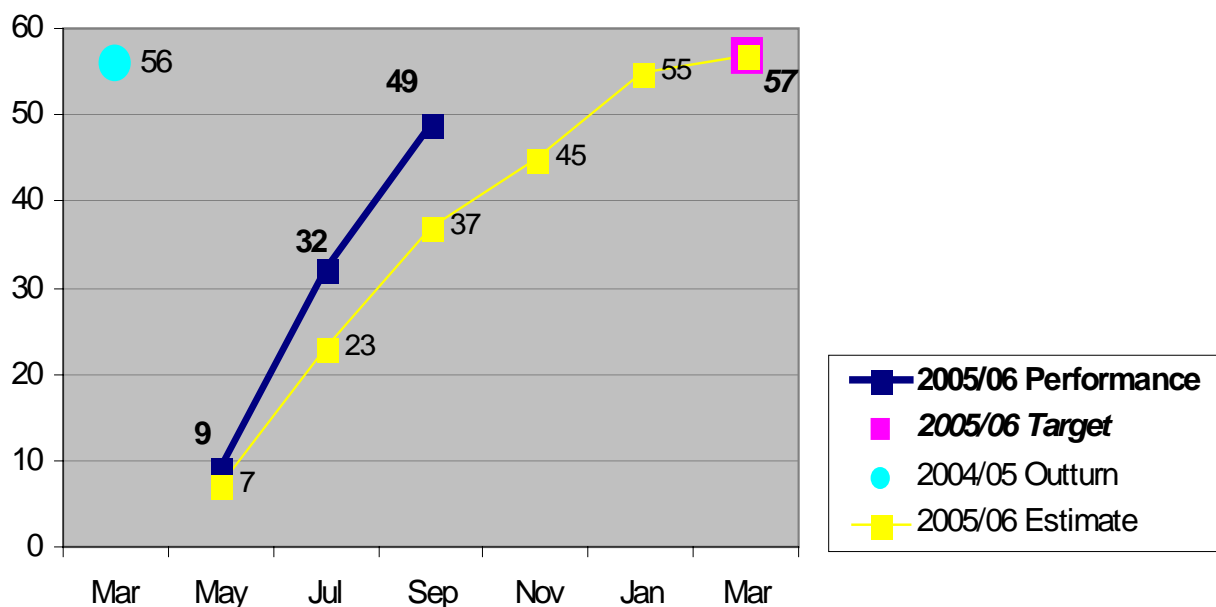
There were 2,424 visits to arts centres in August and September, which is what was projected for the period. With the high visitor numbers achieved in summer, the Council is on track to reach the end of year target.

Lead Officer: Steve Murray (x7910)

Theme: A Better Place for Learning Achievement and Leisure  
 Priority: Increased Participation in Leisure and Cultural Activities

Traffic Light  
**GREEN**

**THI 26b - Number of festivals or cultural events organised that attracted a diverse audience of 100 or more**



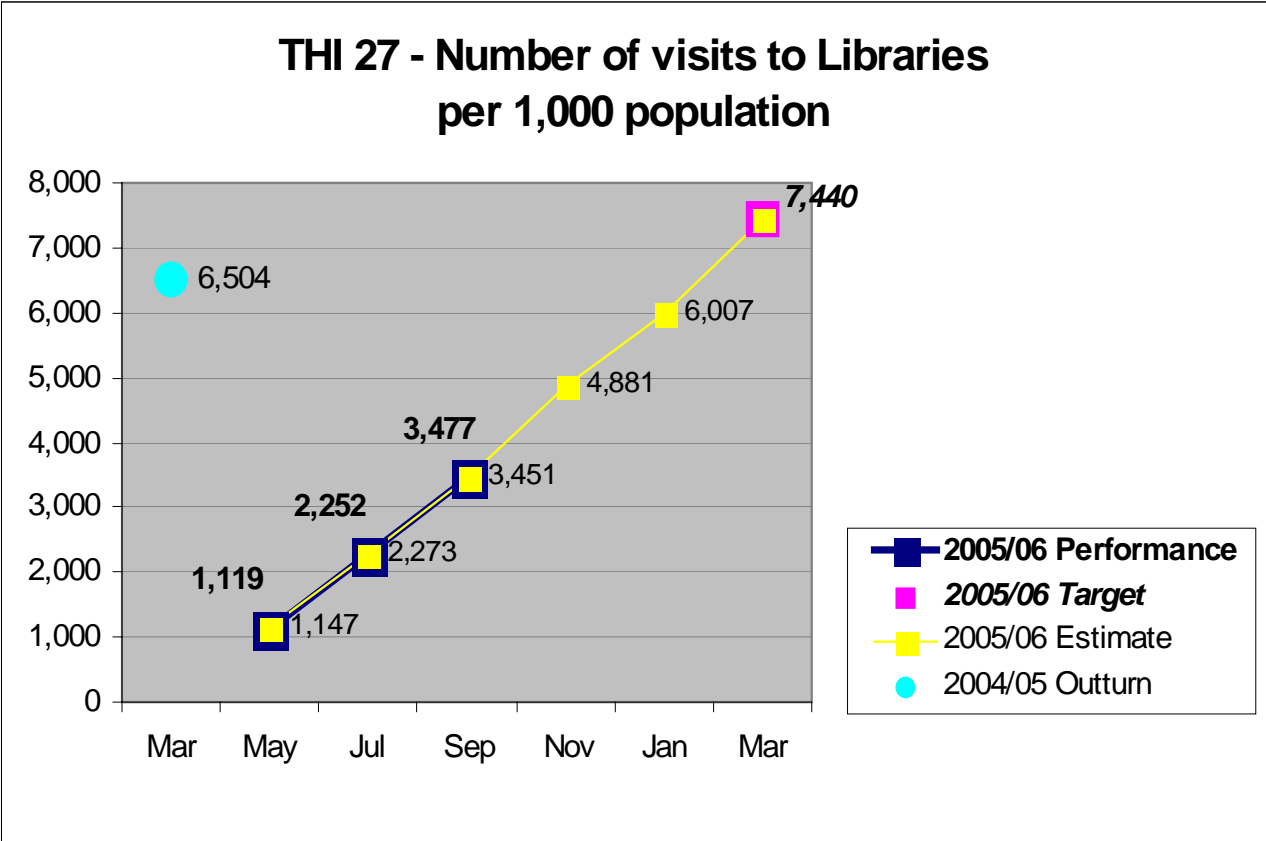
**Corporate Director Comments**

There were 17 festivals & events of audiences of over a 100 in August and September. This included the Brick Lane festival, River Cultures festival, and the Great River Race. This is currently significantly ahead of target.

**Lead Officer:** Steve Murray (x7910)

Theme: A Better Place for Learning Achievement and Leisure  
 Priority: Increased Participation in Leisure and Cultural Activities

Traffic Light  
**GREEN**



**Corporate Director Comments**

There were 727,825 actual visits to libraries from August and September, which equates to 3,477.42 visits per thousand population. This was slightly more than targeted for that period and is likely to be an outcome of the opening of the Whitechapel Idea Store.

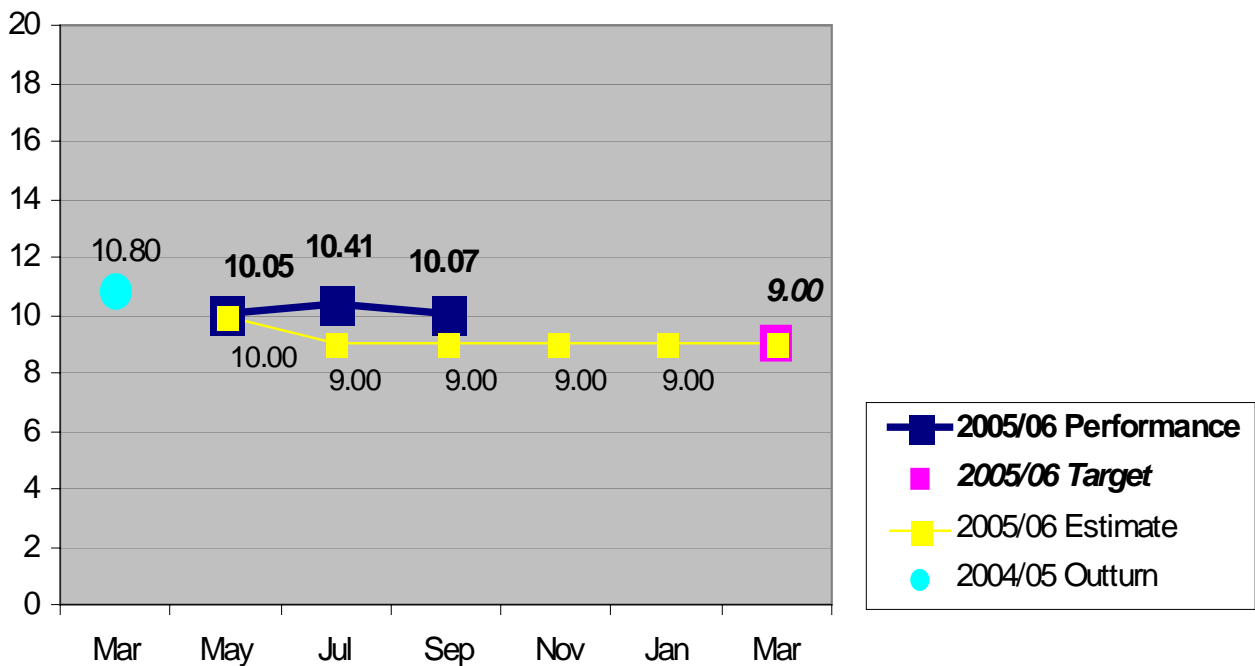
**Lead Officer:** Lesli Good (3061)



Theme: A Better Place for Excellent Public Services  
 Priority: Staff Effectiveness

Traffic Light  
**AMBER**

### THI 28 - The proportion of working days/shifts lost due to sickness



#### Corporate Director Comments:

There was a reduction in sickness absence levels during 04/05 compared to 03/04. Reduction of sickness absence levels continues to be a high priority for the council. Procedures are being strengthened to address the issue.

Actions to achieve targets include:

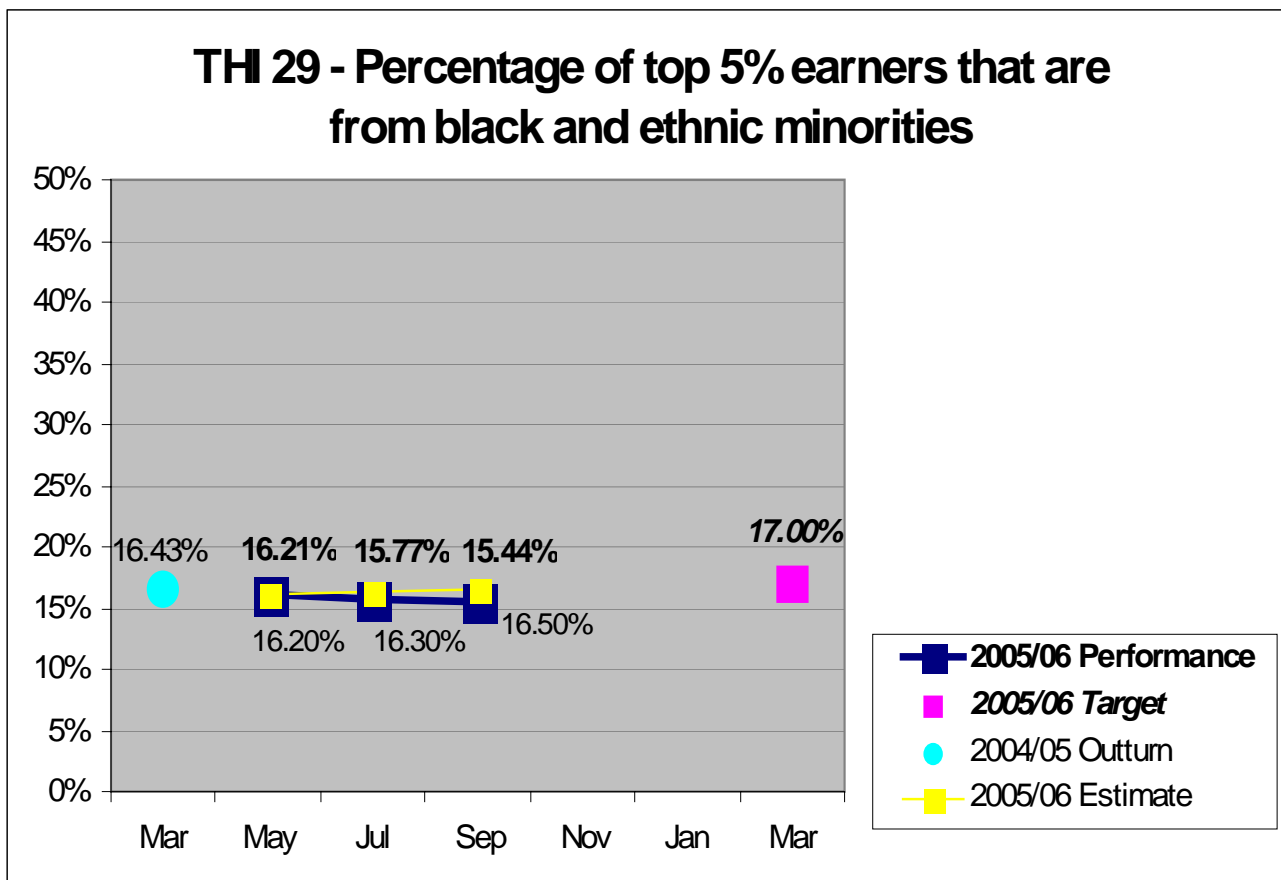
- 1) Staff who reach certain trigger levels are asked to produce medical certificates on their first day of absence
- 2) A new attendance strategy is currently being consulted
- 3) Stress busting days and other health promotion incentives such as yoga, massage, etc have been introduced
- 4) The council intends to employ an attendance officer on a full time basis to further improve attendance

**Lead Officer:** Cara Davani (x4360)

Bi-monthly monitoring excludes schools not part of council payroll [these form part of the annual indicator]

Theme: A Better Place for Excellent Public Services  
 Priority: Promoting Equality

Traffic Light  
**AMBER**



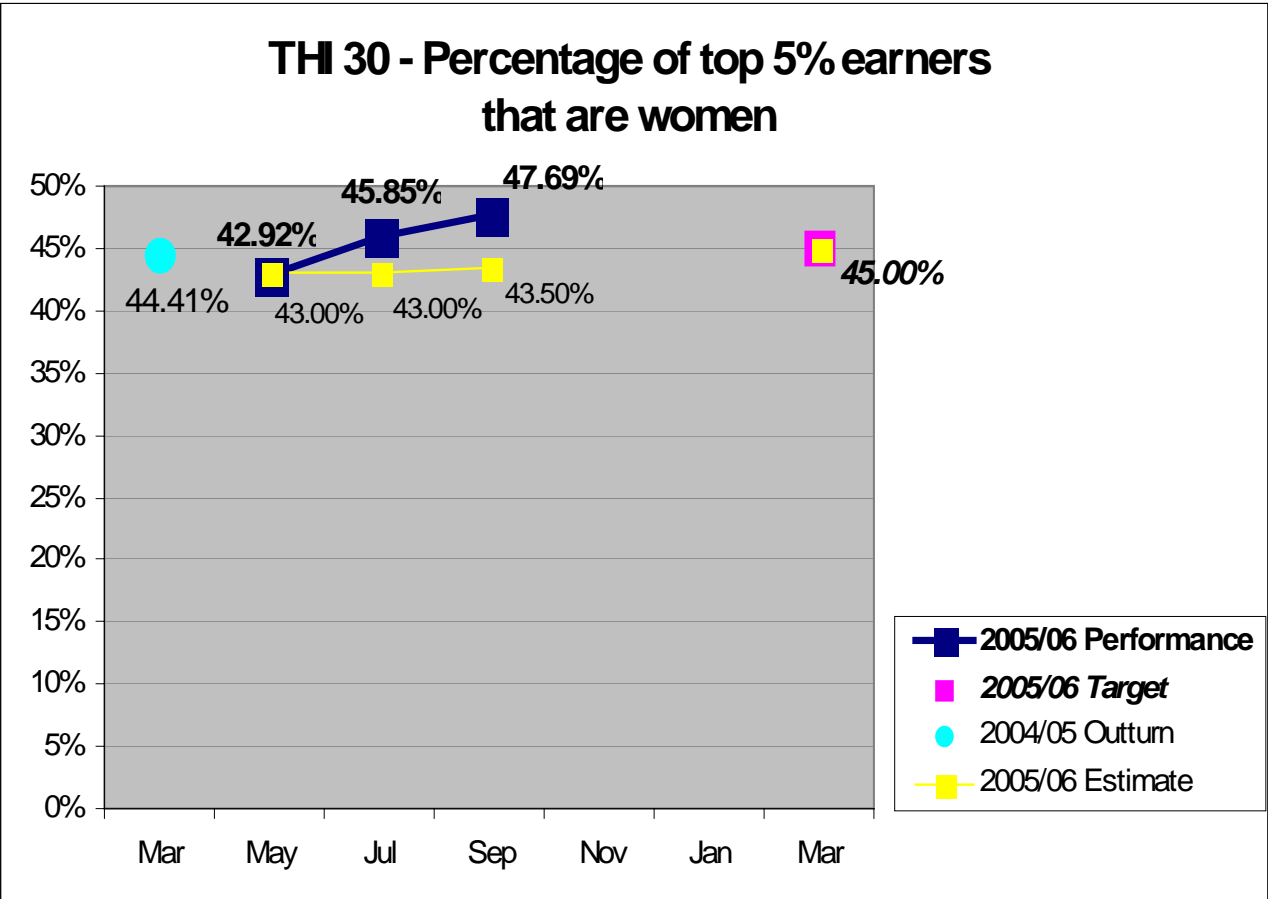
**Corporate Director Comments:**

Although performance to the end of September is below the projected figure to achieve the year end of year target of 17%, initiatives are being implemented to increase performance which support the Council’s Workforce to Reflect the Community Strategy.

These include Race for Success and the in-house MBA Programme. It should be noted that performance against this target can be subject to significant movements over short periods of time because of the relatively small number of staff included in the calculation compared to the workforce as a whole. One employee in this group is currently equal to 0.4%. Achieving the end of year target will require a net gain of 4 senior managers from minority ethnic communities and will be dependent on the number of senior manager vacancies appointed to before the end of March 2006.

**Lead Officers:** Cara Davani (x4360)

Theme: A Better Place for Excellent Public Services  
 Priority: Promoting Equality

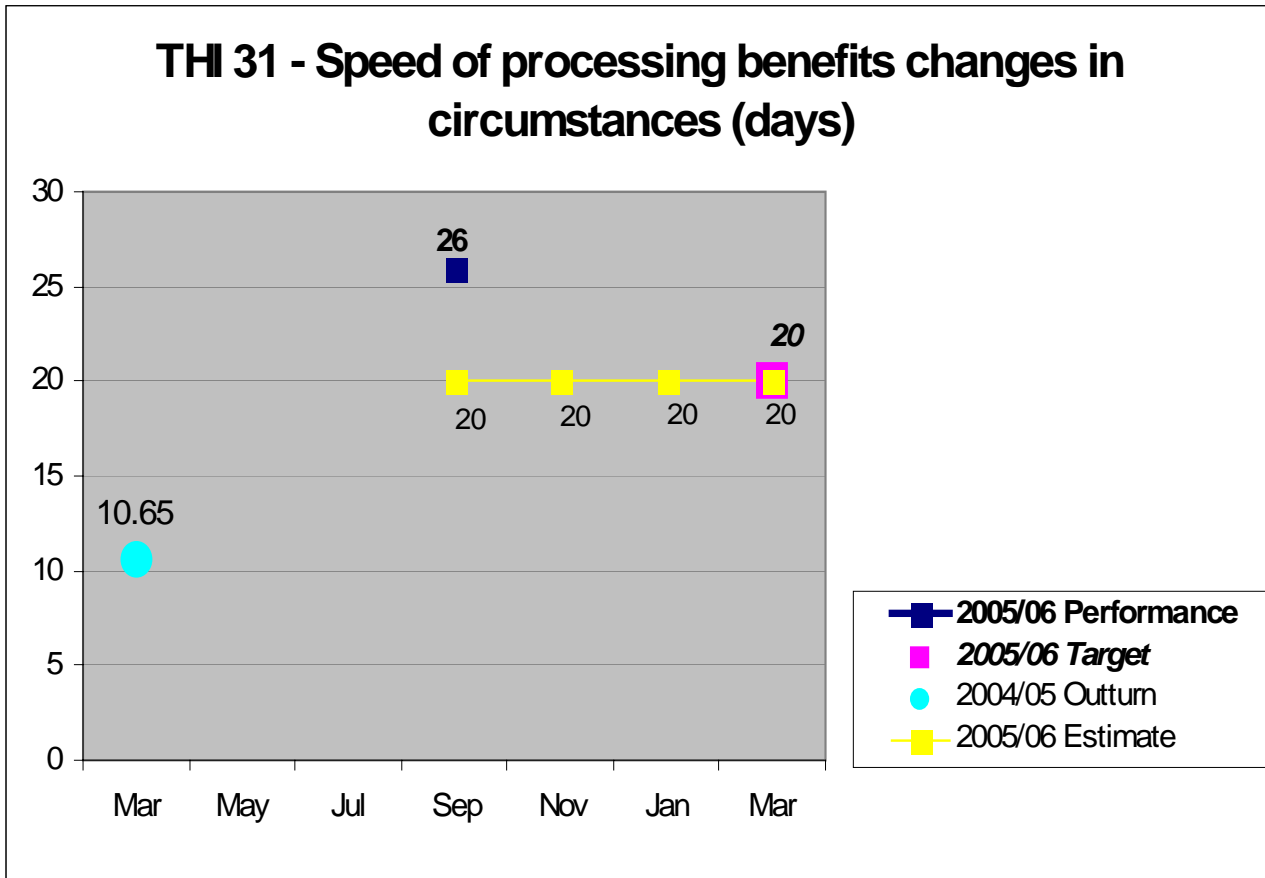


**Corporate Director Comments:**

The Council has exceeded the target in this performance indicator for year ending 04/05 and the outturn for Sept 05 is above the end of year target.

**Lead Officers:** Cara Davani (x4360)

Theme: A Better Place for Excellent Public Services  
 Priority: Effective Council Services



**Corporate Director Comments:**

Criteria for this BVPI has been clarified by DWP this year with emphasis now on the date change reported as opposed to the date all information received.

The Target has been amended to reflect updated guidance on calculation.

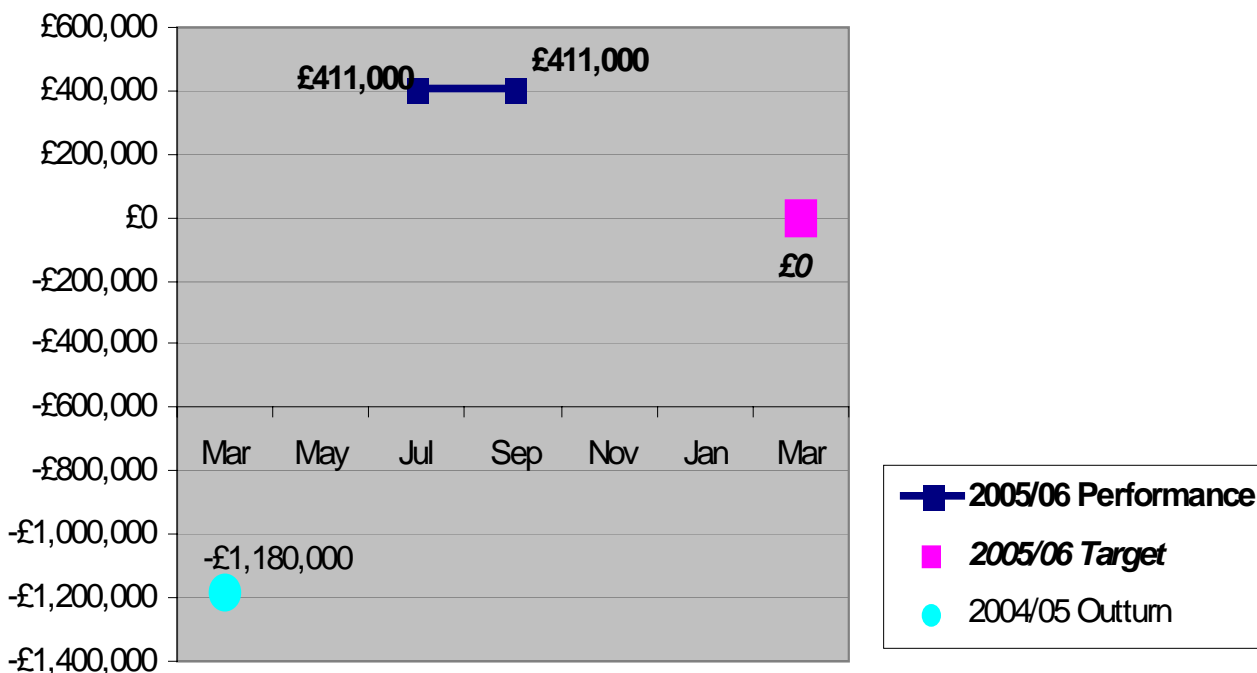
The result has been calculated using the change in the criteria.

**Lead Officer:** Maureen McEleney (x7134)

Theme: A Better Place for Excellent Public Services  
 Priority: Effective Council Services

Traffic Light
AMBER

### THI 32 - Budget Performance (budget areas at variance from planned spend)



**Corporate Director Comments:**

The 1st quarter's corporate budget monitoring report to Cabinet on 7th September reported a projected overspend of £411K as a result of a number of variations across directorates. In particular, a £450k shortfall in Planning fees, £350k overspend in Home Care, £385k overspend in Education and a £750k underspend on the Street Cleaning contract.

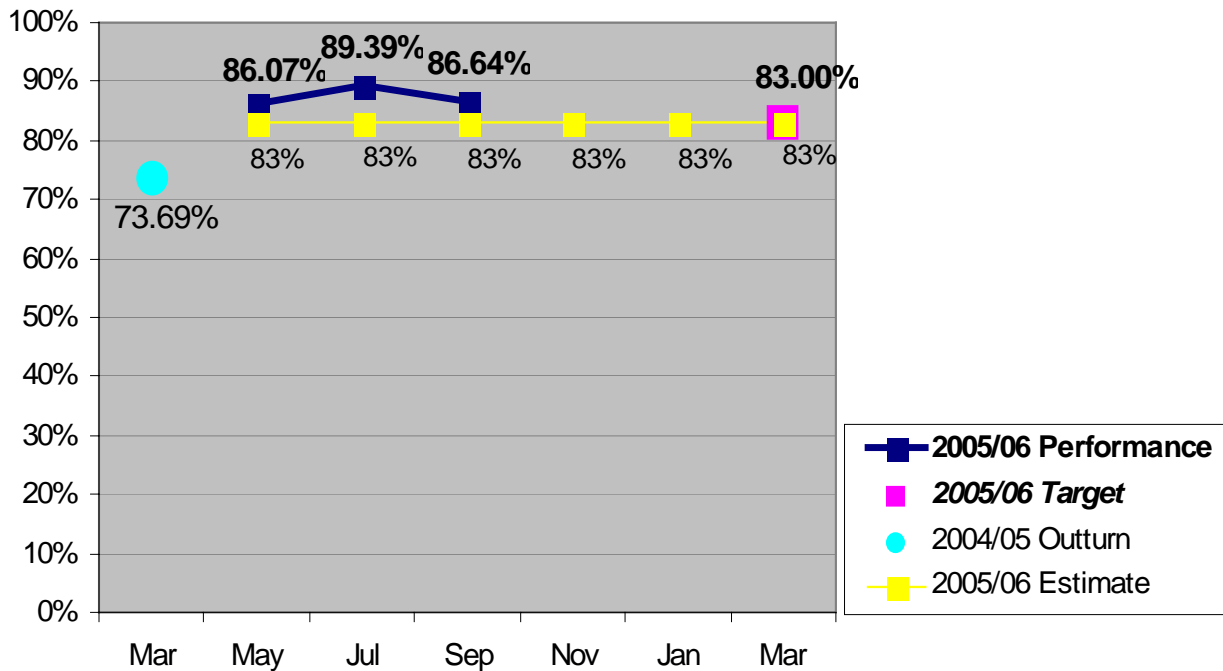
Cabinet agreed at the meeting that all Directors be required to contain expenditure within the approved budget. Further, the 2nd quarter's corporate budget monitoring report will be presented to Cabinet on 7th December and will provide an update on the budget's performance for the 1st six months of the financial year to Sept 05.

**Lead Officer:** Martin Smith (x4262)

Theme: A Better Place for Excellent Public Services  
 Priority: Effective Council Services

Traffic Light  
**GREEN**

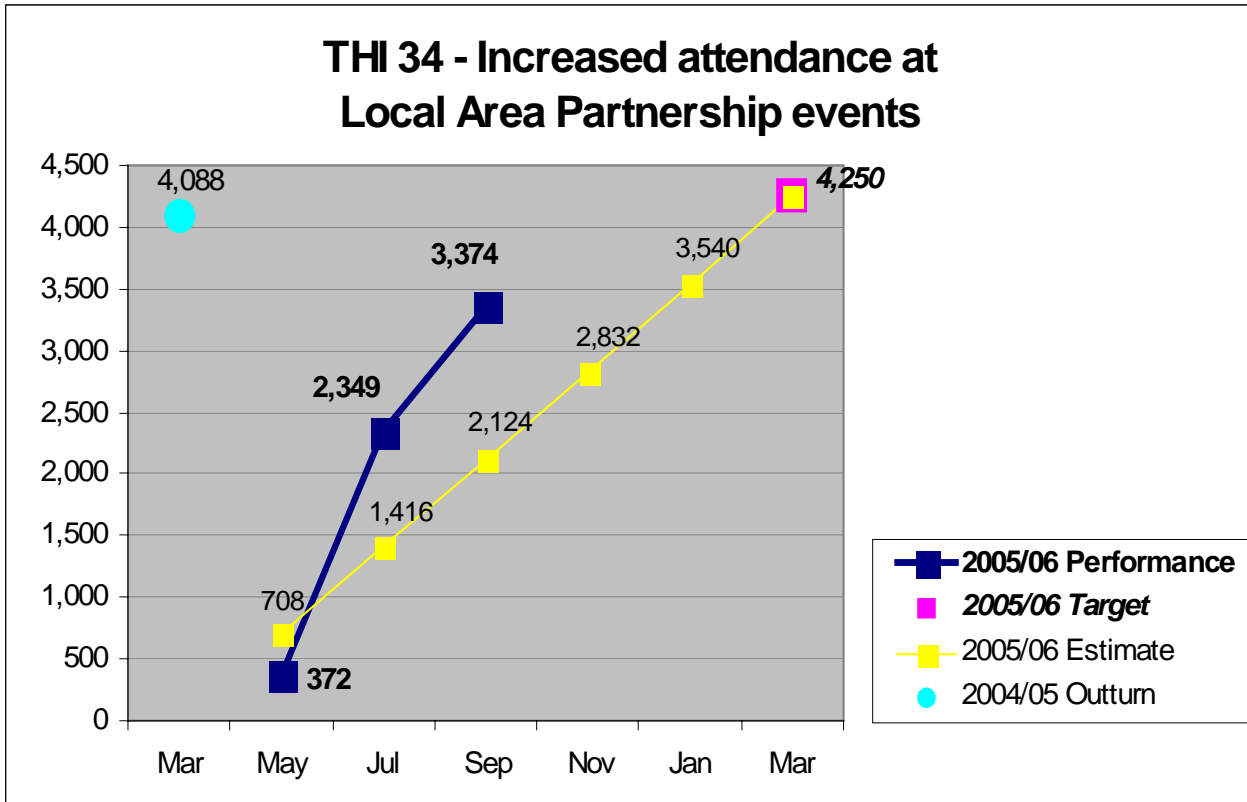
### THI 33 - Proportion of undisputed invoices paid on time



**Corporate Director Comments:**

**Lead Officer:** Martin Smith (X 4262)

**Theme:** A Better Place for Excellent Public Service  
**Priority:** Democratic Engagement



**Corporate Director Comments:**

LAP events were held in LAP 1, 4, 5, 6, 7 and 8 during September 05. LAPs 1, 4 and 5 were particularly successful in attracting a large number of people, though LAP 1 and 5 combined these with other events.

