

OVERVIEW & SCRUTINY COMMITTEE

Wednesday, 24 January 2018 at 6.30 p.m., Room C1, 1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London, E14 2BG

This meeting is open to the public to attend.

Members:

Chair: Councillor Dave Chesterton

Vice Chair: Councillor Clare Harrisson Scrutiny Lead for Health, Adults & Community

Councillor Danny Hassell Scrutiny Lead for Children's Services

Councillor Muhammad Ansar Mustaqim

Councillor Oliur Rahman

Councillor Rabina Khan

Councillor Ayas Miah

Scrutiny Lead for Governance

Councillor Helal Uddin

Scrutiny Lead for Place

Councillor Andrew Wood

Scrutiny Lead for Resources

Co-opted Members:

Shabbir Chowdhury

Parent Governors

Joanna Hannan

Representative of Diocese of Westminster

Asad M Jaman

Muslim Faith Community

Fatiha Kassouri

Parent Governors

Dr Phillip Rice

Church of England Representative

Christine Trumper

Parent Governors

Deputies:

Councillor Abdul Asad, Councillor Ohid Ahmed, Councillor Rajib Ahmed, Councillor Chris Chapman, Councillor Gulam Kibria Choudhury, Councillor Peter Golds, Councillor Md. Maium Miah and Councillor Candida Ronald

[The quorum for this body is 3 voting Members]

Contact for further enquiries:

David Knight, Democratic Services

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Web: <http://www.towerhamlets.gov.uk/committee>

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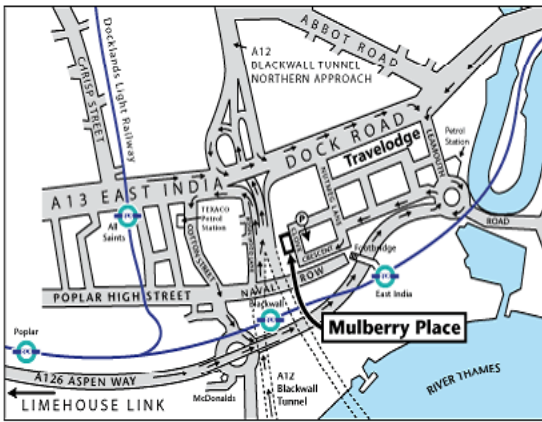
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SECTION ONE	WARD	PAGE NUMBER(S)
1. APOLOGIES FOR ABSENCE		
To receive any apologies for absence.		
2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTEREST	All Wards	9 - 12
To note any declarations of interest made by Members, including those restricting Members from voting on the questions detailed in Section 106 of the Local Government Finance Act, 1992. See attached note from the Interim Monitoring Officer.		
3. UNRESTRICTED MINUTES	All Wards	
To confirm as a correct record of the proceedings the unrestricted minutes of the meetings of the Overview and Scrutiny Committee held on:		
<ol style="list-style-type: none"> 1. 23rd November, 2017; 2. 13th December, 2017; and 3. 15th January, 2018 		
3.1 23rd November, 2017	All Wards	13 - 26
3.2 13th December, 2017.	All Wards	27 - 36
3.3 15th January, 2018		
To follow		
4. UNRESTRICTED REPORTS 'CALLED IN'	All Wards	
No decisions of the Mayor in Cabinet on 19 th December or 9 th January, 2018 in respect of unrestricted reports on these agendas were 'called in'.		
5. REQUESTS TO SUBMIT PETITIONS	All Wards	
To receive any petitions (to be notified at the meeting).		
6. OVERVIEW & SCRUTINY COMMITTEE QUERY	All Wards	

AND ACTION LOG 2017/2018

The Committee will receive the Overview and Scrutiny Committee Query and Action Log 2017/2018 (to be tabled at the meeting).

- 7. CHAIRS UPDATE** **All Wards**
- 7.1 Budget Scrutiny Report**
- 8. FORTHCOMING DECISIONS**
- 9. PRE-DECISION SCRUTINY OF UNRESTRICTED CABINET PAPERS**
- 10. SCRUTINY SPOTLIGHT**
- 10.1 Cabinet Member Spotlight - Work and Economic Development** **All Wards**
- The Committee will receive a presentation from Cabinet Member (Work and Economic Development).
- 11. UNRESTRICTED REPORTS FOR CONSIDERATION**
- 11.1 Recycling Scrutiny Challenge Session Action Plan** **All Wards** **37 - 104**
- 11.2 Quarter Two Corporate Performance Report** **All Wards** **105 - 188**
- 12. VERBAL UPDATES FROM SCRUTINY LEADS** **All Wards**

The Committee will receive a briefing from each of the Scrutiny Leads:

1. Councillor Clare Harrisson - Scrutiny Lead for Health, Adults & Community;
2. Councillor Danny Hassell - Scrutiny Lead for Children's Services;
3. Councillor Ayas Miah Scrutiny Lead for Governance;
4. Councillor Helal Uddin - Scrutiny Lead for Place; and
5. Councillor Andrew Wood - Scrutiny Lead for Resources.

(Time allocated – 5 minutes each)

13. PRE-DECISION SCRUTINY OF UNRESTRICTED CABINET PAPERS All Wards

To consider and agree pre-decision scrutiny questions/comments to be presented to Cabinet.

(Time allocated – 30 minutes).

14. ANY OTHER UNRESTRICTED BUSINESS WHICH THE CHAIR CONSIDERS TO BE URGENT All Wards

To consider any other unrestricted business that the Chair considers to be urgent.

15. EXCLUSION OF THE PRESS AND PUBLIC All Wards

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)

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SECTION TWO

16. EXEMPT/ CONFIDENTIAL MINUTES All Wards

Nil Items

17. EXEMPT/ CONFIDENTIAL REPORTS 'CALLED All Wards

IN'

Nil Items

18. **PRE-DECISION SCRUTINY OF EXEMPT/ CONFIDENTIAL) CABINET PAPERS** **All Wards**

To consider and agree pre-decision scrutiny questions/comments to be presented to Cabinet.

(Time allocated 15 minutes).

19. **ANY OTHER EXEMPT/ CONFIDENTIAL BUSINESS THAT THE CHAIR CONSIDERS URGENT** **All Wards**

To consider any other exempt/ confidential business that the Chair considers to be urgent.

Next Meeting of the Overview and Scrutiny Committee

Monday, 5 February 2018 at 6.30 p.m. to be held in Room C1, 1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London, E14 2BG

Agenda Item 2

DECLARATIONS OF INTERESTS - NOTE FROM THE MONITORING OFFICER

This note is for guidance only. For further details please consult the Members' Code of Conduct at Part 5.1 of the Council's Constitution.

Please note that the question of whether a Member has an interest in any matter, and whether or not that interest is a Disclosable Pecuniary Interest, is for that Member to decide. Advice is available from officers as listed below but they cannot make the decision for the Member. If in doubt as to the nature of an interest it is advisable to seek advice **prior** to attending a meeting.

Interests and Disclosable Pecuniary Interests (DPIs)

You have an interest in any business of the authority where that business relates to or is likely to affect any of the persons, bodies or matters listed in section 4.1 (a) of the Code of Conduct; and might reasonably be regarded as affecting the well-being or financial position of yourself, a member of your family or a person with whom you have a close association, to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the ward affected.

You must notify the Monitoring Officer in writing of any such interest, for inclusion in the Register of Members' Interests which is available for public inspection and on the Council's Website.

Once you have recorded an interest in the Register, you are not then required to declare that interest at each meeting where the business is discussed, unless the interest is a Disclosable Pecuniary Interest (DPI).

A DPI is defined in Regulations as a pecuniary interest of any of the descriptions listed at **Appendix A** overleaf. Please note that a Member's DPIs include his/her own relevant interests and also those of his/her spouse or civil partner; or a person with whom the Member is living as husband and wife; or a person with whom the Member is living as if they were civil partners; if the Member is aware that that other person has the interest.

Effect of a Disclosable Pecuniary Interest on participation at meetings

Where you have a DPI in any business of the Council you must, unless you have obtained a dispensation from the authority's Monitoring Officer following consideration by the Dispensations Sub-Committee of the Standards Advisory Committee:-

- not seek to improperly influence a decision about that business; and
- not exercise executive functions in relation to that business.

If you are present at a meeting where that business is discussed, you must:-

- Disclose to the meeting the existence and nature of the interest at the start of the meeting or when the interest becomes apparent, if later; and
- Leave the room (including any public viewing area) for the duration of consideration and decision on the item and not seek to influence the debate or decision

When declaring a DPI, Members should specify the nature of the interest and the agenda item to which the interest relates. This procedure is designed to assist the public's understanding of the meeting and to enable a full record to be made in the minutes of the meeting.

Where you have a DPI in any business of the authority which is not included in the Member's register of interests and you attend a meeting of the authority at which the business is considered, in addition to disclosing the interest to that meeting, you must also within 28 days notify the Monitoring Officer of the interest for inclusion in the Register.

Further advice

For further advice please contact:-

Asmat Hussain, Corporate Director, Governance and Monitoring Officer. Tel 020 7364 4800

APPENDIX A: Definition of a Disclosable Pecuniary Interest

(Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012, Reg 2 and Schedule)

Subject	Prescribed description
Employment, office, trade, profession or vacation	Any employment, office, trade, profession or vocation carried on for profit or gain.
Sponsorship	<p>Any payment or provision of any other financial benefit (other than from the relevant authority) made or provided within the relevant period in respect of any expenses incurred by the Member in carrying out duties as a member, or towards the election expenses of the Member.</p> <p>This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.</p>
Contracts	<p>Any contract which is made between the relevant person (or a body in which the relevant person has a beneficial interest) and the relevant authority—</p> <p>(a) under which goods or services are to be provided or works are to be executed; and</p> <p>(b) which has not been fully discharged.</p>
Land	Any beneficial interest in land which is within the area of the relevant authority.
Licences	Any licence (alone or jointly with others) to occupy land in the area of the relevant authority for a month or longer.
Corporate tenancies	<p>Any tenancy where (to the Member's knowledge)—</p> <p>(a) the landlord is the relevant authority; and</p> <p>(b) the tenant is a body in which the relevant person has a beneficial interest.</p>
Securities	<p>Any beneficial interest in securities of a body where—</p> <p>(a) that body (to the Member's knowledge) has a place of business or land in the area of the relevant authority; and</p> <p>(b) either—</p> <p>(i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or</p> <p>(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person has a beneficial interest exceeds one hundredth of the total issued share capital of that class.</p>

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LONDON BOROUGH OF TOWER HAMLETS

MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE

HELD AT 6.30 P.M. ON THURSDAY, 23 NOVEMBER 2017

**ROOM C1, 1ST FLOOR, TOWN HALL, MULBERRY PLACE, 5 CLOVE
CRESCENT, LONDON, E14 2BG**

Members Present:

Councillor Dave Chesterton (Chair)	
Councillor Clare Harrisson (Vice-Chair)	– Scrutiny Lead for Health, Adults & Community
Councillor Danny Hassell	– Scrutiny Lead for Children's Services
Councillor Muhammad Ansar Mustaquim	
Councillor Oliur Rahman	
Councillor Rabina Khan	
Councillor Ayas Miah	– Scrutiny Lead for Governance
Councillor Helal Uddin	– Scrutiny Lead for Place
Councillor Andrew Wood	– Scrutiny Lead for Resources

Co-opted Members Present:

Shabbir Chowdhury	– Parent Governors
Joanna Hannan	– Representative of Diocese of Westminster
Dr Phillip Rice	– Church of England Representative
Christine Trumper	– Parent Governors

Other Councillors Present:

Councillor Rachel Blake	– Cabinet Member for Strategic Development & Waste
Councillor David Edgar	– Cabinet Member for Resources
Councillor Amy Whitelock Gibbs	– Cabinet Member for Education and Children's Services
Councillor Peter Golds	– (Leader of the Conservative Group)

Apologies:

Asad M Jaman	– Muslim Faith Community
Fatiha Kassouri	– Parent Governor

Officers Present:

Ngozi Adedeji	– (Team Leader Housing Services, Governance)
Mark Baigent	– (Interim Divisional Director, Housing and Regeneration)
Elizabeth Bailey	– Senior Strategy, Policy and Performance Officer
Ruth Dowden	– (Complaints & Information Manager, Legal Services, Law Probity & Governance)
Sharon Godman	– (Divisional Director, Strategy, Policy and Partnerships)
Afazul Hoque	– (Interim Service Manager, Strategy, Policy & Performance)
Debbie Jones	– (Corporate Director, Children's)
Christine McInnes	– (Divisional Director, Education and Partnership, Children's)
Nancy Meehan	– (Interim Divisional Director, Children's Social Care)
Neville Murton	– (Divisional Director, Finance, Procurement & Audit)
Brian Snary	– Financial Accountant - Resources
Ann Sutcliffe	– (Acting Corporate Director, Place)

1. APOLOGIES FOR ABSENCE

The Committee noted that Councillor Helal Uddin had tendered his apologies for lateness.

2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTEREST

Although there were no declarations of Disclosable Pecuniary Interests Councillors A. Miah; H. Uddin and A. Mustaqim all declared that they had a personal interest. This was because they were leaseholders of Poplar HARCA and Councillor Uddin declared a further personal interest in that his employer has a commercial relationship with Poplar HARCA.

3. UNRESTRICTED MINUTES

The Chair **Moved** and it was:-

RESOLVED

That the unrestricted minutes of the meeting of the Overview and Scrutiny Committee held on 25th October, 2017 be approved as a correct record of the proceedings.

**4. OVERVIEW & SCRUTINY COMMITTEE QUERY AND ACTION LOG
2016/17**

Noted

5. CHAIRS ACTION

Noted that the Chair had been consulted on the need to seek two urgent decisions through the Mayor's Executive Decision Making Process regarding;

- (i) Acquisition of Affordable Homes; and
- (ii) Barley Mow Estate: Malting and Brewster Houses External Fire.

6. REQUESTS TO SUBMIT PETITIONS

There had been no requests to submit petitions.

7. FORTHCOMING DECISIONS

Nil items.

8. UNRESTRICTED REPORTS 'CALLED IN'

The Overview and Scrutiny Committee received a "Call In" signed by 5 Councillors regarding the report on the "**Acquisition of Affordable Homes**" that had been considered by the Mayor as an individual Decision on 10th November, 2017.

The Committee noted the Call-in requisition stated that:

- Decision came out Friday night, 10th November, 2017, 7.31pm to spend £119 million;
- This was 7 hours after the deadline to submit questions and motions for the full Council on the 22nd November, 2017;
- There will be no opportunity at 22nd November, 2017 Council meeting to ask questions of officers;
- Previous experience of Council meetings suggests that there will be little or no time to debate properly such an important issue; and
- While individual components of this proposal have been discussed in the past (some as far back as 2015), many of the values have changed and the first time we have seen in aggregate.

However, the main questions raised were as follows:

1. How do we ensure that the £119 million buys us the best quality homes for the greatest number of people for the longest period of time;
2. What is the average age of properties bought from Poplar Harca and others?

3. How many years of life do they have left? What happens if estate redeveloped?
4. Particular concern over life cycle cost i.e. is it better to pay more upfront for quality new build which will be cheaper over next 60 years then pay less for something that may last only 20 years?;
5. Poplar Harca bought properties - comment made by officer was that they had not sold at auction but we then bought them, background required;
6. What are the reasons for this not to go through the normal Cabinet and Overview and Scrutiny Committee process;
7. Who will manage the properties bought under S.106 Agreements and others? MHS will own but who will do day to day management? What is financial impact of this?
8. How much Right to Buy receipts are at risk if no decision are made this year?
9. New Homes Bonus - will this be used as unclear?
10. £648 million infrastructure funding gap identified in the Local Plan 2031. How will we fill this gap if we are spending money on new homes?

The questions and comments from Members of the Committee on the report may be summarised as follows:

The Committee:

- Indicated that it would wish to know if the properties referred to are suitable for long term lets and would therefore wish to have more detail on their condition and age;
- Felt that in respect of the condition and age of these properties as the Poplar HARCA had been unable to sell them at auction would not new build have been a more cost effective option;
- Indicated that it wished LBTH to get the best value from any expenditure e.g. why not lease these properties through HARCA?
- Felt that given the debate on developing non-profit, community-based organizations designed to ensure community stewardship of land (e.g. community land trusts) would it not be better to have considered the purchase of such homes through a Land Trust?
- Wished that there had been more time to discuss at last night's Full Council the suitability of this process;
- Noted that a detailed list of questions had been submitted by councillors on the age and condition of properties referred to above;
- Considered that the aforementioned options would be a positive direction of travel and whilst it would be good to have had a fuller debate at Full Council it had been decided not extend meeting time;
- Was reminded that the original report sets out the reasons as why LBTH should purchase these properties;
- LBTH needs to urgently find suitable properties so as to address local housing needs and the Mayors decision on 10th November, 2017 was a step forward and aims to deliver homes on a timely manner;

- Also welcomed the opportunity to look at the technical and convoluted way Councils have to go through so as to spend RTB receipts;
- Noted that the Mayoral decision is part of the Housing Strategy to deliver new homes;
- Asked if consideration had been given to buying blocks on Blackwall Reach instead of private sales?
- Noted that the Lead Member would be happy to organise a Members Workshop on the Acquisition of Affordable Homes.

As a result of a full and wide ranging discussion on this report the Committee **RESOLVED** by a majority of 5 to 4 not to refer the matter back to the Mayor for reconsideration.