Please note a number of LAPs combine an event with a local festival or fete, which evidently increases the numbers attending significantly. This month both LAP 1 and LAP 5 combined events. For example LAP 1 combined a LAP event with the Green spaces festival which attracted over 4000 people and the LAP 5 event attracted over 1000 people. However we have not counted all those who attend. What we have agreed to do is record the number of people that engage in LAP activities at these events, ie visiting the Partnership trailer or stall, feeding into the LAP priorities and use this as recording the number attending. This was agreed from the outset so all our baselines are based on collecting data in the same way.

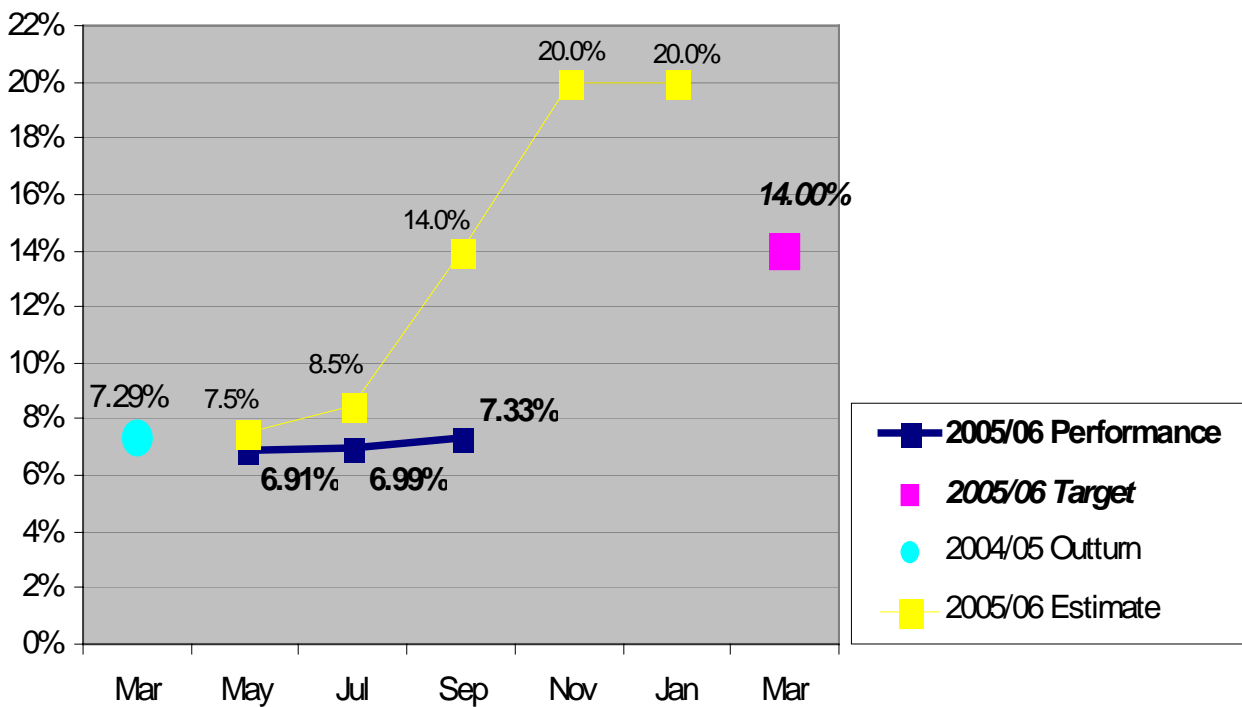
We are on course to meet this target.

**Lead Officers:** Ian Lewis (x4470)

Theme: A Better Place for Living Safely  
 Priority: Cleaner, Safer Streets

Traffic Light  
**AMBER**

### TH 35 - % of household waste which has been sent by the Authority for recycling



**Corporate Director Comments:**

Whilst recycling rates continue to improve, the Council is currently performing behind target for the end of year. However, significant improvements are expected in the latter half of the year as the kerbside collection service is expanded. Note that targets are set on a monthly basis. The current cumulative score for recycling is 7.64%.

**Lead Officers:** Kevin Maple (x6699)



**GREEN**

On track to achieve end of year target

**AMBER**

Performance is behind end of year target, but action is in place to bring performance back on track

**RED**

Performance will not meet target

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## Six Month Monitoring of non-Tower Hamlets Index PIs

BV No.	Description	Tower Hamlets Performance 2004/05	6 Monthly Monitoring Sept 2005	Tower Hamlets Target 2005/06	London Top Quartile 2004/05	Preferred Direction	Direction of Performance	Responsible Officer	Comments
<b>1. Living Safely</b>									
BV091a CPA018	Percentage of households resident in the authority's area served by kerbside collection of recyclables	100	100	100	100	Higher	▲	Alex Cosgrave	The Council continues to provide 100% cover of at least one recyclable collection for all residents.
BV091b	Percentage of households resident in the authority's area served by kerbside collection of at least two recyclables. [New PI]	N/A	82.2	100	N/A	Higher		Alex Cosgrave	Service expansion has brought the Council's coverage of residents up to 82.2%. It continues to rollout the service to provide 100% cover of kerbside collection of at least two recyclables, for all residents by the end of the year.
BV165 CPA024	Percentage of pedestrian crossings with facilities for disabled people.	98.11	97.6	100	100	Higher	▼	Alex Cosgrave	At the 6-month point, there are 97.6% of all crossings currently compliant within the definition.
BV166a CPA036	Score against a checklist of enforcement best practice for environmental health.	100	100	100	100	Higher	▲	Alex Cosgrave	The Council remains fully compliant of the current guidance.
BV166b	Score against a checklist of enforcement best practice for trading standards.	100	100	100	100	Higher	▲	Alex Cosgrave	The Council remains fully compliant of the current guidance.
BV175 CE014 CPA064	Percentage of racial incidents that resulted in further action.	100	100	100	100	Higher	▲	Sara Williams	We continue to ensure further action in 100% of cases.
BV199b	The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of graffiti are visible. [New PI]	N/A	3	N/A	N/A	Lower		Alex Cosgrave	The Council's score for the first survey on graffiti was 3%. This is much improved against a historical estimation for this environmental indicator, which was 23% for same period last year. Looking at the score table for all the London boroughs in Capital Standards group, it would appear that the graffiti score for the Council is very strong (second in the table). However, it should be noted that the BVPI is a cumulative figure of three surveys at the end of the year, and that these first results should be treated with caution as different samples of land use areas are randomly selected for each survey and results can vary significantly.

BV No.	Description	Tower Hamlets Performance 2004/05	6 Monthly Monitoring Sept 2005	Tower Hamlets Target 2005/06	London Top Quartile 2004/05	Preferred Direction	Direction of Performance	Responsible Officer	Comments
BV199c	The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of fly-posting are visible. [New PI]	N/A	4	N/A	N/A	Lower		Alex Cosgrave	The Council's score for the first survey on graffiti was 4% for flyposting. This is much improved against a historical estimation for this environmental indicator, which was 12% for same period last year. This improvement appears to be across the board among London boroughs, as the score table for all the London boroughs in Capital Standards group places the Council an equal 18th place out of 28, with 3 other boroughs. However, as with the other BV199 elements, it should be noted that the BVPI is a cumulative figure of three surveys at the end of the year, and that these first results should be treated with caution as different samples of land use areas are randomly selected for each survey and results can vary significantly
BV215b	The average time taken to repair a street lighting fault, where response time is under the control of a DNO - [New PI]	N/A	9.79	13	N/A	Lower		Alex Cosgrave	The end of September result for E&C's distribution network operator is 9.79 days for street lighting repairs to be completed, which is well within our target.

BV No.	Description	Tower Hamlets Performance 2004/05	6 Monthly Monitoring Sept 2005	Tower Hamlets Target 2005/06	London Top Quartile 2004/05	Preferred Direction	Direction of Performance	Responsible Officer	Comments
BV216a	Number of 'sites of potential concern' (within the local authority area), with respect to land contamination. [New PI]	N/A	0	20	N/A			Alex Cosgrave	It should be stressed that current guidance is still unclear, and that the methodology for calculating this BVPI will possibly be reviewed/amended for the 2005/06 submission. In terms of land contamination progress, the Council is well ahead of other local authorities, having identified all 1455 potentially contaminated sites in our Borough. 20 new sites will be selected each year (contributing to the outcome of this indicator) from an annually decreasing current total of 172 of the highest risk sites, as determined within our current Contaminated Land Strategy. At the current time, none of the 20 identified sites have had detailed information but the Council still aims to achieve its target by the end of the year. Guidance sought from the ODPM in April 2005 encouraged local authorities to design a programme that builds on the work that has already been conducted - so that the Council can be seen to be compliant with the BVPI and make progress with its Strategy. Eleven of these 20 sites of highest risk and highest priority have had funding applications made to DEFRA to access SCE funds to cover charges associated with the intrusive site investigations.
BV216b	Number of sites for which sufficient detailed information is available to decide whether remediation of the land is necessary, as a percentage of all 'sites of potential concern'. [New PI]	N/A	0	100	N/A	Higher		Alex Cosgrave	The restrictions and comments which impact on BV216a also impact on BV216b due to the obvious relationship, and again the engagement of consultants to conduct the site investigations will ensure movement towards meeting the desired target of 100%.
BV217	Percentage of pollution control improvements to existing installations completed on time - [New PI]	N/A	100	90.0	N/A	Higher		Alex Cosgrave	The Council is currently completing 100% of all inspections in time.
BV219a CPA031a	Total number of conservation areas in the local authority area - [New PI]	N/A	50	N/A	N/A	None		Emma Peters	This is new PI for 05/06. Not able to be set 05/06 target, as there was no baseline.

BV No.	Description	Tower Hamlets Performance 2004/05	6 Monthly Monitoring Sept 2005	Tower Hamlets Target 2005/06	London Top Quartile 2004/05	Preferred Direction	Direction of Performance	Responsible Officer	Comments
BV219b CPA031b	Percentage of conservation areas in the local authority area with an up-to-date character appraisal - [New PI]	N/A	26	N/A	N/A	Higher		Emma Peters	The Development Design & Conservation Team are aiming to have revised character appraisals for all 50 conservation areas by 31 March 2006. This is new PI for 05/06. Not able to be set 05/06 target, as there was no baseline.
BV219c CPA031c	Percentage of conservation areas with published management proposals - [New PI]	N/A	14	N/A	N/A	Higher		Emma Peters	The Development Design & Conservation Team are aiming to have revised management proposals for all conservation areas by 31 March 2006. This is new PI for 05/06. Not able to be set 05/06 target, as there was no baseline.
BV225	Actions Against Domestic Violence. [New PI]	N/A	81.80	N/A	N/A	Higher		Sara Williams	This is new PI for 05/06. Not able to be set 05/06 target, as there was no baseline.
2. Living Well									
BV053 PAFC28	Number of households receiving intensive home care per 1000 population aged 65 or over.	30.99	N/A	34	23.43	Higher		Ian Wilson	Figure to be submitted end October 2005, subject to completion of statutory return (HH1)
BV054 PAFC32	Number of older people aged 65 or over helped to live at home per 1000 population aged 65 or over.	173.51	180.28	175.00	109.16	Higher	▲	Ian Wilson	We are currently ahead of target and expect this to be sustained at year end
BV056 PAFD54	Percentage of items of equipment and adaptations delivered within 7 working days.	77.80	85.7	95.00	91	Higher	▲	Ian Wilson	Performance has improved due to implementation of service improvements such as weekend deliveries. The service is moving to new premises this year, which will also help to speed up delivery times.
BV063 CPA042	Energy Efficiency the average SAP rating of local authority owned dwellings.	62.04	N/A	62.78	67	Higher		Maureen McElaney	Monitoring of this indicator can only be completed annually.
BV064 CPA053	Number of private sector vacant dwellings that are returned into occupation or demolished as a direct result of action by the local authority	435	210	320	298	Higher		Maureen McElaney	Performance is on course to exceed target and the London upper quartile.

BV No.	Description	Tower Hamlets Performance 2004/05	6 Monthly Monitoring Sept 2005	Tower Hamlets Target 2005/06	London Top Quartile 2004/05	Preferred Direction	Direction of Performance	Responsible Officer	Comments
BV066a CPA046	Local authority rent collection and arrears: proportion of rent collected.	95.52	94.98	96.60	97.29	Higher	►	Maureen McEleney	Quarterly reviews have been set up with each Team Leader to monitor performance against target. Reports bi-monthly are made to the Directorate Performance Panel. Initiatives to improve performance include targeted arrears work involving home visits and the introduction of payment by Direct Debit.
BV066b CPA003	The number of local authority tenants with more than seven weeks of (gross) rent arrears as a percentage of the total number of council tenants.	N/A	7.19	N/A	N/A	Lower		Maureen McEleney	Reports are produced quarterly for this indicator and are reported to the bi-monthly Directorate Performance Panel. Targets will be set for 2006 once a baseline and comparative information becomes available.
BV076a	Number of benefit claimants visited, per 1,000 caseload.	6.78	4.8	37.00	268.03	Higher		Maureen McEleney	Resources have now been made available to recruit an interim visiting team as part of our commitment to meeting VF requirements. This should improve performance on this indicator.
BV076c	Number of benefit fraud investigations, per 1,000 caseload	9.59	9.9	15.00	29.33	Higher	◄	Maureen McEleney	Monthly targets and performance will be reviewed at Benefits Management Team. Additional resources have been placed into investigations.
BV076d	Number of prosecutions and sanctions, per 1,000 caseload.	0.74	0.96	1.30	3.29	Higher	◄	Maureen McEleney	Number of successful prosecutions and sanctions to be monitored monthly by Benefits Management Team.
BV079a	Percentage of housing benefit and council tax benefit cases for which the calculation of the amount of benefit due was correct.	99.80	97.56	99.80	98.00	Higher	►	Maureen McEleney	Monthly test checks results being monitored and reported to Benefits Management Team.
BV079b(i)	The amount of Housing Benefit overpayments (HB) recovered during the period being reported on as a percentage of HB deemed recoverable overpayments during that period. [amended]	N/A	38.8	N/A	N/A	Higher		Maureen McEleney	This is new PI for 05/06. Not able to be set 05/06 target, as there was no baseline.

BV No.	Description	Tower Hamlets Performance 2004/05	6 Monthly Monitoring Sept 2005	Tower Hamlets Target 2005/06	London Top Quartile 2004/05	Preferred Direction	Direction of Performance	Responsible Officer	Comments
BV079b(ii)	HB overpayments recovered during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period. [New PI]	N/A	38.8	N/A	N/A	Higher		Maureen McElaney	This is new PI for 05/06. Not able to be set 05/06 target, as there was no baseline.
BV079b(iii)	Benefit (HB) overpayments written off during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period, plus amount of HB overpayments identified during the period [New PI]	N/A	14.58	N/A	N/A	None		Maureen McElaney	This is new PI for 05/06. Not able to be set 05/06 target, as there was no baseline.
BV161 LPSA3a PAFA04	Ratio of the percentage of those young people who were looked after on 1 April in their 17th year (aged 16) who were engaged in education, training or employment at the age of 19, to the percentage of all 19 year olds who were engaged in education, training or employment .	0.81	0.76	0.87	0.82	Higher	▶	Ian Wilson	The outturn of this PI is always hard to predict - hence only collected on an annual basis. The six monthly figure is about 10% below our 05/06 target and current trends indicate that we may not be able to meet our ambitious target. This indicator depends on the outturn of employment, higher education and training for former Looked After Children aged 19 and the local population of the same age. The cohort is also relatively small (an annual average of 40), making it extremely volatile. Processes have been established to facilitate reporting and regular monitoring has been introduced as part of our wider performance management framework. There are now separate monthly performance meetings between operational and support teams to measure progress against our target. The process of transfer from CLA teams and LCS teams has recently been tightened up to minimise any drift between teams at a crucial stage in the young person's education and this will continue to be monitored.



BV No.	Description	Tower Hamlets Performance 2004/05	6 Monthly Monitoring Sept 2005	Tower Hamlets Target 2005/06	London Top Quartile 2004/05	Preferred Direction	Direction of Performance	Responsible Officer	Comments
BV164 CPA048	Does the authority follow the Commission for Racial Equality's code of practice in rented housing and follow the Good Practice Standards for social landlords on tackling harassment included in Tackling Racial Harassment: Code of Practice for Social Landlords?	Yes	Yes	Yes	N/A			Maureen McElaney	CRE standards continue to be met.
BV183a CPA049a	Average length of stay in bed and breakfast accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need.	12.95	3.91	10.50	5.80	Lower	◀	Maureen McElaney	Use of other types of temporary accommodation has allowed the length of stay in bed and breakfast to be reduced significantly. Monitoring of this indicator is now undertaken quarterly and reported to the Directorate Performance Panel.
BV183b CPA049b	Average length of stay in hostel accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need.	0.00	0	0.00	3.75	Lower	▶	Maureen McElaney	The way the definition is, means there is no hostels in Tower Hamlets
BV195 PAFD55	Acceptable waiting times for assessment	79.76	90.07	90	76.4	Higher	▶	Ian Wilson	We are currently performing in line with our target and expect to meet it at the year end.
BV196 PAFD56	Percentage of new clients aged over 65, where the time from completion of assessment to provision of all services in a care package is less than or equal to four weeks (that is, 28 calendar days)	85.87	100	90	90.0	Higher	▶	Ian Wilson	We are performing ahead of our target and expect to sustain this for the rest of the year.
BV201 PAFC51	Number of adults and older people receiving direct payments per 100,000 population aged 18 years or over.	49.48	58.93	70	79.75	Higher	▶	Ian Wilson	This PI shows the number of people receiving direct payments per 100,000 population and is age standardised. Our target of 70 represents approximately 100 recipients of direct payments by the end of this year. We currently have 85 service users receiving direct payments and are confident of achieving our target by year end.
BV202 CPA045	Number of people sleeping rough on a single night within the area of the authority.	5	5	5	1	Lower	▶	Maureen McElaney	Local intelligence indicates that those sleeping rough remains below 10.

BV No.	Description	Tower Hamlets Performance 2004/05	6 Monthly Monitoring Sept 2005	Tower Hamlets Target 2005/06	London Top Quartile 2004/05	Preferred Direction	Direction of Performance	Responsible Officer	Comments
BV203 CPA051	Percentage change in the average number of families which include dependent children or a pregnant woman, placed in temporary accommodation under the homelessness legislation in the current financial year compared with the average from the previous year.	5.53	0.13	-2.5	4.50	Lower	▲	Maureen McElaney	Monthly monitoring of Homeless Prevention Strategy action plan Bi-monthly monitoring of budgets and associated temporary accommodation usage
BV211a CPA052	The proportion of planned repairs and maintenance expenditure on HRA dwellings compared to responsive maintenance expenditure on HRA dwellings - [New PI]	N/A	64.43	66	N/A	Higher		Maureen McElaney	Results are monitored quarterly and reported to the Directorate Performance Panel
BV211b	Proportion of expenditure on emergency and urgent repairs to HRA dwellings compared to non-urgent repairs expenditure to HRA dwellings. - [New PI]	N/A	40.51	46	N/A	Lower		Maureen McElaney	Results are monitored quarterly and reported to the Directorate Performance Panel
BV212 CPA047	Average time taken to re-let local authority housing. - [New PI]	N/A	26.77	33	N/A	Lower		Maureen McElaney	This indicator is regularly monitored through the Tower Hamlets Index. In addition the Director of Housing Management chairs a regular forum of stakeholders which focuses on void turnaround performance.
CPA001	Urgent repairs in time	N/A	94.14	95	N/A	Higher		Maureen McElaney	Performance on this indicator is behind the end of year target but this was expected as new contracts commenced in April 2005. Performance is ahead of projection at the half year point but we are now entering the winter period when demand traditionally rises and we will continue to work closely with contractors to ensure the improvement is maintained.
CPA002	Average time for non-urgent repairs	N/A	5.13	4.2	N/A	Lower		Maureen McElaney	Performance on this indicator is below our extremely challenging target at this stage of the year. Performance is monitored at the bi-monthly Directorate Performance Panel.
CPA006	Service users who are supported to establish and maintain independent living	N/A	1638	N/A	N/A	Higher		Maureen McElaney	Performance on this indicator is reported quarterly, and monitored at the Directorate's bi-monthly Performance Panel.

BV No.	Description	Tower Hamlets Performance 2004/05	6 Monthly Monitoring Sept 2005	Tower Hamlets Target 2005/06	London Top Quartile 2004/05	Preferred Direction	Direction of Performance	Responsible Officer	Comments
CPA007	Service users who have moved on in a planned way from temporary living arrangements	N/A	758	N/A	N/A	Higher		Maureen McEleney	Performance on this indicator is produced quarterly and reported to the Directorate's bi-monthly Performance Panel.
<b>3. Creating &amp; Sharing Prosperity</b>									
BV106 CPA028	Percentage of new homes built on previously developed land.	100	100	100	100	Higher	▲	Emma Peters	No monitoring required as all land has already been previously developed.
BV179 CPA027	Percentage of standard searches carried out in 10 working days.	100	100	100	100	Higher	▲	Emma Peters	We continue to carry out all searches within 10 working days
BV200a CPA029a	Did the local planning authority submit the Local Development Scheme (LDS) by 28th March 2005 and thereafter maintain a 3-year rolling programme?	No	Yes	Yes	N/A			Emma Peters	
BV200b CPA029b	Has the local planning authority met the milestones which the current Local Development Scheme (LDS) sets out?	Yes	No	Yes	N/A			Emma Peters	The Council has resolved to write to the Secretary of State in order to make slight amendments to the Local Development Scheme timetable. Will be able to say 'Yes' by end of year if Secretary of State agrees.
BV205 CPA030	Score against a planning service quality checklist.	94.44	94.44	94.44	94.00	Higher	▲	Emma Peters	The purchase of the new I-dox upgrade is anticipated to enable the Council to score 21/21 on the Pendleton assessment, thus improving the BV205 score to 100%.
<b>4. Learning Achievement &amp; Leisure</b>									
BV038 PSA004	Percentage of 15 year old pupils in schools maintained by the LEA achieving 5 or more GCSEs at grades A* - C or equivalent.	47.95	52.0	49.00	56.3	Higher	▲	Christine Whatford	NB Target changes academic year 2007/08 to 5+ A*-C including English and Mathematics Provisional 2005 data indicates target is exceeded. Provisional improvements in 8 schools. All schools above 30% floor target. GNVQ qualifications contributed to increases in some schools, but Maths results remain low.

BV No.	Description	Tower Hamlets Performance 2004/05	6 Monthly Monitoring Sept 2005	Tower Hamlets Target 2005/06	London Top Quartile 2004/05	Preferred Direction	Direction of Performance	Responsible Officer	Comments
BV039	Percentage of 15 year old pupils in schools maintained by the local education authority achieving 5 GCSEs or equivalent at grades A* - to G including English and Maths.	86.80	87.1	91.60	89.2	Higher	▲	Christine Whatford	Provisional results show improvement on summer 2004 result, but low percentage of pupils achieving A*-C in both English and Maths, particularly Maths (38% of pupils achieving A*-C in subject, with 7% of pupils not gaining a grade). Target focus on maths attainment being made in certain schools. Increased flexibility at KS4 may be having an effect.
BV040	Percentage of pupils in schools maintained by the LEA achieving Level 4 or above in the Key Stage 2 Mathematics test.	74.81	75.13	83.00	77.2	Higher	▲	Christine Whatford	Returns from schools indicate final figure will be 77% (-6 in relation to target). Schools below floor target are being targeted with additional support. Year 6 predictions updated in Nov. to target schools predicting results below target.
BV041	Percentage of pupils in schools maintained by the LEA achieving Level 4 or above in the Key Stage 2 English test.	77.07	76.45	83.00	80.5	Higher	▶	Christine Whatford	Returns from schools indicate final figure will be 78% (-6 in relation to target). Schools below floor target are being targeted with additional support. Year 6 predictions updated in Nov. to target schools predicting results below target.
BV043a	Percentage of statements of special educational need prepared within 18 weeks excluding those affected by" exceptions to the rule" under the SEN Code of Practice.	99.19	100.00	100.00	100.00	Higher	▲	Christine Whatford	100% target attained based on current estimate.
BV043b	Percentage of statements of special educational need prepared within 18 weeks including those affected by" exceptions to the rule" under the SEN Code of Practice.	80.26	93.26	85.00	92.1	Higher	▲	Christine Whatford	It is most likely that we will exceed the target of 85% as can be seen from the 6th month performance of 93.26%. We are currently operating at 94.23% which is a variation of 10.86% over target. Also, we have a variation of 17.41% over last years actual outturn. This is because of the working practices put into place last year which are proving very effective. It should also be noted that last year a number of assessments were completed prior to the new working practices being put into place.
BV050 PAFA2 PSA006	Percentage of children looked after, leaving care aged 16 or over with at least 1 GCSE at grade A-G or a GNVC.	60.00	50.00	68	56	Higher	▶	Ian Wilson	The value reported for the six monthly monitoring of BVPIs is based on a cohort of children who have already left care and those who will leave by 31/03/06 based on their d.o.b. - allowing 10% variance, we are not likely to meet our target of 68.00% by the end of 05/06

BV No.	Description	Tower Hamlets Performance 2004/05	6 Monthly Monitoring Sept 2005	Tower Hamlets Target 2005/06	London Top Quartile 2004/05	Preferred Direction	Direction of Performance	Responsible Officer	Comments
BV159	The percentage of permanently excluded pupils offered full-time alternative educational provision of 21 hours or more. (amended)	100.00	100.00	100.00	N/A	Higher	▲	Christine Whatford	Given that we have consistently achieved 100% of BV159d for two years and the actual average hours per week offered tend to be in the region 25 plus. The application of the new BVPI at 21 hours or more should be able to be maintained at 100%. This is of course presuming that funding issues and premises issues remain stable.
BV181a LPSA1a	Percentage of 14-year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 test in English.	57.30	65.25	71.00	76.50	Higher	▲	Christine Whatford	Significant progress towards target. No school below floor target of 50%. Considerable improvements in some schools. Second most improved LA result, with rate of improvement nearly 3x national rate. Intervention targeted on schools reporting the greatest distance to 2006 targets
BV181b LPSA1b	Percentage of 14-year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 test in Mathematics.	58.50	60.58	71.00	76.50	Higher	▲	Christine Whatford	Some good improvements in some schools, but decreased results in others. 2 schools still below floor target. Targeted support being put into schools concerned. Still approximately 10% improvement required. Rate of improvement three times national rate. Intervention targeted on schools reporting the greatest distance to 2006 targets.
BV181c LPSA1c	Percentage of 14-year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 test in Science.	49.24	51.10	68.00	68.50	Higher	▲	Christine Whatford	Progress too slow in most schools. Small gains in some schools. 7 schools still below floor target. 17% increase need to reach target. Priority for secondary consultant team, in terms of intervention strategies. Intervention targeted on schools reporting the greatest distance to 2006 targets.
BV181d LPSA1d	Percentage of 14-year old pupils in schools maintained by the local education authority achieving Level 5 or above in the Key Stage 3 test in ICT assessment.	48.27	52.51	69.00	68.00	Higher	▲	Christine Whatford	Below target for 2005. 16% improvement need to reach target. More secure and reliable results, and significant improvement on summer 2004 results. Intervention targeted on schools reporting the greatest distance to 2006 targets
BV194a	Percentage of pupils in schools maintained by the local education authority achieving level 5 or above in Key Stage 2 in English.	24.82	19.95	31.00	29	Higher	▲	Christine Whatford	Analysis indicates lower achievement in writing was issue. Training being provided for year 6 teachers on raising attainment of more able.

BV No.	Description	Tower Hamlets Performance 2004/05	6 Monthly Monitoring Sept 2005	Tower Hamlets Target 2005/06	London Top Quartile 2004/05	Preferred Direction	Direction of Performance	Responsible Officer	Comments
BV194b	Percentage of pupils in schools maintained by the local education authority achieving level 5 or above in Key Stage 2 in Mathematics.	26.20	27.81	31.00	34	Higher	▲	Christine Whatford	Mathematics: improvement by 1.6 is greater than national improvement ( 0) indicating we are narrowing the gap between local and national and result and target. Training for year 6 teachers on raising attainment of more able, is planned.
BV220	Compliance against the Public Library Service Standards - [New PI]	N/A	6.5	16	N/A	Higher		Alex Cosgrave	The 6-month score for the Council was 6.5 points, with a subsequent Grade of 1. However, this is due to only 6 months' worth of data for the calculations (including library visits, and stock issues etc). and is still on track to achieve all relevant PLSS by the end of 2005/06 as targeted.
BV221a	Percentage of young people aged 13-19 gaining a recorded outcome compared to the percentage of young people in the local authority area. [New PI]	N/A	11.90	16.2	N/A	Higher		Christine Whatford	We work cumulatively towards the target over the full year and are on track to achieve the annual target. Our youth work providers have only recently begun counting the 'participant' statistic needed to measure this indicator, so we have for now based this calculation on our 'contact' statistic (which actually provides a more cautious outcome).
BV221b	Percentage of young people aged 13-19 gaining an accredited outcome compared to the percentage of young people in the local authority area. [New PI]	N/A	7.10	8.1	N/A	Higher		Christine Whatford	We work cumulatively towards the target over the full year and we are on track to achieve the annual target. Our youth work providers have only recently begun counting the 'participant' statistic needed to measure this indicator, so we have for now based this calculation on the 'reach' statistic (which actually provides a more cautious outcome).
BV222a	Percentage of integrated early education and childcare settings funded or part-funded by the local authority with a qualification at Level 4 or above. [New PI]	N/A	22.00	N/A	N/A	Higher		Christine Whatford	This is the number known at this point. Recruitment is taking place for additional teaching staff. This is a new BVPI for 05/06. Not able to be set 05/06 target, as there was no baseline.
BV222b	Percentage of integrated early education and childcare settings funded or part-funded by the local authority which have input from staff with graduate or post graduate training in teaching or child development. [New PI]	N/A	8.00	N/A	N/A	Higher		Christine Whatford	This is number known at this point. Recruitment is taking place for additional teaching staff. This is a new BVPI for 05/06. Not able to be set 05/06 target, as there was no baseline.

BV No.	Description	Tower Hamlets Performance 2004/05	6 Monthly Monitoring Sept 2005	Tower Hamlets Target 2005/06	London Top Quartile 2004/05	Preferred Direction	Direction of Performance	Responsible Officer	Comments
CPA010a	Proportion of households living within a specified distance of a static library	100	100	100	N/A	Higher	►	Alex Cosgrave	With the replacement of Stepney and Whitechapel libraries with the new Whitechapel Idea Store, this indicator remains at 100%
CPA010b	Aggregate scheduled opening hours per 1,000 population.	109	112.2	138	N/A	Higher	◄	Alex Cosgrave	At the half year point, the additional self service facility has not yet been established and is planned by the end of 2005/06. This will provide the requisite number of hours per 1,000 population to ensure the Council has exceeded the standard.
CPA011a	Percentage of static libraries providing access to electronic information resources connected to the internet.	N/A	100	100	N/A	Higher		Alex Cosgrave	There are currently 190 PCs in the borough's libraries and Idea Stores, with a further 40 planned for the Canary Wharf Idea Store.
CPA011b	Total number of electronic workstations available to users per 10,000 population	8	9	10	N/A	Higher	◄	Alex Cosgrave	There has been an increase of one computer per 10,000 residents with the opening of the Whitechapel Idea Store in September. The opening of the Canary Wharf Idea Store will likely see a further increase of 1 or 2 computers per 10,000 residents.
CPA012	Active borrowers as a percentage of population	20.9	21.4	N/A	N/A	Higher	◄	Alex Cosgrave	The opening of the Whitechapel Idea Store in September and continued events at libraries and Idea Stores (particularly for under-16s) has meant an increase in active users. The opening of the Canary Wharf Idea Store will likely see a further increase by the end of the municipal year.
CPA014aii	Public library service standard on stock - request supply time (15days)	59	64	60	N/A	Higher	◄	Alex Cosgrave	The Council has achieved and exceeded its 2005/06 target at the half-year point.
CPA014b	Public library service standard on stock - Annual items added through purchases per 1,000 population	73	75	70	N/A	Higher	◄	Alex Cosgrave	The Council has achieved and exceeded its 2005/06 target at the half-year point.
CPA014c	Time taken to replenish the lending stock on open access or available loan	6.7	5.7	6.5	N/A	Lower	◄	Alex Cosgrave	The September outturn is currently below the year end target due to only 6 months worth of stock additions.
5. Excellent Public Services									

BV No.	Description	Tower Hamlets Performance 2004/05	6 Monthly Monitoring Sept 2005	Tower Hamlets Target 2005/06	London Top Quartile 2004/05	Preferred Direction	Direction of Performance	Responsible Officer	Comments
BV011c	Percentage of the top paid 5% of staff who have a disability (excluding those in maintained schools.) [New PI]	3.58	2.59	N/A	N/A	Higher	▼	Martin Smith	This is new PI for 05/06. Target was not set, as there was no baseline.



# Agenda Item 6.2

<b>Committee</b>	<b>Date</b>	<b>Classification</b>	<b>Report No.</b>	<b>Agenda Item No.</b>
<b>Overview and Scrutiny</b>	<b>6 December 2005</b>	<b>Unrestricted</b>	<b>O&amp;SC031/056</b>	
<b>Report of:</b> <b>Corporate Director (Environment and Culture)</b> <b>Originating Officer(s):</b> <b>John Palmer, Service Head - Street Management</b>		<b>Title:</b> <b>Best Value Review on Cleaner Safer Places Implementation Plan: Update</b>  <b>Ward(s) affected: All</b>		

## 1. Summary

- 1.1 This report updates the committee on the progress in implementing the Council's Best Value Review on Cleaner Safer Places. The Cleaner Safer Places Best Value Review has proved to be a major driver in pushing the agenda for change in the way we look after the public realm. Significant improvements in recycling, promotion and community involvement can already be seen in action, and on an organisational and delivery level, major changes have already happened or are well under way. Much is still to do but we are now well-equipped to deliver.

## 2. Recommendation

- 2.1 Overview and Scrutiny Committee is asked to consider and note the progress in implementing the Council's Best Value Review on Cleaner Safer Places.

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### LOCAL GOVERNMENT ACT, 2000 (SECTION 97)

#### LIST OF "BACKGROUND PAPERS" USED IN THE PREPARATION OF THIS REPORT

Background paper

Name and telephone number of and address where open to inspection

John Palmer  
020 7364 6769

## **2 Introduction and Background**

- 2.1 The Cleaner, Safer Places Best Value review was completed in 2004, with the Review and Improvement Plan approved by Cabinet on 8th December 2004.
- 2.2 The main drivers for the review were the residents' poor perception of the cleanliness and safety of the borough in the Annual Resident's survey, the emphasis by central government on Cleaner, Safer, Greener Communities and a fall in score on CPA between 2002 and 2003.
- 2.3 The Improvement Plan covering 3 years recommended 15 key objectives to be achieved, with over 50 separate activities to be undertaken in support of these. The Improvement Plan and matrix of outcomes is attached in Appendix A, traffic lighted in the usual way green for achieved, amber for work in progress or ongoing actions, and red for not achieved. Against each item there is a detailed progress report.

## **3 Progress to Date**

### **3.1 Cleaner Safer Tower Hamlets Campaign**

3.1.1 This high profile campaign was launched on 14<sup>th</sup> September 2005 with press coverage, a poster campaign and a dedicated website. A cross-directorate group led by the Strategic Director of Environment & Culture implements new initiatives and monitors progress

3.1.2 A Cleaner Safer Cleaner Safer DVD

500 copies will be produced and distributed at awareness raising events and distributed to partner organisations involved with the 'Cleaner, Safer' campaign. The DVD will be in English and dubbed in Bengali and Somali.

The DVD is in four parts:

Part 1 – A general intro including how the borough is improving, but with the message that there is more to do, brief overview of key issues, Comments from Leader, Deputy Leader and Lead Members

Part 2 – About the Cleaner Safer campaign

Part 3 – Tips, practical measures to help residents e.g. telephone numbers to report crime or environmental problems, how to recycle etc

Part 4 – Case Studies – on cleaner safer projects

3.1.3 Report it and Use it campaign

Report it, Use it is a two stage advertising campaign that aims to:

- (a) raise residents' awareness of free Council services relating to Cleaner, Safer e.g., removal of dumped rubbish, abandoned cars and graffiti; repair of potholes; and investigation of anti-social behaviour,
- (b) encourage residents to 'report' environmental problems/hazards in their area.

The campaign will launch during the last week of January 2006 and run for 8 weeks. Each stage of the campaign will be of 4 weeks duration, with the 'Report it' stage running first. The campaign will finish at the end of March 2006.

#### 3.1.4 Integrated Annual Programme

"Before and after" pictures are being taken of key improvement schemes listed on the Integrated Annual Programme e.g. street improvement works, housing estate improvements.

The pictures will be used to promote real improvement works happening on the ground through press releases and articles in East End Life.

#### 3.1.5 Cleaner Safer branded Uniforms

Front-line staff in Street Environment and Housing will wear branded hi-viz vests

#### 3.1.6 Cleaner Safer baseline survey

A pre-campaign baseline survey was conducted in October 2005 by independent research agency SMSR. The consultation was conducted with 1,000 Tower Hamlets residents randomly selected from the Residents' Panel (representative sample of Tower Hamlets residents according to age, sex and ethnicity) and administered as a telephone survey. The questionnaire was designed to find out about residents' awareness and views on cleaner safer related council services and perception of cleanliness and safety in the borough. A post campaign survey will also be conducted in March 2006 to measure the impact of the Cleaner Safer Tower Hamlets campaign. The information from the survey is also being use by the Crime Reduction Unit to provide baseline information for LPSA targets.

### 3.2 Good and Improving Results for BV199, cleanliness of the public realm

3.2.1 BVPI 199a This indicator measures the level of litter and dirt across a range of land uses, performance is surveyed three times a year by an external agency, the Capital Standards group. The lower the score the better. The results below show a comparison of BV199a for the last 2 years.

BV199a litter and detritus

2003/2004 34%

2004/2005 22%

2005/2006 Target 20%

(April, May, June and July 2005 was 11%\*)

\* Each 4 month tranche is not a borough wide survey

BV199b, 199c and 199d measure graffiti, flyposting and flytipping, these are new indicators so meaningful comparative information is not yet available.

The new street cleaning contract specification will put more staff on the front line. The stabilising effect of an 11 year contract will enable staff development and sustainable improvements.

### 3.3 Cleaner Safer Tower Hamlets – More Recycling – “It’s so easy ...”

3.3.1 The “It’s so easy ...” project concentrated mainly on improving operational capacity and publicity. A project group including all three of our contractors (ECT, THCRC and Cleanaway) devised a new operational system designed to be able to collect over 60

tonnes of recyclables per day, using large compactor vehicles and mechanised sorting instead of vans and hand sorting. The GLA and DEFRA were also involved as advisors. Translated into overall recycling percentages for the Borough this means that the system is capable of delivering at least 16% month on month. However to actually achieve this rate requires residents to set out more recyclables for us to collect.

- 3.3.2 The range of materials collected has been expanded to include plastic as well as paper, card, glass and cans. The publicity campaign featured bright pink bags and simple pictorial messages. The bags were chosen to solve green box problems on high rise about which there had been a lot of complaints.
- 3.3.3 Now the new system is up and running and already delivering 10% week-on-week, we have outreach teams on the street working on boosting participation by door knocking. The teams are working in areas of moderate participation where higher participation will create the critical mass necessary for word-of-mouth and peer pressure to be effective, and also in areas where there is very little participation to find out why.
- 3.3.4 Further high profile press publicity is planned as well as publicity about the incentive scheme. This scheme rewards 10 good recyclers every month with a £50 shopping voucher. The first winners will be announced in Nov 2005.
- 3.3.5 Access is still a problem in a few private apartment blocks and we may need to move to enforcement if they don't co-operate after we have made every effort to use education and persuasion.
- 3.3.6 Recycling rate (BV82a)
- |         |   |
|---------|---|
| 2003/04 | 5%                                      |
| 2004/05 | 7%                                      |
| 2005/06 | running at 10% week on week at Nov 2005 |
- 3.3.7 Recycling Education Programme for Muslim Faith Group
- Linked to the 'It's so easy' campaign a groundbreaking education and awareness programme is being launched with the Muslim faith group in the borough.

Working with The Council of Mosques and London Sustainability Exchange (LSx) a package of activities, talks and exhibitions on the theme of recycling and environment will be delivered to Muslim residents through mosques, Muslim women's organisations and Muslim children's study circles.

LSx, who have successfully delivered a similar pilot scheme working with the East London Mosque, will tailor the programme to promote use of local Council service e.g. recycling. Messages will be translated into Bengali and Somali and be linked to Muslim teaching in the Q'uran. To focus will be on face-to-face communications, which has proven to be more effective with this target group.

The package will include:

- Special Friday sermons on the subject of recycling and environment
- Exhibition stand and stall following Friday sermon where staff will be available to answer questions and hand out info
- A series of interactive lectures in mosques

- Education activities with study circles facilitated through Arts & Events
- Particle demonstration and workshops with Muslim women's groups.

Work has just begun on initial sign-up and engagement of the mosques – which have been very positive and receptive to the idea. Face to face meetings are scheduled with mosques in December to plan how they will deliver the package of activities. Once mosques are signed-up the programme will commence in January 2006.

### **3.4 Cleaner Safer Tower Hamlets - LETS Teams. (Local Environmental Enforcement Teams)**

- 3.4.1 The area-based inspection monitoring and enforcement teams have been formed and re-named LETS (Local Environmental Enforcement Teams) to avoid possible confusion with the LAP areas. Service priorities are: Dumped rubbish, flytipping and clean streets, graffiti and fly posting, Highways defects, Street lighting and CCTV, periodic inspections inside Housing blocks and recycling awareness add the monitoring of cleanliness in parks. Officers will soon be equipped with the latest hand-held wireless technology so that they can report direct to the Customer Contact Centre. This will speed up the contractor response to removing flytips and rectifying unclean streets.
- 3.4.2 The service plan target for the issue of fixed penalty notices (of 1,000 per year) for trade waste enforcement is likely to be substantially exceeded, with the expectation of issuing over 2,000 for the year.
- 3.4.3 The Enviro-Champions scheme is now mainstreamed with over 70 registered volunteers who report problems in the street scene and assist with promoting recycling. A training day was held in September 2005.

### **3.5 Excellent increases in public satisfaction - measured in Feb 2005**

- 3.5.1 Public concern about litter and dirt in the streets remains among residents' top three concerns and unchanged from last year at 27%. However, key services underpinning a cleaner and safer environment were both the most highly thought of all Council services and demonstrated the largest percentage increase in approval.
- 3.5.2 Refuse Collection: 78% satisfaction compared to 66% in London as a whole.  
Street Cleaning: 60% satisfaction (London 43%)  
Improving services:  
Recycling facilities: Satisfaction is up 18% from 40% to 58% (London 3% rise) Opinion of recycling amongst black residents demonstrated particular improvement, up 31% to 61%.  
Refuse collection up 16% from 62% to 78% (London down 3%) Opinion of refuse collection amongst Asian residents demonstrated particular improvement, up 25% to 72%  
Street cleaning up 16% from 44% to 60% (London down 2%)

### **3.6 Restructure in Street Management Division**

- 3.6.1 A complete restructure of staff started in Jan 2005 and went live in May 2005. The organisation is well equipped to bring service improvements, with several new managers brought into waste management to add to our existing excellence in

environmental education. The restructure is undergoing fine-tuning to strengthen the ability of the division to become more efficient.

#### **4 Actions for the Future and Timescales**

##### **4.1 Anti-graffiti and flyposting action plan**

Ready to be launched in Dec 2005 this is a collaborative venture with the Anti-social Behaviour Action Group (ASBAG), which is a sub-group of the Living Safely CPAG. Dealing with graffiti and flyposting on both public and private property in a structured way it has the intention of keeping cleaned areas permanently clean and of dissuading offenders from the crime as well as assisting and monitoring private property owners who are ignoring the problem. Operation "Payback" which will start early next year, is a Probation Service initiative for offenders to give their services back to the community.

##### **4.2 Anti-litter Campaign February 2006**

An essential ingredient of any drive to clean up is raising awareness with the public, and this campaign is in the planning stage with consultation with our Enviro-Champions as the starting point. The campaign is likely to involve more litterbins and tough messages about the consequences of dropping litter.

##### **4.3 Recycling in Street Cleaning**

Two-bin barrows and recycling litter bins with one compartment for mixed recyclables and one for rubbish are ways to raise the profile of recycling as well as improving the street scene. Will be introduced as part of the anti-litter campaign.

##### **4.3 Recycling in Commercial Waste and Market Waste**

Development of the commercial and out-of-hours collections services will include the introduction of separate collections of recyclables and we will be exploring this with the incoming contractor.

##### **4.4 Office recycling in Tower Hamlets main offices**

A scheme mirroring the domestic "It's so easy ..." collection of co-mingled dry recyclables will be available in the Town Hall and Southern Grove by the end of November 2005 enabling staff to recycle plastic, card, cans, and glass bottles as well as paper.

##### **4.5 Recycling organic material (kitchen waste)**

There is a London-wide shortage of end treatment facilities for kitchen waste because of very tight regulations about dealing with food waste in the aftermath of the recent foot and mouth epidemic. However possibilities may exist to take food waste to facilities used by Bexley or North London Waste Authority and these are being actively explored. Collection of organics is not straightforward especially in hot weather so we are currently evaluating several hygienic handling systems.

#### **4.6 Waste Disposal - End Treatment**

An innovative system for treating waste is proposed (an Autoclave plant at Rainham in Havering). When operational this will produce further materials for recycling as well as a potentially useful organic end product known as "floc".

#### **5 Comments of the Chief Financial Officer**

- 5.1 There are no direct financial implications from this report. The financial implications of the Improvement Plan arising from the review was outlined in the report to Cabinet on 8 December 2004 (Cleaner Safer Places).

#### **6 Concurrent Report of the Chief Legal Officer**

- 6.1 Section 5 of the Local Government Act 1999 requires local authorities to conduct best value reviews of their functions to assist arrangements to secure continuous improvement in the way in which their functions are carried out. This review assisted the Council in fulfilling these responsibilities.

#### **7 Anti-Poverty and Equal Opportunity Implications**

- 7.1 Equal opportunities issues were included within the review. The Cleaner Safer Places Review report noted that equality impact assessments would be conducted on relevant policies and functions.

- 7.2 The review had no specific anti-poverty implications.

#### **8 Risk Management**

- 8.1 There are no direct risk management implications arising from this report.

#### **9 Recommendation**

- 9.1 Overview and Scrutiny Committee is asked to consider and note the progress in implementing the Council's Best Value Review on Cleaner Safer Places.

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<b>Appendix A - Cleaner, Safer Places Best Value Review 3 Year Improvement Plan</b>						
<i>Update: 9th Nov 2005</i>						
Objective	No.	Key Activity / Activities	Priority	Resourcing	Success Measure	Owned By
		<b>G for Green, A for Amber, R for Red</b>				
<b>To improve Cleanliness and Refuse Collection through Increased Community Leadership</b>	1.1 A	<p>Embed Street Services' role as leaders in the drive to improve environmental standards by improving the co-ordination of the delivery of cleansing and refuse collection across different areas e.g. streets, markets, parks and housing. Ensure:</p> <ul style="list-style-type: none"> <li>• Produce and agree clear, joint standards for partnership working* with Housing, RSLs and Parks by April 2005.</li> <li>• Co-ordinate cleansing times between partners - April 2005</li> <li>• Identify major neglected areas of cleaning by all parties and assign responsibility by April 2005</li> </ul>	Medium	Paid for with extra funding 2005-2006	<ul style="list-style-type: none"> <li>• BV199 - Public Realm Cleanliness</li> <li>• PSA 8 - Street Cleanliness</li> <li>• BV89 - Satisfaction with cleanliness of the area</li> </ul>	John Palmer
	1.2 A	<p>Take a pro-active approach to fast food litter:</p> <ul style="list-style-type: none"> <li>• Develop fast food strategy / policy* by February 2005</li> <li>• Begin implementation of strategy, including partnerships with key outlets regarding appropriate litter provision and the use appropriate enforcement methods in the case of non-compliance, by April 2005</li> </ul>	Medium	included in Cleaner Safer Tower Hamlets budget	<ul style="list-style-type: none"> <li>• BV199, • PSA 8, • BV89 - • Numbers of FPNS</li> </ul>	John Palmer
	1.3 A	<p>Work to ensure cleanliness of estates maintained by RSLs post Housing Choice:</p> <ul style="list-style-type: none"> <li>• Protocols regarding responsibility for maintaining acceptable levels of cleanliness* to be agreed with RSLs by December 2004</li> <li>• RSLs required to agree to work closely with CSP structures</li> <li>• Explore Housing Choice issues around estate roads that appear to be public highways. Identify these, survey them, cost their improvement and decide how to approach by December 2004</li> <li>• Agree cleanliness monitoring arrangements with RSLs around BV199</li> <li>• Review reporting arrangements (i.e. annual report to scrutiny) after appropriate time</li> </ul>	High	Included in current budgets	<ul style="list-style-type: none"> <li>• BV199, • PSA 8, • BV89 - • Numbers of FPNS</li> <li>• Tenants satisfaction indicators</li> <li>• Achievement of service standards</li> </ul>	Maureen McElaney
	1.4 G	Support feasibility study for the introduction of a Business Improvement District by Development and Renewal by April 2005	Low	Within existing budgets	Feasibility study complete by April 2005	Development and Renewal
						Current Position (Sept 2005)
						<p>Draft joint standards drawn up.</p> <p>Customers First initiative has re-published service standards in a suite of leaflets. A new horticulture contract is being drawn up. Extra street cleansing work with additional funding carried out during summer 2005, New waste collection and street cleansing contract contains higher specifications. Cleansing frequencies harmonised as far as operationally possible</p> <p>New LETS teams concentrate on enforcement particularly of trade premises. Dealing with fast food litter problems has been rolled into forthcoming anti-litter campaign for early 2006. Strategic drive to introduce recycling into the trade waste system.</p> <p>Standard wording to include cleansing (amongst other similar Council required conditions) is awaiting final confirmation from external lawyers. The Council has made a decision that all estate roads are to be included as part of the Housing Choice process and this has been done in all transfers to date; therefore Housing decided not to consider adoption issues separately as part of that process.</p>

<b>Appendix A - Cleaner, Safer Places Best Value Review 3 Year Improvement Plan</b>						
<i>Update: 9th Nov 2005</i>						
<b>Objective</b>	<b>No.</b>	<b>Key Activity / Activities</b>	<b>Priority</b>	<b>Resourcing</b>	<b>Success Measure</b>	<b>Owned By</b>
	1.5 A	<p>Tackle issues around private land:</p> <ul style="list-style-type: none"> <li>Transform existing procedures for tackling waste dumped on private land into a draft private land policy by January 2005.</li> <li>Develop a holistic private land policy, incorporating expected new legislation by June 2005</li> <li>Expand existing monitoring and enforcement to address the policy by April 2005</li> </ul>	Medium	Within existing resources following the restructure	<ul style="list-style-type: none"> <li>BV199 - Public Realm Cleanliness</li> <li>BV89 - Satisfaction with cleanliness of the area</li> </ul>	John Palmer
2. Improve Cleanliness and Refuse Collection through Improved Wastewater Practices	2.1 A	<p>Review and improve bin provision:</p> <ul style="list-style-type: none"> <li>Scope optimum number and location of litter bins throughout the borough and cost by July 2005 in new specification.</li> <li>Review, refurbish or replace refuse containers to improve service delivery and rollout programme from July 2005 as part of the new contract.</li> </ul>	Medium	A Strategic Plan bid has been submitted - see action 6.1	<ul style="list-style-type: none"> <li>BV199 - • BV89 - • BV90a -</li> <li>Numbers of refurbished bins</li> </ul>	John Palmer
	2.2 A	<p>Conduct a review of the role of the Caretaking service to determine the approach in relation to Housing Choice. Review to consider how to develop relationships with 'Cleaner, Safer' teams (see action 10). Review to be complete by March 2006.</p>	Medium	Included in current budgets	<ul style="list-style-type: none"> <li>BV199 - Public Realm</li> <li>BV89 - Satisfaction with cleanliness</li> <li>Tenants satisfaction</li> <li>Achievement of service standards</li> </ul>	Maureen McEleney
	2.3 G	<p>Further develop partnership working between Housing and Environment and Culture during 2005/06:</p> <ul style="list-style-type: none"> <li>Ensure joint programming of environmental activities and improvements across directorates</li> <li>Undertake joint commissioning and bidding across partnerships where appropriate</li> <li>Analyse the desirability of joining up of budgets for environmental improvements and associated monitoring systems</li> </ul>	High	Within existing resources	<ul style="list-style-type: none"> <li>BV199 - • BV89 -</li> <li>BV90a -</li> <li>Satisfaction household waste collection</li> </ul>	Alex Cosgrave and Maureen McEleney

<b>Appendix A - Cleaner, Safer Places Best Value Review 3 Year Improvement Plan</b>						
<i>Update: 9th Nov 2005</i>						
<b>Objective</b>	<b>No.</b>	<b>Key Activity / Activities</b>	<b>Priority</b>	<b>Resourcing</b>	<b>Success Measure</b>	
					<b>Owned By</b>	
					<b>Current Position (Sept 2005)</b>	
<b>2. Improve Cleanliness and Refuse Collection through Improved Working Practices</b>	2.4 G	<p>Improve monitoring by April 2005. Make sure it:</p> <ul style="list-style-type: none"> <li>Covers all aspects of contract provision i.e. all times and all aspects of the contract, including removal of detritus and illegal advertising etc. Mobilise new working methods by April 2005</li> <li>Consistently monitors using the BV199 Local Environmental Quality system</li> </ul>	Medium	Within existing resources following restructure.	<ul style="list-style-type: none"> <li>BV199 - Satisfaction</li> <li>BV89 - Numbers of FPNs</li> </ul>	John Palmer
	2.5 A	<p>Improve waste containment on streets:</p> <ul style="list-style-type: none"> <li>Identify waste containment issues within the existing service provision area by September 2004 and deliver an improvement by January 2005</li> <li>Develop and implement further solutions as necessary for those areas by September 2005</li> <li>Ensure planning regulations pay appropriate attention to waste in all new developments</li> <li>Undertake to time band waste presentation and collection to improve the perception of cleanliness by September 2005 (as part of new contract) in commercial areas.</li> </ul>	Medium	Within existing resources following restructure	<ul style="list-style-type: none"> <li>BV199 - PSA 8 - Street Cleanliness</li> <li>BV89 - PSA 8 - Street Cleanliness</li> <li>BV90a - PSA 8 - Street Cleanliness</li> </ul>	John Palmer
<b>2. Improve Cleanliness and Refuse Collection through Improved Working Practices</b>	2.6 G	<p>Review arrangements for cleaning external surfaces:</p> <ul style="list-style-type: none"> <li>Using common methods, compare cleanliness standards achieved, method of service delivery and cost effectiveness of service provided to housing estates, parks and highways by July 2005 (new contract)</li> <li>Review action plan to remedy problems December 2005</li> </ul>	Medium	Street management's aspects of this work is within existing resources following restructure	<ul style="list-style-type: none"> <li>BV199 - Public Realm Cleanliness</li> <li>PSA 8 - Street Cleanliness</li> <li>BV89 - Satisfaction with cleanliness of the area</li> </ul>	John Palmer
	2.7 G	<p>Improve the sharing of information between the Council and Cleanaway, including front line staff:</p> <ul style="list-style-type: none"> <li>Ensure feedback promptly given to staff enquiries (immediate)</li> <li>Supply a list of relevant phone numbers to staff by September 2004</li> <li>Share the results of surveys (e.g. Annual Residents Survey)</li> <li>Invite contractors to meetings with LAPs (immediate)</li> </ul>	Medium	Within existing resources following restructure	<ul style="list-style-type: none"> <li>BV199 - Satisfaction with cleanliness of the area</li> <li>BV89 - Satisfaction household waste collection</li> </ul>	John Palmer
<b>2. Improve Cleanliness and Refuse Collection through Improved Working Practices</b>	3.1 A	<p>Complete process of re-letting the waste disposal contract by July 2005 (subject to the awarding of the contract by Cabinet)</p>	High	Current budgets contain resources to complete the re-letting process	<ul style="list-style-type: none"> <li>BV82a - % waste recycled</li> <li>BV82d - % waste sent to landfill</li> <li>BV87 - Cost of waste disposal per tonne</li> </ul>	John Palmer
						Preferred bidder is Cleanaway. Awaiting planning permission from LB Havering to be able to build the end treatment "autoclave" unit which will be able to deliver recycling as well as an alternative to landfill.

**Appendix A - Cleaner, Safer Places Best Value Review 3 Year Improvement Plan**

Update: 9th Nov 2005

Objective	No.	Key Activity / Activities	Priority	Resourcing	Success Measure	Owned By	Current Position (Sept 2005)
3. Improve Recycling Infrastructure and Increase Participation	3.2 A	Increase participation rate in low-rise doorstep recycling through outreach programme of door knocking and publicity (immediate)	Medium	Additional resource of £75,000 required. Bid to be considered by Cabinet as part of the Waste Management procurement.	<ul style="list-style-type: none"> <li>BV82a - % waste recycled</li> <li>BV82d - % waste sent to landfill</li> <li>BV90b - % satisfied with recycling facilities</li> </ul>	John Palmer	Picked up in the Recycling Step Change initiative and the introduction of co-mingled dry recyclables, October 2005 PLUS recycling participation boost programme Nov 2005 onwards
	3.3 A	Resolve recycling issues for housing estates: <ul style="list-style-type: none"> <li>Hold joint meeting between key stakeholders (Housing, THCRC, RSLs and residents) to discuss green box issues by (immediate) and develop an agreed action plan for resolution by December 2004</li> <li>Improve collection reliability (immediate)</li> </ul>	Medium	Within existing resources following restructure	<ul style="list-style-type: none"> <li>BV82a - % waste recycled</li> <li>BV90b - % satisfied with recycling facilities</li> </ul>	John Palmer	Picked up in the Recycling Step Change initiative and the introduction of a foldable bag to minimise problems created in Housing properties by the green boxes. On going because access is a complex issue
	3.4 G	Investigate feasibility of recycling additional materials, i.e.: plastics, trade waste, markets waste, small electricals and waste from housing major works schemes and develop milestones for the delivery of this by April 2005	Low	Resource implications to be identified as part of the feasibility review.	<ul style="list-style-type: none"> <li>BV82a - % waste recycled</li> <li>BV82d - % waste sent to landfill</li> <li>BV90b - % satisfied with recycling facilities</li> </ul>	John Palmer	Done
	3.5 A	Create incentives that encourage increased participation in recycling from key partners, especially Cleanaway, but also publicans, businesses, schools and market traders. Develop existing work to schools, markets and contractor as part of new contract procurement (immediate)	Low	Within existing resources following restructure	<ul style="list-style-type: none"> <li>BV82a - % waste recycled</li> <li>BV82d - % waste sent to landfill</li> <li>BV90b - % satisfied with recycling facilities</li> </ul>	John Palmer	Recycling Step Change represents major new expenditure and is aimed at increasing domestic participation and the capacity to handle and sort up to 20% of our domestic rubbish. Collection from 50 schools under way. Extending recycling to markets and commercial customers is a strategic aim awaiting the re-negotiation of our contractual situation with our new rubbish collection contractor.

<b>Appendix A - Cleaner, Safer Places Best Value Review 3 Year Improvement Plan</b>					
<i>Update: 9th Nov 2005</i>					
<b>Objective</b>	<b>No.</b>	<b>Key Activity / Activities</b>	<b>Priority</b>	<b>Resourcing</b>	<b>Success Measure</b>
<b>3. Improve Recycling Infrastructure and Increase Participation</b>	3.6 A	After new waste disposal arrangements in place, carry out a full cost benefit and social analysis of the 4 types of recycling provision (i.e. high-rise, low-rise, bring site and Reuse and Recycle Centre) by March 2006. This to enable a review of the current approach to recycling. Analysis to include: <ul style="list-style-type: none"> <li>An analysis of the value of the social aspect of THCRC's work.</li> <li>An analysis of at source separation vs. post collection separation</li> </ul>	Medium	Within existing resources following restructure	<ul style="list-style-type: none"> <li>BV82a - % waste recycled</li> <li>BV82d - % waste sent to landfill</li> <li>BV86 - Cost of waste collection per household</li> </ul>
	4.1 A	Review approach to maintenance of highways and street furniture in view of insurance levels by March 2005. <ul style="list-style-type: none"> <li>Introduce methods to eliminate hazards quickly and cheaply after they have been reported</li> <li>Aim to reduce cost of claims by £100,000 every 2 years</li> <li>Consider direct labour option for basic 'make safe' of trips and potholes</li> <li>Supplement specific inspection programme with inspections from other staff</li> </ul>	Medium	This requires long term investment of approximately £6 million. £1.5million allowed for in the Highways Strategic Bid 05/06	<ul style="list-style-type: none"> <li>Cost of successful insurance claims</li> <li>Cost of insurance policy</li> </ul>
<b>4. Improve Approach to Street Management</b>	4.2 A	Explore whether to further embed and develop the Street Design Guide through a pilot project: <ul style="list-style-type: none"> <li>Identify areas in which to run pilot by September 2004.</li> <li>Consult local residents about their perception of the pilot area by November 2004</li> <li>Identify and remove excess street furniture in the pilot areas by December 2004</li> <li>Ascertain improvement in perception by January 2005</li> <li>Analyse cost of removing furniture and cost of maintaining it across the borough by February 2005</li> <li>Review street design guide and develop approach to service delivery by March 2005</li> <li>Develop proposals for approach to street furniture* by April 2005</li> </ul>	Medium	Within existing resources	<ul style="list-style-type: none"> <li>BV199 - Public Realm Cleanliness</li> <li>PSA 8 - Street Cleanliness</li> <li>BV89 - Satisfaction with cleanliness of the area</li> </ul>
	4.3 G	Ensure that maintenance costs are included with every bid for capital expenditure on the street by December 2004	Medium	TBC	<ul style="list-style-type: none"> <li>BV199 - Public Realm Cleanliness</li> <li>PSA 8 - Street Cleanliness</li> </ul>
	4.4 A	Undertake a complete inventory of all street furniture by January 2005	Medium	Within existing resources following restructure	<ul style="list-style-type: none"> <li>N/A</li> </ul>

Current Position (Sept 2005)  
 To be carried out once the Oct 2005 recycling step change project "it's so easy ..." has bedded in and once the new waste disposal contract is in place+H25  
 Inspection programme now in place using the corporate CRM system (Siebel). (includes Hot Pot scheme). New LETS monitoring and enforcement teams will include supplemental inspections  
 All these actions now done and/or addressed by the "Urban Funk Urban Junk" review which reported in May 2005 with achievable recommendations. Included in Transportation and highways programmes for 05-06 and 06-07  
 Done  
 All street lighting mapped 2004/05; proposals being developed to complete study in 2005/06.