However, the Chair indicated his intention to raise those issues highlighted by the Call In with the Mayor and Cabinet (The responses received are set out in **Appendix 1**).

9. UNRESTRICTED REPORTS FOR CONSIDERATION

9.1 COMPLAINTS ANNUAL REPORT

The Committee received the Complaints and Information Annual Report 2016/17 that outlined the Council's activities and performance in response to Information Governance matters; Information Requests; Corporate Complaints; Statutory Complaints for Children's and Adults Social Care. The questions and comments from Members on the report may be summarised as follows:

The Committee:

- Asked how LBTH learns from the outcome of any complaints that have been made. In response it was noted that the Service Manager for Complaints and Information attends each Departmental Leadership Team quarterly to discuss the volume of complaints; performance; lessons learned and actions that have been taken;
- Noted that complaints data is published on the Council's Website;
- Noted that there has been a significant increase of 76% in complaints being escalated. The increased escalation was associated with a higher level of complaints upheld at these stages, indicating that resolution could have been achieved earlier in the complaints process, thus preventing any escalation. The reasons for this are to be investigated as part of the Directorate's review of complaints handling procedures. Accordingly, the Committee asked to be provided with details of type of complaints regarding Tower Hamlets Homes (THH) that have been escalated.
- Noted that training is in place to support staff and there will be an intranet page for staff with advice together with an internet page for the public;

- Wanted to know how escalated complaints dealt are dealt with to ensure that appropriate adult social care and children's social care is provided, particularly for vulnerable people?
- Wished to be informed how is Governance working with schools and teachers regarding complaints?

The Chair Moved and it was:-

RESOLVED

To note priorities for action to improve performance and the priorities for developments in practice for both information governance and complaints handling.

ACTIONS

The Committee asked:

- A. For details of type of complaints about THH that have been escalated;
- B. How are escalated complaints are dealt with to ensure that appropriate adult social care and children's social care is provided, particularly for vulnerable people; and
- C. How is Governance working with schools and teachers regarding complaints?

9.2 QUARTER 2 BUDGET MONITORING

The Committee received a monitoring report that detailed the financial outturn position of the Council at the end of Quarter 2 for 2017-18 compared to budget, and service performance against targets. This included the Quarter 2 position for the:

- General Fund (GF) Revenue Budget Position
- Housing Revenue Account (HRA) Budget Position
- GF and HRA Capital Programme Performance
- Savings
- Progress delivering Council Growth Priorities, including Mayoral Priority Growth
- Forecast use of Reserves
- S106, CIL and Capital Receipts Income
- Council Tax and Business Rates Income
- Debtors & Creditors
- Treasury Management Activities
- Pension Fund Investments Position

The questions and comments from Members on the report may be summarised as follows:

The Committee:

- Noted that in July 2016 the Cabinet had approved £1.1m for the Council to work with a strategic partner to deliver change in its services. To assist in the delivery of a diverse range of proposals the Council undertook to identify a strategic partner who would support the Council in all aspects of the delivery of those proposals. The procurement exercise was won by Grant Thornton LLP and the three year contract had annual break points, however a number of projects came forward faster than anticipated so it had been necessary to undertake decisions using the urgency provisions;
- Asked for clarification on whether the Grant Thornton Contract went to the Best Value Board;
- Requested to receive clarification on how the Council (i) assesses which wards/sub-wards are the most in need; and (ii) monitors that the money from the planning charge or Community Infrastructure Levy (CIL) goes to where there is the greatest need?
- Wanted to know how is an evidence-base used to inform expenditure of CIL funding?
- If a full capital programme will be developed to inform expenditure over 10-15 years?
- Noted that the Government's reinvigoration of the Right to Buy system in April 2012, has led to a significant increase in the number of right to buy applications. Key elements of the policy were the increase of the maximum discount available to tenants and a change to the previous Right to Buy capital receipt pooling arrangements whereby now local authorities can retain receipts for replacement housing – provided they can sign up to an agreement with Government that they will limit the use of the net Right to Buy receipts to 30% of the cost of the replacement. The Authority has therefore entered an agreement with the Government to allow it to retain a proportion of Right to Buy receipts to be spent on replacement social housing, with the following conditions: (i) Retained 'one for one' receipts cannot fund more than 30% of total spend (ii) Receipts cannot be used in conjunction with funding from the GLA/HCA; (iii) Receipts must be spent within three years or be returned with interest; and (iv) Receipts cannot be given to a body in which the local authority has a controlling interest. Although, the authority may use the receipts to grant fund another body, such as a Registered Provider (RP)
- Noted that the Planning Obligation funding (s106) used to mitigate the impact of development in planning terms can be spent on a range of projects. Currently, such projects are developed by the responsible Directorates and approvals are sought in accordance with the Council's Infrastructure Delivery Framework (IDF) that had been approved by the Mayor in Cabinet in October, 2016;

- Noted that at 30th September 2017, a total of £92.6 million was held in the s106 account. In addition to these s106 balances, interest of £1.2 million had now been accrued to the account. It was also noted that in some circumstances such monies can be used for other schemes with the agreement of the developer's.
- Stated that it would wish to be provided with information to OSC and include analysis in next monetary report on why there is a 26% underspend of the Disabled Facilities Grant.? In response it was noted that such monies need to be utilised as this has a direct impact on the lives' of residents and more information should be made available to scrutiny;
- Wanted to know what is being done to support the move from Acute to Community Care and how this reflects the budget planning? In response it was noted that in the budget process consideration is given to looking at expenditure profiles and if any areas need to be addressed e.g. Looking at the needs within Adults Services and the measures that have been put in place and looking at the Better Care Fund;
- The Committee commented that the use of agency staff is an issue that LBTH have struggled to address so why can consideration not be given to the use of fixed term cover instead? In reply it was noted that whilst it is the intention to reduce the numbers of agency staff there are times when LBTH urgently needs the right skill sets or to use of consultants as LBTH needs a specific skill set but only for a fixed period.

ACTIONS:

The Committee asked:

- A. To be provided with an analysis in the next monetary report on why there is a 26% underspend of the Disabled Facilities Grant.?
- B. For clarification on whether the Grant Thornton Contract went to the Best Value Board?
- C. Clarify how the Council assesses which wards/sub-wards are the most in need and monitors that the money from CIL funding goes to right people?
- D. How is the evidence-base used to inform expenditure of CIL funding?
- E. Will a full capital programme be developed to inform expenditure over 10-15 years?

9.3 CHILDREN'S SAFEGUARDING SPOTLIGHT

The Committee received a presentation that set out the annual report of Tower Hamlets Local Safeguarding Children Board (LSCB), which is a statutory requirement under the Children Act 2004 and Working Together to Safeguard Children Guidance 2015. The annual report outlined the Board's governance arrangements, key safeguarding information and response to the Ofsted Review of LSCB undertaken in February 2017.

The questions and comments from Members on the report may be summarised as follows:

The Committee:

- Noted that Ofsted had undertaken a review of the LSCB in February 2017 and found it be 'inadequate' as it was 'not discharging all of its statutory functions'. It was described to have a number of shortfalls including the LSCB Performance Dataset, which did not sufficiently focus on core business and its priorities, nor was it able to monitor the quality of front line practice;
- Was informed that the LSCB had accepted Ofsted's judgement and findings and as a result, the annual report is limited in its ability to reflect the full range of activities undertaken by the Board and partner members and demonstrate it has been able to keep all children safe from harm. This condensed report excludes analysis of its performance in 2016-17. Focusing instead on explaining how the LSCB will respond to the findings of the Ofsted Review and its future direction;
- Was advised that the LSCB will ensure that next year's report will provide a full and detailed account of the areas of improvement and demonstrate it is able to challenge and hold its partners to account;
- Noted that the Board maintains a Risk and Issues Register, capturing risks as identified by a member agency or the LSCB Independent Chair. The LSCB Chair and Executive Board members monitor the risks, mitigation and remedial actions. The LSCB Chair will escalate risks causing significant partnership concern or difficulties to the chief executive or senior officer of the relevant agency. The LSCB Chair updates the Council's Chief Executive of the LSCB risk register at quarterly one-to-one meetings.
- Asked for details of the Housing Representatives on the LSCB?
- Requested details of the numbers of children who have been made the subject of a care order and LBTH therefore has the legal responsibility for them. In addition, details of their educational attainment together with any concerns regarding their criminality;
- Noted that the Lead Member would be happy to invite the Councillors and the Education Co-Optees to any future LSCB training.

ACTIONS:

What information are we collecting on Looked After Children that informs the Council (as their corporate parent):

- How many LACs there are?
- Their school attainment?
- Details of the Housing Representatives on the Board
- Any criminality concerns?
- Invite OSC Councillors and the Education Co-Optees to LSCB training events?

9.4 CABINET MEMBER SPOTLIGHT - CHILDREN'S SERVICES

The Committee received a presentation highlighting a number of key aspects of Children's Services including the risk to children and young people in relation to child sexual exploitation; domestic violence and mental health; unaccompanied asylum seeking children adoption and fostering; quality and timeliness of social care assessments and interventions; and an update on the stability of the social care workforce.

The questions and comments from Members on the report may be summarised as follows:

The Committee:

- Asked what work is being undertaken with families to build parents' confidence so that they can support their children's communication, language and literacy skills at home. Also what is being done to ensure children join reception classes with the building blocks for learning? In response it was noted that early help is not consistent in the Borough. Therefore, there is a need co-ordinate this help and to pull in specialist support to provide the needed wrap around care **e.g.** to provide children with a strong foundation for success in the classroom and beyond;
- Noted that the relationship between schools and children centres needs to change to have a focus on the journey of the child and the transitions from one setting to another;
- Noted regarding attendance it is about instilling good habits in children's and parents minds **e.g.** when a child starts in reception the parents need to see the importance of attendance and to stress that to their child;
- Noted the frustration of LBTH staff caused by the poor reliability of the existing IT infrastructure and their concerns about the systems being fit for purpose **e.g.** those systems used by LBTH can communicate with each other so that information can be shared;
- Noted that there also is a culture change required to work collaboratively not just the IT but that staff talk to each other so as to minimise the fragmentation and any unnecessary duplication;
- Noted that LBTH are looking at how to work out the churn of families in and out of the Borough and manage the development of the provision of school place planning - secondary and primary provision.
- Was advised that there is an issue with the new national funding formula for schools that has been brought in to tackle wide variations in per-pupil funding rates across the country;
- Noted the recognition of the importance of co-producing from 0 to 25 and to hear the voice of those who are engaged **e.g.** there are examples where the young people's passion and belief has been used effectively to develop services;
- Noted the Amanda Spielman, the Chief Inspector of Schools had made a number of comments recently regarding primary school children

wearing the Hijab. In response it was noted that the presentation had been drafted before Ms Spielman's announcement but her view on this was not one that would necessarily be shared by schools and LBTH;

- Enquired how have cuts had affected the delivery of children's services with particular reference to the Shadwell Children's Centre. In response it accepted that there was need to brief Councillors on the nature and content of the development of provision within Tower Hamlets (e.g. a stronger offer including health as well).

ACTIONS:

- How have cuts affected the delivery of services? Suggestion that Shadwell Children's Centre is little more than an office.

9.5 CHILDREN'S SERVICES IMPROVEMENT - PROGRESS REPORT QUARTER 2

The Committee received a report that provided an update on progress in delivering improvements to Children's Services in response to the report published by Ofsted in April 2017 which rated LBTH services as 'inadequate'. The Council's improvement plan the Committee was reminded aims to achieve a standard of 'good' by April 2019, which seen as the minimum LBTH children and families deserve.

It was also noted that the body of this report includes commentary on progress in the four themes of the LBTH improvement plan at the end of its first stage, 'laying the foundations.' Whilst LBTH has met most of the aims of this first stage, giving a firm foundation for improvement, there remain significant challenges in ensuring that the service improves to meet a 'good' standard and sustains this improvement. The focus in the next stage will be to build on the progress made so that improvement is achieved and sustained.

The questions and comments from Members on the report may be summarised as follows:

The Committee:

- Noted that Ofsted had stated that there are widespread and serious failures in the services provided to children who need help and protection in Tower Hamlets. As a result, too many children remain in situations of actual or potential harm for too long. Insufficient scrutiny has meant that they did not know about the extent of the failures to protect children until this inspection. However, the current position is that that are all cases allocated all plans up to date.
- Noted that the process is under regular review so as to ensure that the child's journey is in a better place. This process is fully supported by the Lead Member; Strategy Policy & Performance Team; Legal Services Officers and Information Technology who all provide key support to help Children's Service deliver their support. Whilst the

Council's Corporate Leadership Team is updated on a regular basis [initially weekly but now monthly].

- Expressed concern with regarding (i) caseloads and were they being managed effectively; (ii) the number of agency workers being employed by LBTH and (iii) how many permanent staff left social services. In response it was noted that LBTH is improving from a very low starting point and there is still a considerable amount of work that needs to be done. Also LBTH must ensure that those children who have been made the subject of a care order are safe. This has meant that numbers of agency staff have had to be brought in and it was noted that many of those individuals are fully committed to LBTH. Whilst as part of the progress to a stronger better system LBTH is working to encourage these staff to become permanent. Also, the Committee noted that it would be provided with details of the turnover of permanent staff;
- Indicated that that they wished to get a picture of the multi-agency response to the challenges faced in Tower Hamlets **e.g.** that the Housing Providers have a critical role too here to play and that all partner agencies need to be fully supportive of both Children's and Social Services.

ACTIONS:

- Update on what progress is being made to Housing Associations be fully supportive of both Children's and Social Services; and
- Provide details of how many permanent social workers have left the Council over the last 12 months.

10. VERBAL UPDATES FROM SCRUTINY LEADS

The Committee received and noted a briefing from the Scrutiny Lead Members which may be summarised as follows:

Councillor Clare Harrisson Scrutiny Lead for Health, Adults & Community

The Committee noted that the Refugee and Homelessness officer had been appointed.

Councillor Danny Hassell Scrutiny Lead for Children's Services

The Committee noted that progress on the key elements of the Children's Services Improvement Programme including Leadership, Management and Governance; Social Work Practice and the development of a Sufficient and Skilled Workforce.

Councillor Ayas Miah Scrutiny Lead for Governance

Noted that the Challenge Session on understanding the impact of Brexit on the London Borough of Tower Hamlets would be held on 7 December 2017

Councillor Helal Uddin Scrutiny Lead for Place

Noted that between December, 2017 and February, 2018 there would be a review on Fire Safety Review covering (i) Driving improvement in fire safety policies, practices and compliance; (ii) Clarifying the roles and responsibilities across public and private owned high rises and the (iii) Amplifying the voice and concerns of residents.

Councillor Andrew Wood Scrutiny Lead for Resources

Noted that dates were being agreed for the **Youth Sports Funding** with Lead Member and relevant Officers. This Challenge Session would cover (i) Improving the understanding of the activities available to young people in Tower Hamlets; (ii) Improving understanding of play facilities and needs in the borough and feeding recommendations towards the Local Plan and (iii) Ensuring better funding co-ordination between the council allocation and grants receivers.

11. PRE-DECISION SCRUTINY OF UNRESTRICTED CABINET PAPERS

The Chair asked the Committee to submit any pre decision scrutiny of the unrestricted Cabinet papers prior to the 28th November, 2017 meeting.

(The submitted pre-decision scrutiny questions of the unrestricted Cabinet papers for the 28th November, 2017 meeting is attached at **Appendix 2**).

12. ANY OTHER UNRESTRICTED BUSINESS WHICH THE CHAIR CONSIDERS TO BE URGENT

Nil items

13. EXCLUSION OF THE PRESS AND PUBLIC

The agenda circulated contained no exempt/confidential business that required there to be a formal discussion and there was therefore no requirement to exclude the press and public.

14. EXEMPT/ CONFIDENTIAL MINUTES

Nil items

15. EXEMPT/ CONFIDENTIAL REPORTS 'CALLED IN'

Nil items

16. PRE-DECISION SCRUTINY OF EXEMPT/ CONFIDENTIAL) CABINET PAPERS

The Committee noted that there was the following confidential item on the Cabinet agenda for the 28th November, 2017.

Item 10.1 Ocean Site H - Revised Capital Estimate

**17. ANY OTHER EXEMPT/ CONFIDENTIAL BUSINESS THAT THE CHAIR
CONSIDERS URGENT**

Nil items

The meeting ended at 10.00 p.m.

**Chair, Councillor Dave Chesterton
Overview & Scrutiny Committee**

LONDON BOROUGH OF TOWER HAMLETS

MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE

HELD AT 6.30 P.M. ON WEDNESDAY, 13 DECEMBER 2017

**ROOM C1, 1ST FLOOR, TOWN HALL, MULBERRY PLACE, 5 CLOVE
CRESCENT, LONDON, E14 2BG**

Members Present:

Councillor Dave Chesterton (Chair)	
Councillor Clare Harrisson(Vice-Chair)	Scrutiny Lead for Scrutiny Lead for Health, Adults & Community
Councillor Danny Hassell	Scrutiny Lead for Children's Services
Councillor Muhammad Ansar Mustaquim	
Councillor Rabina Khan	
Councillor Ayas Miah	Scrutiny Lead for Governance
Councillor Helal Uddin	Scrutiny Lead for Place
Councillor Andrew Wood	Scrutiny Lead for Resources

Co-opted Members Present:

Shabbir Chowdhury	Parent Governors
Joanna Hannan	Representative of Diocese of Westminster
Fatiha Kassouri	Parent Governors
Dr Phillip Rice	Church of England Representative
Christine Trumper	Parent Governors

Other Councillors Present:

Mayor John Biggs

Apologies:

Councillor Oliur Rahman	
Asad M Jaman	Muslim Faith Community

Officers Present:

Ann Corbett	(Divisional Director, Community Safety)
Elizabeth Bailey	Senior Strategy, Policy and Performance Officer
Sharon Godman	(Divisional Director, Strategy, Policy and Partnerships)
Janet Fasan	(Divisional Director, Legal)

Denise Radley

(Corporate Director, Health, Adults &
Community)

Will Tuckley
Sue Williams

(Chief Executive)
Borough Commander - Chief
Superintendent

1. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Oliur Rahman.

2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTEREST

Councillor Woods indicated that if there was to be any detailed discussion during **Item 10** "Pre-Decision Scrutiny of Unrestricted Cabinet Papers" the "Neighbourhood Planning: Isle of Dogs Neighbourhood Plan" he would need to declare a personal interest as he had been involved in drafting much of the supporting documentation.

3. UNRESTRICTED MINUTES

The Chair **Moved** and it was:-

RESOLVED

To defer consideration of the minutes of the last meeting to the next ordinary meeting of the Overview and Scrutiny Committee to be held on 24th January, 2018.

4. REQUESTS TO SUBMIT PETITIONS

Nil items

**5. OVERVIEW & SCRUTINY COMMITTEE QUERY AND ACTION LOG
2017/18**

Noted

6. UNRESTRICTED REPORTS 'CALLED IN'

Nil items

7. SCRUTINY SPOTLIGHT

7.1 Community Safety

The Committee received a presentation that covered the following:

- I. Violence Against Women & Girls (VAWG);
- II. Hate Crime;
- III. Rapid Response Team;

- IV. Prevent & Community Safety Partnership;
- V. Enforcement;
- VI. Crime Prevention;
- VII. Anti-Social Behaviour;
- VIII. Drugs & Alcohol – Criminal Justice;
- IX. Licensing Policy & Strategy;
- X. Trading Standards; and
- XI. Community Cohesion.

The questions and comments from Members on the presentation may be summarised as follows:

The Committee:

- Indicated their concerns that vulnerable young people are being exploited in order to facilitate the running of street level drug dealing within the Borough. In response it was noted that work is being undertaken with Hackney and Newham to address this issue;
- Noted that the primary purpose of stop and a search power is to enable officers to allay or confirm suspicions about individuals. However, it needs to be used in a respectful way;
- Noted that there is a North East London Domestic Abuse Forum that aims to bring together representatives from the many local agencies who work with those affected by domestic violence and abuse in North East London. The Forum shares good practice, increases awareness of domestic violence and identifies any gaps in services;
- Noted that with the use by the Police of body cameras together with other ways to gather evidence the Partnership can pursue prosecutions in Domestic Violence (DV) cases without reliance on any witnesses;
- Noted that LBTH had commissioned an independent DV investigator;
- Noted that work is being undertaken on a strategic action plan to address gang and knife crime (e.g. weapons sweeps and the education of young people about crime);
- Noted Deputy Mayor for London now has a Knife Crime Working Group and that as part of the Council's Medium Term Financial Strategy there is a bid for the funding on work for young people and violence;
- Noted that with regard to the Council funded police officers a targeted operational model has been developed;
- Noted that the Police and Health Services are working together in the Accident and Emergency Trauma Units regarding young people and crime;
- Noted the concerns within the Borough regarding the effectiveness of the 101 number and need to improve the increased reporting of Anti-Social Behaviour (ASB);
- Commented that it would wish to know how reporting of ASB this being developed and managed within Tower Hamlets;
- Noted that whilst calls to 999 will take priority over those to 101 in terms of back office support there is a recruitment campaign and work is being done to develop reporting on line and through social media;

- Noted if any Safer Neighbourhood Team has not contacted the local Ward Councillors then the Borough Commander needs to be advised;
- Noted that OWL ([Online Watch Link](#)) is used by the Metropolitan Police Service and Tower Hamlets in partnership with local Neighbourhood Watch coordinators to communicate with residents and businesses across the Boroughs. OWL is an advanced solution for police & communities to grow and manage Neighbourhood Watch, School Watch, Business Watch and dozens of other schemes. OWL provides watch members with the latest messages and local crime alerts sent by email, telephone, SMS or fax;
- Noted that from January 2017 to September 2017, residents had been invited to attend a community safety ward walkabout and roadshow in their local area, targeting ASB/crime hotspot areas in each ward. Residents were able to raise their concerns directly with the Police, Council and Community Safety Partners, and also discuss possible actions to reduce these issues. The walkabouts had been led by the local Police Safer Neighbourhood Teams (SNTs) and the Cabinet Member for Community Safety, Asma Begum. The Police Borough Commander and/or Chief Inspector of Neighbourhoods had also invited Ward Councillors, Ward Panel Members, Housing Providers, Youth Workers, Drug Outreach Workers, Tower Hamlets Enforcement Officers (THEOs) and the Rapid Response Team Workers;
- Noted that Cabinet Member for Community Safety was looking into a hot line for reporting of ASB and the Borough Command are working on developing and maintaining dedicated ward officers;
- Noted that eventually there will be 25 dedicated officers in the Borough in addition to the 14 officers dedicated to Tower Hamlets Homes estates;
- Noted that addressing ASB is challenging and needs to be tackled through a partnership approach in terms of resources deployed by the statutory agencies and that people can feel confident in report incidents;
- Noted that on Halloween and Fire Works Night the numbers of ASB calls had gone down;
- Noted as part of the late night levy there was a business consultation and work on helping people exiting lives as sex workers and those who comment violence against women;
- Noted that the Borough Command is working in local schools and the Youth Independent Advisory Group to develop a positive dialogue;
- Noted that there had been much work on counter terrorism across the partnership to take preventative measures;
- Noted that the partnership had developed a knife crime action plan as part of a focused piece of work so as to build a strategy;
- Commented that there was a need to actively involve the voice of the victims of crimes and they should be valued and respected. In response it was noted that the development of the action plan involved a wide number of groups but need to do more focused around families especially with regard to the victim's voice.

In conclusion, the Chair Moved and it was **RESOLVED** that the Committee:

1. Welcomed the presentation; and
2. Placed on record its congratulation to Sue Williams the Police Borough Commander had received a Queens Policing Medal for hostage negotiations.

8. UNRESTRICTED REPORTS FOR CONSIDERATION

8.1 Report of the Overview and Scrutiny Committee: Promoting a shared responsibility and removing barriers to improved recycling in the borough Scrutiny Challenge Report

The Chair Moved and it was:-

RESOLVED to defer formal consideration of this report to the meeting of the next ordinary meeting of the Overview and Scrutiny Committee to be held on 24th January, 2018.

8.2 Mayor's Transparency Protocol & OSC Transparency Recommendations

The Committee received and noted a report that provided an update on the progress made in implementing the actions set out in the Mayor's Transparency Protocol and the recommendations arising from the Overview and Scrutiny Transparency Commission report. It was noted that as the work around these two initiatives had naturally converged and the report provided a combined picture of the current position on the Council's overall work to drive forward the vision of a more open, accountable and transparent organisation.

It was also noted that whilst transparency and accountability remain a matter of real interest and concern to local people, the Annual Residents Survey (ARS) 2017/18 results had shown that 79% of residents trust the Council 'a great deal' or 'a fair amount' - up 7 points on last year, and well above the trust rating for councils nationally (59%). 59% also had agreed that the Council is 'open and transparent about its activities' - up 7 points on last year. 72% are satisfied with the way the Council runs things - close to last year's rating and a historical high – and 78% felt the Council was doing a good job - up 6 points over the year. Despite this, the Council recognised that there is still further work to do, and remains committed to becoming a more open and transparent organisation.

The questions and comments from Members on the report may be summarised as follows:

The Committee:

- Commented that the available information on the web site needs to be fit for purpose and noted it was recognised that there is work to do on how the website can be navigated;

- Noted that regarding the Council welcomes petitions and recognises that they are one way in which people can let us know their concerns. The Council also accepts both paper and e-Petitions. Paper petitions are those prepared in the traditional way: a petition organiser creates a paper document that includes a proposed action;
- Noted regarding **e-Petitions** these are created, signed, and submitted entirely online. The petition organiser uses the Council's website to create their petition and residents can then electronically add their name via the website to show their support of the action the petition organiser proposes;
- Commented that the petition process should be a symbol of an active community (**i.e.** a way of expressing an opinion for the public to put forward a view on an issue); and
- Commented that it wished to know about the use of alternate means to raise issues and including regular publications both digital and non-digital methods. Accordingly it was agreed that Andreas Christophorou; Divisional Director of Communications and Marketing should be invited to attend a future meeting to explain the Council's Communications Strategy.

In conclusion, the Chair Moved and it was **RESOLVED** that the Committee would welcome the report and looked forward to receiving a presentation at a future meeting on the Council's Communications Strategy.

9. **VERBAL UPDATES FROM THE CHAIR AND SCRUTINY LEADS**

The Committee received and noted the updates from the Scrutiny Leads which may be summarised as follows:

Councillor Clare Harrisson (Scrutiny Lead for Health, Adults & Community)

- Noted in January that there would be an update on the recommendations of the Health Scrutiny Sub-Committee's Review on Maternity Services which was undertaken in 2016.

Councillor Danny Hassell (Scrutiny Lead for Children's Services)

- Noted that there would be a Challenge Session on New Year Gangs and Serious Violence early in 2018.

Councillor Helal Uddin (Scrutiny Lead for Place)

- Noted that there would be a Fire Safety Review Session Presentation early in 2018 and at the January Sub-Committee a report following up from the Scrutiny Challenge Session on Homelessness.

Councillor Andrew Wood (Scrutiny Lead for Resources)

- Noted that at the last meeting the Sub-Committee had considered a number of reports including Event Fund Report for Applications Received Quarters 1 – 3, 2017-18; Affordable Housing Grant Programme 2016-19 Second Round and Mental Health User Led Grants Programme 2018 – 2020.

Councillor Dave Chesterton (Chair – Overview and Scrutiny Committee)

- Key Decision Notice – London Wide Pilot for Business Rates Retention: It was noted that as part of the report on the Medium Term Financial Strategy report to Cabinet on 19 September, the Mayor agreed in principle to join the London Business Rates Retention Scheme Pilot. Following conversations with London Councils it is now apparent that the final formal decision will need to be taken one Cabinet meeting earlier than expected (it will now be presented for final decision on 9 January). Although a general forward plan notice has been published for the Medium Term Financial Strategy Report that will contain this decision, as the decision is being taken separately to the rest of the report (which is only approved in draft form on 9 January) officers have decided that it is prudent and an aide to transparency, to publish a separate forward plan notice to highlight this specific decision. However, as the decision will now need to take place within 28 days, the notice will be published under general urgency provisions. Accordingly, the Chair of Overview and Scrutiny will monitor the progress of this report.

10. PRE-DECISION SCRUTINY OF UNRESTRICTED CABINET PAPERS

The Committee noted that due to a Power Outage at John Onslow House reprographics officers which had meant it had not been possible to send out the Cabinet papers as intended.

Accordingly, copies of the agenda for Cabinet meeting were available at tonight's meeting and that comments on the Cabinet agenda could be submitted up until 10:00 a.m. Friday 15th December, 2017 for submission to Cabinet on the 19th December, 2017.

Finally, the Committee was reminded that the Cabinet agenda was available online for inspection [here](#)

11. ANY OTHER UNRESTRICTED BUSINESS WHICH THE CHAIR CONSIDERS TO BE URGENT

11.1 ALPHA SQUARE

The Committee noted that Councillor Chesterton as Chair of Overview and Scrutiny had asked Mayor John Biggs to attend tonight's meeting tonight to

make a statement in relation to the recent reports in the press regarding Alpha Square, in particular the Times and the East London Advertiser.

In addition, it was noted that the Chair had sought and received the following advice from the Council's Monitoring Officer.

- The case was referred to the Serious Fraud Office following advice from a Leading QC. The Leading QC also gave the Council advice about how it should handle the case.
- The Serious Fraud Office referred the matter to the National Crime Agency. The allegations made are of a serious nature and the Council must be mindful that this is still subject to a decision from the National Crime Agency and possible criminal prosecution.
- The Monitoring Officer had been in contact with the National Crime Agency and has been advised that it would be inappropriate for the Agency to comment at this stage of the matter.

The Committee noted therefore that it needed to be extremely cautious about any discussions on this issue i.e. No questions about individuals or speculation on the allegations.

Accordingly, the Committee noted that once the Mayor had made his statement there will then be an opportunity for questions. Although, given the advice of the Monitoring Officer the Committee was advised if the Chair was of the view that questions or statements go beyond the limitations of the advice received, he would intervene.

The questions and comments from Members on the report may be summarised as follows:

The Committee:

- Noted that the Mayor had a limited role in planning process as an Executive Mayor and the Councillors who sit and determine the planning decisions operated under very clear guidance;
- Noted that the Commissioners were advised of the case as part of their regular briefing on Council Business and they had noted that it was not within their remit;
- Noted that this is a series of allegations and it is unclear if there is any firm evidence;
- Noted that this is part of the Council's efforts to develop confidence in people to lodge a complaint;
- Noted that any allegations need to be carefully investigated; and
- Noted that the Council has a comprehensive complaints system and the Local Government Ombudsman can order redress if there has been maladministration.

In conclusion, the Chair Moved and it was **RESOLVED** that the Committee would note the statement from the Mayor John Biggs.

12. SUMMARY NOTES FROM BREXIT CHALLENGE SESSION

The Committee noted that Councillor Ayas Miah (Scrutiny Lead Member for Governance) had led a Scrutiny Challenge Session on Thursday 7th December 2017 to look at the impact that Brexit could have on Tower Hamlets Council on. With particular reference to:

1. What impact could Brexit have on Tower Hamlets as a Local Authority particularly in relation our legal powers and responsibilities?
2. What are the likely challenges and opportunities of Brexit to our workforce, funding for core services and impact this may have on our local residents and regeneration schemes?
3. How could the Council ensure that we develop a comprehensive and proactive plan and approach to mitigating the impact of Brexit?
4. In preparing the Council for Brexit what should be our priority areas of contingency planning and how do we ensure that this is effectively communicated to all our internal and external stakeholders?

The questions and comments from the Scrutiny Challenge Session may be summarised as follows:

- There is a lot of uncertainty nationally and it is still not clear what kind of Brexit we will be facing. Until the Council has the full and final agreed Brexit arrangements in place, it will be difficult to determine the exact local impact;
- This is just the start of the Council's deliberations about the impact of Brexit. For example, the Challenge Session was not able to discuss the impact of Brexit on Tower Hamlets as a place, such as economic stability and what impact this may have on the Borough's attractiveness and competitiveness as a business destination and on communities that call Tower Hamlets home;
- Whilst these broader issues are already being considered by the Tower Hamlets Strategic Partnership, going forward it was felt that there will need to be further sessions for more detailed and specific discussions, bringing together a wider range of stakeholders; and
- The Council needs to be fully prepared for all eventualities (including a "no deal Brexit") and constantly keep abreast of all key Brexit developments, by identifying and reviewing areas of potential impact. This will allow it to increase resilience and develop high level contingency plans that protect the Council's revenue streams, workforce, local regeneration, infrastructure projects and community cohesion priorities.

In conclusion, the Chair Moved and it was:-

RESOLVED that the Committee:

1. Welcomed the update and looked forward to receiving more detailed and specific updates at future meetings; and
2. Agree to the proposal of Councillor Chesterton for a Cross Party Group on Brexit to be convened after the Local Government Elections in May. Although by March there should be a clear programme of activities dates times and speakers for this Group.

13. EXCLUSION OF THE PRESS AND PUBLIC

As agenda circulated contained no exempt/confidential business that required there to be a formal discussion and there was therefore no requirement to exclude the press and public.

14. EXEMPT/ CONFIDENTIAL MINUTES

Nil items

15. EXEMPT/ CONFIDENTIAL REPORTS 'CALLED IN'

Nil items

16. PRE-DECISION SCRUTINY OF EXEMPT/ CONFIDENTIAL) CABINET PAPERS


Nil items

17. ANY OTHER EXEMPT/ CONFIDENTIAL BUSINESS THAT THE CHAIR CONSIDERS URGENT

Nil items

The meeting ended at 9.10 p.m.

**Chair, Councillor Dave Chesterton
Overview & Scrutiny Committee**

Non-Executive Report of the: Overview and Scrutiny Committee	 TOWER HAMLETS
Report of: Divisional Director of Public Realm, Place	Classification: Unrestricted
Report of the Overview and Scrutiny Committee: Promoting a shared responsibility and removing barriers to improved recycling in the borough Scrutiny Challenge Report	

Lead Member	Cllr Rachel Blake
Originating Officer(s)	<i>Fiona Heyland, Head of Waste Strategy, Policy and Procurement Oli Kapopo, Clean Team and Contracts Manager</i>
Wards affected	<i>ALL</i>
Community Plan Theme	<i>A Great Place to Live: Improve the local environment and public realm</i>
Key Decision?	<i>No</i>

Summary

This report follows up from the scrutiny challenge session on promoting a shared responsibility and removing barriers to improved recycling in the borough. The report and recommendations were agreed by the Overview and Scrutiny Committee in April 2016. An action plan was developed to address the recommendations. The report and accompanying action plan was endorsed by Cabinet in September 2016. This report reviews the progress against the original recommendations.