Owned By  
 John Palmer  
 John Palmer  
 John Palmer  
 Luke Cully  
 John Palmer

<b>Appendix A - Cleaner, Safer Places Best Value Review 3 Year Improvement Plan</b>						
<i>Update: 9th Nov 2005</i>						
<b>Objective</b>	<b>No.</b>	<b>Key Activity / Activities</b>	<b>Priority</b>	<b>Resourcing</b>	<b>Success Measure</b>	<b>Owned By</b>
<b>4. Improve Approach to Street Management</b>	4.5 A	Review current legal processes (immediate) and deliver proactive plan of action to be developed to deal with unmaintained phone boxes by December 2004	Low	Within existing resources following restructure	<ul style="list-style-type: none"> <li>BV199 -</li> <li>BV89 -</li> </ul>	John Palmer  Current Position (Sept 2005) Mostly done but still a few phone kiosks owned by difficult-to-trace companies. Will have to take unilateral action on removal once the legal process is exhausted.
	4.6 G	Seek to recycle highways materials such as plane and resurface, redress granite kerbs and setts and recycle excavation as fill etc. by March 2005	Low	Within existing resources following restructure	<ul style="list-style-type: none"> <li>Tonnes highways waste recycled</li> </ul>	Margaret Cooper  Recycling considered for all highways' schemes; included in new term contracts 05/06.
<b>5. Ensure Council Leadership of the Green Agenda</b>	5A	E&C to take ownership of the development and delivery of the green agenda in the Council including: <ul style="list-style-type: none"> <li>Strengthening and embedding green procurement principles by August 2005</li> <li>Developing an internal green champions scheme by March 2005</li> <li>Develop a bid to allow further development of the recycling schemes within Council buildings, schools etc. by September 2005 (subject to decision for Waste Management tenders)</li> <li>Exploration of the benefits of achieving recognition from EMAS for embodying good environmental practice by February 2005</li> </ul>	Medium	Street Services aspects within existing budgets following restructure	<ul style="list-style-type: none"> <li>Tonnes of Council waste recycled</li> <li>Number of types of Council waste recycled</li> <li>Number of environmental champions appointed</li> </ul>	John Palmer  Office recycling to be implemented from November 2005 - this will include green champions from among the staff. Environmental Policy/Strategy in production. EMAS considered to be in-essential. once Green Procurement Plan is in place.

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<b>6. Ensure Contract Retendering Process Achieves Best Value and Reduces Costs to Nearer the Average</b>	6.1 A	<p>Ensure cleaning contract retendering takes into account key findings from the review as detailed in the improvement plan, including:</p> <ul style="list-style-type: none"> <li>• Need for service provision to mirror Council structural changes as defined in section 10 below</li> <li>• Increasing need for a 24 hour service</li> <li>• Need for the flexibility to make changes to provision should requirements change</li> <li>• The possibility of amalgamating trade waste and cleansing contract management; and</li> <li>• Opportunities for streamlining the provision of services such as bulk refuse collection, fly tip removal, weed spraying, graffiti removal, flyposting, abandoned cars etc.</li> <li>• The need for regular deep cleaning of markets and pavements</li> <li>• Reviewing vehicle leasing arrangement, with a view to assigning these to the contractor</li> <li>• A programme for the annual replacement of a percentage of bins and the bin washing</li> <li>• Reviewing depot leasing arrangements</li> <li>• The need for strong links with enforcement</li> <li>• The proposed requirements for BV199 around fly-tipping and graffiti</li> </ul>	High	<p>Retendering process to be complete by Jan 2006 - should generate efficiencies</p>	<p>• Process successfully concluded on time and in budget</p> <p>Incudes:</p> <ul style="list-style-type: none"> <li>• BV199 -• PSA 8 -• BV89 -• BV90a -• BV86 -• Local 88 - Missed bins</li> <li>• Local J3 - Net spending per head on street cleaning</li> </ul>	<p>John Palmer</p> <p>All improvements included in new contract terms; funding received to fund these improvements, new contract will be joint monitored. Also the new contract specification contains significant re-zoning to reflect the social and commercial uses of areas requiring improvement.</p>
	6.2 A	<p>Contract retendering process to include:</p> <ul style="list-style-type: none"> <li>• Seeking partnership approach to identifying efficiency savings in refuse collection</li> <li>• Robust challenge process</li> <li>• Involvement of front-line staff</li> <li>• Involvement of residents</li> <li>• Consideration of partnering and shared target approaches</li> <li>• A key officer / external 'gateway' review of the process as per the waste disposal contract</li> </ul>	High	<p>As above, the current budget contains sufficient resources to complete the retendering process.</p>	<ul style="list-style-type: none"> <li>• Gateway review upholds procurement process as a model of good practice</li> </ul>	<p>John Palmer</p> <p>Contract documents reflect partnering approach. Evaluation of tenders complete. Contract specification already finalised at the end of 2004, contract conditions and other legalities currently being finalised.</p>
	6.3 A	<p>Decide whether to sell the trade waste service due to the benefits of decreasing municipal waste tonnages and losing some incumbent duties etc. by March 2005 (ongoing tender process)</p>	Medium	<p>No additional resources required</p>	<p>Milestone achieved</p>	<p>John Palmer</p> <p>Trade (Commercial) Waste administration may be returned to LBTH following a feasibility study looking at the cost benefits as well as the benefits of directly influencing behaviour of customers, or it may go with new contractor, decision to be made by end of Nov 05.</p>

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	6.4 G	Review options for the concierge service when current contract expires (April 2005), including combining it with other services e.g. Safer Neighbourhoods Teams  Develop and implement a long term partnership education strategy*. The Council should lead the delivery of this alongside key partners. The education strategy would aim to improve behaviour in relation to the environment. The steps involved in this include: <ul style="list-style-type: none"> <li>• Scoping of the strategy to be complete by January 2005</li> <li>• Development of the strategy (identification of all environmental education work being delivered in the borough, key groups to be targeted, potential partners in delivery, best practice in the sphere, legislation and consultation (e.g. Cleaner Neighbourhoods), proposed methods of delivery etc.) by May 2005</li> <li>• Begin implementation by June 2005</li> <li>• Ensure strategy is effectively linked with other initiatives, particularly marketing and enforcement</li> </ul>	Low	No additional resources required	Review complete
<b>7. Deliver Improved Environmental Education to all Key Stakeholders</b>	7.1 A		Medium	some additional funding supplied by Housing	<ul style="list-style-type: none"> <li>• BV199 - Public Realm Cleanliness</li> <li>• PSA 8 - Street Cleanliness</li> </ul>
<b>8. Improve Enforcement and Develop a Zero Tolerance Approach to Enviro-Crime</b>	8.1 A	<ul style="list-style-type: none"> <li>• Partnership wide strategy for fighting envirocrime* (i.e. flyposting, graffiti, littering, inappropriate setting out of waste for collection) by March 2005. This to include: <ul style="list-style-type: none"> <li>• Identifying key partners and developing an integrated delivery approach with them</li> <li>• Developing indicators of success to be adopted, 3 year targets for these and monitoring arrangements</li> <li>• Developing a strategy for combating domestic envirocrime and increased response to trade envirocrime</li> <li>• Including Envirocrime in Crime Reduction Review 2004/05</li> <li>• Ensuring strategy incorporates all relevant aspects of the London Local Authorities Act and the Cleaner Neighbourhoods consultation</li> <li>• Developing and agreeing envirocrime links with marketing and education work</li> </ul> </li> <li>• Strategy to include analysis of the following issues: <ul style="list-style-type: none"> <li>• Delivering training on enforcement methods to all relevant front line staff</li> <li>• Offering education sessions as an alternative to cash fines for FPNs</li> <li>• Issue 'environmental chequebook' reporting forms to all staff to</li> </ul> </li> </ul>	Medium	Additional resource required £35,000. Allowed for in the growth bid 05/06	<ul style="list-style-type: none"> <li>• FPNs issued</li> <li>• Rate of collection of fines</li> <li>• Further indicators to be developed</li> <li>• Initial improvements to be visible by September 2005.</li> </ul>
					<p>Contract extended for a year to April 2006, and review included in Caretaking Review (item 2.2)</p> <p>Much valuable education work undertaken in the past 2 years by LBTH officers and by recycling contractor THCRG. An integrated environmental education programme for schools to be devised under the Cleaner Safer Tower Hamlets campaign group. Also included in the 2006-07 Street Management Service Plan</p> <p>All stakeholding organisations represented on ASBAG the anti-social behaviour action group. Also the Cleaner Safer Tower Hamlets group takes a strategic view of these issues and to push ahead on a Partnership wide front. Successfully developed an anti-graffiti and flyposting action plan. Decided against chequebook because of the better options of web and intranet reporting. ASBAG is a sub-group of the Living Safely CPAG.</p>
					<p>Owned By</p> <p>Maureen McElaney</p> <p>Kevin Crook</p> <p>Alex Cosgrave with the Cleaner Safer Tower Hamlets group and ASBAG</p>
					<p>Current Position (Sept 2005)</p>



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8. Improve Enforcement and Develop a Zero Tolerance Approach to Enviro-Crime	8.2 A	<p>Complete current pilots by January 2005. Identify and develop a strategy and action plan from pilot lessons to effectively respond to illegal waste* by February 2005. This to cover issues such as:</p> <ul style="list-style-type: none"> <li>• Use of litter bins by traders / shops and for domestic waste</li> <li>• Shops disposing of waste in markets</li> <li>• Illegal dumping of trade refuse alongside legal trade waste</li> <li>• Dumping of trade fridges and freezers</li> <li>• Trade dumping on housing estates</li> <li>• Measure tonnage of illegal waste collected from streets and markets</li> </ul>	Medium	Included within resource allocation for 8.1, subject to the acceptance of the growth bid	<ul style="list-style-type: none"> <li>• BV199 - Satisfaction with cleanliness of the area</li> <li>• BV89 - Kg household waste per head</li> <li>• Reduction in tonnage of illegal waste</li> </ul>
	8.3 G	Invest revenue generated from enforcement activities in the improvement of the enforcement service	Medium	existing resources	Amount of income received
9. Revitalise Approach to Marketing	9.1 G	<p>Revisit current approach to marketing:</p> <ul style="list-style-type: none"> <li>• Establish a CSP 'campaign brand' for a defined time at a corporate level, to be used in all relevant external communications by October 2004</li> <li>• Review current brand to ensure it covers entire CSP agenda and is fit for purpose by December 2004</li> <li>• Develop and maintain marketing strategy* that addresses relevant stakeholders, including faith groups, and ensure it is owned and used by relevant stakeholders but managed through E&amp;C by September 2005</li> <li>• Work with Corporate PR to agree PR and marketing related performance indicators, set 3 year targets and monitor by March 2005. Potential targets: a timetable of press releases which are sent out on agreed dates, PR hits, column inches, relevant branding on all documents, improvements in Annual Residents Survey and satisfaction BVPIs etc.</li> <li>• Evaluate the impact of marketing activity</li> <li>• Link marketing strategies to budget planning process i.e. either a central marketing budget managed by the central team or specific budgets for each service which are given to the central</li> </ul>	Medium	Some additional growth money available in 2005-2006	<ul style="list-style-type: none"> <li>• BV199 - Public Realm Cleanliness</li> <li>• PSA 8 - Street Cleanliness</li> <li>• BV89 - Satisfaction with cleanliness of the area</li> <li>• BV90a - Satisfaction with household waste collection</li> <li>• BV90b - Satisfaction with recycling facilities</li> <li>• Marketing specific indicators to be agreed</li> </ul>
					<p>John Palmer and Luke Cully</p> <p>Corporate Communications also E&amp;C officers</p>

**Appendix A - Cleaner, Safer Places Best Value Review 3 Year Improvement Plan**

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Objective	No.	Key Activity / Activities	Priority	Resourcing	Success Measure	Owned By	Current Position (Sept 2005)
	9.2 A	<p>Ensure information regarding CSP related services is easily available:</p> <ul style="list-style-type: none"> <li>• Scope and implement publicity regarding refuse collection times and refuse containment options by January 2005</li> <li>• Widely disseminate service standards, including contact numbers, rates for services etc., by December 2004</li> <li>• Ensure the availability of accessible leaflets on Cleaner, Safer Places issues, especially refuse, litter and recycling, and how to minimise waste in all Council Offices by December 2004</li> <li>• Use branded material to show awareness of reported problems such as abandoned cars, fly tips etc. by October 2004</li> </ul>	Medium		<ul style="list-style-type: none"> <li>• BV89 - Satisfaction with cleanliness of the area</li> <li>• BV90a - Satisfaction with household waste collection</li> <li>• BV90b - Satisfaction with recycling facilities</li> </ul>	Corporate Communications and Street Management staff	Service standards combined with the Customer First programme, also a cleanersafertowherhamlets micro web-site. Sept 2005. Recycling step change publicised through direct mail, local press and branded vehicles. Reduction in reliance on leaflets as this has low penetration and can become litter.
Revitalise approach to marketing	9.3 A	<p>Review 'shop window' aspects of Council work e.g. uniforms, frontage, website etc. and develop an improvement plan by March 2005</p> <ul style="list-style-type: none"> <li>• All street officers to wear uniform</li> <li>• Monitor knowledge, advice and marketing materials available on One Stop Shops and other public buildings to ensure they are up to date, contain all the relevant information etc.</li> </ul>	Medium	As for 9.1 above	<ul style="list-style-type: none"> <li>• BV89 - • BV90a - • BV90b - Satisfaction with recycling facilities</li> </ul>	Robin Beattie	LETS officers to wear corporate clothing from Nov 2005 onwards. All information on Intranet up to date. One Stop Shops transferring to C.Execs in autumn 2005
	9.4 G	<p>Increase co-ordination of marketing activity:</p> <ul style="list-style-type: none"> <li>• Ensure marketing work is integrated with approach to education and enforcement</li> <li>• Develop a closer working relationship with corporate PR and East End Life and ensure that there is 1 page dedicated to CSP issues each week by November 2004</li> <li>• Ensure CSP is a priority in the corporate communications plan</li> <li>• Supporting infrastructure of Supervisors groups and the strategic Environmental Management Group established</li> </ul>	Medium	As for 9.1 above	<ul style="list-style-type: none"> <li>• BV89 - • BV90a - Satisfaction with household waste collection</li> <li>• BV90b - Satisfaction with recycling facilities</li> </ul>	Corporate Communications and Robin Beattie	Marketing for the Directorate controlled by Strategy & Programmes. "Space" magazine now incorporated with East End Life as a 6 times a year "pull out". Csth campaign now steered by a Director level multi-Directorate project Group including corporate communications.
10. Develop Structures that Improve the Capacity to Deliver	10.1 G	<p>Restructuring Stage 1 Preparation. To be complete by December 2004:</p> <ul style="list-style-type: none"> <li>• Finalise proposed structure</li> <li>• Clearly scope initial responsibilities of members of 4 area teams and central management teams</li> <li>• Develop job descriptions and assess grades</li> <li>• Discuss proposed process with trade unions and staff</li> <li>• Undertake matching between current staff and new positions</li> <li>• Begin recruitment processes as necessary</li> </ul>	High	Resources for the preparation of restructuring are within existing resources	Milestones achieved	John Palmer	Completed

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	10.2 G	Restructuring Stage 1 Implementation. The following to be completed by March 2005: <ul style="list-style-type: none"> <li>All teams to be established with their full complement of staff and at work in their designated areas</li> <li>Clear policies, priorities, responsibilities, targets, reporting lines, monitoring arrangements and systems established and in use</li> </ul>	High	Funding secured	<ul style="list-style-type: none"> <li>BV199 - • BV89 -</li> <li>BV90a - • BV90b -</li> </ul>	John Palmer  New structure now live. Most vacancies filled with a few recruitment still in progress
	10.3 G	Restructuring Stage 2 Preparation. To be complete by March 2005: <ul style="list-style-type: none"> <li>Finalise proposed structural changes</li> <li>Scope additional responsibilities of local teams</li> <li>Clarify responsibilities of central teams, reporting lines, the process for setting priorities</li> <li>Discuss proposed further changes to structures with trade unions and staff</li> <li>Undertake matching between current staff and new positions</li> <li>Begin recruitment processes as necessary</li> </ul>	High	Resources for the preparation of the second phase of the restructuring are within existing resources	Milestones achieved	John Palmer  Restructure complete and monthly liaison meetings running with the trade unions, notes posted on the intranet for all staff to read.
	10.4 A	Restructuring Stage 2 Implementation. To be complete by May 2005: <ul style="list-style-type: none"> <li>All 8 teams established and at work in their designated LAP area</li> <li>Monitoring and support structures in place</li> </ul>	High	within existing resources	<ul style="list-style-type: none"> <li>BV199 - • BV89 - •</li> <li>BV90a - • BV90b -</li> </ul> Satisfaction with recycling facilities	John Palmer  Re-named LETS teams Phase 1 launched in June 2005, following recruitment, training and service design full launch will be in November 2005
	10.5 A	Introduce dedicated street management officer post if necessary after restructuring exercise to: <ul style="list-style-type: none"> <li>Act as a point of communication between generic officers and partners</li> <li>Co-ordinate street works</li> <li>Clarify ownership of disputed areas</li> </ul>	Medium	Within existing resources following restructure	<ul style="list-style-type: none"> <li>BV199 - Public Realm Cleanliness</li> <li>PSA 8 - Street Cleanliness</li> </ul>	John Palmer  New structure to be reviewed in the light of experience around Dec 2005
<b>10. Develop Structures that Improve the Capacity to Deliver</b>	10.6 A	Evaluate impact of restructuring to ensure that it is delivering improved outcomes, including equalities impact assessment. Review of service September 2005	Medium	Within existing resources	<ul style="list-style-type: none"> <li>BV199 - • BV89 - •</li> <li>BV90a - • BV90b -</li> </ul>	John Palmer  Restructure review carried out, equalities assessment under way
	11.1 G	Develop a Street Leaders scheme with LAP's by September 2005	Medium	Extra funds available	<ul style="list-style-type: none"> <li>BV199 - • BV89 -</li> </ul>	John Palmer  Enviro-Champions launched on 7th April 2005, development and support is through contact with the LETS teams local officers.
<b>11. Improve</b>	11.2 G	Increase involvement of staff, partners, residents etc. in service provision and decision making. These aspects to be included in the 2005/06 service plans of all relevant services	Medium	Contained within existing resources (TBC)	<ul style="list-style-type: none"> <li>BV199 - • BV89 -</li> </ul>	Alex Cosgrave  All service plans in E&C include this requirement

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<b>Community Involvement</b>	11.3 A	Ensure stronger links between LAP structures and service provision: <ul style="list-style-type: none"> <li>• Embed structures that allow a strong linkage with Area Directors by August 2005</li> <li>• Ensure regular service provider attendance at LAP meetings by December 2004</li> </ul>	Medium	Contained within existing resources (TBC)	<ul style="list-style-type: none"> <li>• BV199 - Public Realm Cleanliness</li> <li>• BV89 - Satisfaction with cleanliness of the area</li> </ul>	Alex Cosgrave Done
	11.4 G	Incentivise community groups to take ownership of specific areas through the provision of additional resources, prizes etc. (linked to 11.1 and marketing campaign September 2005)	Low	Within existing resources	<ul style="list-style-type: none"> <li>• BV199 -• BV89 - Satisfaction with cleanliness of the area</li> </ul>	John Palmer Recycling incentive scheme included in Recycling Step Change, involves a random draw and prize vouchers for good recyclers
	12.1 G	Continue to hold bi-monthly Performance Management Board meetings to monitor service performance against all targets, including: <ul style="list-style-type: none"> <li>• Best Value Improvement Plan</li> <li>• Service standards</li> <li>• Those in the municipal waste strategy such as 45% recycled waste by 2018, and makes necessary service changes</li> </ul>	Medium	Within existing resources	All targets successfully met	Alex Cosgrave Board meetings scheduled
	12.2 A	Identify high volume key processes which have the scope for efficiencies (e.g. contract monitoring, FPN administration), undertake process mapping and develop plans to streamline. (linked to 10.6 April 2005 ongoing)	Medium	Within existing resources following restructure.	<ul style="list-style-type: none"> <li>• BV86 - Cost of waste</li> <li>• Local J3 - Net spending per head on street cleaning</li> </ul>	John Palmer Streamlining of business processes in Street Management ongoing - projects underway to GIS mapping, wireless access to Siebel and extensive use of the intranet to disseminate information
	12.3 A	Maintain benchmarking club developed during the review into twice yearly forum to discuss VFM issues	Medium	Within existing resources	<ul style="list-style-type: none"> <li>• BV86 - Cost of waste collection per household</li> <li>• Local J3 - Net spending per head on street cleaning</li> </ul>	Luke Cully To be scheduled during 05/06
<b>13. Improve Management Practices</b>	12.4 A	Develop and embed systems to support the effective sharing and use of management information by June 2005	Medium	Within existing resources	<ul style="list-style-type: none"> <li>• BV199 - Public Realm Cleanliness</li> <li>• PSA 8 - Street Cleanliness</li> </ul>	John Palmer Done by using the intranet and network drives
	12.5 A	Investigate the use of Quality of Life Indicators as a tool to support the achievement of environmental excellence. Report by June 2005	Low	Within existing resources	Milestones achieved	Robin Beattie Work to commence once BVPI returns completed
	13.1 G	Develop a more robust approach to managing staff performance through performance appraisals	Medium	Within existing resources	<ul style="list-style-type: none"> <li>• BV199 -• BV89 -• Number of appraisals completed</li> </ul>	John Palmer On going

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<b>13. Improve Management Practices</b>	13.2 A	Implement a competency framework: <ul style="list-style-type: none"> <li>• Ensure all staff and managers have training needs assessments and have a training plan in place based on the identified competencies which targets key areas by October 2004</li> <li>• Establish staff and management competencies by June 2005</li> <li>• Invest in a management development programme</li> </ul>	Medium	Within existing resources	BV199 - BV89 - • Milestones met, competencies established, needs assessed and training given, within specified timescales
	14.1 A	Further develop IT infrastructure, subject to the timetables of the e-government, programme, to: <ul style="list-style-type: none"> <li>• Equip all front line staff with hand-held PCs to enable mobile reporting and access to information by September 2005</li> <li>• Review and improve ability of customers to report issues, gain information and order services via the web by December 2004, send to improve by September 2005 as part of e-gov rollout.</li> <li>• Increase electronic access to services in accord with current plans</li> </ul>	Medium	£200,000 Additional resource required subject to the e-government programme	• BV199 - • PSA 8 - • BV89 - • BV157 - Electronically enabled interactions
<b>14. Improve data management, Customer Relationship Management and IT infrastructure</b>	14.2 G	Further embed the use of Siebel, subject to the e-government programme delivery and the externalisation of trade waste: <ul style="list-style-type: none"> <li>• Ensure the rest of street services become available on Siebel by August 2005</li> <li>• Review Siebel usage by back office Council staff, including whether to automatically close stage 1 requests in Siebel when Cleanaway indicate they have been actioned by (current work in progress to be completed by February 2005)</li> <li>• Ensure TH and Cleanaway employ a shared management system of data, which both can update and which is fully reconciled</li> </ul>	Medium	£30,000 Additional resource required subject to the e-government programme	• BV199 - • PSA 8 - • BV89 - Satisfaction with cleanliness of the area • BV157 - Electronically enabled interactions
	14.3 G	Review data collection arrangements around key envirocrime areas e.g. fly-tipping hotspots, graffiti tag database etc. and link these to strategies and targets by May 2005	Medium	Within existing resources. .	• BV199, • PSA 8, • BV89 - Satisfaction with cleanliness of the area
<b>14. Improve data management, customer relationship management and IT infrastructure</b>	14.4 G	Further develop Customer Relationship Management: <ul style="list-style-type: none"> <li>• Ensure that customer calling the Council are directed to the right department, or resolved by the contact centre, whether the call is about housing, RSL land, private land or streets by January 2005</li> <li>• Investigate the use of the Customer Contact Centre to administer trade waste enforcement by January 2005</li> </ul>	Medium	subject to the development of CRM and Seibel within the e-government programme	• BV89 - • BV90a - • BV90b - • BV157 - Electronically enabled interactions
					Owned By Tim Clayton To be harmonised with Corporate competency framework Projects underway. John Palmer and Mike Gorbell John Palmer and Mike Gorbell John Palmer John Palmer and Luke Cully
					Current Position (Sept 2005) Responsibility of LETS teams in partnership with the Safer Neighbourhood Teams Use of CRM rolled out to most areas of Street Management work. Trade waste admin currently with the contractor. Trade waste enforcement progressing well

<b>Appendix A - Cleaner, Safer Places Best Value Review 3 Year Improvement Plan</b>						
<i>Update: 9th Nov 2005</i>						
<b>Objective</b>	<b>No.</b>	<b>Key Activity / Activities</b>	<b>Priority</b>	<b>Resourcing</b>	<b>Success Measure</b>	<b>Owned By</b>
15. Formalise Arrangements for the Corporate Support for the Process of Improvement	15.1 G	Create a Partnership Environmental Group, as a sub group of the Living Safely CPAG, to develop closer partnership working and resolve partnership strategic issues. Group to include both the Director of Environment and Culture and the Director of Housing Management. Group to be formed and terms of reference agreed by November 2004	Medium	Included within existing resources	<ul style="list-style-type: none"> <li>BV199 - Public Realm Cleanliness</li> <li>PSA 8 - Street Cleanliness</li> </ul>	Alex Cosgrave
	15.2 G	Create a Council Environmental Management Group to oversee the implementation of the CSP action plan, including the retendering of the waste disposal and refuse and street cleansing contracts, and the rollout of the new structures.	Medium	Included within existing resources	All targets successfully met	Alex Cosgrave
	15.3 G	Employ a change management expert to support the implementation of the CSP improvement plan	Medium	outstanding CSP Review Budget of £30,000	All targets successfully met	Alex Cosgrave
	15.4 A	CSP agenda monitoring to be strengthened in Tower Hamlets Index reporting structure	Low	Included within existing resources	All targets successfully met	Michael Keating
	15.6 G	Lead Member for Environment, Living Safely Scrutiny Lead and Director of Environment and Culture to take on role as the corporate champion for the CSP agenda	Low	Included within existing resources	All targets successfully met	Cllr Judith Gardiner & Alex Cosgrave
	15.7 G	Implementation of the improvement plan to be monitored on a quarterly basis by CMT, LAB and Overview and Scrutiny	Low	Included within existing resources	All targets successfully met	Alex Cosgrave

# Agenda Item 6.3

<b>Committee:</b> Overview & Scrutiny Committee	<b>Date:</b> 06/12/05	<b>Classification:</b> Unrestricted	<b>Report No:</b> O&SC032/056	<b>Agenda Item:</b>
<b>Report of:</b> Chief Executive		<b>Title:</b> Food Law Enforcement Service Plan 2005/2006		
<b>Originating officer(s)</b> Angus Taylor – Senior Committee Officer		<b>Wards Affected:</b> All		

## 1. **SUMMARY**

- 1.1 The Cabinet considered the Food Law Enforcement Service Plan 2005/2006 at its meeting held on 9<sup>th</sup> November 2005. Cabinet endorsed the initial policy framework proposals comprising the plan and agreed to refer it to the Overview & Scrutiny Committee for consideration and advice, in accordance with the requirements of the Authority's Constitution.
- 1.2 The advice/comments of the Overview & Scrutiny Committee will be tabled at the Cabinet meeting to be held on 7<sup>th</sup> December 2005.
- 1.3 Cabinet will then be required by the Authority's Constitution to reconsider its initial policy framework proposals, in the light of the advice of the Overview & Scrutiny Committee, and make recommendations to full Council as appropriate.

## 2. **RECOMMENDATION**

- 2.1 That the Overview & Scrutiny Committee consider the Food Law Enforcement Service Plan 2005/2006, attached at Appendix A(1), and refer any comments to Cabinet for consideration.

### **3. BACKGROUND**

- 3.1 The Food Law Enforcement Service Plan 2005/2006 is a matter which is reserved to full Council for decision, under the provisions of Article 4 of the Authority's Constitution, as part of the Policy Framework and as recommended by the Secretary of State.
- 3.2 The process for development of the Authority's Policy Framework (see Section 4 below) requires that following consideration, by the Executive (the Cabinet), of initial policy framework proposals that these are referred to the Overview & Scrutiny Committee for consideration and advice.
- 3.3 The Cabinet considered initial policy framework proposals comprising the Food Law Enforcement Service Plan 2005/2006, at its meeting held on 9<sup>th</sup> November 2005. The Cabinet endorsed the plan and referred it to the Overview & Scrutiny Committee for consideration and advice.
- 3.4 The Overview & Scrutiny Committee is now asked to give consideration to the Food Law Enforcement Service Plan 2005/2006. Any comments will be referred to the Cabinet meeting to be held on 7<sup>th</sup> December 2005.
- 3.5 The Cabinet is required by the Authority's Constitution (see Section 4. below) to reconsider its initial policy framework proposals, in the light of the advice of the Overview & Scrutiny Committee, and make recommendations to full Council as appropriate.

### **4. BUDGET & POLICY FRAMEWORK PROCEDURE RULES**

- 4.1 The Authority's Constitution Part 4 - Rules of Procedure, Section 4.3 - Budget and Policy Framework Procedure Rules sets out the process for the development of the Budget and Policy Framework, as defined by Article 4 of the Authority's constitution.
- 4.2 Paragraph 2.1.4 of these procedure rules requires the Executive (the Cabinet) to refer its initial Policy Framework proposals to the Overview & Scrutiny Committee for consideration and advice.
- 4.3 Paragraph 2.1.7 requires the Overview & Scrutiny Committee to report to the Cabinet on the outcome of its deliberations.
- 4.4 Paragraph 2.1.8 makes provision for the Cabinet, if it considers it appropriate having considered the report of the Overview & Scrutiny Committee, to amend its proposals before recommending them to full Council for approval.



4.5 Paragraph 2.1.9 makes provision for full Council to consider the proposals of the Cabinet and to subsequently adopt them, amend them, refer them back to Cabinet for further consideration or to substitute its own proposals in their place.