Recommendations:

The Overview and Scrutiny Committee is recommended to:

1. Note the progress of the recommendations from the scrutiny challenge session.

1. DETAILS OF THE REPORT

- 1.1 The challenge session took place on 19th January 2016 and was chaired by Cllr Denise Jones, Scrutiny Lead for Communities, Localities and Culture. The aim of the challenge session was to explore ways in which the Council and its partners could influence residents to increase the amount of recycling and to 'recycle right'; and how social housing landlords and landowners can work together to facilitate this.
- 1.2 The session was underpinned by three core questions:
- a) What actions can the council and its partners take to inform residents of the importance of recycling, encouraging residents to increase the amount of recycling they do and reduce the amount that is contaminated?
 - b) How can landlords, landowners, managing agents, and developers improve recycling facilities on their estates facilitating residents to recycle more and recycle right, and how can the council support this?
 - c) What financial opportunities can the council access to support recycling activities and what options are available to use S106 planning obligations or the Community Infrastructure Levy are?
- 1.3 The report (Appendix One) made twelve recommendations. Progress against each recommendation is recorded in the accompanying action plan (Appendix Two).
- 1.4 There has been progress on the majority of actions. Of the 30 actions developed by services in the scrutiny action plan, 19 were completed; the services have been working to complete the remaining 11 actions. The action plan (Appendix Two) includes a full update on the progress. Below are the key points of the update.

- **Recommendation 1:** Review the Local Reward Scheme running in the borough with a view to implementing it more widely.

Service comment at the action planning stage:

A decision to implement a reward scheme across the Borough cannot be taken in isolation from other policy decisions on waste. An options review of potential approaches to reward that can be effectively monitored (the main challenge with reward schemes) will be completed by the summer. The Executive Mayor in Cabinet will consider this as part of a comprehensive strategic review of the Council's waste policies when making his decision on how to proceed.

Update from the service:

Recycling data is being drawn together from across the borough and the service is reviewing reward schemes undertaken by other organisations in order to determine the most appropriate incentive scheme options to put forward for consideration and adoption.

- **Recommendation 2:** Promote and coordinate visits to the Material Recovery Facility (MRF) for residents and estates staff.

Service comment at the action planning stage:

The service is already doing this and a number of visits have taken place that included RPs and Members.

Update from the service:

The service continues coordinating visits to the MRF for residents and other stakeholders, including caretakers. The coordination of visits in 2017/18 was interrupted due to a fatal health and safety incident at the MRF. Visits to the facility were suspended by the contractor for a period. 2018 has visits planned by the Mayor, Members, Local Authority staff and RSLs. Three schools in the borough will be identified to participate in a council programme to promote recycling, which includes a tour to the MRF.

- **Recommendation 3:** Promote messages about recycling to residents through ESOL sessions.

Service comment at the action planning stage:

Veolia Education and Outreach team to devise a programme with Cultural Services that can integrate this messaging into ESOL classes

Update from the service:

The service is working with Idea Stores to devise a programme in which recycling can be incorporated into ESOL classes. Modalities of how this will be delivered will need to be discussed and also whether or not additional resources are required considering most classes take place out of normal working hours. A plan will be in place by March 2018 for delivery later in 2018.

- **Recommendation 4:** Improve communication and education campaigns by making the additional costs associated with dealing with contaminated recycling waste explicit. Include clear explanatory messages about issues such as food waste and using black bin liners.

Service comment at the action planning stage:

The team launched a recycling campaign in November 2015. Titled 'Let's sort it!' it featured local residents promoting the use of the correct bin for recycling and highlighted the cost of placing food

waste, black sacks and other non-recyclable items in the purple recycling bins. The 'Let's sort it!' campaign was on bus shelters, billboards and on recycling vehicle sides. A detailed and pictorial leaflet was delivered to flats and properties and adverts have been in East End Life. The campaign was also supported by regular twitter feeds. This campaign is on-going and the campaign artwork and messages will continue throughout the year. It is hoped that the cost references associated with dealing with contaminated waste can be included in the next Council Tax leaflet. Where advice from communications indicates the appropriateness of the cost reference to securing engagement this will be included as a campaign reference where the opportunity arises

Update from the service:

The identified actions under this recommendation have been completed. Actions taken include: the 'Let's sort it!' campaign (Nov 2015-2016), a new recycling awareness campaign under the Love Your Neighbourhood umbrella brand (Sept 2017-), and Press releases in Bengali media as part of Recycling week launch (Sept 2017) and the Clean Streets launch (Oct 2017).

- **Recommendation 5:** Promote recycling messages on paper communications from the council (e.g. envelopes).

Service comment at the action planning stage:

The small cost associated with franking will be met within existing budgets.

Update from the service:

Staffing changes within the facilities management team has resulted in a delay to delivering this action. Work is being progressed between the waste management, facilities management and communications teams to agree a key message linking this to the ongoing campaign for clean streets and recycling. Completion is anticipated imminently

- **Recommendation 6:** Improve the size, quality, quantity and distribution of bags provided for residents for recycling waste, for example:
- Introduce smaller bags;
 - Increase the number of bags produced to meet demand; and
 - Increase the number of collection points bags can be obtained

Service comment at the action planning stage:

Nil.

Update from the service:

The Council has been piloting collection of recycling bags 7 days a week for 8 weeks from October 2017 and that supply and demand has been managed satisfactorily, as such the Council will publicise

this in 2018. The Council will work with Housing Associations to support the wider distribute the clear bags. The storage of recycling in homes is a key consideration for the waste strategy which will be published in draft in 2018. A trial of re-useable bags has been undertaken with a view to offering re-useable bags to residents as an alternative option to the disposal bags.

- **Recommendation 7:** Introduce a re-balancing of general and recycling waste bins on estates in the borough

Service comment at the action planning stage:

This needs to form part of a wider review of containerisation for the future and ensure it meets the needs of waste reduction, recycling, avoidance and re-use in the long-term. This is not a decision that can be made in isolation from wider strategic waste policy decisions. This will be considered by the Executive in the context of the council's waste policy review linked to the procurement strategy for waste services.

Update from the service:

A review of waste and recycling bin provision against capacity requirements stated in the Council's supplementary planning guidance has been undertaken.

The work that will be undertaken to produce the inventory and action plan as part of the estates waste and recycling improvement project will be incorporated into the procurement strategy for the new waste, recycling and cleansing contract. The procurement strategy is currently in development and is due to be completed by summer 2018 in order that the procurement process can commence as scheduled.

- **Recommendation 8:** Undertake a feasibility study to assess the suitability of a range of alternative service design improvements including re-use facilities in the borough.

Service comment at the action planning stage:

Assessment of the effectiveness of current service design is already underway as part of the strategic review of the Waste Service. It is likely to involve a major review of waste capacity provision and must take into account future waste, population and contractual needs. Much of the critical infrastructure supporting effective waste and recycling is not owned or controlled or designed by the Council or its contractors. The review of waste service will consider how the Council can encourage developers and landlords to adopt more effective and consistent approaches to waste containment and recycling. This is unlikely to take the form of a feasibility study and is more likely to engage policy, relationship management, partnership development and planning guidance issues.

Update from the service:

A range of alternative service design improvements was/are being undertaken and evaluated. This include: reuse schemes at the council's Reuse and Recycling Centre, a pop-up Restart Party (residents bring broken or slow electrical appliances and volunteers from the Restart Project help fix them) and installations of small WEEE recycling bins in the borough including Idea Stores.

- **Recommendation 9:** Promote the THHF public-realm sub group, encourage attendance and the sharing of good practice amongst Registered Providers.

Service comment at the action planning stage:

The Mayor has recently met with the Local Strategic Partnership Executive to agree a programme to remodel and re-launch it. THHF have been clear about their ongoing support for the Local Strategic Partnership and see the THHF public Realm sub group as an important part of the Partnership Infrastructure.

Update from the service:

The council has been building relationships with the THHF. Lead Member and the Chief Executives of RPs had a series of meetings. Additional meetings are scheduled for the future.

- **Recommendation 10:** Amend Local Plan policy DM14 Managing Waste to provide more explicit guidance on waste and recycling facilities.

Service comment at the action planning stage:

DM14 encourages the development industry to demonstrate how a proposal will help minimise waste and maximise recycling. As part of the Local Plan preparation, there is a scope for this policy to be updated based on a new Waste Management Strategy, which has been commissioned by the Plan Making team with support from the council's Waste team. One of the main aims of this study is to help the council to develop options for efficiently managing waste collection in high density development, including looking into new technology. However, all the policy requirements set out in the new Local Plan is subject to a viability assessment. This is to ensure that the Plan is deliverable. In addition, it is for the Waste Team to further advise the Plan Making team whether or not a supplementary guidance will be a more effective tool to respond to the growing needs in waste.

The use of S106/CIL to help improve recycling facilities on estates is currently reviewed by Infrastructure Planning Team through its Draft Revised Planning Obligations SPD and Regulation 123 List. These two documents will be submitted to Cabinet for public consultation in April 2016.

Update from the service:

All the identified actions have been completed.

- **Recommendation 11:** Work with developers to incorporate innovative general waste and recycling waste management systems into the Isle of Dogs opportunity area, area planning framework where possible.

Service comment at the action planning stage:

The Council is working in partnership with the GLA on the Isle of Dogs Opportunity Area Plan Framework (OAPF) and in other regeneration initiative areas such as the Housing Zone and in Whitechapel. The Mayor and the Lead Member for Strategic Development both sit on the Strategic Board to influence the direction of travel of the project. The overall infrastructure provision to support the level of growth planned for, is a major concern which the council shares with the GLA. The Plan Making team will link in with Infrastructure Planning team to continue to raise this with the GLA to ensure on-going discussions with developers in respect of infrastructure provision, including incorporating innovative general waste and recycling waste management systems into the area.

Update from the service:

The council has commented on the GLA's draft OAPF document as required. The council is still waiting for the public consultation of the draft OAPF document to be launched.

- **Recommendation 12:** Lobby Government to require packaging industry to include standardised recyclability messages on all recyclable material.

Service comment at the action planning stage:

In London, we have got the London Waste and Recycling Board (<http://www.lwarb.gov.uk/what-we-do/>), which can be considered as a useful group to help lobby the government on this matter. Lobbying government for policy change is a political responsibility. Officers can provide the relevant technical context for specific arguments and can respond to requests by government for technical observations on proposed changes to policy or law. It would be inappropriate to task officers with the responsibility to actively lobby government directly for policy change.

Update from the service:

In general, the Council responds to consultations and holds corporate positions on policy matters.

Through local government organisations including the LGA, LARAC and NAWDO, Officers in Tower Hamlets have been engaged in the work being undertaken by WRAP to ensure that pressure continues to be placed on manufacturers and retailers to respond to the need

to ensure packaging materials are recyclable and carry clear messages about their recyclability.

DEFRA, are developing a new Waste and Resources Strategy, and have recently commenced a process of informal stakeholder engagements activities through which Officers are continuing to press Government about the need for less variety of packaging materials, particularly the mix of polymers used in plastic packaging, to aid greater recycling and to ensure that packaging is clearly labelled to identify its recyclability.

2. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 2.1 This report provides an update on the action plan progress that focusses on promoting a shared responsibility and removing barriers to improved recycling in the borough. The recommendations and actions in the plan continue to be delivered through existing resources. Mayoral Priority funding growth of up to £1.560M was provided for in the Medium Term Financial Plan 2017-18 to 2019-2020. The funding supports the incentivising of better waste collection arrangements on housing estates. Based on the service delivery plans for the scheme the funding has been re-profiled to £1.020M over the period.
- 2.2 The resource implications for some of the initiatives yet to be delivered will need to be assessed, quantified and considered as part of the Council's Medium Term Financial Strategy process before they can be implemented.

3. LEGAL COMMENTS

- 3.1 The Council is required by section 9F of the Local Government Act 2000 to have an Overview and Scrutiny Committee and to have executive arrangements that ensure the committee has specified powers. Consistent with this obligation, Article 6 of the Council's Constitution provides that the Overview and Scrutiny Committee may consider any matter affecting the area or its inhabitants. This includes receiving periodic reports on progress of recommendations from previous scrutiny challenge sessions.
- 3.2 The Council is a waste disposal authority and a waste collection authority by virtue of the Environmental Protection Act 1990 ('the 1990 Act'). The Council's functions as a waste collection authority include an obligation to arrange for the collection of household waste and as a waste collection authority the Council. The Council, as a disposal authority, has the power to make arrangements for recycling waste.
- 3.3 On 22nd February 2017 Council agreed the General Fund Capital and Revenue Budgets and Medium Term Financial Plan 2017-20. This is in

accordance with the Council's Budget and Policy Framework. Once the Budget has been agreed then it is the responsibility of the Mayor, the Executive and officers to implement it. However, pursuant to Rule 3.1 of the Budget and Policy Framework, subject to the provisions of Rule 5 (virement) the Mayor, Executive, Committees of the Executive and any officers or joint arrangements may only take decisions which are in line with the budget and policy framework. If any of these bodies or persons wishes to make a decision which is contrary to the policy framework, or contrary to or not wholly in accordance with the budget approved by Council, then that decision may only be taken by Council.

- 3.4 Therefore any resource implications for some of the initiatives yet to be delivered will need to be assessed, quantified and considered as part of the Council's Medium Term Financial Strategy process before they can be implemented and which will require the approval of Council.
- 3.5 When considering its approach to recycling and waste disposal, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not. A proportionate level of equality analysis is required to discharge the duty and information relevant to this is contained in the One Tower Hamlets section of the report.

4. ONE TOWER HAMLETS CONSIDERATIONS

- 4.1 Recycling and waste disposal are services supplied to all households in the borough. Increasing recycling rates and reducing contamination of recycling waste will have a financial benefit to the whole community through a reduced budget spend on waste disposal. The current cost of disposing of uncontaminated recycling waste is £19.50 per tonne compared to up to £130 for heavily contaminated recycling waste. Savings could potentially be diverted to other frontline services that residents rely on.
- 4.2 One of the aims of the challenge session was to look at best practice in positively influencing residents to recycle more and right. Recommendations have had regard to households who may be on low incomes as they relate to better communications and incentives rather than penalties.
- 4.3 Recommendation three is aimed at supporting residents to recycle more, and to recycle right despite any language barriers they may face.

5. BEST VALUE (BV) IMPLICATIONS

- 5.1 The recommendations in this report are made as part of the Overview & Scrutiny Committee's role in helping to secure continuous

improvement for the council, as required under its Best Value duty. Improving recycling amongst local people will contribute to increased efficiency.

6. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 6.1 The recommendations in this report are aimed at increasing the borough's recycling rates and improving the quality of recycling waste through less contamination, and should therefore actively promote sustainable action for a greener environment.

7. RISK MANAGEMENT IMPLICATIONS

- 7.1 There are no direct risk management implications arising from the report or recommendations.

8. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 8.1 There are no direct crime and disorder reduction implications arising from the report or recommendations.

9. SAFEGUARDING IMPLICATIONS

- 9.1 There are no direct implications of safeguarding as a result of the recommendations in this review.

Linked Reports, Appendices and Background Documents

Linked Report

- None

Appendices

Appendix 1 – Scrutiny Review Report: Promoting a shared responsibility and removing barriers to improved recycling in the borough Scrutiny Challenge Report

Appendix 2 – Action Plan

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

- None

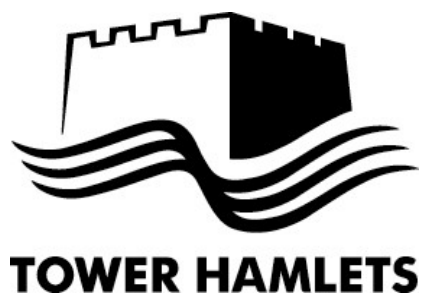
Officer contact details for documents:

N/A

APPENDIX ONE

Promoting a shared responsibility and removing barriers to improved recycling in the borough

Scrutiny Challenge Session Report.



**London Borough of Tower Hamlets
April 2016**

Chair's Foreword

Councillor Denise Jones

Chair of the review panel, Scrutiny Lead for Communities, Localities and Culture

Recycling is a topic which is continually featured in the news. Waste management is one of the few council services that affect everyone. There is a perception that Local Authorities apply unnecessary and overly bureaucratic rules when it comes to recycling which residents don't understand.

The UK is bound by legislation and targets from Europe which has set a target of 50 percent of all waste produced to be sent for recycling by 2020 and Tower Hamlets rate is significantly below this. Whilst most Local Authorities need to improve performance, Members are acutely aware of the well-researched barriers to recycling such as the high proportion of flatted properties, the level of social deprivation, and the relatively transient population, which pose a particular challenge in the borough.

In addition, stricter controls regulating the quality of waste sent to recycling materials recovery facilities means contaminated loads are hit by unnecessary charges due to additional processing required.

Overview and Scrutiny wanted to investigate what the council could do to influence residents in their recycling habits. They also wanted to understand the key national and local policy, the barriers to recycling affecting our residents, what steps the local authority has already taken, and what other opportunities are available to improve both the quantity and quality of waste sent for recycling.

I am pleased to present this report which outlines the key challenges facing the borough and makes a number of practical recommendations for the council.

Members identified a number of recommendations which focus on increasing the amount of waste sent for recycling and improving its quality by reducing contamination rates. The recommendations focus on influencing behaviour through improved communications and education, investigating the worth of incentive schemes, better joint working with landlords, and service-redesign.

I would like to thank the officers and external speakers that contributed to the challenge session, especially Simon Baxter, Interim Service Head Public Realm, Owen Whalley, Service Head Planning and Building Control; and Jackie Odunoye, Service Head Strategy, Regeneration and Sustainability. I am also grateful to my Overview and Scrutiny co-opted colleagues for their support, advice and insights and to Vicky Allen, Corporate Strategy, Policy and Performance Officer for her endless support.

Recommendations

Recommendation 1: Review the Local Reward Scheme running in the borough with a view to implementing it more widely.

Recommendation 2: Promote and coordinate visits to the Material Recovery Facility for residents and estates staff.

Recommendation 3: Promote messages about recycling to residents through ESOL sessions.

Recommendation 4: Improve communication and education campaigns by making the additional costs associated with dealing with contaminated recycling waste explicit. Include clear explanatory messages about issues such as food waste and using black bin liners.

Recommendation 5: Promote recycling messages on paper communications from the council (e.g. envelopes).

Recommendation 6: Improve the size, quality, quantity and distribution of bags provided for residents for recycling waste, for example:

- Introduce smaller bags;
- Increase the number of bags produced to meet demand; and
- Increase the number of collection points bags can be obtained

Recommendation 7: Introduce a re-balancing of general and recycling waste bins on estates in the borough

Recommendation 8: Undertake a feasibility study to assess the suitability of a range of alternative service design improvements including re-use facilities in the borough.

Recommendation 9: Promote the THHF public-realm sub group, encourage attendance and the sharing of good practice amongst Registered Providers.

Recommendation 10: Amend Local Plan policy DM14 Managing Waste to provide more explicit guidance on waste and recycling facilities.

Recommendation 11: Work with developers to incorporate innovative general waste and recycling waste management systems into the Isle of Dogs opportunity area, area planning framework where possible.

Recommendation 12: Lobby Government to require packaging industry to include standardised recyclability messages on all recyclable material.

1. Introduction

- 1.1 Waste and recycling is a key service for local authorities and dealing with waste represents a significant expense for the council at a time when funding is continually decreasing. Sending recyclable material to landfill and other waste facilities is both expensive and damaging to the environment. Reducing waste collection costs by increasing recycling rates and reducing contamination could save an estimated £500,000 which could help limit the impact of public sector cuts.
- 1.2 Whilst it is recognised that the Council is one of the best performing recyclers of dry recyclates in London it faces a particularly difficult and costly operational environment in relation to high rise food waste collection and severely limited operational opportunities to increase green waste recycling given the lack of private gardens. In addition, Notwithstanding this there was a concern that the borough's overall recycling rate is well below the London and England average, and significantly below the EU's 50 percent recycling target for the country by 2020.
- 1.3 UK waste policies operate on the basis of shared responsibility. Everyone generates some amount of waste, so everyone has a part to play in preventing unnecessary waste by recycling more.
- 1.4 Ensuring residents increase the amount of waste they recycle whilst reducing the amount of recycling that is contaminated by 'recycling right' is key to achieving the savings identified above. However there are well researched barriers to recycling faced by local authorities, relating to the housing mix and demography which creates a real challenge. Nevertheless, the council must find ways of supporting residents, landlords and landowners to become more accountable.
- 1.5 The aim of the Challenge Session was therefore to explore ways in which the council and its partners could influence residents to increase the amount of recycling and to 'recycle right'; and how landlords and landowners can work together to facilitate this.
- 1.6 The session was underpinned by three core questions;
 - a) What actions can the council and its partners take to inform residents of the importance of recycling and to encourage residents to increase the amount of recycling they do and reduce the amount that is contaminated?
 - b) How can landlords, landowners, managing agents, and developers improve recycling facilities on their estates and how can they facilitate residents to recycle more, and recycle right. And how can the council support this?
 - c) What financial opportunities can the council access to support recycling activities and what are the options to use S106 planning obligations or the Community Infrastructure Levy?

1.7 The session was chaired by Councillor Denise Jones (Scrutiny Lead Communities, Localities and Culture) on Tuesday 19th January 2016. The session took the form of a round table discussion, informed by four presentations:

- The challenges to recycling from Resource London;
- Tower Hamlets policy and practice;
- Information about the Local Green Points incentive scheme;
- Veolia, the council's waste and recycling collection provider, provided details about their education and outreach work.

1.8 Also in attendance were representatives from Registered Social Landlords (RSLs) and Developers. The session was supplemented by a visit to the Bywaters Materials Recovery Facility. Other Overview and Scrutiny Committee Members that were present at the session are:

1.9

Nozrul Mustafa	OSC Co-opted Member
Reverend James Olanipekun	OSC Co-opted Member

1.9. The session was supported by

Vicky Allen	Strategy, Policy and Performance Officer
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1.10. Evidence was received from a range of officers and experts:

Andres Taborda	Poplar Harca
Dave Bowman	Resource Recovery Client Manager, Bywaters
Gemma Scott	Local Authority Support Manager, Resource London
Graham Simmonds	Managing Director, Local Green Points
Joanna Morris	Communications, Education and Outreach Manager, Veolia
Maeve Kavanagh	Local Green Points
Nicholas Spencerley	Tower Hamlets Homes
Paul Maton	Estates Director, Ballymore Asset Management Ltd
Paul Wilson	East End Homes
Adele Maher	Strategic Planning Manager, Planning and Building Control, Tower Hamlets Council
Fiona Heyland	Head of Waste Strategy Policy and Procurement, Tower Hamlets Council
Jackie Odunoye	Service Head Strategy, Regeneration and Sustainability, Tower Hamlets Council
Liz Nelson	Interim Head Clean and Green, Tower Hamlets Council
Owen Whalley	Interim Service Head, Planning and Building Control, Tower Hamlets Council
Simon Baxter	Interim Service Head, Public Realm, Tower

	Hamlets Council
Tracey St. Hill	Principal Registered Provider Partnership Officer, Tower Hamlets Council

2. Legislative and Policy Background

European Policy

2.1 Government bodies across the European Union are bound by a set of treaty obligations and directives governing waste and recycling. The definition of recycling is set out in the EU Waste Framework Directive as:

‘any recovery operation by which waste materials are reprocessed into products, materials or substances whether for the original or other purposes. It includes the reprocessing of organic material but does not include energy recovery and the reprocessing into materials that are to be used as fuels or for backfilling operations’.

2.2 The EU Directive has set specific recycling targets and requires that Member States take the necessary measures designed to achieve the following targets in relation to household waste:

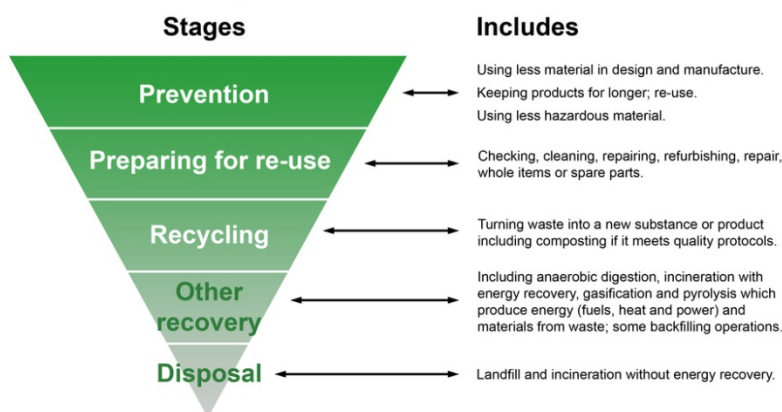
‘by 2020 the preparing for re-use and recycling of waste materials such as at least paper, metal, plastic and glass from households and possibly from other origins as far as these waste streams are similar to waste from households, shall be increased to a minimum of overall 50 percent by weight’.

2.3 A further target of 60 percent of municipal waste has been included in the EU package on the Circular Economy for 2025 and by 2030 this rises to 65 percent of municipal waste. According to a House of Commons report¹, ‘fines for non-compliance including failing to meet the recycling targets are not automatic but would follow a set process’. These targets have also been adopted nationally and regionally through the Waste Management Plan for England and the London Mayor’s Municipal Waste Management Strategy.

2.4 The Directive establishes the ‘waste hierarchy’; the identification of five waste management activities in descending order of preference. The preferred activity is waste reduction; and the least desirable is landfill disposal.

¹ Household recycling in the UK (October 2015)

The Waste Hierarchy



UK and Regional Policy

- 2.5 The Environmental Protection Act 1990 defines the structure and authority of waste management in the areas of collection, recycling and disposal. Section 45A requires a local authority to provide recycling services, placing a duty on all England waste collection authorities to collect at least two types of recyclable waste separately from other household waste. In 2015 Regulation 13 of the Waste Regulations 2012 increased the requirement for providing recycling collection services to cover the collection of paper, metal, plastic and glass materials separate from other waste and potentially in separate streams, if necessary, in order to achieve 'high quality recycling'.
- 2.6 The Review of Waste Policy in England 2011 sets out 13 commitments to moving towards a 'zero waste' economy, prioritising efforts to manage waste in line with the waste hierarchy. Required under EU law, the Waste Management Plan for England 2013 (DEFRA) brings together existing waste management policies under a single umbrella. The document sets out where the country is in terms of waste generated in England how the country manages those materials.
- 2.7 The Waste Hierarchy has been incorporated through the planning system via an update to Planning Policy Statement 10: Planning for Sustainable Waste Management. The policy provides a framework to enable waste planning authorities to work collaboratively with their communities and consider, through their Local Plans, what sort of waste facilities are needed and where they should go, while also protecting the local environment and local amenity by preventing waste facilities being placed in inappropriate locations.
- 2.8 The London Mayor's Municipal Waste Management Strategy 2011: London's Wasted Resource, outlines proposals and policies for the recovery, treatment and disposal of municipal waste for London.
- 2.9 Waste collection and disposal responsibilities amongst the London Boroughs are split between joint statutory partnerships and independent waste authorities. At present, there are four statutory

partnerships encompassing 21 London Boroughs. The boroughs of Croydon, Kingston, Merton and Sutton form a fifth voluntary partnership known as the South London Waste Partnership. The London Borough of Tower Hamlets is one of eight authorities which independently manage their waste collection and disposal obligations.

- 2.10 Since 1996 the Government has imposed a tax² on all waste sent to landfill sites. The tax was set to encourage efforts to minimise the amount of waste produced and the use of non-landfill waste management options which might include, recycling, composting and recovery. This tax is paid per tonne in addition to the gate fee charged; the current standard fee for Landfill Tax is £82.60 per tonne.

Local Context

- 2.11 As a waste authority, Tower Hamlets has a duty to collect all waste including recycling, from all residential premises (and with the exception of garden waste) free of charge. This duty does not extend to waste created at business premises for which the council provides a separate, chargeable service. It is an offence to mix business waste with household waste.

The Council's Waste and Recycling contract

- 2.12 There are currently two contracts in place that allow the council to discharge its obligations to collect household and commercial waste. One contract is the municipal waste management (cleansing) contract and the second contract is for the co-mingled dry recyclable materials and food and garden waste that is collected for composting. Both contracts are held with Veolia.

Integrated Recycling Contract

- 2.13 This contract covers the collection of co-mingled dry recyclable material from all domestic properties; the collection of food and garden waste from street level properties; and processing of food and garden waste.
- 2.14 Veolia provide a weekly collection service for a range of co-mingled dry recyclable materials from all domestic properties identified by the council. This obligation includes all domestic properties that are managed by Registered Providers including Tower Hamlets Homes. This service uses a variety of receptacles for the collections including pink recycling sacks, wheeled bins and communal bulk bins for flats and estates.
- 2.15 They also collect food and garden waste from a proportion of properties within the borough. The limited numbers of properties receiving this service are predominantly those street level properties that have gardens but the service does include a small number of flats. Food and garden waste is taken to Veolia's Greenwich depot where it is

² Finance Act 1996 (sections 39-41)

combined with green waste from other local authorities, compressed into bundles and then sent to a plant in Barking and Dagenham for processing.

Waste Treatment and Disposal

- 2.16 Tower Hamlets historically relied on landfill as the main method for disposing of its waste. However through the negotiation to extend the waste disposal contract that took place in 2012, Veolia now arrange a number of different waste disposal routes for Tower Hamlets residual waste. The waste technologies that are used include Energy from Waste (EfW) and Mechanical Biological Treatment (MBT) – the ‘other recovery’ stage of the Waste Hierarchy. These technologies are more environmentally friendly than landfill (the ‘disposal’ stage) and are also not subject to the Landfill Tax and so are more cost effective.
- 2.17 Under this contract Veolia also operate the Re-use and Recycling Centre in Yabsley Street which is open to the public seven days a week. Residents can dispose of larger items of household waste at this site.
- 2.18 The co-mingled dry recycling that is collected from households and businesses is currently sorted at a Materials Recovery Facility (MRF) operated by Bywaters (Leyton) Ltd.
- 2.19 The borough works closely with organisations such as Resource London, the Local Authority Recycling Advisory Committee (LARAC) and the GLA as well as other London boroughs, sharing best practice, benchmarking activities and information on services and on issues of collaboration, for example around procurement. In April there is a Pan-London Love Food, Hate Waste campaign launching which Tower Hamlets will be a part of.

3. Barriers to recycling

- 3.1 The House of Commons report identified a number of barriers to recycling faced by councils relating to housing mix and demography. It reported that rates tend to be lower where there are challenges with social deprivation, urban classification in the index of multiple deprivation, education and language barriers. In Tower Hamlets there are over 100 community languages spoken, and the borough is ranked highly in index of multiple deprivation.
- 3.2 Another common challenge for Local Authorities is the negative correlation between lower recycling rates and high density housing with little space for recycling receptacles. In Tower Hamlets, 86 percent of households live in flats, one of the highest proportions in London. The report also correlated lower recycling rates in areas where there is an increase in multi-occupancy dwellings, transient populations and in urban inner-city areas. Tower Hamlets has relatively high levels of

population mobility or ‘turnover’³. In 2013/14 the turnover rate was 229 per 1000 population – the 10th highest rate in England and Wales, and 8th highest in London.

- 3.3 Over the decade to 2014, the Tower Hamlets population has increased by 34.5 per cent – the largest increase of all local authority areas in England and Wales and is projected to increase equally dramatically over the next few years.
- 3.4 An OECD report ‘Greening Household Behaviour’⁴ identified household size as a key characteristic in determining waste generation; while overall larger households naturally produce more waste, the waste generated per person is usually lower in larger households. Higher education levels has also been found to be associated with lower waste generation, as well as a strong positive association between home ownership and recycling rates.
- 3.5 Resource London has identified improving the yield of dry recycling from flats as one of their main areas of work.

Recycling performance

- 3.6 Over the last six years the borough has seen a 6.5 percent increase in the percentage of household waste it sends for recycling, reuse and composting; bringing it from 26.4 percent in 2009/10 to 28.1 percent at the end of 2014/15. The rate of improvement is broadly in line with England and London but is still significantly below both the London average (33.1 percent) and the England average (42.7 percent).

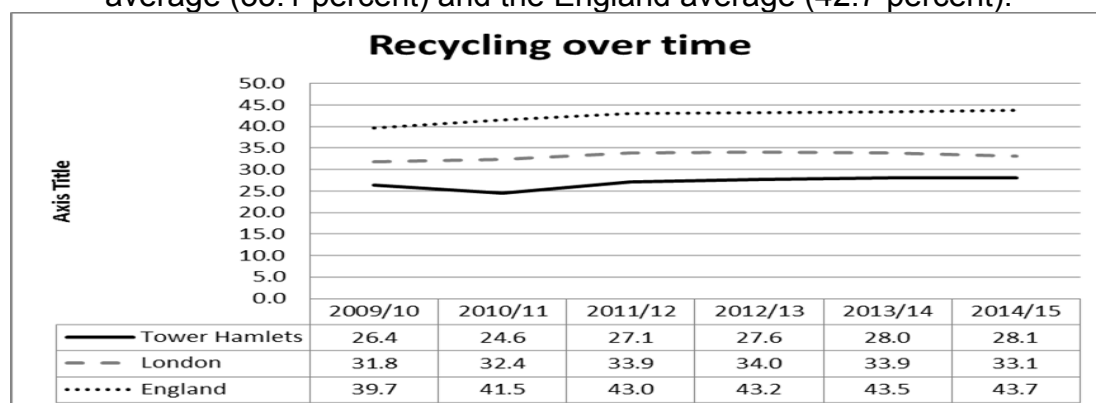


Figure 1: (source: WRAP) Recycling performance over time

- 3.7 Figure 1 above shows that performance across the country has plateaued in the last three years; with Tower Hamlets seeing just a 1.8 percent increase in recycling over this period. In London, thirteen of the 33 London local authorities have seen their recycling rates decrease two years in a row; only eight local authorities have seen an increase in performance over the past two years.

³ Population turnover rates capture the size of the population flows in and out of the borough each year, relative the size of its population.

⁴ OECD (2014), Greening Household Behaviour: overview from the 2011 survey

3.8 Department for Environment, Food and Rural Affairs (DEFRA) statistics on collected waste for 2015 show that whilst households in Tower Hamlets produced a much lower amount of waste compared to the London average (just over half), they also recycled a lower proportion (28.1 percent, against 32.8 percent for London). Of the 20,146 tonnes of household waste which was sent for recycling / composting or reuse in Tower Hamlets, 95 percent was dry recycling compared to the London average of fewer than 66 percent. The green recycling (food and garden waste) was five percent compared to the London average of 34 percent.