**5. COMMENTS OF THE CHIEF FINANCIAL OFFICER**

5.1 See original Cabinet report appended to this report.

**6. CONCURRENT REPORT OF THE INTERIM CHIEF LEGAL OFFICER**

6.1 See original Cabinet report appended to this report.

**7. EQUAL OPPORTUNITIES IMPLICATIONS**

7.1 See original Cabinet report appended to this report.

**8. ANTI-POVERTY IMPLICATIONS**

8.1 See original Cabinet report appended to this report.

**9. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

9.1 See original Cabinet report appended to this report.

**10. RISK MANAGEMENT IMPLICATIONS**

10.1 See original Cabinet report appended to this report.

**11. EFFICIENCY STATEMENT**

11.1 See original Cabinet report appended to this report.

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**Local Government Act, 2000 (Section 97)  
List of "Background Papers" used in the preparation of this report**

Brief description of "back ground papers"	Name and telephone number of holder and address where open to inspection.
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Cabinet draft minutes 09/11/05	
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Food Law Enforcement Service Plan 2005/2006 (Agenda Item 6.1 Cabinet Agenda 09/11/05)	
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Angus Taylor ext. 4333
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**Appendices**

Appendix A - Food Law Enforcement Service Plan 2005/2006 – Report to Cabinet on 09/11/05  
Appendix A(1) - Food Law Enforcement Service Plan 2005/2006

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COMMITTEE	DATE	CLASSIFICATION Unrestricted	REPORT NO	AGENDA ITEM NO
<b>REPORT OF</b> Head of Trading Standards & Environmental Health (Commercial) Colin Perrins <b>(Originating Officer)</b> Rick Mason – Team Leader (Food Safety)		<b>TITLE</b> Food Law Enforcement Service Plan 2005/2006  <b>Ward(s) affected</b> All		

## 1. SUMMARY

- 1.1 This report sets out the Council's fifth annual plan for effective enforcement of food safety legislation. The aim of the plan is to ensure that food is produced and sold under hygienic conditions, is without risk to health and is of the quality expected by consumers.
- 1.2 The Food Standards Agency requires local authorities to have in place a Food Law Enforcement Service Plan. The plan will form a significant part of the standard against which local authorities will be audited by the Agency to assess their effectiveness in ensuring food safety.
- 1.3 The Food Law Enforcement Plan for Tower Hamlets is a matter that falls within the Authority's Budget Policy and Framework. Accordingly the Cabinet are requested to consider the initial policy framework proposals comprising the plan and to refer it to the Overview and Scrutiny Committee for consideration and advice, in accordance with the requirements of the Authority's Constitution. The Overview and Scrutiny Committee will report to the Cabinet, to be held on 7th December 2005, in respect of its deliberations. The Cabinet will then be required by the Authority's Constitution to reconsider its initial policy framework proposals, in the light of the advice of the Overview & Scrutiny Committee, and make recommendations to full Council as appropriate.

## 2. RECOMMENDATION

- 2.1 Cabinet is requested to consider the Food Law Enforcement Plan for Tower Hamlets for 2005/6 and to refer the plan to the Overview & Scrutiny Committee for their consideration and referral back to Cabinet with any advice arising from its deliberations.

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**LOCAL GOVERNMENT ACT 2000 (SECTION 97)  
LIST OF "BACKGROUND PAPERS" USED IN THE  
PREPARATION OF THIS REPORT**

**Brief description of  
"background paper"**

**Name and telephone number  
of holder and address where  
open to inspection**

### 3. **Background**

- 3.1 The Food Standards Agency (FSA) is a non-ministerial government department, which came into existence on 3 April 2000 with the aim of protecting the interests of consumers. One of the key roles of the Agency is to oversee Local Authority enforcement activities in respect of food safety. The Food Standards Act 1999 empowers the Agency to monitor and audit local authorities.
- 3.2 Given the importance of the service plan, particularly in the context of the local authority monitoring and audit role of the FSA, it was recognised that central guidance on the content of the service plan for food law enforcement would be helpful. The Agency therefore issued a template for a service plan, as part of its Framework Agreement on Local Authority Food Law Enforcement, in September 2000 and recommended the adoption of the model.
- 3.3 Tower Hamlets' commercial profile incorporates shops, offices, hotels, pubs, restaurants and cafes, schools, markets, food manufacturers and processors, university colleges, halls of residence, hospitals, poultry slaughterhouses, public entertainment venues and tourist attractions. The food team has responsibility for food hygiene, food standards, health and safety and public health issues in respect to all those premises. In short they make an important contribution to protecting the well being of Tower Hamlet's residents and visitors.
- 3.4 In accordance with the new constitution the plan needs to be referred to the Overview & Scrutiny Committee for their consideration before it can be formally adopted by the Council.

### 4. **The Plan**

- 4.1 Tower Hamlet's Food Law Enforcement Service Plan is based on the recommended FSA template and is attached to this report (**Appendix 1**). It outlines the action the Council will take to ensure food safety. The Plan incorporates the Council's objectives as set out in the draft Community Plan and Trading Standards & Environmental Health (Commercial) Service Plan. In particular it impacts on the quality of life in Tower Hamlets and the health of residents and visitors. It helps to ensure that businesses maintain high standards. The plan advocates an Enforcement Concordat approach and commits the Food Team to continuous improvement, specifically making reference to meeting Best Value criteria. The standard format of the plan will facilitate comparisons with other authorities.
- 4.2 The Food Law Enforcement Service Plan incorporates the Trading Standards & Environmental Health (Commercial) services' positive commitment in valuing diversity.

- 4.3 The plan is split between reactive and proactive work. The former includes handling consumer complaints and requests for advice or information, not least from the business community. The latter comprises mainly the achievement of routine inspection targets. Tower Hamlets has 2,289 food premises, all of which require inspection. The frequency of such inspections is determined by a nationally agreed risk based inspection rating scheme. Thus some high-risk premises are subject to twice-yearly visits, whereas some low risk premises are only visited every five years.
- 4.4 The plan also covers the wider remit of food safety work including complaints and enquiries, sampling, food hazard warnings, outbreak control, health promotion, training and publicity. These tasks remain relatively constant year on year.
- 4.5 The plan sets out the aims and objectives of the Food Safety Team and links team priorities to the Council's core themes. The plan also gives an up to date profile of the Borough. This profile demonstrates the challenging commercial environment the Borough offers for food enforcement. The challenges offered by the diverse population and business types mean that the food team is at the cutting edge of food law enforcement.

## **5. Food Safety Team Performance 2004/2005**

- 5.1 The plan highlights the great progress in performance has made over the past five years and highlights the achievements for last year (2004/2005).
- 5.2 The Food Team has achieved a remarkable improvement in performance measured against the Performance Indicator. In 1998/99 the performance was 37% of all premises due (38.5% of High Risk). In 2004/05 86% of total inspections were achieved (94% of High Risk). This should have placed Tower Hamlets in the upper quartile of local authorities based on the national performance indicator.
- 5.3 Whilst inspection levels were marginally lower than the previous year, this was largely as a result of increased demands in other areas. There was a major investigation into a local producer of counterfeit fizzy drinks, which lead to large amounts of the drink being seized and forfeited for destruction. There was also an increase in service requests and requests for advice from businesses.
- 5.4 There was strong progress in the building of partnerships and promotional activity and the Team continued to help businesses. "Food and Drink" newsletter for businesses was produced with the Ethnic Minorities Enterprise Project and the associated restaurant support programme saw more businesses being trained in food safety and food handling. We have strengthened our relationships with neighbouring local authorities and have been increasingly involved in local and regional initiatives. We have also invested in staff by providing greater levels of learning and development.

**6. Monitoring the Plan**

- 6.1 Tower Hamlets is required to review the plan annually, and under current arrangements the review will be reported to Cabinet. Accordingly performance against the plan is included in Section 6.0 of this years' plan.
- 6.2 To ensure quality, apart from the checks built into the plan, the Food Team participates in peer review audits and in actively developing the service with other London Boroughs through the North East Sector Food Liaison Group and Association of London Environment Health Managers. The FSA is very active in providing seminars, training, advice and support.

**7. Comments of the Chief Financial Officer**

- 7.1 No specific Financial Implications emanate from this report which seeks Cabinet's agreement to the Food Law Enforcement Plan for 2005/2006.

**8. Concurrent Report of the Interim Chief Legal Officer**

- 8.1 This report is seeking Cabinet agreement to the Food Law Enforcement Plan for 2005/06. The Food Standards Agency requires the Council to have in place such a plan setting out the action the Council is taking to ensure food safety.

**9. Equal Opportunities Implications**

- 9.1 There are no specific Equal Opportunities or Human Rights issues in relation to the content of this report. The operations of the Food Safety Team and the functions within the Food Law Enforcement Plan are in accordance within the framework of the council's Equal Opportunities Policy, Enforcement Concordat and the Human Rights Act.

**10. Anti Poverty Implications**

- 10.1 Tower Hamlets has a proportionately high number of food processing establishments and restaurants of varying sizes, reflecting the diversity of cultures that are present within the Borough. In particular, many Borough residents from minority cultures are employed in this sector and many others enjoy the services being offered. The high profile of such establishments is one of the cornerstones of the Borough's regeneration, and the work of the Food Team is important in ensuring that high standards of food preparation and safety is maintained, and that the sector remains popular.

**11. Sustainable Action for a Greener Environment**

- 11.1 There are no S.A.G.E. implications.

## **12. Risk Management Implications**

- 12.1 The Council as a Food Authority is required to carry out statutory functions in relation to food safety. The Food Standards Agency are charged with overseeing the activities of Food Authorities and may carry out audits of the authority to ensure it is meeting the requirements of The Standard for Food Services set out in the Framework Agreement and its statutory functions.
- 12.2 Should the Council not fulfil its obligations as specified above, the Food Standards Agency may use its powers to take away the functions of the authority and place them with another authority to exercise them on its behalf. Further, should the Council not exercise its duties and provide a food safety service there is the potential that both unsafe and unscrupulous activities would go unchecked and unenforced, which may lead to serious food borne illness or disadvantage to the residents, consumers and businesses within the borough.
- 12.3 There is an acknowledged national shortage of Environmental Health Officers and recruitment / retention is a common concern. A service review is currently underway to see if the problem can be resolved within existing resource levels.

## **13 Efficiency Statement**

- 13.1 There is a requirement when producing the Food Law Enforcement Service Plan to carry out a resource analysis. Section 4 of the plan carries out a detailed resource analysis that has been carried out. This analysis has attempted to ensure the most effective and efficient use of resources.

## **14 Appendices**

- 14.1 Attached to this report are the following Appendices

Appendix 1 - Food Law Enforcement Service Plan 2005/2006

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# **LONDON BOROUGH OF TOWER HAMLETS**

## **FOOD LAW ENFORCEMENT SERVICE PLAN**

**2005/2006**

## **CONTENTS**

	<b>Executive Summary</b>
<b>1.0</b>	<b>Service Aims and Objectives</b>
<b>2.0</b>	<b>Background</b>
<b>3.0</b>	<b>Service Delivery</b>
<b>4.0</b>	<b>Resources</b>
<b>5.0</b>	<b>Quality Assessment</b>
<b>6.0</b>	<b>Review</b>
<b>7.0</b>	<b>Annexes</b>

## **Executive Summary**

This is the Council's fifth annual plan for the effective enforcement of food safety legislation. The aim of the plan is to ensure that food is produced and sold under hygienic conditions, is without risk to health and is of the quality expected by consumers.

The Council is required by the Food Standards Agency to have this plan in place and ratified by Members.

The plan sets out the aims and objectives of the Food Safety Team and links team priorities to the Council's core themes. The plan also gives an up to date profile of the Borough. This profile demonstrates the challenging commercial environment the Borough offers for food enforcement. The challenges offered by the diverse population and business types mean that the food team is at the cutting edge of food law enforcement.

The plan highlights the great progress in performance has made over the past five years and highlights the achievements for last year (04/5)

Inspections levels were marginally lower than last year. This was as a result of demands in other areas. There was a major investigation into a local producer of counterfeit fizzy drinks, which led to large amounts of the drink being seized and forfeited for destruction. There was also an increase in service requests and requests for advice from businesses.

There was strong progress in the building of partnerships and promotional activity. We continued to help business. "Food and Drink" news letter for businesses was produced with Ethnic Minorities Enterprise Project and the associated restaurant support programme saw more businesses being trained in food safety and food handling. We have strengthened our relationships with neighbouring local authorities and have been increasingly involved in local and regional initiatives. We have also invested in staff by providing greater levels of learning and development.

The plan sets out the programme of activity for 2005/6. With the resources currently at our disposal we should achieve good performance but there are major challenges that may impact on service delivery.

It is recognised nationally that there are difficulties in the recruitment of Environmental Health Officers and in Tower Hamlets we are now experiencing difficulty in our inability to recruit to vacant posts. A review is taking place to try to address this problem but it could mean in the short term an over reliance on contract staff, which is a less cost-effective way of providing our service.

The plan again identified a resources gap, and as a consequence the work programme will have to be prioritised. The programme will focus on high-risk areas. We have an FSA audit planned in the autumn.

## SERVICE AIMS AND OBJECTIVES

### 1.1 Aims and objectives

1.1.2 The Food Safety Team aims: -

1.1.3 To promote and regulate food safety and health and safety in food premises.

1.1.4 To provide advice and education to all sectors of the community on food safety matters.

1.1.5 To prevent the spread of infectious disease and food poisoning, including the investigation of outbreaks.

1.1.6 To provide a service which is accessible to and meets the needs of the various diverse groups in the borough.

### 1.2 Links to Corporate objectives and plans

1.2.1 The Food Law Enforcement Service Plan is designed to meet customer needs, and services are provided with reference to the:

- Community Plan
- Council's Strategic Plan
- Best Value Performance Plan
- Directorate's Three Year Plan
- Divisional Service Plan

1.2.2 The activities of the Food Safety Team are linked where possible to these strategies, policies and objectives. These are set out in the Food Safety Team Plan which details the Food Team's objectives for the year and defines the targets that have been set to meet these targets

1.2.3 The Vision Statement of the Council is:

*"To improve the quality of life for all those who, live & work in Tower Hamlets".*

1.2.4 The Council will realise it's overall Vision for the Borough through five core themes:

- **A Better Place for Living Safely** – reducing crime, making people feel safer and creating a more secure and cleaner environment.
- **A Better Place for Living Well** – improving housing, health & social care and promoting healthy living.
- **A Better Place for Creating and Sharing Prosperity** – bringing investment into the Borough and ensuring that all residents and businesses are in a position to benefit from growing economic prosperity.
- **A Better Place for Learning Achievement and Leisure** – raising educational aspirations, expectations and achievement, providing the widest range of arts and leisure opportunities for all and celebrating the rich diversity of our communities.

- **A Better Place for Excellent Public Services** – improving public services for local people to make sure they represent good value for money and are provided in ways that meet local needs.
- 1.2.5 The work of the Food Safety Team can be seen to address all 5 themes in varying degrees.
- 1.2.6 The aim of the Trading Standards & Environmental Health (Commercial) Service is to protect residents, visitors and businesses by:
- *The enforcement of consumer legislation by way of inspection, complaint investigation and advice.*
  - *Advising consumers on the resolution of civil disputes with traders.*
  - *Promoting and regulating food hygiene and safety and standards of health and safety in the workplace and at events in the borough*
  - *Preventing the spread of infectious disease and food poisoning, including the investigation of outbreaks*
  - *Issue and enforcement of licences covering a range of activities, including licensing of Butchers' Shops.*
  - *Developing partnerships with businesses, regeneration initiatives and other organisations in the Borough*
- 1.2.7 The Directorate has achieved 'Investors in People' and the Environmental Health (Commercial) service continues to work towards ISO: 9002 accreditation.

## 2.0 BACKGROUND

### 2.1 Profile of Tower Hamlets

- 2.1.1 The Borough of Tower Hamlets is defined as an inner London Borough. The population is estimated to be 206,600. Over one third are Bangladeshi and 58% of the population are from ethnic minorities. It is one of the most deprived areas in the country with, prior to the 2002 Ward boundary changes, 17 out of 19 wards falling within the 5% most deprived. 78 different languages are spoken. It is one of the most densely populated London Boroughs.
- 2.1.2 It is located on the eastern side of London neighbouring the Corporation of London to the west London Borough of Hackney to the North and London Borough of Newham to the East. The southern boundary is completely made up by the Thames from Tower Bridge to the River Lea. It covers an area of almost 8 square miles.
- 2.1.3 Tower Hamlets has a wide range of commercial food businesses located across different parts of the borough, including shops, offices, hotels, pubs, restaurants and cafes, schools, markets, food manufacturers and processors, University colleges, Halls of Residence, hospitals, poultry slaughterhouses, public entertainment venues and tourist attractions. Some of the key locations include: -
- 11 major supermarkets (Tesco, Morrisons, Asda, Sainsbury, Somerfield, Lidl, Marks and Spencer & Waitrose)
  - 85 butchers shops subject to licensing
  - Major office developments occupied by companies such as Morgan Stanley, HSBC, Texaco, Citibank and major newspaper publishers, such as News International, with large scale catering at Canary Wharf and along the western boundary with the Corporation of London
  - Several major hotels, including Britannia, Four Seasons, Thistle Tower, Holiday Inn and Marriott
  - A great many restaurants and cafes, including Italian, French, Greek, Turkish, Somali, Spanish, Chinese, Japanese, Thai and those from the Indian sub-continent (India, Bangladesh, Pakistan). These range from top quality, prestige restaurants in Canary Wharf to small community cafes and the many “curry houses” in the Brick Lane area
  - 94 schools
  - Billingsgate – London’s major Wholesale Fish Market
  - World famous street markets at Petticoat Lane, Whitechapel, Brick Lane and Roman Road, amongst others
  - Major food manufacturers including Pura Foods and Percy Daltons
  - London Guildhall University, Queen Mary University of London and The Royal London Hospital Medical Schools
  - The Royal London, St Andrews, Mile End, London Chest, London Independent and St Clements Hospitals
  - 1 poultry slaughterhouse
  - 3 City Farms

- York Hall, Cabot Hall, Mile End Stadium and numerous night clubs & other venues
- The Tower of London, St Katharine's Dock, historic areas of Spitalfields & Wapping
- Many community events such as pop concerts in Victoria Park and festivals in Brick Lane.

2.1.4 Around 250,000 people work, live in or visit Tower Hamlets every day, 5,000 of whom are visitors and 147,000 are employed or self-employed. Over 18,500 people work in distribution, hotels and restaurants, which is one of the fastest growing employment sectors in the borough.

## 2.2 Organisational Structure

2.2.1 The Food Safety Team is located within the Trading Standards and Environmental Health (Commercial) Division. This division is part of the Environmental Control Group, including the other Environmental Health functions, Markets Services and Parking Control. Environmental Control is part of the Directorate of Environment & Culture. The structure of Trading Standards and Environmental Health (Commercial) Division is in Annexe B. The Council structure is detailed in Annexe C and structure showing where the service sits in the overall council organisation is at Annexe D of this document.

2.2.2 Matters relating to the Food Safety Team are reported to members through Cabinet.

### Scope of the Food Service

2.3.1 The Food Safety Team has responsibilities for food hygiene, food standards, health and safety and public health activities in all food premises.

2.3.2 Major accidents, inspections of premises assessed as high risk for health & safety and infectious diseases are dealt with by the Health & Safety Team. Nuisance and Pollution control issues related to commercial premises are dealt with by the Environment Teams. The Trading Standards Service deals with animal feeding-stuffs and fraudulent activities covered by the Food Safety Act.

2.3.3 Advice, promotion and education on food safety matters are provided to both businesses and the public. The team also deals with investigation of food poisoning associated with premises in the borough. Applications for planning permission, night cafes, liquor and other licences are also commented on.

2.3.4 A proactive and reactive service in relation to food hygiene and food standards is provided primarily through the programmed inspection of food businesses and by responding to service requests.

- 2.3.5 To ensure that feeding-stuffs sold within the London Borough of Tower Hamlets are safe and the descriptions applied to them are accurate, the Trading Standards Service provides both a proactive and reactive service through planned inspections of retail outlets and the thorough investigation of any complaint about feeding-stuffs made to it by the public. The sampling of feeding-stuffs is carried out as part of planned inspections and on receipt of complaints from the public. However, due to the types of businesses in Tower Hamlets, this is not a major area of work.
- 2.3.6 The Food Safety Team carries out programmed inspections and responses to service requests at Billingsgate Market.
- 2.3.7 Agency staff are employed to deal with some programmed food safety inspections to cover staff vacancies within the team. Agency staff are also used to make up some of the shortfall in programmed inspections due and which would not otherwise be carried out due to overall demands on the team.
- 2.3.8 The Services full Functional Areas are set down in the Food Safety -Team Plan (Annexe E)

### Demands on the Food Service

#### 2.4.1 Premises Profile

2.4.2 There were 2306 food businesses identified on the council's database as at April 2005 as being liable for food hygiene and/or food standards inspections. The tables below show the number of food businesses in each risk category classified by type of activity and risk rating. Some premises, where the risk is negligible are discounted from the inspection programme.

**Table 1**

### The number of food businesses and their inspection rating for food hygiene

Risk	Producers	Slaughter houses	Manufacturers	Packers	Importers	Distributors	Retailers	Restaurants	Manufacturers of articles in contact with food	Manufacturers Selling Mainly by Retail	Total
Total	0	2	44	1	17	95	662	1268	5	26	2306
A	-	-	3	-	-	2	0	36	-	-	41
B	-	-	15	1	-	11	23	224	-	8	282
C	-	-	20	-	5	54	316	870	-	15	1280
D	-	-	5	-	-	14	135	82	-	3	239
E	-	-	-	-	1	10	178	54	-	-	243
Outside the Programme	-	2	1	-	11	4	10	2	5	-	35
Unrated	-	-	-	-	-	-	-	-	-	-	186



The frequency of inspection is:  
 Category A, every 6 months; B, every 12 months; C, every 18 months, D, every 2 Yrs;  
 and E, every 3 Yrs. The Category of Unrated premises is determined on the first visit and  
 can be A-E. Category E premises may be dealt with using an alternative enforcement  
 strategy.

**Table 2**

The number of food businesses and their inspection rating for food standards

Risk	Producers	Slaughter houses	Manufa cturers	Packers	Importers	Distributors	Retailers	Restaur ants	Manufactu rers of articles in contact with food	Manufactu rers Selling Mainly by Retail	Total
Total	-	2	52	1	14	97	623	1191	5	27	2289
A	-	-	18	1	7	15	3	3	-	-	47
B	-	1	27	-	5	73	78	137	-	26	164
C	-	1	6	-	2	6	501	1027	3	1	1547
Outside the progra mme	-	-	1	-	-	3	41	24	2	-	71
Unrated	-	-	-	-	-	-	-	-	-	-	277

The frequency of inspection is:

A, every 12 months; B, every 2 years; C, every 5 years. Category C premises may be dealt  
 with using an alternative enforcement strategy.

2.4.3 Product specific regulations covering meat products, fishery products, dairy products  
 etc are known as “Vertical Product” Regulations. These regulations contain more  
 stringent hygiene provisions than the general “Horizontal” regulations and require  
 businesses covered by them to be “Approved” and allocated a unique Establishment  
 Number. These establishments are required to meet the enhanced hygiene rules in  
 order to be able to export goods to other EU member states. These premises require  
 considerably more staff resources in inspection, supervision and advising on  
 meeting the enhanced standards. These premises have now been removed from the  
 inspection rating programme and will be due between 1 and 3 inspections during the  
 year. Tower Hamlets has a large number of industrial estates and a number of  
 establishments covered by these requirements are located in such estates or at  
 Billingsgate Market.

2.4.4 As at April 2005 the following establishments were approved under vertical product  
 regulations: -

- 8 fishery products establishments
- 1 Registered Wholesale or Auction Fishery Products and Live Shellfish Market
- 2 meat products establishments
- 2 combined meat products and fishery products establishments

These premises will require a total of 22 primary or secondary inspections during  
 2005/2006.

- 2.4.5 91 butchers are subject to annual licensing.
- 2.4.6 212 premises are manufacturers, processors, importers or multi-national companies with their head office based in Tower Hamlets or are distributors and are known as Home Authority or Originating Authority premises. The team act as advisers to these businesses and other enforcement agencies who may have cause to deal with their premises or products in their own areas.
- 2.4.7 Tower Hamlet's food businesses are primarily caterers and retailers. However, particular features include the numerous street markets, which are top tourist attractions and a number of small to medium sized food manufacturers and processors, including fish product manufacturers, meat products manufacturers and sandwich and ready meal manufacturers. Pura Foods are a large oil & fats producer and Percy Daltons is a large manufacturer of nuts and other snack foods. The Royal London Hospital has a large cook-chill production unit. There is a poultry slaughterhouses in the borough. Billingsgate Fish Market (approximately 49 businesses) gives rise to numerous small fish and shellfish processors in the locality. A number of street festivals and open-air events take place at venues such as Brick Lane (annual events such as Brick Lane Festival and the Bai Shaki Mela), Victoria Park and in Docklands, which include food stalls and hospitality facilities.
- 2.4.8 Particularly in view of the ethnic make up of the borough, there is a high proportion of imported foods entering the borough, either directly imported by businesses or by third parties located elsewhere. Many of these foods can be illegal (i.e. banned from importation) or not comply with compositional or labelling requirements. This area of work is therefore becoming of increasing significance to the work of the team.
- 2.4.9 With continual development and regeneration taking place in the borough, there is a continual increase in the number of food businesses.
- 2.4.10 When carrying out a food hygiene or food standards inspections, officers may also carry out a health & safety inspection where the council is the enforcing authority for the relevant legislation. For 2005/6 these inspections will be on a project basis rather than simply if the premises is due for a programmed health & safety inspection. It is planned that 100 health & safety inspections will be carried out and a further 100 visits or revisits. The project will look at slips and trips in the catering sector.
- 2.4.11 Officers are equipped with the knowledge, skills and experience to deal with the general demands of the Service, but if necessary consultants may be used to provide additional expertise.
- 2.4.12 Information on ethnicity and the percentage of food business owners whose first language is not English and their preferred language for communication is not currently available. However it is known that around one third of the population is of Bangladeshi origin and over half is from ethnic minorities. The make up of food businesses reflects this profile, although demand for translation and materials in other languages is not high. Ethnic minority food business proprietors generally prefer written information to be provided in English. A translation and interpreting service is available within the council.

#### 2.4.13 Reception and Information Service

2.4.14 The reception and information point for the Trading Standards and Environmental Health (Commercial) Department is located at:

60, Southern Grove,  
Mile End,  
London E3 4PN

However the Council has plans to relocate the service at the end of 2005 to Anchorage House, Clove Crescent, London E14.

2.4.15 There is an out-of-hours emergency call-out service, which operates from 5pm to 8am on a weekday and 24hrs at weekends and Bank Holidays. The duty Team Leader or Head of Service is contactable via the council's emergency telephone number, 020 7364 7000. This service operates only for food poisoning outbreaks or major food safety incidents and other non-food safety related emergencies.

2.4.16 Tower Hamlets also has a website at [www.towerhamlets.gov.uk](http://www.towerhamlets.gov.uk) and the Food Safety team have an E-mail address, namely: [foodsafety@towerhamlets.gov.uk](mailto:foodsafety@towerhamlets.gov.uk) This address is also used for the national electronic communication system for Environmental Health Departments, known as EHCNet.

#### 2.5 Enforcement Policy

2.5.1 The current enforcement policy is documented and outlines all enforcement action carried out by officers under the Food Safety Act 1990. It seeks to ensure that formal enforcement is focused where there is a real risk to public health and that officers carry out action in a fair, practical and consistent manner.

2.5.2 A review of the enforcement policy has been carried out to take account of the Enforcement Concordat, LACORS guidance and change in policy regarding the enforcement of regulation 4(3) of the Food Safety (General Food Hygiene) Regulations 1995; hazard analysis. The Policy will be published as part of the services overall enforcement policy and made widely available.

### 3.0 Service Delivery

#### 3.1 Inspection Programmes

3.1.1 The Food Safety Team will carry out programmed Food hygiene and food standards inspections of food businesses at the frequencies determined under the inspection rating systems set out in the Code of Practice made under Section 40 of the Food Safety Act. A food hygiene inspection will look at issues such as cleanliness, hygiene practices and procedures and staff training. Officers will hold discussions with key staff members and management to establish whether proper management controls are in place to ensure food safety. A food standards inspection takes into account the quality, composition and labelling of foods. A programmed food safety inspection will therefore cover food hygiene and food standards, where this falls due (although some premises will fall due for food standards inspection only) and will also deal with issues relating to enforcement and advice under health and safety law, either in very broad terms or as part of a focused health & safety project audit. The inspection programme is dictated by the food hygiene inspection rating allocated to a business because this generally leads to more frequent inspections than the inspection rating attributed to food standards. However, Category A and B risk food standards inspection due dates are checked to ensure that none are missed. Some premises such as importers who do not actually handle or store food are subject only to food standards inspections.

3.1.2 Category E food hygiene and Category C food standards inspections will generally be addressed by using alternative enforcement strategies, such as focused audit, self audit questionnaire or visits for other purposes. The programme for implementation of these strategies will be developed during the year.

3.1.3 A food premises database is maintained on the Environmental Health & Trading Standards *FLARE* computer software package. This is a package used by a large number of local authorities for this purpose. For 2005/6 the number of food hygiene inspections due is shown in Table 3 and the number of food standards inspections due is shown in Table 4 below:

**Table 3**

The number of food hygiene inspections due to be carried out in 2005/6.

<b>Inspection Rating</b>	<b>Number of food hygiene inspections due</b>
A	41 x 2 = 82
B	282
C	860
D	127
E	130
Unrated	186
<b>Total</b>	<b>1667</b>

**Table 4**

The number of food standards inspections due in 2005/6 and the inspection targets.

<b>Inspection Rating</b>	<b>Number of food standards inspections due</b>
A	47
B	164
C	42
Unrated	277
<b>Total</b>	<b>530</b>

- 3.1.4 Most food standards inspections will be carried out at the same time as a food hygiene inspection. It is the teams' target to achieve 100% of all A-D hygiene and A-B standards inspections due. There are 128 Food Standards Inspections due at premises that are not due a Food Hygiene Inspection.
- 3.1.5 Following the introduction of the revised Code of Practice in October 2004, premises were rated in accordance with the revised/new inspection rating schemes. At 31<sup>st</sup> March 2005, any premises that had not been inspected and rated under the new Code were re-rated to take account of the changes in the schemes. This has resulted in changes to the profiles of premises in some of the rating categories. In particular the number of highest risk food standards inspections has risen from 1 to 47, but medium risk has reduced from 262 to 164.
- 3.1.6 On 31<sup>st</sup> March 2005, premises falling under "vertical products" regulations were removed from the inspection programme and a timetable for primary inspections and secondary inspections was drawn up. This results in 13 primary and 9 secondary inspections due.
- 3.1.7 It has been decided that in order to concentrate on the highest risk premises and revisits to them that premises falling in category E for hygiene and C for standards will not be routinely inspected. They will however be subject to alternative enforcement strategies. All 285 premises will be sent a self-audit questionnaire. Where the results of this questionnaire indicate it is necessary or no reply is received, this will trigger an inspection. It is estimated that 20%, i.e. 57 premises may require inspection.
- 3.1.8 Allowing for alternative enforcement strategies, there are therefore a total of **1528** inspections due to be carried out, made up of:

**Table 5**

A-D Hygiene Inspections (includes 402 combined with Food Standards)	1351
Approved Premises Primary and Secondary Inspections	22
A & B Food Standards only Inspections	98
20% Inspections of Alternative Enforcement Strategy Premises	57
<b>Total</b>	<b>1528</b>

- 3.1.9 Inspections will be allocated monthly to officers according to their individual workloads and progress will be monitored by the Team Leader (Food Safety) and the 3 Principal Environmental Health Officers (PEHO's). All new premises will be registered within 28 days of receipt of the registration form. Wherever possible new premises will be added to the work programme to be inspected during the year. Where this is not possible the new premises will be added to next years inspection programme as "unrated" premises. Where new premises are rated and fall into Category A for food hygiene purposes they will be included in the current inspection programme. Premises, which have closed, will be closed immediately on the computer system. Where a premise has changed proprietor since the last inspection, the record will be closed and a new record created on the database for the new proprietor. However the programmed inspection will count against the new proprietor.
- 3.1.10 Food hygiene and food standards inspection procedures detail the steps to be followed by officers. They take account of relevant Codes of Practice, LACORS and FSA guidance and relevant Industry Guides.
- 3.1.11 Hygiene revisits will be carried out for all Category A premises. Category B - D or unrated premises where the Confidence in Management Score is 20 points or more, or where significant breaches have been identified and corrective actions have been specified either verbally, in writing, by statutory Improvement Notice or following closure of a business will also be revisited. It is estimated that 305 (22.5%) programmed hygiene inspections of Category A-D and unrated premises should result in revisits in order to ensure required outcomes are achieved. (In 2004/5, 213 revisits (17.7%) were carried out following a programmed inspection). A distinct disadvantage of employing agency staff to carry out inspections is that revisits are not routinely carried out, whereas full time permanent officers will make revisits as part of their daily activities. For agency staff to carry out revisits has to be costed into the contract and results in fewer primary inspections from the resources available. Many contractors do not take on revisits as part of their work. However this year contractors will be asked to carry out revisits as necessary.
- 3.1.12 Food Standards revisits are of a lower priority and not required as often as for food hygiene. Category A - C and unrated premises will be revisited where the Confidence in Management Score is 30 points, or where significant breaches have been identified and corrective actions have been specified either verbally, in writing. It is estimated that 50 (8.5%) programmed standards inspections of Category A-C and unrated premises should result in revisits in order to ensure required outcomes are achieved. (In 2004/5, 33 revisits (5.3%) were carried out following a programmed inspection).
- 3.1.12 The resource estimated for programmed inspections, including alternative enforcement strategies for lower risk premises is **5.0 Full Time Equivalent (FTE)**. **Annexe A** gives details of the assessment of resources for all functions within the plan.
- 3.1.13 The resource estimated for revisits is **0.63 FTE**.