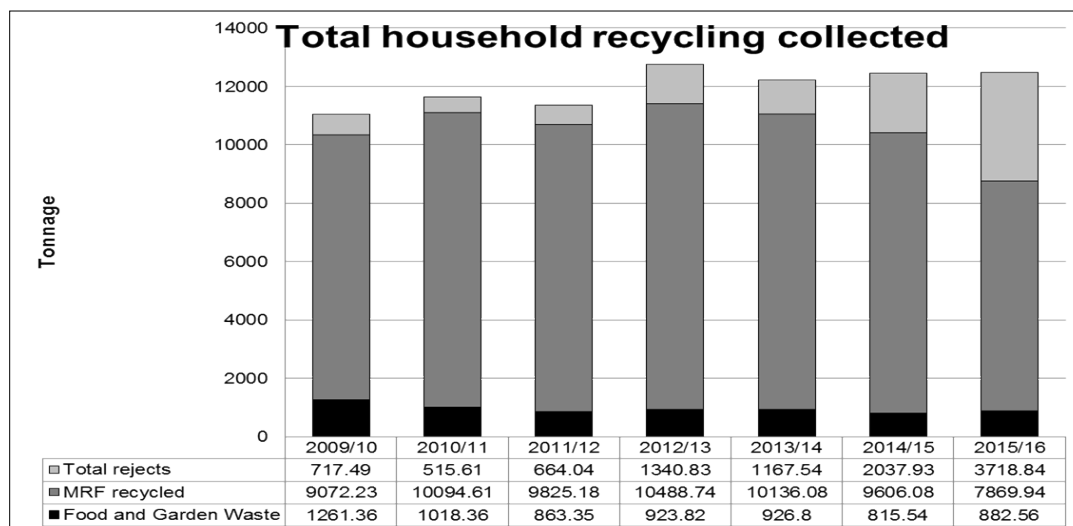


Figure 3: total household recycling waste collected

3.9 The graph above shows the total amount of recycling waste collected from Tower Hamlets households since 2009. Whilst there has been a steady increase in the total tonnage collected, the level of contamination has more than trebled in the last three years.

3.10 A major factor in the low proportion of green waste collected is attributable to the high proportion of flats in the borough. Whilst it is recognised that more can be done to improve the proportion of green recycling waste compared to dry, this report focuses mainly on dry recycling waste as this is the area where a bigger gain and impact is possible.

4. Key Findings and Recommendations

The recycling process

4.1 Recycling is the process of converting waste into a reusable material. Improving residents understanding of the recycling process is key to helping them to appreciate the importance of recycling right. To facilitate this, a visit to Bywaters, the council's contracted materials recovery facility (MRF) was arranged.

- 4.2 The Bywaters MRF processes mixed dry recycling waste into a form that can be sold on for recycling into another reusable material. It processes cardboard, mixed plastics (e.g. PET, HDPE,⁵ and film), paper, aluminium and ferrous cans, tetrapack, and glass on its 9.2 acre site in Bow. As a 'dry' MRF, food and green waste are not processed at the Bywaters site.
- 4.3 When a lorry arrives at the MRF, its load is deposited away from the general pile of recycling waste for a visual inspection so that an assessment of the level of contamination can be made. The load is also photographed so that assessments can be evidenced and negotiated if necessary because the cost of depositing the load varies depending on the level of contamination. Waste contained within black bin liners is assumed to be contaminated and classified as general waste.
- 4.4 Once this process is complete, the load is combined into a larger pile of material for the separating process to begin. The MRF separates the materials into different material types. This is done through a combination of sorting machinery and by hand. Once the materials are sorted by material type, they are baled and sold onto approved suppliers to be processed into new recycled products.
- 4.5 The sorting process begins with the removal of incorrect items. A vibrating machine separates cardboard and paper. The remaining recyclables continue onwards where steel cans are removed using magnets. Different types of plastics are identified and separated using optical scanners. Aluminium cans are separated as is glass. Smaller materials falling through a grid of 45mm² are recorded as 'fines' and are processed as 'low grade recyclates'. Finally other materials end up in a large container for waste disposal (the majority of which is energy from waste and a small percentage to landfill).
- 4.6 Incorrect items being put through the MRF have to be removed by hand. This is a time consuming job which slows down the recovery process; there is a risk that incorrect items could damage the machinery contributing to the increased fees charged. During the visit the party saw evidence of black bin bags and carrier bags getting caught up and starting to clog the cardboard and paper sorting machinery.

⁵ Polyethylene terephthalate (PET) type of plastic found in fizzy drink and water bottles and salad trays. High Density Polyethylene (HDPE) type of plastic found in milk bottles, bleach containers and most shampoo bottles.



Figure 4: Bywaters MRF paper and cardboard sorting machinery

- 4.7 There has been a drop in the value of recyclable material due to the falling price of oil and the slowdown of the Chinese economy. In addition, new legislation covering reporting by Materials Recovery Facilities on the quality of recyclable materials produced by them, are making MRF operators more vigilant about the quality of recyclable materials they receive from local authorities.

Improving recycling through incentives and charging

- 4.8 One of the objectives for this review was to explore to what extent the council and its partners could influence residents' recycling behaviours through both charging and incentive schemes.

Pay as you throw (PAYT)

- 4.9 A House of Commons briefing paper identified the UK's weaker policy levers as a barrier faced by local authorities to improving recycling rates. High performing EU states are able to use stronger incentives such as PAYT schemes where households are charged for having non-recyclable waste collected.
- 4.10 The OECD report presented findings from a household behaviour survey including attitudes to waste and recycling. The survey was conducted in 2011 and covered 12,000 households across 11 OECD countries⁶. PAYT schemes were found to be common in three of the surveyed countries: Switzerland (53 percent of households), Korea (42 percent) and Japan (35 percent). The report found that households operating under PAYT disposed of less mixed waste than those which were charged a flat rate. Where the fee was charged, the volume of general household waste reduced: in Japan the reduction was around 40 litres per week for the average household and in Switzerland, the reduction was around 36 litres. The report found that weight based billing for waste disposal generally decreased waste generation by around 20 percent however the proportion of waste recycled changed to a much lesser degree.

⁶ Australia, Canada, Chile, France, Israel, Japan, Korea, Netherlands, Spain, Sweden, Switzerland

- 4.11 Unsurprisingly, when the households surveyed ranked their support for a range of waste-reduction policies, charging for general waste collection by volume or weight was the least popular policy.
- 4.12 The Republic of Ireland (ROI) operates a kerbside PAYT system; where householders buy general waste bags or a tag to go on their wheelie bin for general waste (around €10 per bin) but recycling bags are free. However, households' expectations may be different in ROI compared to households in the UK; they may be more used to paying for services individually (doctors' appointments for example). Whether the PAYT can be deemed successful is unclear; as the most recent recycling rate for the country was 40 percent⁷, four percentage points lower than that of the UK.
- 4.13 Section 23 of the London Local Authorities Act 2007 created penalty charge provision to enable LAs to fine individuals and businesses for not complying with rules relating to waste and recycling. In 2009, under the Climate Change Act, the Labour Government trialed a scheme which gave five councils in England powers to establish PAYT pilots; households which recycled the most rubbish and left the least in their bin received a rebate while charging those who put out the most non-recycled rubbish. Electronic chips were fitted to bins to monitor and fine households which threw away too much.
- 4.14 With the introduction of the Deregulation Act 2015 LAs are still able to issue fixed penalty notices (FPN) and penalty charge notices, however it has been made more difficult and less cost-effective to do so; with the process of issuing FPNs lengthier, the fines lower and more opportunities for appeals. In addition, non-payment of a FPN is no longer a criminal offence.

Rewards and incentives

- 4.15 The England PAYT trial did not continue and in June 2011, the Coalition Government introduced a reward scheme which provides an incentive to get involved in recycling as part of the Waste Review. In introducing the fund the government said:

“it is better to reward households for doing the right thing with their waste than to penalise them for doing the wrong thing. Through the scheme, we are encouraging councils to reward people who recycle or re-use their waste”.

- 4.16 Reinforcing desired behaviour with rewards is becoming popular and in 2015 Government funding was made available by the Department for Communities and Local Government (DCLG) to run reward and recognition schemes. £6m was shared between the 46 projects chosen. Guidance produced by the DCLG indicates that rewards could include financial rewards for example vouchers, donations to charities,

⁷ Eurostat newsrelease54/2015 26 March 2015 (Eurostat, the statistical office for the European Union)

and cash or discounts on goods and services; recognition could include personalised feedback about how much a household has recycled, or a letter about how donating an item for re-use has helped the local community.

4.17 DEFRA commissioned an evaluation of the first round of its scheme⁸ which looked at the strengths and weaknesses of 8 of the 28 schemes funded. Limitations recognised in the report included difficulty in monitoring performance attributable to the schemes, the need to rely on self-reported participation and funding the scheme. However, the evaluation also highlighted that the schemes were likely to have a positive impact because they could be used to validate, reinforce and improve pre-existing behaviour rather than act as a catalyst for new behaviour. It identified six preconditions that it said should be considered for a reward and recognition scheme to be successful:

- Stable, simple, easily accessible and effective service provision;
- Clear information and strong communications tapping into different channels;
- In-depth knowledge of target audience;
- Tailored and regular recognition and feedback of service-use;
- Ability to demonstrate impact and attribution of rewards; and
- Tailored assessment and careful selection of reward delivery mechanism.

4.18 At the Challenge Session, Graham Simmonds from Local Green Points gave a presentation on their schemes. Local Green Points provides services to local authorities focused on waste and recycling, specialising in motivating harder to reach households to recycle, reuse and reduce waste. Local Green Points do this by using a combination of a strong community focus, communications and technology. Points are awarded to signed-up households for collectively achieving a reduction in waste and a corresponding increase in recycling. Points can be redeemed on a selection of purchases or donated to a local charity, depending on the set-up of the scheme. In addition to motivating households in recycling, Local Green Points promote the benefits of businesses signing up to the scheme being that a local loyalty card can support local high streets, driving more traffic to independent retailers and other businesses. There is no cost for local businesses to become part of the card scheme and they can benefit from free promotion and extra footfall.

Some examples of existing reward and incentive schemes are as follows:

4.19 **London Borough of Bexley** is an outer London borough and has the highest recycling rate in London, in 2014/15 the borough's recycling rate was 54 percent. Local Green Points is Bexley council's incentive scheme which has been running for several years to flats and estates

⁸ 'Waste Reward and Recognition Scheme: emerging findings report', Brook Lyndhurst (December 2013)

properties in the borough. The scheme started small and this year the council has received further funding to expand this to cover all street level properties and for 1,500 flats above shops. Participating households can benefit from a wide range of discounts and offers provided by retail partners on the high streets and as a thank you for recycling more, are given some Green Points which can be put towards a purchase, or be donated to one of three charity projects. Green points are loaded onto a pre-pay card on a quarterly basis; 1,000 green points equates to £3.25, the equivalent cost of an adult swim. A report by London Councils (“Helping London Recycle more”) notes Bexley has issued 1.2m green points (equating to a cash value of around £3,000, £800 of which was donated to one of the three charities).

- 4.20 Bexley reported that they had initially found it difficult to measure the success of the scheme because they had been unable to correlate the increase in recycling with the households signed up for the scheme, especially in flats within their estates. However the scheme is now seen as a success and the total tonnage of waste has been reduced.
- 4.21 **London Borough of Ealing** recycling rate was 40.1 percent at the end of 2014/15, significantly higher than Tower Hamlets. The council was awarded some money to support the borough’s current **Greendream**⁹ incentive scheme by targeting the four worst performing wards in terms of recycling, offering full value rewards such as iTunes vouchers and shopping vouchers for local shops. The full value rewards are extremely popular, however they are expensive to purchase, and as such residents are required to accumulate many more point than they would need for a traditional coupon. The full value rewards are consequently good at driving residents’ participation in all aspects of the project to enable them to collect the points required for the reward. The prize draw where residents can win points and prizes such iPads are also extremely popular.
- 4.22 The take up rate of the scheme had not been as high as anticipated and in addition, the scheme has been expensive to run. However, the scheme has only been operating for two years in Ealing and is still bedding in. The borough advised that a business case would be put forward to decide the future of the scheme.
- 4.23 **London Borough of Lambeth** recycling rate was 28.1 percent at the end of 2014/15, which is on a par with the Tower Hamlets. The Golden Ticket Recycling Draw is the scheme running in Lambeth in the 2015/16 financial year. Western Riverside Waste Authority (WRWA) launched a prize draw open to all Lambeth residents whereby households received ‘Golden Tickets’. Households fill out their contact details on the tickets and place them along with their clean, dry recycling into the recycling sack or bin for collection to be in with a

⁹ information provided by David Goodship, Ealing Council, Waste Minimisation and Recycling Officer

chance of winning a cash prize. Households can enter a ticket each time they fill a recycling sack or use their shared recycling bin.

- 4.24 Once recycling arrives at WRWA's Materials Recovery Facility for sorting, all Golden Tickets found with the correct clean and dry materials are entered into the draw. The first draw took place in October 2015 with further draws taking place up until March 2016.
- 4.25 **London Borough of Hackney's** recycling rate for 2014/15 was 25.3 percent – lower than Tower Hamlets. The Community Rewards scheme, scheduled to start in June 2016 onwards, is an incentive scheme for all households, including residents living in flats. The funding received from the DEFRA incentives fund will cover the setup costs for a specialist company to implement the scheme in partnership with Bexley and Camden and will run for three years. All three councils will focus the schemes on a Community Points Model where residents earn points on performance and choose how to spend those points from a range of products offered by the contractor via an online account; alternatively in Hackney points can be donated to community groups or charities. Once signed up, residents will be able to gain points based on recycling performance and waste minimisation behaviours specific to their ward. In Hackney, flatted properties with the highest performance will also be eligible for a monthly individual award in addition to the Community Points. Estate properties are on different rounds to the street properties – individual lorries are weighed and the round with the highest recycling is awarded the points – spread evenly between properties signed up. Hackney council intends to roll the scheme out to all households.
- 4.26 A Community Points scheme was introduced to the 65 flats of Stockholm House, on the St George's Estate in Tower Hamlets in April 2015. The scheme is a collaboration between the East End Homes and Local Green Points and without input from the council. The project has funding support from waste contractor Urbaster and performance measurement support from London Metropolitan University. It is focused on motivating residents to compost their food waste using a new community composting system, and to dispose of cooking oil correctly. Residents can also earn points for dry recycling, compete with their neighbours to compost the most to win donations for local schools and community projects.
- 4.27 There is a competitive element to the scheme with a league table for four community projects (St George Greening Project, St Paul's Primary School, Shapla Primary School, St George Seniors club). Households sign up online, creating a low-cost communications channel that people want to use and an on-line leader board informs residents how their team is doing, according to Local Green Points. Participants are encouraged to help their charity to the top of the leader board by recycling.

- 4.28 Twenty percent of homes are signed up to the scheme (a sign up rate of 15-30 percent is typical for these schemes). An awards ceremony for community prizes and personal reward has been scheduled for spring 2016 to mark the end of the pilot.
- 4.29 Analysis of the reward schemes shows that in order to achieve success, projects should be ongoing, intensive and provide consistent communication across all channels to boost engagement. In addition an educational element about raising awareness, and the competitive element combined with financial incentives, is also important.

Recommendation 1: Review the Local Reward Scheme running in the borough with a view to implementing it more widely.

Reducing contamination – education and communications

- 4.30 Reward or penalty schemes should be complemented by work to provide an understanding of why it is important to both increase the amount of waste put out for recycling and reducing the level of contamination. Contaminated (ie. non-recyclable or non-targeted) waste put out by householders for recycling can result in an increase in collection, sorting and reprocessing costs; a reduction in the quality and quantity of waste destined for recycling; and higher processing costs for local authorities.

Contamination costs

- 4.31 The cost of depositing waste for recycling at the MRF is based on both the weight of the load (tonnes) and on the level of contamination. The level of contamination is assessed via a visual inspection by the Quality Control Operator. There are three fee tiers:
- 0-5 percent contamination (tolerance level) = £17.85 per tonne (Standard gate fee or 'acceptable')
 - 6-50 percent contamination = £66.85 per tonne (Intermediate gate fee)
 - Over 50 percent contamination = £129.05 per tonne. ('unacceptable' or non-conforming / rejected loads). The council reserves the right to verify that the load rejection is appropriate prior to any further action being taken by the MRF.
- 4.32 Where the MRF is unable to accept and process a load due to the level of contamination a price is put forward for additional handling to recover the proportion of the waste that is suitable for recycling. However, Veolia staff on recycling rounds identify bins which are clearly contaminated. This visual inspection of communal recycling bins identifies amongst other things, black plastic bags which are assumed to contain general waste. These contaminated bins are tagged, dated and left for specialist contamination crews who clear the site within 72 hours. This contaminated recycling is taken to an alternative MRF

facility for processing for which the Council is charged £99.69 per tonne. Some material recovery for recycling is achieved by these contractors and any waste not suitable for recycling is sent on for energy to waste (EFW) processing; less than one percent of the borough's waste is sent to landfill.