3.1.14 Specialist assistance is available to the Food Safety Team through the Public Analyst or Health Protection Agency for inspection of complex processes.

3.1.15 Additional priorities have been identified for action including: -

- Inspections will be carried out at major festivals and outside events such as the Brick Lane Festival and pop concerts in Victoria Park.
- Routine attendance at Billingsgate Market on a weekly basis. It is anticipated that a considerable amount of additional work will be required to ensure that the Market and individual businesses within it meet the requirements of the new food hygiene regulations from 1<sup>st</sup> January 2006. The market and individual merchants will require Approval as establishments.
- All premises subject to Butcher's Shop licensing will receive sufficient inspections and visits as are necessary to ensure they meet the standards required for licensing and are re-licensed or that appropriate enforcement action is taken, including legal proceedings. This means that some butchers' shop premises will need to be inspected even though they are not due on the current years programme.
- All premises subject to product specific regulations will require additional attention and inspection time to allow for the complex requirements applicable.
- Imported food visits will be a special project area. Carry out projects to specifically check for imported foods:
  - dairy based products
  - chilli based products
  - dried fish
  - sweets and confectionery
  - tinned foods
- Food Standards will be a special project area. Carry out projects to specifically check for:
  - misleading descriptions of foods in catering establishments
  - colourings in takeaway food
  - fish labelling
  - beef labelling
- Health & Safety inspections will be a special project area on a themed basis looking at slips and trips in catering establishments.
- Closure and follow-up enforcement action, including prosecution of businesses as appropriate.
- It is anticipated that new hygiene regulations will come into force on 1<sup>st</sup> January 2006. These regulations will introduce a new requirement for businesses to operate food safety management systems based upon HACCP principles. Once guidance and training on the new requirements has been provided by the Food Standards Agency, officers will need to change the nature of their inspections from enforcement to advice and support as suggested by the FSA. It is anticipated therefore that there may be a significant effect on the time an inspection may take. It is not currently possible to quantify the effect this may have on performance against the inspection programme.

3.1.16 The resources necessary for this work is estimated at **2.17 FTE** (excluding time taken for increased inspection time due to new requirements)

### 3.2 Food Complaints/Requests for Service

3.2.1 The Food Safety Team will record, assess, prioritise and deal appropriately with all requests for service. Requests for service will be classed as higher risk issues or lower risk issues. The target response time for service requests are:

- *To give a 1<sup>st</sup> response to 99% of service requests within 3 working days*
- *To respond to 100% of higher risk issue service requests within 24 hours for food item complaints and 2 working days for other matters.*
- *Lower risk issues will be assessed according to the nature of the response required. 100% of those requiring action in accordance with the service priorities set out in the Food Safety- Team Plan will be responded to between 3 days and 2 weeks.*
- *To register all new premises within 28 days of receipt of application form.*

3.2.2 A procedure note details the way in which food item complaints will be handled by the team. This procedure is drafted in accordance with the relevant Codes of Practice and LACORS guidance.

3.2.3 The number of service requests received in 2004/5 was 1096

3.2.4 The number of service requests for 2005/6 is estimated at 1150.

3.2.5 The resource estimated for dealing with service requests is **2.67 FTE**.

### 3.3 Home Authority Principle

3.3.1 The Council formally adopted the Local Authority Co-ordinating Body on Regulatory Services (LACORS) Home Authority Principle at the Planning and Environmental Services Committee meeting of 13<sup>th</sup> June 1995. A Home Authority is the local authority where the decision making base of an enterprise is situated. The local authority provides advice to the enterprise and deals with enquiries from other councils in relation to the business. This may be on food hygiene and/or food standards matters. An Originating Authority premises is one where the food is manufactured, stored or first imported to, but to which the definition of Home Authority does not apply.

3.3.2 200 businesses have been identified as probable Home or Originating Authority premises however, at present no formal Home Authority Agreements have been established with any of the businesses. Enquiries for advice from local businesses or other enforcement authorities will be treated as requests for service and will be prioritised accordingly.

3.3.3 The resource estimated for this area of work is **0.25 FTE**.



### 3.4 Advice to business

- 3.4.1 Advice is freely available to food businesses and is provided during visits and upon request. Business information packs have been produced for people considering setting up a food business and are sent to relevant applicants for planning permission. A variety of information leaflets, in community languages, are also available.
- 3.4.2 In the past, seminars have been set up to give proprietors of catering businesses, information and advice on compliance with Reg. 4 (3) of the Food Safety (General Food Hygiene) Regulations 1995, which covers identifying and controlling potential food hazards (Hazard Analysis). A previously proposed partnership agreement with the Asian & Oriental School of Catering to provide low-cost certificated training in Hazard Analysis did not prove possible to establish. However negotiations have commenced to look at what joined up working can be established to support businesses. It is intended to work with EMEP (Ethnic Minorities Enterprise Project) Restaurant Support Programme to provide trainers for their foundation in food hygiene courses. A proposed partnership, where a full time environmental health business advisor would be appointed did not go ahead due to EMEP's failure to secure further funding for this year.
- 3.4.3 Officers attend Banglatown Restaurants Association meetings on occasions.
- 3.4.4 A business advice drop-in was established in 2003/4 in conjunction with EMEP. Further sessions will be held in 2005/6 to meet demand.
- 3.4.5 A business newsletter (Food and Drink) was established in 2003/4, published 3 times a year, again with the support of EMEP. This has been well received and will continue in 2005/6, although EMEP will no longer be able to be a partner.
- 3.4.6 It is proposed to hold a minimum of 2 business seminars to advise businesses of the new HACCP requirements from 1<sup>st</sup> January 2006.
- 3.4.7 The resource required for this work is estimated to be **0.32 FTE**.

### 3.5 Food Inspection and Sampling

- 3.5.1 Food is inspected in accordance with UK and EU legislation. A documented sampling programme is produced early in each financial year covering planned microbiological and chemical sampling.
- 3.5.2 The programme includes participation in co-ordinated projects organised by the Food Standards Agency, Health Protection Agency (HPA), Local Authority Coordinating Body on Regulatory Services (LACORS), EU, London Food Co-ordinating Group and North East London Food Liaison Group. Planned local projects and Home Authority sampling are also included.
- 3.5.3 The target for 2005/6 is 408 samples to be taken by the end of the financial year. Of these, 359 will be for microbiological examination and 49 will be analysed for composition and or labelling. The budget for sampling is £10,000.

- 3.5.4 The total number of samples taken for 2004/5 was 252 of which 16 were submitted in relation to complaints from the general public. This also included 31 samples taken in connection with a separately funded investigation into imported food.
- 3.5.5 The Laboratories to which samples are sent are subject to the appropriate accreditation.

Analysis is undertaken by the Council's nominated Public Analysts:-

Duncan Arthur  
Jeremy Wooten

Eurofins Scientific Laboratories, 445 New Cross Road, London, SE14

Microbiological examination is undertaken by:-

Susan Surman (Food Examiner)

Health Protection Agency, Food, Water & Environmental Microbiology Unit (London),  
Food Safety Microbiology Laboratory, Central Public Health Laboratory, 61,  
Colindale Avenue, London, NW9 5HT.

On occasions, samples for microbiological examination will be sent to Eurofins Scientific Laboratories.

- 3.5.6 The resource required for food sampling is estimated to be **1.12 FTE**

### 3.6 Outbreak Control and Infectious Disease Control

- 3.6.1 The Departments Health & Safety Team is responsible for all formal notifications of food poisoning where the patient resides in Tower Hamlets. High-risk patients will be monitored and where necessary be excluded from work or school/nursery until clearance is obtained from the Consultant in Communicable Disease Control (CCDC) (Health Protection Agency). Where a food business is implicated as the source of the infection then the business will be inspected and/or monitored by officers of the Food Safety Team. The Health & Safety Team will investigate all suspected and confirmed outbreaks of food poisoning and the Outbreak Control Plan will be implemented in the case of a major outbreak (i.e. 4 or more cases).
- 3.6.2 Individual allegations of food poisoning caused from consumption of food within the borough, but which are not supported by medical evidence will be treated as service requests. Where considered appropriate the individual premises will be visited and inspected by the Food Safety Team.
- 3.6.3 The resources required will depend on the size and the extent of any outbreak. If necessary, resources will be diverted away from programmed inspections and additional resources will be made available to the Health & Safety Team from the Food Safety Team.
- 3.6.4 In each of the previous 3 years there has been no more than one food poisoning outbreak in the borough and therefore the resources required for outbreak control is estimated to be **0.75 FTE** (Located in Health & Safety Team)

### 3.7 Food Safety Incidents

- 3.7.1 The Food Safety Team will deal with Food Alerts (previously Hazard Warnings) in accordance with the S40. Code of Practice and guidance issued by the Food Standards Agency. Alerts are received electronically via EHCnet (an electronic communication system between food law enforcement organisations), email news alert to the Team Leader and by pager. All Alerts are brought to the attention of a PEHO, the Team Leader (Food Safety) or Head of Service as soon as they are received. Alerts requiring action by the department will take priority over all other work. The out-of-hours emergency service will notify the duty officer in the event that the Food Standards Agency notify them of a major incident of food contamination which occurs outside normal office hours.
- 3.7.2 The resource required to deal with a food hazard warning will depend on the nature of the warning and, if necessary, additional resources will be made available to the Food Safety Team from other Teams within the Trading Standards & Environmental Health (Commercial) Department.
- 3.7.3 There is a policy document and procedure note on dealing with Food Hazard Warnings.
- 3.7.4 Resources for this work are dependent on the demand. In 2004/5 there were 75 Food Alerts issued by the FSA. Resources are therefore estimated at **0.16 FTE**. (Included in Service Requests above)

### 3.8 Liaison with Other Organisations

- 3.8.1 Liaison arrangements are in place to ensure that enforcement action in Tower Hamlets is consistent with neighbouring authorities and in particular: -
- Tower Hamlets is a member of the North East London Food Liaison Group. The Team Leader (Food Safety) attends the groups' meetings, which are held on a six to eight weekly basis. Feedback from Sector meetings is given at monthly team meetings, which are minuted. The Team Leader is Co-ordinator of the Group but will be stepping down from that position as he has been appointed Chair of the LFCG (London Food Co-ordinating Group).
  - As Chair of LFCG, the Team Leader attends national co-ordination meetings such as the Food Sampling Co-ordination Working Group and the LACORS Food Standards Focus Group as well as the Association of Environmental Health Managers (ALEHM).
  - A PEHO attends regular sub-group meetings to discuss and arrange co-ordinated sampling activities.
  - Tower Hamlets is a key member of a further sub-group on vertical products regulations.
  - A member of the team is the Joint Secretary of the CIEH London Food Study Group and staff regularly attend their meetings.

- The Team Leader and a PEHO are members of the CIEH Port Health Centre.
- A team member regularly attends the Essex Food Group meetings.
- The Team Leader and/or another member of the department attends the CIEH Annual Conference.
- Planned liaison meetings take place between the Health & Safety Team and the HPA and CCDC.
- Regular liaison meetings are held with a number of other council services/teams, including: health & safety team, trading standards team, health promotion team, markets, building control and education contract services.
- The service has close links with the Ethnic Minorities Enterprise project and participates in a number of joint initiatives.

3.8.2 The resource required for these activities is estimated at **0.2 FTE**.

### 3.9 Food Safety Promotion

3.9.1 The Food Safety Team will, subject to available resources, carry out food safety promotional work through participation in certain national campaigns and local projects, more specifically:

- National Food Safety Week – displays are planned and advice and leaflets will be made available to the public to raise awareness of keeping safe food. These will take place over 5 days during June 2005 at local supermarkets and council buildings. An article will be published in the council's weekly newspaper -East End Life, which will feature publicity of the local event. A poster competition is planned for local schools.
- Despite the demise of the National Curry Chef of the Year competition, due to the large number of Asian restaurants and takeaways in the borough and it's popularity, Tower Hamlets will continue to run a local competition. The heats will take place in the restaurants and a final is to be held at a local venue.
- A local campaign, including a press release is planned to highlight relevant food safety issues prior to Christmas.
- Partnership with EMEP's Restaurant Support Project (RSP), which is a major initiative to promote food safety management and training will continue to a limited extent following the failure to secure Neighbourhood Renewal Funds for an expanded programme. A key element of this project was the establishment of the Tower Hamlets Safe Business Award Scheme. It is planned to continue this Award as far as resources and demand will allow, although no specific allocation of resources has been identified.

- The Asian & Oriental School of Catering run many food hygiene courses at low cost to businesses, throughout the year, and EMEP plan to continue running low cost courses as part of the RSP. There is therefore not currently a need for Tower Hamlets to independently run such courses. It is proposed to provide staff resources to EMEP in the form of trainers for foundation courses in food safety in order that their training programme can continue.
- It is intended to examine opportunities to participate in appropriate schemes, deliver talks, provide displays for suitable groups or at events or locations throughout the year.
- It is proposed to continue development of a voluntary scheme for non-smoking areas in pubs and restaurants.

3.9.2 Campaigns and project work will be evaluated on an individual basis, in qualitative and quantitative terms.

3.9.3 The resource required for these activities is estimated at **0.43 FTE**.

### 3.10 Administration

3.10.1 The Service's central Admin team provides administration support.

### 3.11 Management

3.11.1 The Team Leader (Food Safety) provides management, with support from the 3 PEHO's who also have fieldwork duties. Management accounts for approximately **1.75 FTE**.

**4.0 Resources**

**4.1 Financial Allocation**

4.1.1 The Food Safety Team is part of the Environmental Health (Commercial) cost centre. The budget allocation is as shown in **Table 6** the following page:

4.1.2 Training costs are included in the Employee related expenses. There is an allocation of approximately £210 per member of staff. However this is often supplemented from other parts of the departmental budget.

4.1.3 Provision of other central, directorate support services which includes legal services is added at the end of the financial year to service costs. This recharge is on a divisional basis and not broken down into individual teams.

**Table 6**

	<b>54030 Food</b>
	£'s
Salaries	547,300
Agency Staff	
Training	2,100
Indirect E'ee Related Expenditure	6,050
<b>Total Employee Related Expenditure</b>	<b>555,450</b>
Car Allowances	8,150
Parking Permits/Charges	600
Public Transport Costs	100
<b>Total Transport Costs</b>	<b>8,850</b>
Equipment & Furniture	2,100
Materials inc. food sampling	12,400
Publications & Periodicals	1,200
Clothing, Uniforms & Laundry	
Office Expenses	3,800
External Services Received	5,450
Computer Costs	
Communication Costs	900
Expenses	
Grants & Subscriptions to Associations	
Miscellaneous Expenses	200
<b>Total Supplies &amp; Services</b>	<b>26,050</b>
Management Support Costs	
Directorate Support Costs	
Corporate Support Costs	
Contact Centre	
<b>Total Internal Recharges</b>	<b>-</b>
<b>TOTAL EXPENDITURE</b>	<b>590,350</b>
Fees and Charges	(2,700)
Butchers Shop Licences	(7,600)
Licence Fees	
Other Fees and Charges	(700)
<b>Total Customer &amp; Client Receipts</b>	<b>(11,000)</b>
<b>TOTAL INCOME</b>	<b>(11,000)</b>
<b>NET EXPENDITURE</b>	<b>579,350</b>

## 4.2 Staffing Allocation

4.2.1 The staffing in the food safety team, following the successful growth bid, which was supported as a result of the 2004/5 version of this plan, is as follows:

- 1 x Team Leader (Food Safety) (Environmental Health Officer)
- 3 x Principal Environmental Health Officer (PEHO)
- 7 x Environmental Health Officer (EHO)
- 0.5 x Environmental Health Officer/Senior Technical Officer
- 1 x Trainee Technical Officer (TO)

(Total Technical Staff for work identified in plan = **12.5 FTE**)

4.2.2 The Trainee TO salary is approximately 50% of a qualified equivalent TO. The balance of this salary is to be used for Temporary (Agency) EHO(s) for carrying out programmed inspections. This is equivalent to approximately 250 inspections and revisits of Category C premises.

4.2.3 Between 2001 and 2004, requests for flexible resourcing were made and agreed for additional Temporary (Agency) EHO(s) of £25,000 - £30,000 from the Built Environment budget to enable completion of 100% of the Inspection Programme. This equated to approximately 1FTE in monetary terms. However the growth bid of 2.5 FTE will enable most of this work to now be carried out by in-house staff.

4.2.4 A review of salaries and recruitment means that the new posts will not be advertised and filled from 1<sup>st</sup> April and so agency staff will be used to cover the new posts, as well as any vacancies that arise until they are filled.

4.2.5 Additional resources located outside of the Food Safety Team are as follows:

- 1 x Technical Officer – Infectious Diseases (Located in Health & Safety Team) (0.75 FTE)

TSO/CSO –Animal Feeding-stuffs – resources allocated as required

Food Safety, Health & Safety & Trading Standards Teams share administration Resources:

Food Safety Team allocation is approximately:

- 1 x Administration Team Leader (0.3 FTE)
- 1 x Senior Administration Officer (0.3 FTE)
- 4 x Administration Officers (1.2 FTE)
- 4 x Call Centre Officers (0.3 FTE)

(Total Admin staff = **2.1 FTE**)

This is a reduction of 1.2 FTE due to an increase of demand on the admin team by the Health & Safety and Trading Standards Teams.

4.2.6 Authorisation and competencies



#### 4.2.7 Team Leader/PEHOs/ EHOs:

- Fully qualified to Diploma/Degree level
- Authorised to inspect all categories (with the exception of any officers who have not been qualified for 6 months or have insufficient experience)
- Take all levels of enforcement action (with the exception of any officers who have not been qualified for 2 yrs)

#### 4.2.8 Agency EHOs:

- Fully qualified to Diploma/Degree level
- Authorised to inspect all categories subject to experience & competency
- Take all levels of enforcement action subject to experience & competency (in practice authorisations are generally limited for contractors to inspections)

4.2.9 The levels of authorisation satisfy Code of Practice requirements. Knowledge, skills and experience are considered on an individual basis, through one to ones, planned 6 month reviews and annual Performance Development and Review (PDR).

#### 4.2.6 Staff Development Plan

4.3.1 The council uses its Performance Development and Review Scheme to:

- Set individual aims and objectives for staff.
- Monitor and appraise performance.
- Assess the development needs of all staff.

At the start of the performance year all staff will have their own Personal Plan, which will comprise of their main objectives with targets and their own development plan

4.3.2 The Food Team Leader is tasked to then produce his Team Training Plan, which will include

- Common training issues for the service
- Training issues linked to Corporate and Directorate demands
- Training linked to new legislation, professional developments
- Training relating to organisational matters (IT, systems and procedures)

4.3.3 Training for the financial year 2005/6 is prioritised as follows:-

##### Food Issues

Unfit meat issues  
Food Standards/Labelling  
Microbiology  
Imported Food  
New Food Hygiene Regulations  
HACCP  
Vertical Products  
Ethnic foods  
Update Seminars  
CIEH Conference

##### General Issues

FLARE  
In-house Quality Procedures  
Team Building

4.4 Allocation of Resources

- 4.4.1 **Table 10** in **Annexe A** sets out the total resources available (i.e. **12.5 FTE** officers) and how the resources identified to complete the plan in 2004/5 (**15.78 FTE**) were allocated. The table also sets out the resources required to fulfil the plan for 2005/6 (**15.54 FTE**).
- 4.4.2 With a shortfall of **3.04 FTE** in technical staff it will therefore again not be possible to fulfil all functions within the plan.
- 4.4.3 Section **6.0** of this Plan sets out the achievements of the team in 2004/5
- 4.4.4 The areas of work which were not completed were:
- Home Authority activity was again extremely limited – no formal agreements were established.
  - Sampling activity was only approximately 71% of that planned.
  - Programmed inspections were 86% of those planned for hygiene and 60% for standards. N.B. It should be noted this would have been only 70% had agency staff not been used to make up the shortfall.
- 4.4.5 In addition to the points in 4.4.4 above, revisits were only at a level of 22.5%, whereas a more realistic level of revisits was considered to be at least 40%.
- 4.4.6 The additional 2.5 FTE's added to resources for 2005/6 should enable the carrying out of most programmed inspections by full time staff rather than agency staff, subject to any vacancies which will need to be covered.
- 4.4.7 However, these new resources will not enable all work in the plan to be completed due to the identified shortfall of **3.04 FTE**
- 4.4.8 Areas of work within the plan that are likely not to be achieved at the proposed levels are therefore as follows:
- Service Requests
  - Advice
  - Home Authority functions
  - Food Safety Promotion
  - Other activities (e.g. food standards projects, imported food health & safety projects)

## **5.0 Quality Assessment**

5.1 The measures to be taken by the Food Safety Team to assess quality and promote consistency include: -

5.1.1 Documented procedures: The Trading Standards & Environmental Health (Commercial) Service began writing new and reviewing existing procedures for all functions as part of a process of developing an EN 9002 quality system and achieving accreditation. Although this project is not complete, procedures are being drawn up to a Corporate House-Style as part of Directorates initiative for all services to achieve accreditation. As procedures are introduced compliance with and performance against them will be monitored as part of the ISO 9002 system. A number of procedures now require amendment due to changes in the Code of Practice.

5.1.2 Quality monitoring of programmed inspections, requests for service and enforcement action: -

- Desktop reviews of proactive and reactive case paperwork and files will be undertaken by a PEHO.
- New or Agency staff will be inducted into the departments procedures and shadowed on inspections to ensure competency and consistency.
- All staff will have a monthly 1 to 1 with their immediate supervisor to discuss casework.
- Accompanied inspections will be carried out with each member of staff.

5.1.3 The team participates in the London Food Co-ordinating Group Benchmarking exercises.

5.1.4 Additional measures which impact upon our provision of a quality service include:-

- Monthly documented team meeting
- Occasional training sessions and other exercises which are organised to aid consistency, staff appraisals and 6 month reviews.
- The Directorate has achieved Investor in People status, which focuses on staff development and training to meet service requirements.
- Monthly monitoring reports will be produced using the FLARE software system.

## 6.0 Review

### 6.1 Review against the Service Plan

6.1.1 The Team Manager will present reports to the Service Management Team on performance of the Food Safety Team against performance targets detailed in the Service Plan.

6.1.2 At the end of the financial year, a performance review will be carried out by the Team Manager with input from team members, which will include information on the past year's performance and progress on any specified performance targets, service improvements and targeted outcomes. It will also identify service priorities for the coming year. The review of 2004/5 is set out in 6.4 below.

### 6.2 Identification of any variance from the Service Plan.

6.2.1 Any variance in meeting the Food Law Enforcement Service Plan is identified in the review in 6.4 together with any reasons for the variance. Where necessary any variance will be addressed in this years plan.

### 6.3 Areas of Improvement

6.3.1 Where a service improvement or a service development is identified as part of the review process or through quality assessments, it will be incorporated into this years plan. Key areas for improvement identified from the review in 6.4 are detailed in paragraph 6.5.

### 6.4 Review Against Plan for 2004/5

6.4.1 The 2004/5 Food Law Enforcement Service Plan was submitted to Cabinet on 1st September 2004 and to full Council on 17<sup>h</sup> November 2004. This section of the 2005/6 plan is a review of performance against the plan, explaining any reasons for variance from it.

#### 6.4.2 Section 3.1 – Inspection Programmes

6.4.3 86.35% of all food premises that were due for inspection for food hygiene were visited. 171 inspections were missed. However 84 of these were category E & F premises which were scheduled for alternative enforcement strategies. 7 Category A premises were overdue, however this was because the first inspection was late, although this meant that 5 of these were due during April 2005 and were still within the 28 day window specified in the Code of Practice. However they are deemed "missed", as they were not inspected twice in 2004/5. Although short of the 100% target, this achievement was thanks to the additional funding obtained from the FSA fighting fund to offset costs of the illegal meat investigation "Operation Lobsterpot" in 2003/4, which was used for additional agency staff. The shortfall in inspections was primarily due to not implementing the alternative enforcement strategies for lowest risk premises and due to a contractor being ill in the last 2 weeks of the financial year, meaning there was no time to make alternative arrangements for the carrying out of the inspections. All overdue premises have been carried forward to the 2005/6 programme.

- 6.4.4 The total number of food hygiene inspections carried out in 2004/5 was 1271. 72 of these were not programmed, meaning that they arose due to a complaint or a licence or other request. 258 businesses were found to have closed down completely or had changed ownership.
- 6.4.5 Of the programmed food hygiene inspections carried out, 763 were carried out by full-time staff and the remaining 436 were carried out by agency staff.
- 6.4.6 The profile of hygiene inspections due (allowing for in year changes to the programme such as closed premises etc) that were carried out is in Table 7 below.

**Table 7**

<b>Inspection Rating</b>	<b>Number of food hygiene inspections due</b>	<b>Number overdue</b>	<b>Planned Inspections achieved</b>	<b>Percentage of Inspections due completed</b>
A	28 x 2 = 56	7	49	87.5%
B	266	12	254	95.49%
C	538	37	501	93.12%
D	97	4	93	95.88%
E	78	76	2	2.5%
F	8	8	0	0%
Unrated	210	27	183	87.14%
<b>Total</b>	<b>1043</b>	<b>171</b>	<b>1082</b>	<b>86.35%</b>

- 6.4.7 21% of all hygiene inspections resulted in revisits (268). This was considerably less than the planned 770 considered necessary to ensure problems identified upon inspection are corrected but an increase from the previous year (13%). However revisits is an area of work of the team that has suffered as a result of the shortfall of FTE EHO's in the team. Priority was again given to completing the inspection programme and responding to requests for service as well as dealing with an illegal drinks manufacturer. This is also indicative of using contractors to carry out a significant proportion of programmed inspections. A continuing failure to achieve the planned level of revisits has resulted in revised criteria for revisits meaning that fewer revisits are planned for 2005/6 (22.5%).
- 6.4.8 60% of all food premises due for inspection for food standards were visited. 265 inspections were missed. The single high risk premise was overdue thus showing 0% completed. 27 of the premises missed were actually visited for hygiene inspections but mistakenly not inspected for standards. All overdue premises have been carried forward to the 2005/6 programme.
- 6.4.9 The total number of food standards inspections carried out in 2004/5 was 613. 27 of these were not programmed, arising from a complaint etc. 83 businesses were found to have closed down completely or had changed ownership. 187 inspections were carried out that were recorded as programmed but were not due on the 2004/5 programme.
- 6.4.10 Of the programmed food standards inspections carried out, 439 were carried out by full-time staff and the remaining 147 were carried out by agency staff.

6.4.11 5.3% of all standards inspections resulted in revisits (33). This was considerably less than the planned 40% considered necessary to ensure problems identified upon inspection are corrected. However again, food standards revisits are an area of work of the team that has suffered as a result of the shortfall of FTE EHO's in the team. Priority was given to completing the inspection programme and responding to requests for service. A continuing failure to achieve the planned level of revisits has resulted in revised criteria for revisits meaning that fewer revisits are planned for 2005/6 (22.5%).

6.4.12 The profile of standards inspections due that were carried out is in Table 8 below.

**Table 8**

<b>Inspection Rating</b>	<b>Number of food hygiene inspections due</b>	<b>Number overdue</b>	<b>Planned Inspections achieved</b>	<b>Percentage of Inspections due completed</b>
A (formerly High)	1	1	0	0%
B (formerly Medium)	247	83	164	66.4%
C (formerly Low)	60	40	20	33.33%
Unrated	356	141	215	60.39%
<b>Total</b>	<b>664</b>	<b>265</b>	<b>399</b>	<b>60%</b>

6.4.13 128 health & safety visits/inspections also took place. These were mainly carried out independently of food safety inspections and primarily looked at butcher's shops. Of these, 101 were full audits of the food premises.

6.4.14 It is realistic to acknowledge that the previous target of 40% revisits for both hygiene and standards cannot be achieved within existing resources and so new criteria have been introduced for 2005/6.

#### 6.4.15 Enforcement

6.4.16 14 businesses or individuals were prosecuted as a result of either programmed or complaint inspections or visits or failure to hold a butchers' shop licence, resulting in 70 summonses. These prosecutions resulted in fines totalling £26,850 and costs of £13,151. All cases resulted in guilty pleas. 6 Formal Cautions were given.

6.4.17 31 premises were subject to a total of 58 Improvement Notices. 662 warning letters and 1042 hand written warnings were given to 1069 businesses.

6.4.18 2 premises were closed by Emergency Prohibition Notices and 10 premises closed or partially closed voluntarily. On 8 occasions food was either seized or detained and 9 batches were voluntarily surrendered.

#### 6.4.19 Additional Priorities

6.4.20 Regular early morning inspections were carried out at Billingsgate Market. Programmed inspections were carried out as well as general supervision of the market. Advice and training was given to merchants on Fish Labelling Regulations

and traceability. Officers were present in March when an inspection by EU Inspectors was carried out to look at UK implementation of these requirements. Detailed meetings and discussions also took place on the works the Corporation of London would need to carry out at the market to meet requirements of new EU regulations from 1<sup>st</sup> January 2006.

- 6.4.21 Food safety team officers attended the Brick Lane and Bai Shaki Mela festivals, events in Victoria Park and carried out inspections of food stalls, as well as a number of more minor events.
- 6.4.22 A total of 91 inspections or visits are recorded to have taken place to premises subject to Butchers' Shop Licensing. However it is believed that there is a mis-recording of butchers' shop visits as programmed visits as 90 premises received a licence. 1 business was prosecuted for trading without a valid Butchers' Shop Licence, resulting in a fine of £350 and costs of £500. One premises had it's licence revoked.
- 6.4.23 During the year, no changes took place to the profile of "approved premises".
- 6.4.24 Imported food work was given a high priority in 2004/5. Officers made detailed enquiries at a number of businesses and as a result 20 batches of food were detained. 13 batches of illegally imported food, including dried fish and dried milk powder were seized and subsequently destroyed, following service of notices under Products of Animal Origin (Third Country Imports) Regulations. In addition the team participated in a joint application with the North East London Food Liaison Group for a grant to carry out additional sampling of imported foods. 31 additional samples were taken. Imported food is a special project area for 2005/6 and a number of priorities have been identified from the previous work carried out.
- 6.4.25 Food Standards project work was not carried out due to insufficient resources. This work has been identified for attention again in 2005/6.
- 6.4.26 Only one of the 3 planned health & safety projects in food premises was carried out, looking at bandsaws and other dangerous equipment in butcher's shops. A lack of resources prevented the other 2 projects from being carried out, although advice from HSE led to the project on tandoori ovens becoming inappropriate. 94 inspections were carried out.
- 6.4.27 Further investigations were necessary into an illegal food business originally identified during 2003, involving the production of counterfeit fizzy drinks, resulting in another visit under a Warrant by officers. A large quantity of drink was seized and subsequently condemned by Thames Magistrates. This work tied up 2 officers for a number of weeks. This case has been tied in with the previous case and will be heard in the Crown Court later in 2005.
- 6.4.28 2 premises were closed formally and 7 new prosecutions and 4 Formal Cautions were commenced, in addition to the ongoing cases, which had an impact on the work of the officers concerned.
- 6.4.29 Routine inspections were carried out to look at shop premises in railway arches and market stalls selling fish products, as specifically requested by Cabinet when the 2004/5 Food Law Enforcement Plan was considered in August 2004. Issues found were dealt with accordingly.

#### 6.4.30 Food Complaints/Requests for Service

6.4.31 A total of 1096 service requests were received. 90% received a first response within the target time of 3 days. This was 9% outside the target of 99% but up from 2003/4 (87%). Demands on the team created by staff vacancies and the training of a newly qualified officer contributed to this under achievement. Officers have been reminded of the need to ensure these times are kept to. The level of service in response to Service Requests was in line with service priorities. 335 premises were visited as a result of a service request. It is however considered that a greater number of visits could be made in response to Service Requests if more resources were available.

6.4.32 Of the 1096 service requests (an increase of 2.6% on 2003/4), 97 were complaints about food (down 28.2%) with 16 food items (down 6%) being submitted to the department for investigation. 77 complaints alleged food poisoning due to eating out in Tower Hamlets (up 14.9%). 16 complaints were about dirty premises (down 38.5%), 98 about unhygienic practices (up 24%), 91 about pest infestations (down 1%) and 18 about accumulations of refuse (down 10%). 48 complaints were received about food standards issues, such as food labelling (Use by dates) (up 29.7%).

6.4.33 Other requests for service included 38 requests from the public for advice or information on food hygiene or food standards (up 80%) and 20 from other organisations (up 66.6%). There were 55 non-specific requests for advice or information (up 40%), 2 training requests and 21 requests from businesses to inspect their premises. There were 31 contacts from outside bodies about premises and 9 street trading enquiries. No complaints were received regarding animal feeding stuffs.

#### 6.4.34 Home Authority Principle

6.4.35 No formal Home Authority Partnerships were established during the year. Minimal work was done on developing Home Authority relationships with businesses, due to the demands of other areas of work. However a number of the 31 contacts from outside bodies were Home Authority enquiries from other authorities. Each of these was dealt with as appropriate and in line with the Home Authority Principle.

#### 6.4.36 Advice to Business

6.4.37 Business packs for new businesses continued to be issued, along with a booklet giving advice on carrying out a hazard analysis.



6.4.38 The strategy devised in 2003/4 to provide advice and support to businesses as well as make the Tower Hamlets Food Safety Packs available to businesses, working with EMEP continued. Business advice drop-in sessions held with representatives from Customs and Excise, the Inland Revenue, London Fire Brigade, Tower Hamlets Street Trading/Markets Team and EMEP did not prove sufficiently popular with businesses and were discontinued.

6.4.39 The business newsletter "Food and Drink" produced in conjunction with EMEP was published 3 times during the year and sent to all businesses.

6.4.40 141 service requests were requests for advice on food hygiene or standards from businesses within the borough (up 34.2%). Appropriate advice was provided to the businesses concerned.

#### 6.4.41 Food Inspection & Sampling

6.4.42 Food Sampling was improved upon 2003/4, although microbiological sampling was below target. 271 samples were taken in total (up 18.9%). 58 samples were submitted for microbiological examination. 213 samples were submitted for other contamination, composition or labelling & presentation. 16 samples were sent for examination or analysis in relation to complaints. No animal feeding stuffs samples were taken.

6.4.43 A total of 93 samples taken were formal samples and 111 (40.9%) of all samples were unsatisfactory. £14,433.32 was spent on routine sampling and complaints, of which £3011.00 was financed through the FSA Imported Food Grant via the North East Sector Food Liaison Group.

6.4.44 A full Sampling Plan has been produced for 2005/6 and it is proposed to ensure that every effort is made to fulfil it, as food sampling is seen as an important part of the work of the food safety team.

#### 6.4.45 Outbreak Control & Infectious Disease Control

6.4.46 1 food poisoning outbreak was reported in Tower Hamlets. As mentioned above some 77 service requests alleged food poisoning originating from food consumed in the borough but no firm links were established.

#### 6.4.47 Food Alerts

6.4.48 75 Food Alerts were received from the FSA. Most of these did not require any action, however a number did result in the issue of Press Releases to notify the public and some required a large number of businesses to be notified in writing. Many of these warnings related to chilli products contaminated with an illegal dye known as Sudan I. A lot of work was generated from these as this is a common product in Tower Hamlets. Some businesses were identified as importers of the products.

6.4.49 Food Alerts attract a high priority and immediate response. Significant resources were spent on responding to these Alerts, which could otherwise have been spent on other significant activities.

#### 6.4.50 Liaison with Other Organisations

6.4.51 The food safety team fulfilled all of its liaison activities in the 2004/5 plan.

#### 6.4.52 Food Safety Promotion

6.4.53 The team participated in National Food Safety week by organising hand washing demonstrations and talks at 10 local schools and nurseries, where officers were on hand to give out advice and information leaflets. An article appeared in the Council's weekly newspaper, East End Life. A food safety poster competition was held for local school children, although response was poor.

6.4.54 A total of 19 local chefs entered the Tower Hamlets heats of the Curry Chef Competition. A final for the best 4 chefs was held at the London Guildhall University.

6.4.55 No new businesses achieved the Safe Business Award. However it was not possible to be proactive in this project due to the failure of the NRF bid the year before. Further meetings were held with EMEP to find ways of continuing the SBA, but this did not prove possible without additional resources.

6.4.56 A local campaign took place before Christmas on how to prepare & cook turkey safely featuring a press article, however the Council's newspaper East End Life failed to publish it.

6.4.57 As part of the Restaurant Support programme many more people attended free certificated basic food hygiene and health & safety courses as well as new hazard analysis courses. Many of the courses were taught in minority languages, particularly Bengali/Sylheti.

6.4.58 No further investigation was carried out this year into introducing the Heartbeat Award in the borough, due to a continued lack of resources both in the team and in the Health Authority.

#### 6.4.59 Staffing

6.4.60 The team was fully staffed during the year except for the following:

- 1 EHO vacancy occurred in April 2004 and was filled in May 2004 by a student EHO, already employed by the authority, who was employed as a Technical Officer until she was fully qualified in August 2004. She was able to commence inspection of high risk premises in February 2005.
- Agency staff were used to cover the vacancy, however some day to day work fell to other members of the team.
- Additional funding was provided to the team from the funding from the FSA for Operation Lobsterpot in 2004 for agency staff to try to achieve the 100% inspection target.
- Sickness, and an overall shortage of administrative support staff had an impact on officer performance and on filing of paperwork relating to inspections.
- 2 officers spent a number of weeks involved in an illegal drinks factory investigation, meaning that they were unable to fulfil other targets.
- A student EHO was employed for 6 months as part of the FSA student placement scheme.
- As part of a review of the work of the team, one EHO post was upgraded to a PEHO.

- The 3 PEHO's were re-graded and took on responsibility for full supervision of staff directly under them. They also took on lead responsibilities as part of the review.

#### 6.4.61 Training

6.4.62 The food safety team undertook a wide range of training activities during the year, these included:

- Factory Inspections
- Port Health Centre Meetings
- Microbiology Conference
- Supervisors Development
- Higher Certificate in Food Premises Inspection
- Engagement of the Asian Community Seminar
- Illegal Meat Task Force
- HPA Food Update Training Day
- Safer Food Better business
- CIEH Annual Conference
- Flare User Group Annual Seminar
- FSA Update on Illegal Meat
- Food Standards Regional Sampling Meeting
- London Food Study Group
- Essex Food Study Group
- Kent Food Study Group
- Partners in Outbreak Investigation
- Health Marking of Meat
- Illegal Meat identification
- FSA Evidence Gathering & Investigation
- Assessment of Fish
- Food Law Changes
- Interactive Food Hygiene DVD Presentation
- Illegal Meat Conference
- FSA Food Vision Conference

#### 6.4.63 Quality Assessment

6.4.64 Documentation of procedures for accreditation to the ISO 9000 standard still did not progress as quickly as anticipated due to other demands. No new lead officer for the project was appointed and it was not possible to continue as necessary due to other demands.

6.4.65 The new procedure for quality monitoring of the work of the team was not fully implemented due to other demands, primarily the development and implementation of a new structure and work methods.

6.4.66 Customer satisfaction surveys did not continue during the year.

6.4.67 Monthly documented team meetings took place.

6.4.68 Monthly monitoring reports are now produced on a regular basis, although these still require refinement.

6.4.69 Key Performance Indicators have been produced but have yet to be implemented.

## 6.5 Key areas for Improvement

6.5.1 Officers and management must monitor more closely to ensure Food Standards inspections due are not overlooked.

6.5.2 Alternative Enforcement Strategies must be implemented in good time before the end of the financial year.

6.5.3 Revisits must be planned by officers following inspections and must be carried out after every Category A inspection and where significant improvements are required for other category premises.

6.5.4 Further work must be carried out to achieve compliance with Fish Labelling Regulations and traceability within businesses located at Billingsgate Market.

6.5.5 Food standards projects should be carried out.

6.5.6 Contacts with Home Authority premises could be more proactive.

6.5.7 Greater attention must be given to ensuring planned sampling projects (particularly local projects) are carried out.

6.5.8 Further work could be carried out on developing the Safe Business Award.

6.5.9 Quality procedures should be reviewed and completed and kept up to date.

6.5.10 Quality monitoring should be more thorough, with more detailed case reviews and accompanied inspections carried out as planned.

6.5.11 Key Performance Indicators should be implemented and relevant monitoring reports produced and used as part of the quality assessment.

6.5.12 Customer satisfaction surveys should be reintroduced.

6.5.13 Staff recruitment and retention is a significant concern. Salaries and other benefits for qualified staff are not currently competitive with other boroughs in and around London. This is resulting in a loss of experienced staff and poor response to advertisements. In turn this will mean an over reliance on agency staff.

## 7.0 Annexes

Annexe A: Assessment of resources

Annexe B: Trading Standards & Environmental Health (Commercial) Structure

Annexe C: Current Council Administrative Structure

Annexe D: Current Council Corporate Structure

Annexe E: Food Safety Team Plan 2005/2006

## Annexe A

### Assessment of Resources

Resources for 2005/2006

**Table 9**

Estimation of Full Time Equivalent (FTE)

1 year	365 days
Annual Leave	31 days
Training / team meetings	24 days
Bank Holidays/Statutory leave	12 days
Sick leave/dependency/Special leave etc	5 days
Weekends	104 days
Downtime – reading, research etc.	18 days
Officer Administration	10 days
Number of working days	161 days
<b>1 FTE</b>	<b>161 days (1127 hours)</b>

#### **Programmed Inspections**

High risk premises (Cat A-C) = 1224 inspections due, at 3 ½ hours per inspection (this is in line with the average London authority – LFGG bench marking exercise carried out in September 1999), therefore 4284 hours to inspect 100%.

Medium risk premises (Cat D) = 127 inspections due at 2 hours per inspection, therefore 254 hours to inspect 100%.

Total for A-D inspections therefore = 4538 hours (648 days)

Low risk (E hygiene and C standards) premises are likely to be subject to alternative enforcement strategies:

Allow 10 hrs for development of scheme. Allow 0.16 hrs per premises (172) for implementation of scheme = 27.5 hours

Allow 20% will require inspection, i.e. 26 premises at 2 hrs each = 52 hrs

Total for Alternative Enforcement Strategies = 79.5 hrs (11.4 days)

Unrated premises = 186 inspections due at 3 ½ hrs each = 615 hrs (93 days)

Food Standards Inspections: 98 premises due for food standards only @ 2 ½ hrs each = 245 hrs (35 days)

Approved premises 22 primary and secondary inspections @ 5 hours each = 110 hours (15.7 days)

Resource required to achieve 100% inspection rate =  $648 + 11.4 + 93 + 35 + 15.7 = 803.1$  days, at 161 days per officer = **5 FTE**.

### Revisits following programmed inspections

All Category A premises will require a revisit. Allow 73 Category B with 20+ points for confidence in management, 150 Category C and Unrated premises.

A = 82 @ 2hrs = 164 hrs (23.42 days)

B = 73 @ 2 hrs = 146 hrs (20.85 days)

C and Unrated = 150 @ 2 hrs = 300 hrs (42.85 days)

Food standards inspections revisits 50 @ 2hrs = 100 hrs (14.28 days)

Resource required for revisits =  $23.42 + 20.85 + 42.85 + 14.28 = 101.4$  days, at 161 days per officer = **0.63 FTE**

### Service requests

It is expected that some 1150 food safety related service requests will be received during the year. It is estimated that each will take an average of 2.5 hrs, therefore 2875 hrs will be required to deal with these.

Total for Service Requests 2875 hours (410.7 days)

In addition:

125 Planning Applications @ 1 hr each = 125 hrs

Total time for Planning Applications = 125 hrs (17.85 days)

300 Premises Licence Applications @ 1 hr each = 300 hrs

Total time for Premises Licence Applications = 300 hrs (42.85 days)

75 food alerts @ 1 hr each = 75 hrs

10% approx will require extensive investigations etc. @ approx. 15 hrs each = 112.5 hrs

Total time for Food Alerts = 187.5 hrs (26.78 days)

Approximately 150 new premises to open during year @ ave of 3 ½ hrs each = 525 hrs

Total time for New Premises = 525 hrs (75 days)

Total for Service Requests =  $337.9 + 17.85 + 25.28 + 50 = 431.03$  days = **2.67 FTE**

### Home Authority Premises

There are approximately 200 premises considered to be either Home or Originating Authority. Most of these will simply be dealt with during routine inspections. However it is estimated that approximately 15 premises will require greater attention.

15 premises @ 7 hrs each = 105 hrs

185 premises @ 1 hr each = 185 hrs

Total time for Home Authority = 290 hrs (41.4 days) = 0.25 FTE

### **Advice to Businesses**

As well as ongoing advice throughout the year on an ad-hoc basis, a Business Advice Drop-In Centre will be run and a Business Newsletter Produced. Business seminars will be run for the new regulations.

Drop-In Centre – 1 @ 7 hrs = 7 hrs

Newsletter – 3 @ 25 hrs = 75 hrs

Ad-hoc support & advice = 250 hrs

Business seminars = 35 hrs

Total for Business Advice & Support = 367 hrs (52.42 days) = **0.32 FTE**

### **Food Sampling**

Sampling will be based on the Sampling Plan - which consists of a number of projects co-ordinated, by either: EU, LACORS/HPA or the NE Sector Liaison Group, plus a number of local projects and home authority sampling.

408 samples @ average of 2.5 hrs per sample = 1020 hours

Follow up to adverse results 40% = 163 @ 1.5 hours per sample = 244.8 hours

Total for Sampling = 1264.8 hrs (180.68 days) = **1.12 FTE**

### **Outbreak Control**

The resource required to deal with an outbreak will depend on the size and complexity of the incident. Routine outbreak resources are located in the health & safety team.

### **Liaison**

Attendance at Sector Group meetings, study groups etc and follow-up work = 25 days

Planned liaison meetings with trading standards, legal services etc = 10 days

Total resource required is = **0.2 FTE**

### **Food Safety Promotion**

A number of initiatives are planned, as follows:

- National Food Safety Week @ 140 hrs (20 days)
- National Curry Chef Competition @ 175 hrs (25 days)
- No smoking in Restaurants & Pubs @ 140 hrs (20 days)
- Miscellaneous press releases and events @ 35 hrs (5 days)

Total time for Health Promotion = 490 hrs (70 days) = **0.43 FTE**

### **Other Activities**

Inspections will be carried out at major festivals and outside events such as the Brick Lane Festival and events in Victoria Park.

Time for events: 100 hrs = 14.28 days

90 Licensed Butchers' Shops. Average time for assessing licence, paperwork and revisits = 5 hrs

90 Licenses @ 7 hrs each = 630 hrs

Total time for Butchers' Shop Licences = 630 hrs (86 days)

Billingsgate Market:

Allow 4 hrs per week for Proactive visits, including dealing with service requests.

Allow 35 hours for progression of Market to Approval

Allow 90 hours for progression of individual businesses to Approval

Total for Billingsgate Market = 208 hrs + 35 hrs + 90 hrs = 333 hrs (47.57 days)

Imported Food Projects/Surveillance allow 140 hrs

Total for Imported Food Control = 140 hrs (20 days)

Vertical Products Premises:

Allow 70 hrs for processing additional premises identified during year

Total for Vertical Products = 70 hrs (10 days)

Food Standards Projects:

Allow 140 hrs for Food Standards Projects

Total for Food Standards Projects = 140 hrs (20 days)

Health & Safety Projects:

1 Project planned for this year:

Allow planning, 1 @ 14 hrs = 14 hrs (2 days)

100 inspections @ 3 ½ hrs = 350 hrs (50 days)

H & S Revisits:

100 @ 2 hrs each = 200 hrs (28.57 days)

Total for Health & Safety Projects = 564 hrs (80.5 days)

Approximately 10 closures @ up to 50 hrs each (inc of legal action) = 500 hrs



Total time for Closures = 500 hrs (71.42 days)

Total for other activities = 14.28 + 86 + 47.57 + 20 + 10 + 20 + 80.5 + 71.42 = 349.77 days  
= **2.17 FTE**

### **Technical Support**

The Trainee TO is responsible for supporting officers in their activities and for maintaining back-up systems and equipment and other resources. Along with his academic and practical training, this amounts to **1FTE**

### **Admin Support**

The existing admin support of 6 staff is shared between 3 teams and the FTE for food safety is **2.1**, a reduction of 1FTE from last year due to increased demands of other teams. A substantial part of the Admin teams work is for food safety. Various administrative functions such as inputting data onto the FLARE system, preparing correspondence etc. will be carried out by technical staff at the expense of fieldwork due to the increased demands on the Admin team.

### **Management**

The Team Leader (Food Safety) is responsible full time for management functions and approximately 0.25 FTE of the 3 PEHO's is accounted for in management functions. Total for management is therefore **1.75 FTE**.

A summary of resources required to meet the requirements of the service plan for 2005/6, allowing Tower Hamlets to obtain a position in the top quartile of high performing councils in relation to the number of high risk inspections carried out that are due to be carried out is shown in Table 10:

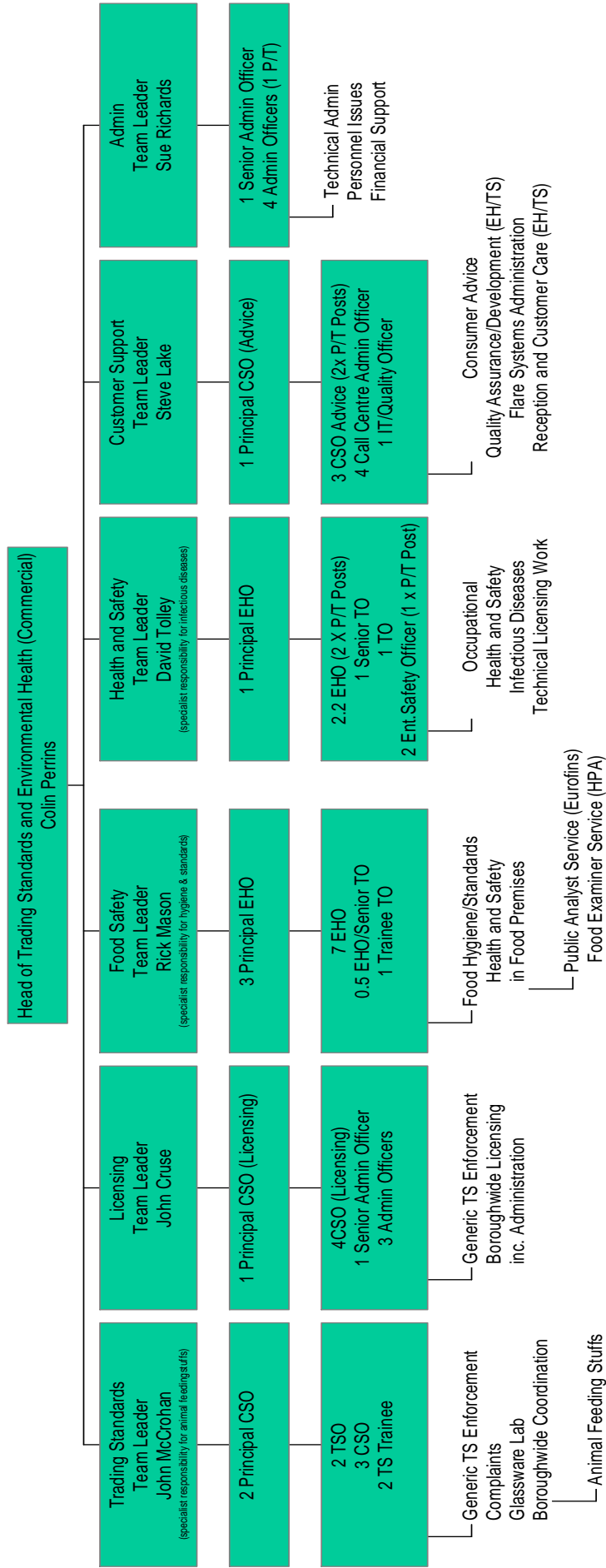
**Table 10**

<b>Activity</b>	<b>Time identified to complete work in Service Plan (2005/2006)</b>	<b>Time identified to complete work in Service Plan (2004/2005)</b>	<b>Shortfall of Resources (2005/2006)</b>
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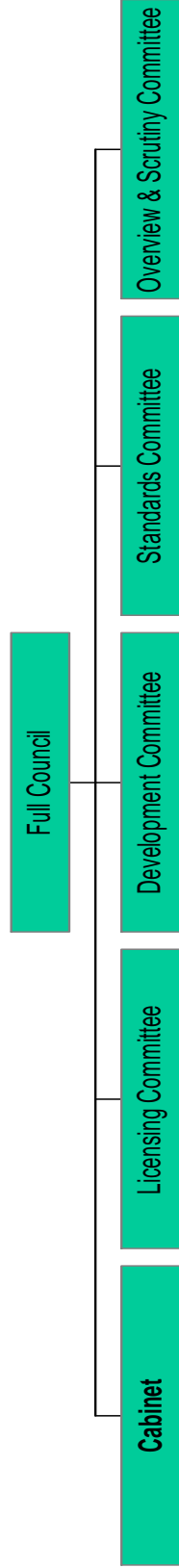
<b>Programmed Inspections</b>	<b>5.0</b>	<b>4.33</b>	<b>0</b>
<b>Revisits</b>	<b>0.63</b>	<b>1.5</b>	<b>0</b>
<b>Service Requests</b>	<b>2.67</b>	<b>2.67</b>	<b>1.8</b>
<b>Home Authority</b>	<b>0.25</b>	<b>0.25</b>	<b>0.2</b>
<b>Advice to businesses</b>	<b>0.32</b>	<b>0.3</b>	<b>0.05</b>
<b>Food sampling</b>	<b>1.12</b>	<b>0.83</b>	<b>0</b>
<b>Liaison</b>	<b>0.2</b>	<b>0.18</b>	<b>0</b>
<b>Food Safety Promotion</b>	<b>0.43</b>	<b>0.34</b>	<b>0.15</b>
<b>Other Activities</b>	<b>2.17</b>	<b>2.6</b>	<b>0.84</b>
<b>Management</b>	<b>1.75</b>	<b>1.75</b>	<b>0</b>
<b>Technical Officer Support</b>	<b>1.0</b>	<b>1.0</b>	<b>0</b>
<b>Total</b>	<b>15.54 (Actual available 12.5)</b>	<b>15.78 (Actual available 11.0)</b>	<b>3.04</b>

With 12.5 FTE the total shortfall is therefore **3.04 FTE** to complete the functions contained within the Plan. The effects of this and the areas that will not be fulfilled are set out in Section 4.5 of the Plan.

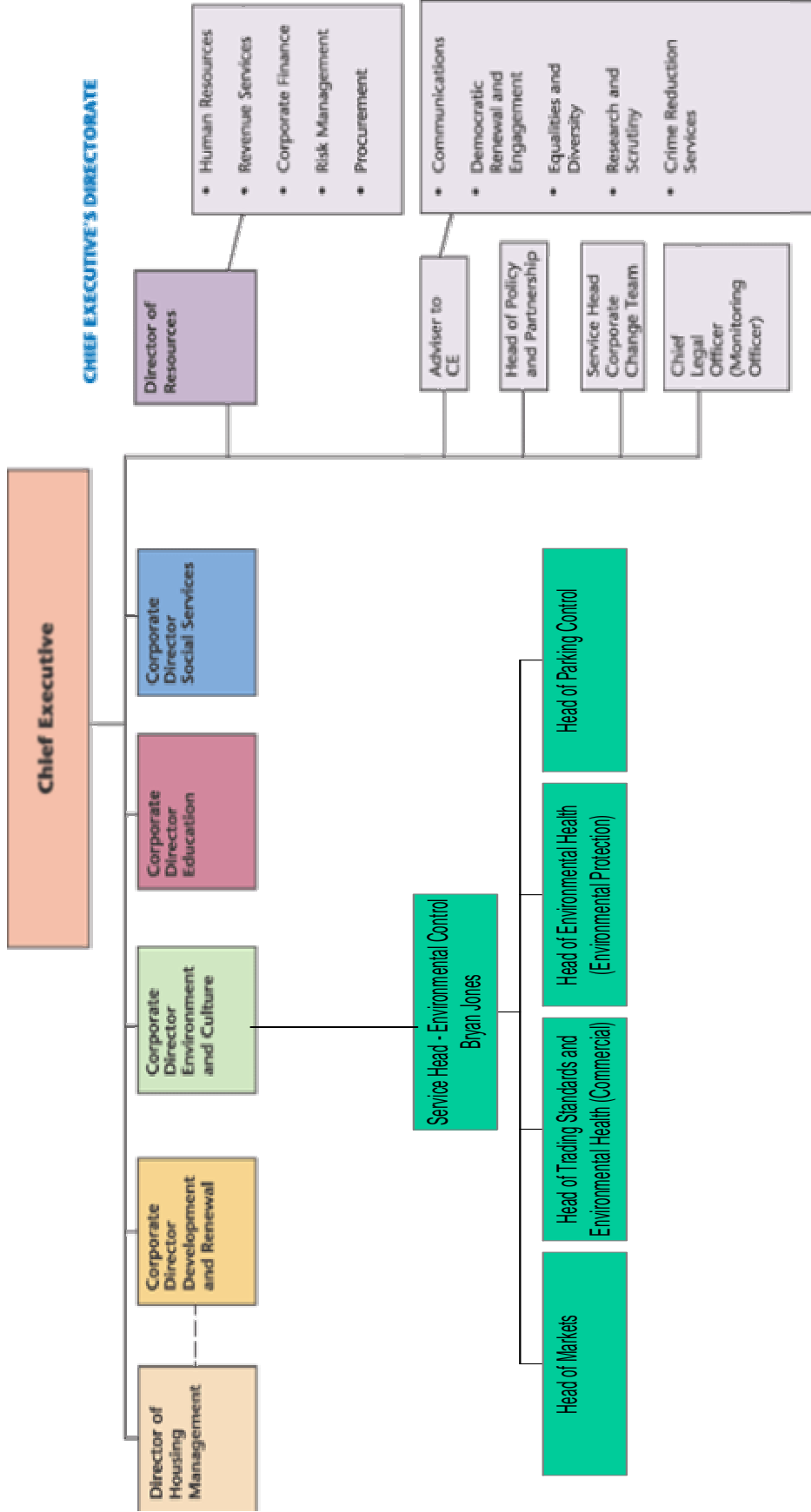
Additional shortfalls exist within the Administration Team, which may be exacerbated through officers allocating more time to meet objectives at the expense of Administration work.