- 4.33 The majority of the council's loads fall within the intermediate gate fee. In December 2015 there were 214 loads tipped at the MRF with a total cost excluding VAT of £54,623.80, broken down as follows:

Contamination	Tonnage	Percent of Loads at Gate Fee	Total cost for Dec (EX VAT)
0-5 percent	325.52	32.71 percent	£5,810.50
6-50 percent	730.34	67.29 percent	£48,823.30
50 percent+	0.00	0.00 percent	£0.00
TOTALS	1055.86	100.00 percent	£54,623.80

- 4.34 A monthly sample report produced by Bywaters shows the percentage of particular material types passing through the MRF; in December 2015, 20 percent of waste sent for recycling was identified as general waste which was not recyclable. Non-conformance reports are also produced on a monthly basis, highlighting other items which are on the surface of the tipped load and large enough to be removed from the load by the Quality Control Officer eg large plastic toys which can be removed as it does not contaminate the rest of the load. Bywaters may not count this towards the contamination percentage; however they will still notify the council of them. In December the most common contaminants identified on the non-conformance report were kitchen and food waste, black sacks, soil and wood. Since the introduction of the 5 pence carrier bag tax, there has been a dramatic reduction in the number of these received into the MRF.
- 4.35 Islington Council provided evidence about their ongoing problems with contamination; including dumping and general abuse of public and estate recycling sites in the borough. They reported that this had got worse since the MRFs introduced stricter controls following the introduction of new legislation and the MRF Code of Conduct last year. As a result more sites are being deliberately not emptied by crews to avoid contamination of their loads, resulting in more sites overflowing and extra resources to empty bins as waste. Various teams work on this problem: recycling teams with letters to residents, stickers and door knocking; operations with managing the collections and reporting problems; enforcement, housing and caretakers. The council is drafting a strategy to address contamination in recycling collections and support better joined up working.

Communications and education

- 4.36 Tower Hamlets communications has been recognised as good practice for a campaign it ran in 2011, ‘recycling makes sense in every language’¹⁰. Recognising the number of languages spoken in the borough, the council, Veolia, and designers Billington Cartmell, worked together to plan a high-impact campaign to communicate with all residents including non-English speaking residents. A creative campaign was developed based on translations of community languages with illustrations encouraging residents to recycle more using the strapline ‘recycling makes sense in every language’. Informal interviews with residents identified a low use of computers and smart phones, meaning that digital communications would not reach all the audience. It was decided that outdoor advertising would be visible to all residents, and carefully picked to target residents rather than commuters. Where possible, free of charge routes were used to ensure costs were kept to a minimum. The campaign routes included DLR platforms; local streets; recycling collection vehicles; selected local bus routes; park and lamppost banners; public LCD screens; posters in Idea Stores; the council’s website; and press adverts and releases including translations; local schools and events. Since 2011, recycling in Tower Hamlets has improved by one percentage point.
- 4.37 As part of their contract with the council, Veolia undertake a range of communications, advertising and outreach work. The ‘Lets Sort it / Right Stuff, Right Bin’ campaign informs residents that putting the right material in the right bin saves money by reducing contamination rates. The campaign says ‘you might think it’s just a bin but putting the wrong stuff in the wrong bin costs Tower Hamlets over £500,000 per year”.
- 4.38 The campaign was launched in November 2015 and focusses on contaminated recycling waste especially in communal bins. Since this campaign began there has been a reported 15 percent rise in the number of ‘acceptable’ loads from estates to the MRF as well as an eight percent increase in recycling tonnage. As part of the campaign a letter and leaflet was sent to all residents from the Cabinet Member for Environment with details of exactly what can be put in recycling bins, what should be put in general waste, and addressing common questions.
- 4.39 Veolia’s outreach work includes daily door knocking and speaking to residents individually about recycling. They specifically target new build properties where a ‘welcome pack’ is provided which includes pink recycling bags and leaflets explaining the recycling do’s and don’ts in the borough. Recognising the high churn in the borough, the team re-visit areas in order to reach as many residents as possible.
- 4.40 Veolia’s Education Officer works with schools; attending workshops and assemblies and setting up competitions whereby schools compete to recycle the most. The council’s recycling mascot is R3cycler is brought along to schools and community events, getting children

¹⁰ London Councils ‘Helping London recycle more best practice case studies (May 2012)

involved through influencing behaviour at an early stage and getting them to influence their parents.



Figure 5: Veolia's R3cyclor mascot

- 4.41 At the Challenge Session, Poplar HARCA provided leaflets and other promotional material about recycling they developed for their residents, providing local information and advice specific to their estates. Since the visit to the MRF, caretakers are now actively looking for black bags which have been placed into recycling waste bins, given the assumption at the MRF that black bin bags contain general rubbish. Caretakers try and identify which residents have contaminated the recycling bins, and when proof is found, residents are contacted about their responsibilities reminding them how to dispose of general waste and recycling waste correctly.
- 4.42 One of the barriers to recycling faced by residents is a lack of understanding about what happens to waste once it has been put out for recycling. The visit to the Bywaters MRF provided valuable insight into this process, and could be especially beneficial to change the perceptions of those who were sceptical about recycling.
- 4.43 During the tour of the MRF, participants heard about the education work undertaken by Bywaters; they have a newly refurbished classroom where groups of school children come and learn about the importance of recycling in a hands-on way. A pictorial diagram commissioned by Bywaters (below) covers a wall in the classroom, and depicts the journey of the material coming into the MRF and being processed into materials ready to be sold to factories for recycling.

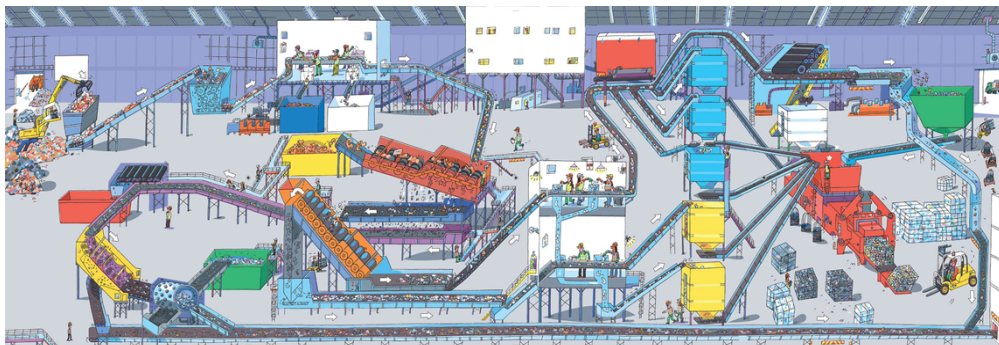


Figure 6: Picture commissioned by Bywaters of their MRF

- 4.44 A group of team leaders, caretakers and cleaners from Poplar HARCA Estates Services Department were invited to visit the MRF. The visit consisted of a tour of the MRF, video presentation and Q&A session. HARCA feedback was very positive, staff found it engaging and it helped them to understand the wider issues of recycling and the effects of contamination. The caretakers saw first-hand the human element that goes into the process of sorting. They felt that the things they learned on the tour would help them to communicate the message to their residents, to encourage their staff to highlight issues of contamination and assist the council in its aim to tackle such issues.
- 4.45 Whilst under-18s are not able to visit the 'shop floor' for health and safety reasons, Bywaters actively encourages groups of over-18s to book a visit whereby they can walk along a viewing platform to see the MRF in action.

Recommendation 2: Promote and coordinate visits to MRF for residents and estates staff.

- 4.46 Some participants at the Challenge Session had views about the lack of civic responsibility that some residents displayed with regard to duties around general and recycling waste. There has been an increase in instances of residents putting dirty nappies and half eaten take-aways in with recycling waste. This is highly unpleasant for MRF operatives to deal with as, if they get past the visual inspection stage, operatives have to remove these items by hand. In addition, as a dry mixed recycling facility, Bywaters is not set up to deal with waste which is wet and contaminated with food or other non-recyclable waste.
- 4.47 Whilst participants agreed that selfish behavior could explain some instances, they felt that language barriers or a lack of understanding about recycling in general was also likely to be behind both poor recycling rates and contamination. In addition, the different recycling arrangements in each borough are an added confusion for residents and a particular problem for Tower Hamlets, which has a relatively high population churn. Residents may think they are complying with the council's rules by recycling in accordance to what they did in their previous authority.
- 4.48 Recognising the role education plays in changing behaviour, participants thought that incorporating key messages about recycling into the curriculum of the many ESOL courses in the borough would be a good enhancement to the existing education campaigns. As many of Veolia's communications materials are picture heavy and text light, in order to get over difficulties faced because of language barriers, it was suggested that these were used in the ESOL settings.

Recommendation 3: Promote messages about recycling to residents through ESOL sessions.

- 4.49 Highlighting the benefits of improved recycling rates and lower contamination with council finances is recognised as an important way to get across the recycling message. This method was used in Hammersmith and Fulham who identified a potential cost saving of £500,000 per year, and in Hounslow¹¹, where the link was made between increased recycling and savings on council tax.
- 4.50 Whilst the current Tower Hamlets ‘Lets sort it / Right stuff, right bin’ campaign makes the link between recycling right and cost savings, as well as identifying what can and can’t be included in recycling waste, it does not explain why. A newsletter from Australia (“What a Waste!”¹²) presents recycling FAQs in a clear and concise way. It explains the reasons behind the recycling rules, for example, why plastic bags cannot be accepted. The newsletter highlights interesting facts, which could stick in people’s minds, helping to promote the recycling message. For example:
- recycling one tonne of paper and cardboard saves 13 trees and two and a half barrels of oil; and
 - recycling one aluminium can saves enough energy to run a TV for three hours.
- 4.51 Participants at the Challenge Session all agreed that it was crucial to drive the message home to residents about using black plastic bags. If residents understand that recycling contractors equate black plastic bags with general waste and that processing them increases our waste and recycling costs, it may change habits. As black plastic bags are automatically treated as general waste, potentially many tonnes of perfectly acceptable recycling materials are consigned to general waste because residents do not understand the significance of using them.

Recommendation 4: Improve communication and education campaigns by making the additional costs associated with dealing with contaminated recycling waste explicit. Include clear explanatory messages about issues such as food waste and using black bin liners.

- 4.52 There are wide arrays of symbols (for example the Mobius loop) on packaging and paper which help people to identify what materials packaging is made from and how they can be recycled. They also identify whether they can be collected for kerbside recycling or whether the item needs to be taken to the local recycling centre.
- 4.53 Many companies are now including recycling messages on the envelopes of the correspondence they send to consumers. For example, BT are using the ‘widely recycled’ symbol along with a strapline ‘together we can reduce paper consumption’ and another

¹¹ London Assembly ‘Waste not, want not: a review of why recycling rates vary across London (Oct 2011).

¹² What a waste! Recycling, Clean up Australia Ltd, July 2009

company, cpp, use the Mobius loop symbol with the strapline 'please recycle me'.

- 4.54 The Recycle for London campaign was re-launched last year. The brand messages are aligned with local authority collection data which is updated annually. Brand guidelines were issued with the idea of all London boroughs adopting the same look and feel to their campaigns with a Recycle for London type logo – to ensure greater consistency in recycling messaging and branding across London. Tower Hamlets has adopted the Recycle Now swoosh for their recycling campaigns.



- 4.55 However, there are no recycling messages on other materials produced by the council or communications sent to residents. Bespoke messages or well-known symbols and logos about recycling on products such as envelopes can help to deliver sustainability promises and address criticisms about the proliferation of packaging and often unsolicited mail. They can also act as a reminder to consumers to 'do the right thing'.

Recommendation 5: Promote recycling messages on paper communications from the council (e.g envelopes).

Improving recycling facilities on estates

- 4.56 One of the aims of the Challenge Session was to explore how landlords could improve recycling rates on their estates by working together and introducing service re-design. There are a number of initiatives relating to service re-design being undertaken in Tower Hamlets and other boroughs from which lessons could be learned. The benefits to landlords of working together include clarity for residents, potential pooling of resources, and adopting best practice ways of working; with the aim of gaining better recycling rates across all estates.

Service re-design and improvements

- 4.57 In Tower Hamlets, pink recycling sacks are provided to residents to store and dispose of recycling waste, either in their own kerbside recycling bins or in communal bins on flatted estates. There is evidence to suggest that the current pink recycling sacks are themselves a barrier to recycling for some residents, especially for those living in flats on estates. At the Challenge Session Registered Providers reported complaints from residents about the size and quality of the bags, a lack of supply, and the amount and variety of places that they can be obtained from. Council complaint statistics show that in 2014/15 issues relating to dry recycling were the tenth most common

complaint issue, with many of the complaints relating to the pink recycling sacks.

- 4.58 The sacks are seen as being too large for many residents who often live in overcrowded conditions or with small kitchens, making the large recycling bags inconvenient. In addition, there have been complaints about the quality of the sacks which often split. These issues can be compounded for residents who struggle to take them down to the recycling bins, often having to juggle children and pushchairs.
- 4.59 There is acknowledgement from Veolia about the quality and size of the sacks and Veolia is considering alternative designs including reusable designs such as string bags. Whilst a re-usable recycling vessel would suit many residents, participants felt that this may discourage some residents from using them if they are taking down recycling on the way out. Some participants felt that smaller sacks which could be taken down more regularly and take up less space would encourage more recycling.

Recommendation 6: Improve the size, quality, quantity and distribution of bags provided for residents for recycling waste, for example:

- Introduce smaller bags;
- Increase the number of bags produced to meet demand; and
- Increase the number of collection points bags can be obtained

- 4.60 There is a need for a bin audit and re-distribution exercise as there is both an over provision of bin storage for residual waste, and an under provision of recycling bins. This is particularly true in the borough's older estates managed by RSLs. In addition, there is a higher collection frequency of general waste compared to recycling waste.
- 4.61 Peabody Housing Association provided written evidence relating to the service changes they had instigated on their estates in partnership with several London boroughs around bin re-distributions. A survey of Peabody estates in the City of Westminster identified a mismatch in the ratio of general waste and recycling facilities which was addressed on key estates by re-balancing bins to an even 50:50 split. A final round of survey and re-binning will be taking place between January–April 2016. This will also be supported by a review of collection frequencies for refuse, with a view to removing one weekly collection from key estates (there are often two/three refuse collections per week, but just one recycling collection). Evening up collection frequencies is seen as fundamental to offer an equal service for recycling if recycling performance improvements are being sought. The City of Westminster which received London Waste and Recycling Board (LWARB) funding, delivered door knocking to Westminster residents, reaching around 35

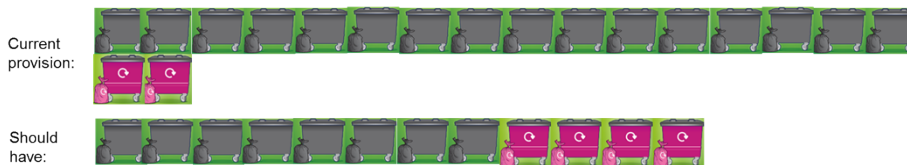
percent. With the re-binning, this resulted in recycling levels (on estates) improving from 29 percent to 36¹³ percent.

4.62 A re-balancing of waste and recycling bins also took place on the Peabody’s Pembury Estate in Hackney to a 50:50 split. Peabody caretakers delivered a letter from the Trust (as opposed to the council), informing residents of the changes to the recycling facilities and specifically asking them to recycle more of their waste. The letter used the Recycle Now iconography and communications guidelines. Peabody reported that there has been a subsequent increase in recycling rates on the estate which Peabody attributes to greater recycling capacity, increased collection frequencies and changing some bin locations.

4.63 In Tower Hamlets a bin and recycling facilities survey was commissioned with Keep Britain Tidy which audited the number of refuse and recycling bins located at blocks of flats. Across the sites surveyed there was found to be a 35 percent over provision of refuse bins and 40 percent under provision of recycling bins (when compared with our waste planning guidelines). Additionally, over 56 percent of blocks have more than a once a week collection of general waste, with some having up to 5 collections a week.

4.64 An example of this inadequate recycling provision and an excess of refuse bins is shown below. The graph shows that Arbour House has more than 240 litres (the size of a large wheeled bin) per household for general waste but less than 50 litres per household for recycling.

Arbour House, 61 properties



4.65 Aligning existing blocks and estates to the Council’s current waste planning guidelines and new builds will provide residents with more opportunity to recycle and encourage behaviour change and greater participation.

Recommendation 7: Introduce a re-balancing of general and recycling waste bins on estates in the borough.

4.66 There are several innovative examples of service re-design improvement work being undertaken by other LAs and RPs. For example, as part of the estate work, Peabody and City of Westminster will be providing some transparent estate bins so that residents can see inside the bins. The aim of the exercise is to reduce contamination; if everyone can see what has been placed in the recycling bin; residents are less likely to throw general waste in. The transparent

¹³ Figures provided by Peabody Estates January 2016

bins also help caretakers identify potential contamination, for example black sacks.

- 4.67 Some councils have re-sited their recycling bins which has minimised waste contamination by pedestrians and this had resulted in reduced cross-contamination rates. Another initiative reported by LWRB¹⁴ was a link between signage improvements and increased recycling rates (especially when accompanied with reusable bags to take the recycling to deposit). Wandsworth council's Signs of Improvement scheme¹⁵ improved signage at the point where residents dispose of their rubbish on estates (refuse chute loading hoppers and chamber doors), resulted in improved recycling rates as well as improving the areas to make disposal a more pleasant chore.
- 4.68 Islington council are currently considering physically restricting the opening of recycling bins by installing 'forest locks' on certain communal bins. This would restrict the ability of residents to throw large bags of waste into them; residents would have to post items through the limited opening space.
- 4.69 In addition, in order to create efficiencies and cut the cost of waste collection, Islington council have started using the Enevo One system. The system uses smart wireless sensors on bins which measure fill level data. This system aims to streamline the collection route by visiting bins which are actually full rather than the traditional fixed schedule collection method.