Tower Hamlets Administrative Structure



Tower Hamlets Corporate Structure



Annexe E

***Food Safety- Team Plan  
2005-2006***

## Food Safety

Functional Areas (Scope of the Service)
<ul style="list-style-type: none"><li>• <b>Accountability to Food Standards Agency (FSA):</b> To meet specified levels and standards of service as laid down by the FSA and submit and publish information on performance as required.</li></ul>
<ul style="list-style-type: none"><li>• <b>Food Hygiene Enforcement:</b> Pro-active and reactive inspections and revisits of food businesses to protect public health &amp; to assess &amp; seek compliance with food safety legislation &amp; to provide advice on good hygiene practice.</li></ul>
<ul style="list-style-type: none"><li>• <b>Food Standards Enforcement:</b> Pro-active and reactive inspections and revisits of food businesses to assess &amp; seek compliance with food standards legislation in relation to food safety &amp; to provide advice on good practice.</li></ul>
<ul style="list-style-type: none"><li>• <b>Programmed Inspection:</b> Pro-active inspections of businesses for Food Hygiene &amp; Food Standards are carried out in accordance with a risk-based Inspection Programme based upon national criteria.</li></ul>
<ul style="list-style-type: none"><li>• <b>Imported Food Control:</b> Pro-active and reactive visits to premises to check for compliance with Imported Food Controls. Identification of illegally imported products, sampling, seizure and detention.</li></ul>
<ul style="list-style-type: none"><li>• <b>Health &amp; Safety Enforcement in Food Premises:</b> Pro-active and reactive inspections and revisits of food businesses to protect health, safety &amp; welfare &amp; to assess &amp; seek compliance with health &amp; safety legislation &amp; to provide advice on good practice.</li></ul>
<ul style="list-style-type: none"><li>• <b>Food Safety Training:</b> Provision of training &amp; help &amp; advice to food businesses on food safety issues, and compliance with food safety law.</li></ul>
<ul style="list-style-type: none"><li>• <b>Food Sampling:</b> The sampling, analysis and examination of foodstuffs to assess compliance with chemical, compositional, labelling or microbiological criteria in accordance with legislative standards or food safety requirements. Samples are taken as part of local, regional, national, or EU programmes and the service has a programme of sampling from local manufacturing businesses.</li></ul>
<ul style="list-style-type: none"><li>• <b>Consumer Advice, Education and Health Promotion:</b> The provision of food safety advice to consumers or individuals or groups, including those proposing to provide foodstuffs at events etc. Displays and information are provided on food safety issues. Talks are given to interested groups. Promotion of food and safety related initiatives and reward schemes.</li></ul>
<ul style="list-style-type: none"><li>• <b>Business Advice:</b> Upon request, persons setting up new businesses and proprietors of existing businesses are provided with advice, guidance &amp; information on meeting food safety legislation.</li></ul>

## Functional Areas (Continued)

<ul style="list-style-type: none"><li>• <b>Home Authority Advice:</b> Acting as Home Authority or Originating Authority for many food manufacturers, processors and distributors in the borough, advising on food hygiene and food standards issues. The service also provides information to and liaise with other enforcement authorities and the local businesses.</li></ul>
<ul style="list-style-type: none"><li>• <b>Approval Functions:</b> Inspecting businesses subject to “product specific” hygiene regulations (e.g. fish, meat products, dairy products), and providing detailed schedules of works and upon satisfactory completion issuing a unique establishment “Approval” Number (or Health Mark).</li></ul>
<ul style="list-style-type: none"><li>• <b>Health Certificates and Condemnation Certificates:</b> At the request of local businesses, foodstuffs are inspected and certificates issued for foods proposed to be exported outside the EU, or for condemnation and disposal of unfit, unsound or unwholesome food.</li></ul>
<ul style="list-style-type: none"><li>• <b>Food Alerts/Food Safety Incidents:</b> In response to notifications from the Food Standards Agency, investigations are carried out into food alerts where foodstuffs considered to be a danger to health have or may be distributed in the borough. Investigations (sometimes major) are also carried out into other incidents relating to food safety.</li></ul>
<ul style="list-style-type: none"><li>• <b>Complaint Investigations:</b> Investigations are carried out into complaints by consumers, members of the public, businesses, other authorities and agencies regarding food hygiene, food standards, food practices, food items and health and safety in food premises within the borough.</li></ul>
<ul style="list-style-type: none"><li>• <b>Billinggate Fish Market:</b> Daily supervision of food hygiene and food standards within the market. Sampling and inspection of fish for fitness. Enforcement of food hygiene and food standards as above. Liaison with Market Authority and enforcement of issues under the control of the Market Authority.</li></ul>
<ul style="list-style-type: none"><li>• <b>Food Poisoning Outbreak Investigation:</b> Investigations at premises, which may be linked to outbreaks or cases of food poisoning. Liaison with the Health &amp; Safety Team in respect of their responsibility for investigation of infectious diseases, including food poisoning.</li></ul>
<ul style="list-style-type: none"><li>• <b>Butchers Shop Licensing:</b> Inspections of Butchers’ Shops to assess applications, to advise on measures required to meet licensing conditions and making decisions on whether to grant, refuse, suspend or revoke a licence. Enforcement actions are also taken in respect of unlicensed premises.</li></ul>
<ul style="list-style-type: none"><li>• <b>Maintenance of Information on Food Businesses:</b> An accurate record of all known food businesses located in the borough is kept and a register of food businesses maintained. New businesses are identified and added to the database and businesses that cease trading are removed.</li></ul>
<ul style="list-style-type: none"><li>• <b>Consultations:</b> Advice and or observations are given in response to various consultations about food premises (e.g. planning applications, night cafe licences, entertainment licences, justices licences, market service referrals and building control applications).</li></ul>



### Functional Areas (Continued)

- **Curry Chef Competition:** Organisation and participation of local businesses in the annual event. Organisation of local heats and a local final.
- **Social Services and Education Service Advice:** Inspections are carried out of local authority controlled food premises (e.g. schools, day care centres, residential homes) and advice and information provided to both client and contractor as appropriate.
- **Regeneration Projects:** The service has been involved in major regeneration and health related projects (e.g. Cityside SRB Restaurant Support Programme). The service is also pro-active in seeking involvement in other initiatives and partnerships with relevant bodies/organisations.
- **Liaison Arrangements:** The service maintains links and liaises with other authorities as part of the London Food Co-ordinating Group (North East Sector Liaison Group). The service also liaises and consults with LACORS, Food Standards Agency and other relevant groups as appropriate.
- **Major Investigations:** The service may have to carry out major investigations into illegal food activities such as illegal meat plants or other fraudulent food production premises.

## Food Safety (Continued)

Functional Aims and Objectives		Responsibility
Objective	Action	
<b>Enforcement/Proactive</b>		
<b>Food Hygiene</b>		
<ul style="list-style-type: none"> <li>To carry out a programme of risk based food hygiene inspections and to take appropriate follow-up/enforcement action in accordance with departmental policies and procedures, Code of Practice, Food Standards Agency and LACORS guidance.</li> </ul>	<ul style="list-style-type: none"> <li>Annual inspection programme to be produced 1<sup>st</sup> week April 2005.</li> <li>Programme of inspections to be produced every month, two weeks in advance.</li> <li>Up to <b>1537</b> inspections (Categories A-D and Un-rated) to be carried out by the team. Includes approximately 87 inspections carried over from 2004/5 and 159 new un-rated premises at beginning of year.</li> <li>Officers to complete <b>15</b> programmed inspections pro-rata per month, subject to other allocated responsibilities.</li> <li><b>100%</b> of all Category A premises.</li> <li>All Category B premises with a high score for significant risk or where score is 20+ for Confidence in Management.</li> <li>All other premises revisited according to inspecting officers judgement.</li> <li>Approximately <b>305</b> revisits.</li> </ul>	<p>Team Leader/PEHO</p> <p>PEHO</p> <p>Team</p> <p>Team</p> <p>Team</p> <p>Team</p>
<ul style="list-style-type: none"> <li>To carry out revisits to premises identified as requiring remedial action upon inspection and to take appropriate follow-up/enforcement action in accordance with departmental policies and procedures, Codes of Practice, Food Standards Agency and LACORS guidance.</li> </ul>		
<b>Food Standards</b>		
<ul style="list-style-type: none"> <li>To carry out a programme of risk based food standards inspections and to take appropriate follow-up/enforcement action in accordance with departmental policies and procedures, Codes of Practice, Food Standards Agency and LACORS guidance.</li> </ul>	<ul style="list-style-type: none"> <li>Annual inspection programme to be produced 1<sup>st</sup> week April 2005.</li> <li>Programme of inspections to be produced every month, two weeks in advance.</li> <li>Up to <b>488</b> inspections (Categories A – B and Un-rated) to be carried out by team. Includes approximately 225 inspections carried over from 2004/5 and 136 new un-rated premises at beginning of year.</li> <li>Officers to complete programmed inspections as allocated each month. Where food hygiene and food standards are both due during the financial year, inspections will be carried out at the same time.</li> </ul>	<p>Team Leader/PEHO</p> <p>PEHO</p> <p>Team</p> <p>Team</p>

## Food Safety (Continued)

Functional Aims and Objectives		Action	Responsibility
<b>Food Standards (Continued)</b>			
<ul style="list-style-type: none"> <li>To carry out revisits to premises identified as requiring remedial action upon inspection and to take appropriate follow-up/enforcement action in accordance with departmental policies and procedures, Codes of Practice, Food Standards Agency and LACORS guidance.</li> </ul>	<ul style="list-style-type: none"> <li>All Category A-B premises where score is 30 for Confidence in Management.</li> <li>All other premises revisited according to inspecting officers judgement.</li> <li>Approximately <b>50</b> revisits.</li> </ul>	<p>Team</p> <p>Team</p> <p>Team</p>	
<b>Alternative Enforcement Strategies</b>			
<ul style="list-style-type: none"> <li>To carry out suitable alternative enforcement strategies for low risk premises for both food hygiene and food standards.</li> </ul>	<ul style="list-style-type: none"> <li>Alternative enforcement strategies to be applied on a project basis to all premises rated Category E for hygiene and Category C for standards due for 2005/6. Approximately <b>172</b> premises.</li> <li>Approximately 20% of AES premises to require an inspection. <b>26</b> inspections.</li> </ul>	<p>Team</p>	
<b>Illegal Food Investigations</b>			
<ul style="list-style-type: none"> <li>To undertake investigations into premises and businesses engaged in production, distribution, importation and selling of illegal foods including meat and fish.</li> </ul>	<ul style="list-style-type: none"> <li>To carry out routine checks for illegal food when undertaking routine inspections.</li> <li>Investigate cases of illegal foods and illegal importation of foods and take appropriate follow up actions.</li> </ul>	<p>Team</p> <p>Team</p>	
<b>Health and Safety</b>			
<ul style="list-style-type: none"> <li>To carry out a programme of health and safety inspections in food premises, wherever possible at the same time as carrying out food safety inspections and to take appropriate follow-up/enforcement action in accordance with departmental policies and procedures, Codes of Practice and HSE/HELA guidance.</li> </ul>	<ul style="list-style-type: none"> <li>Programme of inspections to be produced on a themed project basis. I.e. (Slips and trips in catering premises).</li> <li>Approximately <b>100</b> health &amp; safety inspections.</li> <li>In addition officers to complete business pro-forma at each food safety programmed inspection to establish base-line data. Also serious hazards to be dealt with if identified. Priority areas for attention, e.g. slips, trips and falls in accordance with HSE priorities.</li> </ul>	<p>PEHO</p> <p>Team</p> <p>Team</p>	

## Food Safety (Continued)

Functional Aims and Objectives		Action	Responsibility
<b>Imported Food Control</b>			
<ul style="list-style-type: none"> <li>To undertake planned inspection, sampling and investigation of imported foods and to remove illegally imported food from the food chain and to educate business.</li> </ul>	<ul style="list-style-type: none"> <li>Identify during all routine inspections whether business is an importer.</li> <li>Carry out projects to specifically check for imported foods:               <ul style="list-style-type: none"> <li>dairy based products</li> <li>chilli based products</li> <li>dried fish</li> <li>sweets and confectionary</li> <li>tinned foods</li> </ul> </li> </ul>	Team	Team
<b>Special Projects/Food Standards Projects</b>			
<ul style="list-style-type: none"> <li>To devise and implement relevant projects on issues identified on a planned basis or as issues arise throughout the year.</li> </ul>	<ul style="list-style-type: none"> <li>Carry out projects to specifically check for:               <ul style="list-style-type: none"> <li>misleading descriptions of foods in catering establishments                   <ul style="list-style-type: none"> <li>colourings in takeaway food</li> <li>fish labelling</li> <li>beef labelling</li> </ul> </li> </ul> </li> </ul>	Team	Team
<b>Vertical Products/Billingsgate Market</b>			
<ul style="list-style-type: none"> <li>Billingsgate</li> </ul>	<ul style="list-style-type: none"> <li>Provide necessary weekly attendance at Billingsgate Market to ensure statutory functions are fulfilled and public health protected.</li> <li>Advise and support Corporation of London and individual merchants in the market on works required to achieve approval for 1<sup>st</sup> January 2006.</li> <li>Approve or conditionally approve all businesses within the market.</li> <li>Approval or enforcement within 6 months of issuing schedules.</li> </ul>	Lead Officer & Team	Lead Officer & Team

## Food Safety (Continued)

Functional Aims and Objectives		Action	Responsibility
<b>Vertical Products/Billingsgate Market (continued)</b>			
<ul style="list-style-type: none"> <li>Vertical Products – Ensure identification and approval or enforcement of any relevant Establishments.</li> </ul>	<ul style="list-style-type: none"> <li>Approval or enforcement within 6 months of issuing schedules.</li> <li>Examine the necessity of approval for fish importers and wholesalers and progress if appropriate.</li> <li>Renew approval of existing establishments as appropriate from 1<sup>st</sup> January 2006.</li> </ul>	Team	
<ul style="list-style-type: none"> <li>Vertical Products - Ensure inspection of all approved premises in line with revised Code of Practice requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Devise inspection programme for approved establishments.</li> <li>Primary and secondary inspections to be carried out of all approved establishments in accordance with inspection programme.</li> </ul>	Team Leader Team	
<ul style="list-style-type: none"> <li>Vertical Products – Continue pro-active role in the North East Sector Liaison Group Vertical Products Su-Group.</li> </ul>	<ul style="list-style-type: none"> <li>Attend meetings. Complete allocated tasks within timescales set. Circulate meeting minutes to team.</li> </ul>	Lead Officer	
<b>Food Sampling</b>			
<ul style="list-style-type: none"> <li>Publish and follow sampling programme for 2005/2006.</li> <li>Produce forward sampling programme for 2006/2007 to incorporate EU, LACORS, NE Sector and TH projects to ensure free HPA allocation for microbiological sampling and sampling budget is appropriately utilised.</li> </ul>	<ul style="list-style-type: none"> <li>Publish April 2005. Sampling ongoing.</li> <li>Finalise and produce draft plan by March 2006.</li> <li>Participate in North East Sector Liaison Group Sampling Sub-Group meetings and any co-ordinated sampling programmes.</li> <li>Liase with Team Leader (Environment) and agree appropriate shares of free HPA allocation for microbiological sampling.</li> <li>Carry out sampling activities in accordance with plan.</li> <li>Approximately <b>400</b> samples to be taken.</li> </ul>	PEHO/Team PEHO PEHO/Team PEHO Team Team	
<ul style="list-style-type: none"> <li>Monitor spending for sampling budget to ensure planned spending is completed.</li> </ul>	<ul style="list-style-type: none"> <li>Monitor every month &amp; report to Team Leader.</li> <li>Liase with Team Leader (Environment) every 6 months regarding their use of HPA allocation for recreational water sampling.</li> </ul>	PEHO PEHO	

## Food Safety (Continued)

Functional Aims and Objectives		Responsibility
Objective	Action	
<b>Food Safety Training/Business Support</b>		
<ul style="list-style-type: none"> <li>To provide training courses and seminars for business throughout the year.</li> </ul>	<ul style="list-style-type: none"> <li>Provide information to businesses on availability of training courses, including free and low cost training from relevant providers.</li> <li>To provide tuition resources to EMEP to teach courses organised by them. One per month.</li> <li>To provide minimum of <b>2</b> business seminars on new HACCP requirements.</li> </ul>	<p>Team</p> <p>Team/Partners (EMEP) Team</p>
<ul style="list-style-type: none"> <li>To provide information and advice to businesses.</li> </ul>	<ul style="list-style-type: none"> <li>Produce business newsletter in conjunction with EMEP. <b>3</b> per year.</li> <li>Attend relevant restaurant association meetings.</li> </ul>	<p>Lead Officer/Team</p> <p>Team</p>
<b>Reactive</b>		
<b>Food Item Complaint Investigations</b>		
<ul style="list-style-type: none"> <li>Investigate all complaints in accordance with documented procedures.</li> </ul>	<ul style="list-style-type: none"> <li>Direct allocation to officer - incoming workload checked daily.</li> <li>Priority complaints collected on day of complaint.</li> <li>Other complaints within 3 working days.</li> <li>Approximately <b>20</b> item complaints.</li> </ul>	<p>Team</p> <p>Team</p> <p>Team</p> <p>Team</p>
<ul style="list-style-type: none"> <li>Case reviews.</li> </ul>	<ul style="list-style-type: none"> <li>All cases reviewed after 3 months if not complete.</li> <li>Monthly updates after 3 month check.</li> </ul>	<p>PEHO'S</p> <p>PEHO'S</p>
<ul style="list-style-type: none"> <li>Customer Care.</li> </ul>	<ul style="list-style-type: none"> <li>Letter to complainant after 3 months updating on progress.</li> <li>Letter to complainant informing outcome on completion of case.</li> </ul>	<p>Team</p> <p>Team</p>
<b>Premises Complaints</b>		
<ul style="list-style-type: none"> <li>Investigate all complaints in accordance with documented procedures.</li> </ul>	<ul style="list-style-type: none"> <li>Direct allocation to officer - incoming workload checked daily.</li> <li>Approximately <b>400</b> complaints.</li> </ul>	<p>Team</p> <p>Team</p>
<ul style="list-style-type: none"> <li>Priority based action.</li> </ul>	<ul style="list-style-type: none"> <li>Higher risk issues – contact complainant within 3 working days - visit within 2 working days – action in accordance with policies and procedures.</li> <li>Lower risk issues – contact complainant within 3 working days – action based upon premises history and in accordance with policies and procedures.</li> </ul>	<p>Team</p> <p>Team</p>

## Food Safety (Continued)

Functional Aims and Objectives		Responsibility
Objective	Action	
<b>Other Requests for Service</b>		
<ul style="list-style-type: none"> <li>Respond to all requests in accordance with documented procedures.</li> <li>Priority based action (including Freedom of Information Act requests).</li> </ul>	<ul style="list-style-type: none"> <li>Direct allocation to officer - incoming workload checked daily.</li> <li>Approximately <b>450</b> requests.</li> <li>Requests for service, 1<sup>st</sup> response within 3 working days – action in accordance with policies, procedures and statutory requirements.</li> </ul>	<p>Team Team</p> <p>Team</p>
<b>Business Advice</b>		
<ul style="list-style-type: none"> <li>Respond to requests for business advice.</li> </ul>	<ul style="list-style-type: none"> <li>Respond to requests for advice on food safety and health and safety, 1<sup>st</sup> response within 3 working days – provide advice within 2 weeks.</li> <li>Approximately <b>280</b> requests.</li> </ul>	<p>Team</p> <p>Team</p>
<b>Food Hazard Warnings/Food Safety Incidents</b>		
<ul style="list-style-type: none"> <li>Respond to all Food Alerts/Food Safety Incidents in accordance with documented procedures.</li> </ul>	<ul style="list-style-type: none"> <li>Brought to attention of Team Leader/ PEHO immediately.</li> <li>Immediate response to Warning/Incident depending upon nature, category and relevance.</li> <li>Action taken fully documented.</li> <li>Approximately <b>75</b> Food Alerts</li> </ul>	<p>Team/Admin Team</p> <p>Team Team</p>
<b>Health Certificates</b>		
<ul style="list-style-type: none"> <li>Respond to all Health Certificate Requests in accordance with documented procedures.</li> </ul>	<ul style="list-style-type: none"> <li>Direct allocation to officer -incoming workload checked daily.</li> <li>Certificate or other response produced within 7 days.</li> <li>Approximately <b>20</b> certificate requests.</li> </ul>	<p>Team Team Team</p>
<b>Condemnation/Voluntary Surrender of Food</b>		
<ul style="list-style-type: none"> <li>Respond to all requests for Condemnation Certificates/Voluntary Surrender of food in accordance with documented procedures.</li> </ul>	<ul style="list-style-type: none"> <li>Direct allocation to officer - incoming workload checked daily. Certificates issued/surrender accepted where appropriate, within 1 working day for perishable/deteriorating goods and within 5 working days for ambient stable goods.</li> </ul>	<p>Team Team</p>

## Food Safety (Continued)

Functional Aims and Objectives		Action	Responsibility
<b>Consultations</b>			
<ul style="list-style-type: none"> <li>Respond to consultations for Planning, Building Control &amp; Markets Service referrals in accordance with documented procedures.</li> <li>Assess notifications of applications for variations of Premises Licences under the new Licensing Act and respond accordingly.</li> </ul>	<ul style="list-style-type: none"> <li>Direct allocation to officer - incoming workload checked daily.</li> <li>Target response time 7 days or as specified by consultant.</li> <li>Approximately <b>300</b> consultations.</li> <li>Visit premises and object where necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Team</li> <li>Team</li> <li>Team</li> <li>Team</li> </ul>	
<b>Food Premises Registration</b>			
<ul style="list-style-type: none"> <li>Full inspection and Inspection Rating of new premises.</li> </ul>	<ul style="list-style-type: none"> <li>Newly registered premises to be inspected and rated within 28 days of receipt of Registration Form.</li> <li>Approximately <b>150</b> new premises.</li> </ul>	<ul style="list-style-type: none"> <li>Team Leader</li> <li>Team</li> </ul>	
<ul style="list-style-type: none"> <li>Ensure all relevant premises are required to register.</li> </ul>	<ul style="list-style-type: none"> <li>New premises invited to register as soon as identified.</li> <li>Premises requiring amended registration invited to do so as soon as identified.</li> </ul>	<ul style="list-style-type: none"> <li>Team</li> <li>Team</li> </ul>	
<ul style="list-style-type: none"> <li>Respond to requests for a copy or to view register in accordance with documented procedures.</li> </ul>	<ul style="list-style-type: none"> <li>1<sup>st</sup> response within 3 working days</li> </ul>	<ul style="list-style-type: none"> <li>Admin/Team Leader/PEHO</li> </ul>	
<b>Home Authority</b>			
<ul style="list-style-type: none"> <li>Respond to all requests from or about Home/Originating Authority businesses in accordance with documented procedures.</li> </ul>	<ul style="list-style-type: none"> <li>Direct allocation to officer - incoming workload checked daily.</li> <li>1<sup>st</sup> response within 3 working days.</li> <li>Hygiene, labelling or compositional etc. advice, response within 2 weeks.</li> <li>Enquiries by other authorities/agencies, response within 2 weeks.</li> <li>Approximately <b>30</b> requests.</li> </ul>	<ul style="list-style-type: none"> <li>Team</li> <li>Team</li> <li>Team</li> <li>Team</li> <li>Team</li> </ul>	



## Food Safety (Continued)

Functional Aims and Objectives		Responsibility
Objective	Action	
<b>Butchers Shop Licensing</b>		
<ul style="list-style-type: none"> <li>Respond to applications for licensing in accordance with documented procedures.</li> </ul>	<ul style="list-style-type: none"> <li>Direct allocation to officer - incoming workload checked daily.</li> <li>Inspect applicants premises within 7 working days of notification and provide response to Admin Team on suitability or otherwise for issue of licence within 14 days.</li> <li>Approximately <b>90</b> applications.</li> <li>Conduct Butchers Licensing Refusal Panel where appropriate within 28 days of application.</li> <li>Enforcement action against unlicensed butchers.</li> </ul>	<p>Team Team</p> <p>Team Leader /Head of Service Team</p>
<b>Other Operational Issues</b>		
<b>Curry Chef Competition</b>		
<ul style="list-style-type: none"> <li>Organisation of competition and promotion of participation by businesses.</li> </ul>	<ul style="list-style-type: none"> <li>Liase with EMEP– January – July.</li> <li>Organise and judge local heats and final –May – September.</li> <li>Arrange publicity.</li> <li>Promote participation by local businesses (Approx 15-20)– January – May.</li> </ul>	<p>Lead Officer Lead Officer Lead Officer Team</p>
<b>Education/Food Safety Promotion</b>		
<ul style="list-style-type: none"> <li>Participate in National Food Safety Week.</li> </ul>	<ul style="list-style-type: none"> <li>Finalise programme by May 2005.</li> <li>Deliver initiative June 2005. Interactive display.</li> <li>Commence development of programme for 2006 in Jan/Feb 2006.</li> </ul>	<p>Lead officer Team Lead officer</p>
<ul style="list-style-type: none"> <li>Miscellaneous Food Safety Promotion Activities.</li> </ul>	<ul style="list-style-type: none"> <li>Examine opportunities to participate in appropriate schemes, deliver talks, publish information and provide displays for suitable groups or at events or locations throughout the year.</li> <li>Deliver education in accordance with above as appropriate.</li> <li>Approximately <b>2</b> events/activities during year.</li> </ul>	<p>Team Team</p>

## Food Safety (Continued)

Functional Aims and Objectives		Responsibility
Objective	Action	
<b>Education/Food Safety Promotion (continued)</b>		
<ul style="list-style-type: none"> <li><u>Tower Hamlets Safe Business Award Scheme (SBAS)</u></li> </ul>	<ul style="list-style-type: none"> <li>Review previous scheme and examine opportunities for introduction of new or revised scheme.</li> </ul>	<u>Team</u>
<ul style="list-style-type: none"> <li>Health &amp; Safety Initiatives in Food Premises</li> </ul>	<ul style="list-style-type: none"> <li>Continue development of campaign and scheme for smoke free areas in restaurants and public houses etc.</li> </ul>	Team
<b>Inter-Departmental Liaison</b>		
<ul style="list-style-type: none"> <li>Lead officers to liaise with other services.</li> </ul>	<ul style="list-style-type: none"> <li>Health and Safety Team</li> <li>Education</li> <li>Social Services</li> <li>Provide advice on appropriate policies and procedures to Education and Social Services with regard to their responsibilities under food safety legislation.</li> </ul>	Nominated Officers Lead Officer
<b>Information and Library</b>		
<ul style="list-style-type: none"> <li>Food Safety Leaflets/Posters/other information.</li> </ul>	<ul style="list-style-type: none"> <li>Check stock of leaflets/posters/food safety information every month and make appropriate orders.</li> <li>Inform team of new materials within 2 weeks of arrival.</li> </ul>	Trainee Technical Officer
<ul style="list-style-type: none"> <li>Library procedures.</li> </ul>	<ul style="list-style-type: none"> <li>Reference books and other materials to be properly catalogued upon arrival.</li> </ul>	Trainee Technical Officer
<ul style="list-style-type: none"> <li>Reference Encyclopaedias.</li> </ul>	<ul style="list-style-type: none"> <li>Update all Encyclopaedias within 2 weeks of arrival.</li> </ul>	Trainee Technical Officer
<ul style="list-style-type: none"> <li>EHCNet.</li> </ul>	<ul style="list-style-type: none"> <li>Monitor effectiveness of system for dissemination of information.</li> <li>Monitor system for monitoring of relevant Websites (Food Standards Agency &amp; LACORS) at appropriate intervals.</li> </ul>	Team Leader
<ul style="list-style-type: none"> <li>CD Rom information systems.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure current updates are loaded onto relevant machines within 2 weeks of receipt.</li> </ul>	Team Leader
		Trainee Technical Officer

## Food Safety (Continued)

Functional Aims and Objectives		Action	Responsibility
<b>Equipment Control</b>			
• Inventory for equipment.		• Update inventory within 1 week of new arrivals.	Trainee Technical Officer
• Ensure equipment control procedures are working.		• Monitor use and control of equipment & audit system every 3 months.	Trainee Technical Officer
• Ensure all equipment is calibrated and maintained in working order.		• Arrange maintenance and calibration so that all equipment conforms to relevant specification and Codes Of Practice.	Trainee Technical Officer
• Ensure adequate stocks of consumables (bags, seals etc).		• Check stock every month and make appropriate orders.	Trainee Technical Officer
• Ensure adequate control procedures for Refrigerators and Freezers.		• Temperature monitoring of relevant refrigerator and freezer to be maintained.	Trainee Technical Officer
		• Refrigerators and freezers to be kept clean, regularly defrosted and otherwise maintained in working order.	Trainee Technical Officer
<b>Quality Systems</b>			
• Completion of development and introduction of quality systems in accordance with ISO 9002 principles with aim of achieving accreditation.		• Incremental progression to ISO standard by production of work processes and work instructions in major functional areas.	Nominated Officer
		• Implement new procedures and work instructions once finalised.	Team Leader



## Food Safety (Continued)

Functional Aims and Objectives		Action	Responsibility
<b>Staff Competencies/Training</b>			
<ul style="list-style-type: none"> <li>All Environmental Health Officers eligible for submission to the CIEH Assessment of Professional Competence (APC) to undertake the assessment.</li> <li>Staff competencies and training needs to be monitored.</li> <li>Identify appropriate training needs of staff and seek to provide appropriate training to meet Code of Practice, departmental and CPD requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Relevant EHO's who are Corporate Members currently without APC to submit for assessment during the year.</li> <li>Implement system for regular monitoring of competency during the year by assessment of on site and off site work of field staff and in accordance with PDR scheme.</li> <li>Staff to attend appropriate update training, courses, and seminars as available subject to budgetary constraints.</li> <li>Training in relevant Health &amp; Safety issues.</li> </ul>	<p>Team</p> <p>Team Leader/PEHO's</p> <p>Team/Team Leader/Head of Service Team Leader (Health &amp; Safety)</p>	
<b>Maintenance of Food Premises Database</b>			
<ul style="list-style-type: none"> <li>Monitor and verify database information regularly.</li> </ul>	<ul style="list-style-type: none"> <li>New premises identified and added to database by cross-referencing other sources of information and by observation/street surveys.</li> <li>Examine linking into other sources of information such as Business Rates Department.</li> <li>Monitor and verify inputting of Premises, Inspection, Service Request, Sampling and Prosecution information onto FLARE database.</li> </ul>	<p>Team/Team Leader</p> <p>Team Leader</p> <p>Team Leader/PEHO's/Admin</p>	
<b>Departmental Operations</b>			
<ul style="list-style-type: none"> <li>Continually review methods of working and operational activities to seek to identify further efficiencies in provision of services.</li> <li>Trainee Technical officer.</li> </ul>	<ul style="list-style-type: none"> <li>Assess identified improvements to service and implement as appropriate</li> <li>Continue to devise and implement training plan for Trainee to help and support other team members as well as develop their own workload.</li> </ul>	<p>Team /PEHO's Team Leader</p> <p>Team Leader Nominated Officer</p>	

**Food Safety (Continued)**

<b>Action Points from SWOT</b>		
Issue that needs to be addressed	Define Action and Target	Responsibility
<ul style="list-style-type: none"> <li>Partial lack of team spirit/co-operation.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure team mixes up when doing joint working.</li> <li>Encourage more outside work activity to enhance team building.</li> <li>Greater communication within team.</li> </ul>	Team
<ul style="list-style-type: none"> <li>Demotivation and poor recruitment &amp; retention due to relatively low EHO salaries compared to other authorities</li> </ul>	<ul style="list-style-type: none"> <li>Continue to lobby for improvement in recruitment &amp; retention package for EHO's.</li> </ul>	Team Leader
<ul style="list-style-type: none"> <li>Unsuccessful major legal cases.</li> </ul>	<ul style="list-style-type: none"> <li>Investigation and legal skills training.</li> </ul>	Team
<ul style="list-style-type: none"> <li>Rely too heavily on contractors.</li> </ul>	<ul style="list-style-type: none"> <li>Use successful growth bid monies to take on additional permanent staff.</li> </ul>	Team Leader
<ul style="list-style-type: none"> <li>Insufficient monitoring.</li> </ul>	<ul style="list-style-type: none"> <li>PEHO's to take on more responsibility to undertake monitoring and to free up Team Leader time.</li> </ul>	PEHO's
<ul style="list-style-type: none"> <li>Quality system incomplete and becoming out dated.</li> </ul>	<ul style="list-style-type: none"> <li>Lobby for resources to complete and maintain system.</li> </ul>	Team Leader
<ul style="list-style-type: none"> <li>Lack of opportunity for postgraduate courses.</li> </ul>	<ul style="list-style-type: none"> <li>Lobby Head of Service for opportunities.</li> </ul>	Team
<ul style="list-style-type: none"> <li>Lack of recognition for more experienced officers.</li> </ul>	<ul style="list-style-type: none"> <li>Lobby for link grade structure and Senior EHO level.</li> </ul>	Team
<ul style="list-style-type: none"> <li>Loss of funding for EMEP to provide training courses and continue to promote Safe Business Award Scheme.</li> </ul>	<ul style="list-style-type: none"> <li>Provide tutors for EMEP courses.</li> <li>Examine possibility of NRF bid.</li> </ul>	Team Head of Service
<ul style="list-style-type: none"> <li>Training implications for businesses on HACCP requirement of new regulations.</li> </ul>	<ul style="list-style-type: none"> <li>Advise businesses during inspections and provide seminars.</li> </ul>	Team
<ul style="list-style-type: none"> <li>More prescriptive requirements of Code of Practice on timing of inspections.</li> </ul>	<ul style="list-style-type: none"> <li>Careful monitoring and programming and management of workload.</li> </ul>	PEHO's/Team
<ul style="list-style-type: none"> <li>Implications of Freedom of Information Act.</li> </ul>	<ul style="list-style-type: none"> <li>Attention to detail in recording inspection outcomes and accuracy of specifying legal requirements.</li> </ul>	Team
<ul style="list-style-type: none"> <li>Increasing crime in the borough.</li> </ul>	<ul style="list-style-type: none"> <li>All staff to keep aware.</li> <li>Identify and undertake relevant training.</li> </ul>	Team
<ul style="list-style-type: none"> <li>FSA funding for Imported Food Surveillance</li> </ul>	<ul style="list-style-type: none"> <li>Make a bid as appropriate for any new funding.</li> </ul>	PEHO/Lead Officer

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