Re-use facilities

- 4.70 On the Pembury Estate in Hackney which is managed by Peabody, a bulky waste reuse programme called 'The Loop' has been established as part of the estate's commitment towards re-use of waste. The scheme is in its early days, but has already delivered a successful chair refurbishment workshop, recruited a volunteer to make things from recovered wood, held several furniture sale days, and has identified premises to create a storage area and show room. The work with Groundwork was initiated by Groundwork London, and is backed by EU Life+ funding. Peabody is contributing £60,000 over three years to match fund it. In City of Westminster, textile and Waste electrical and electronic equipment (WEEE) recycling banks are being provided on Peabody estates in order to divert bulky waste into reuse or recycling operations.
- 4.71 Access to cars is relatively low in the borough, and new build estates are often being designed to dissuade car usage. Therefore access to the re-use and recycling centre at Yabsley Street to dispose of items such as bulky waste and clothes is limited. Ballymore reported that although residents can contact the council to arrange bulky waste

¹⁴ LWRB 'Flats recycling programme evaluation report' (Aug 2013)

¹⁵ London Councils 'helping London recycle more best practice case studies'

disposal, residents often tended to put these items out for general waste as an easy option. Ballymore use Mears repairs to collect the bulky waste that end up in the bin rooms on their estates. Where feasible the bulky waste items are taken to a re-use scheme for repair and selling on.

- 4.72 Islington council work with London Re-use Network to provide a free re-use collection service for Islington residents. The items are taken to 'Bright Sparks' where volunteers and trainees check the items for safety and carry out minor repairs. Unwanted furniture and some electrical items are then sold at affordable prices to members of the public and passed on to people less fortunate through the Bright Sparks shop.

Recommendation 8: Undertake a feasibility study to assess the suitability of a range of alternative service design improvements including re-use facilities in the borough.

Coordinated working

- 4.73 The Tower Hamlets Housing Forum (THHF) is a partnership between Registered Providers (RPs) and the council to deliver the housing vision for the borough. Its Public Realm sub-group meets every two months and focuses on initiatives that improve maintenance, cleanliness and health and safety of public areas on housing estates. Past attendance by officers from Public Realm has been sporadic, however this issue is being addressed and the service is now committed to attending the meetings. Engagement by the RPs is mixed and several of the national RPs with smaller housing portfolio in the borough does not attend the meetings.
- 4.74 It was reported that many RPs see waste and recycling management as the council's duty. A particular focus for the council's Clean and Green Team was tackling this perception, ensuring RPs as estate owners take appropriate responsibility.
- 4.75 The THHF Executive Action Plan highlights the development and implementation of a resident awareness campaign on recycling and bulk rubbish disposal as a key activity. A caretakers event has been arranged for March 2016 to start to address this issue, with key activities being to ascertain what THHF public realm group members already have in place and develop agreed messages.
- 4.76 It was reported that Bywaters will be presenting at the next meeting where an invite to visit the MRF will be extended to all THHF Public Realm sub-group members.
- 4.77 The service reported that the estates which have better recycling rates and fewer bins which were contaminated are those where management was more interested in recycling and other public realm issues.

Participants at the Challenge Session agreed that using the THHF public-realm sub-group forum to identify and disseminate good practice, such as that identified above, to gain improved recycling rates across all estates, was a good idea.

Recommendation 9: Promote the THHF public-realm sub group, encourage attendance and the sharing of good practice amongst Registered Providers.

Influencing improvements through Planning Policy

- 4.78 One of the aims of the Challenge Session was to understand how developers could improve recycling facilities on estates; and whether there was any scope for using Section 106 (S.106) planning obligations or the Community Infrastructure Levy (CIL).
- 4.79 Government policy on the application and use of Planning Obligations is contained within the CIL Regulations 2010 (as amended), the National Planning Policy Framework (NPPF), and the National Planning Practice Guidance (NPPG).
- 4.80 S.106 funding is negotiated with developers and used to support the impact of the development on the surrounding neighbourhood, and CIL places a levy on any planning to be used towards infrastructure. The Core Strategy sets out the council's priorities for planning obligations on its Regulation 123 list of infrastructure projects which are currently: affordable housing, sustainable transport, open space, education, health, training employment and enterprise, biodiversity, community facilities, highway work and public realm. 'Community Facilities' are identified in the council's Revised Planning Obligations Supplementary Planning document as multi-use community facilities, faith centres, youth centres, idea stores and libraries, archives and leisure facilities.
- 4.81 Planning Obligations need to meet the following tests:
(a) necessary to make the development acceptable in planning terms;
(b) directly related to the development; and
(c) fairly and reasonably related in scale and kind to the development.
- 4.82 As new developments are required to make proper provision for waste and recycling facilities, there is limited scope to use these funding streams for the provision of or improving community recycling facilities.
- 4.83 The National Planning Policy for Waste (2014) highlights that plans for new housing developments should ensure the design and layout of new residential and commercial development and other infrastructure complements sustainable waste management, including the provision of appropriate storage and segregation facilities to facilitate high quality collections of waste. This requirement is interpreted through the council's core strategy spatial policy 14.

- 4.84 Architects and developers are obliged to make provision for waste to be stored and collected in a manner that maximises opportunities for recycling. Consideration should be given to the design of buildings and the procedures that will be required to ensure that those who inhabit and service the building can manage the waste produced in that building in a sustainable manner.
- 4.85 The London Waste and Recycling Board (LWARB) has recently produced a good practice template recycling and waste management strategy for new build flats in London for Local Authorities to adopt. Accompanying this is their waste management planning advice for flatted properties, which has sections for developers to complete and submit with planning applicants.
- 4.86 The guidance states that in order to facilitate recycling, to meet London Plan waste management targets, while protecting visual and residential amenity and public health, proposals for flatted residential development should include detailed consideration of waste arising from the occupation of the development including consideration of how waste will be stored, collected and managed including¹⁶:
- There is adequate temporary storage space within each flat / apartment for waste generated by that flat / apartment allowing for the separate storage of recyclable materials;
 - There is adequate communal storage for waste, including separate recyclables, pending its collection;
 - Storage and collection systems for waste are of high quality design and are incorporated in a manner which will ensure there is adequate and convenient access for all residents and waste collection operatives and will contribute to the achievement of the London Plan waste management targets;
 - Measures are incorporated to manage impact caused by odour, noise and dust; and
 - Onsite-treatment of waste has been considered.
- 4.87 The council's Development Management guidance relating to Waste Management (DM14) states that a 'development should demonstrate how it will provide appropriate storage facilities for residential waste and recycling as a component element to implement the waste management hierarchy of reduce, reuse and recycle'. The accompanying waste standards suggest minimum capacity for general waste, dry recyclable waste, and compostable waste; the suggested minimum capacity per week (litres) is unbalanced with general waste almost double that of dry recyclable waste.
- 4.88 Assessment of waste and recycling facilities is provided by the council's public realm development team as part of the planning application process. The team comments on how appropriately the waste management and recycling facilities have been addressed

¹⁶ London Waste and Recycling Board and London Environment Directors' Network, January 2015

- 4.89 Whilst national policy does not provide specific detail for developers to adhere to, as part of the Local Plan preparation there is scope for the council's guidance in DM14 on managing waste to be updated based on a new Waste Management Strategy. One of the main aims of this study is to help the council to develop options for efficiently managing waste collection in high density development, including looking into new technology. The LWARB template recycling and waste management strategy could be used as a guide for this process.

Recommendation 10: Amend Local Plan policy DM14 Managing Waste to provide more explicit guidance on waste and recycling facilities.

- 4.90 The intensity of development in the borough, especially in the Isle of Dogs Opportunity Area, where 60-70 storey apartment blocks are being built, supports the need for innovative ways of dealing with waste and recycling need in order to deal with the sheer amount of waste and recycling facilities needed to service such large high rises.
- 4.91 As part of its recycling and waste management strategy template, LWARB produced case studies detailing the innovative ways in which developers in conjunction with local authorities have gone about tackling waste management and recycling in new flatted developments.
- 4.92 In Wembley City development, Brent, the Envac system has been installed for the collection of general waste and recycling waste for phase 1 of the residential development. Envac is a stationary, underground vacuum system with overground deposit 'portals' located outside buildings at ground level throughout the development. The waste collected is residual, food/organic waste, dry recyclables and cardboard. The benefits of the Envac system are reported as being more pleasant to use; a tidier environment, less smelly, and less likely to attract any pests. As waste is transported and stored on the development but away from residential buildings, waste collection is less invasive and often less frequent. The development achieves a 45 percent recycling rate from household waste produced by residents.
- 4.93 Brent council does not collect any household waste from the development which is dealt with by the Envac system, however because of its statutory duty to collect waste, the council makes a contribution towards the cost of collection and management by a private provider. For future development phases, Wembley City developers are not committed to using the Envac system, partly due to cost of installation.
- 4.94 At St. George's Wharf Tower, in Lambeth, the waste management system is a set of pull-out waste bins with four compartments for general and recyclable waste provided within each kitchen. In addition, accessed through a small facilities room on each floor, is a chute

system with the ability to separate waste into two factions: general waste and recycling waste. To operate the chutes, residents press one of the two buttons on the wall panel to select either general waste or recycling. Once the 'open door' light on the wall panel is illuminated, the chute door can be opened and materials can be placed in the chute. General waste is compressed to make better use of space. Whilst the development is not fully occupied, Lambeth council have identified the potential to divert over 46 percent of dry recyclable waste away from disposal.

- 4.95 Ballymore Asset Management Ltd who attended the Challenge Session reported that a number of landlord developers would be interested in coming together to look at alternative options of general and recycling waste management. The role for the council would be to provide coordination and potentially funding to support a system.

Recommendation 11: Work with developers to incorporate innovative general waste and recycling waste management systems into the Isle of Dogs opportunity area, area planning framework where possible.

Influencing improvements through Lobbying

- 4.96 WRAP launched the On-Pack Recycling Label (OPRL) scheme in 2009 in response to research that identified a need to communicate better with consumers about what types of packaging can be recycled. The scheme has been developed for retailers and brand owners by the British Retail Consortium (BRC) in partnership with WRAP.
- 4.97 Under the scheme, labelling on packaging includes 'widely recycled', 'check local recycling' and 'not currently recycled'. The WRAP website identifies that over 145 organisations are signed up to the scheme over thousands of product lines.
- 4.98 Considering the low levels of recycling in the country as a whole, and the need to meet EU targets, central Government could play a more active role in encouraging residents in their recycling habits by requiring industries to include recyclability messages on their products and packaging in a clearly recognised and consistent format.
- 4.99 A move to standardisation of materials used in packaging would also help households to know what can and cannot be recycled.

Recommendation 12: Lobby Government to require packaging industry to include standardised recyclability messages on all recyclable material.

Glossary

Composting: the process of breaking down organic rubbish, such as garden and food rubbish, into a material which can be added to the garden to help plants grow.

Energy recovery from waste (EfW): the burning of rubbish to produce energy (heat) which is used to generate electricity or to heat homes.

General waste: also called residual **waste**, is material from businesses and households that cannot be recycled. It includes materials such as non-recyclable plastics, polythene, some packaging and kitchen scraps, etc.

Household waste: this includes rubbish thrown in bins at home and collected by the local council. Also, litter collection and street sweepings, garden rubbish, rubbish from civic amenity sites and rubbish collected for recycling or composting.

Kerbside collection: any regular collection of rubbish for recycling (also called recyclables). This may be from businesses or households. You may have a box for recyclables, which is collected each week from outside your house.

Landfill site: usually a large hole in the ground, such as an old quarry or mine. Can also be an area where rubbish is piled above ground and covered, creating a hill, which will be covered in grass, a process known as landraising.

Materials recovery facility (MRF): a place where materials for recycling are taken for sorting into material types before delivering to reprocessors (companies who recycle).

Recycling: the process of changing rubbish into either the same product or a different one. It involves some kind of industrial process. For example, using old plastic bottles to make new ones.

Reduction: this involves using fewer materials so less rubbish is created. For example, many glass bottle makers now use less glass to make a bottle than they did 10 years ago. This means that less glass rubbish is created when we throw the bottles away.

Residual waste: the material that remains after the process of **waste** treatment has taken place. Such treatment can include agricultural, industrial and mining. It can also be applied in a more domestic sense, referring to the household rubbish not able to be recycled, re-used or composted.

Reuse: the act of using an item more than once. For example, many supermarkets now have carrier bags which you can use over and over again, and some businesses deliver goods in reusable plastic crates.

Waste: this is the same as 'rubbish'. It is a wide-ranging term, which includes most unwanted materials.

Waste collection authority: the part of the local council which collects rubbish.

Common recycling logos and symbols

OLRP – On-pack Recycling Label symbols

Widely recycled



75 percent or more of councils provide household recycling collection facilities for that packaging type in their area.

Check local recycling



Used when 20-75 percent of councils have household recycling collection facilities for that packaging type in their area.

Not currently recycled



Used when less than 20 percent of councils have household recycling collection facilities for that packaging type in their area.

Widely recycled at recycling points: Check



locally for kerbside Recycling provision exists in over 75 percent of councils (including both household recycling collections and at recycling centres). A household recycling collection exists in less than 75 percent of councils.

Plastic films

Some plastic films can also now be recycled at supermarket's carrier bag collection points. Look out for the 'Recycle with carrier bags at large stores - not at kerbside' message on your bread bag, breakfast cereal, toilet and kitchen roll wraps, grocery produce, multipack shrink wrap and newspaper and magazine wraps.



Metal paint cans



Empty metal paint cans are accepted for recycling at most local authority recycling centres. Check your council's website for more information.

Other logos and labelling

Mobius Loop



Indicates that an object is capable of being recycled - not that the object has been recycled or will be accepted in all recycling collection systems. Sometimes this

symbol is used with a percentage figure in the middle to explain that the packaging contains xpercent of recycled material

Tidyman



Dispose of this carefully and thoughtfully. Do not litter. This doesn't relate to recycling, but is a reminder to be a good citizen, disposing of the item in the most appropriate manner

The Green Dot



The Green Dot **does not necessarily mean that the packaging is recyclable**, will be recycled, or has been recycled. It is a symbol used on packaging in many

European countries and signifies that the producer has made a financial contribution towards the recovery and recycling of packaging



PET

Plastics
Identifies the type of plastic resin used to make the item by providing a 'Resin Identification Code'. It is represented with a 'chasing arrows' symbol surrounding a number between 1 and 7 that defines the resin used

Glass



Please dispose of glass bottles and jars in a bottle bank

Recyclable aluminium



The item is made of recyclable aluminium

Recyclable steel

The product is made of recyclable steel



Waste electrical



Waste electrical items - from household appliances to mobile phones to IT equipment



Compostable

The 'seedling' is the registered trademark of European Bioplastics. Products certified to be industrially compostable according to the European

standard EN 13432/14955 may bear the 'seedling' logo

Paper



To be given the National Association of Paper Merchants' mark, paper or board must be made from a minimum of 50 percent, 75 percent or 100 percent genuine waste paper and/or board fibre, no part of which should contain mill produced waste fibre

Wood



The Forest Stewardship Council (FSC) logo identifies products which contain wood from well managed forests independently certified in accordance with the rules of the FSC.

Action	Responsibility	Date
Recommendation 1: Review the Local Reward Scheme running in the borough with a view to implementing it more widely		
<p>Comment from service: A decision to implement a reward scheme across the Borough cannot be taken in isolation from other policy decisions on waste. An options review of potential approaches to reward that can be effectively monitored (the main challenge with reward schemes) will be completed by the summer. The Executive Mayor in Cabinet will consider this as part of a comprehensive strategic review of the Council's waste policies when making his decision on how to proceed.</p>		
<p>An options review of potential approaches to reward that can be effectively monitored (the main challenge with reward schemes) will be completed by the summer for the Mayor in Cabinet.</p> <p>January 2018 Update: Recycling data is being drawn together from across the borough and the service is reviewing reward schemes undertaken by other organisations including the East End Homes and Hackney Council in order to determine the most appropriate incentive scheme options to put forward for consideration and adoption.</p>	<p>Robin Payne / Fiona Heyland / Oli Kapopo, Place</p>	<p>March 2018</p>
Recommendation 2: Promote and coordinate visits to the Material Recovery Facility for residents and estates staff		

<p>Comment from service: The service is already doing this and a number of visits have taken place, including with RPs and Members.</p> <p>January 2018 Update: The service continues coordinating visits to the MRF for residents and other stakeholders, including caretakers. Undertaking visits in 2017/18 has been interrupted due to a health and safety incident at the MRF. The incident resulted in a fatality and Bywaters suspended visits for a long period. The new year, 2018 has visits by Members, Local Authority staff and RSLs planned. Additionally, the Communications team will be working with three schools in the borough to promote recycling to students and a tour to the MRF will be included as part of this programme. A plan is currently underway to identify a methodology for engaging schools on a wider basis.</p>		
<p>Send out next round of invitations to Landlords and monitor demand</p> <p>January 2018 Update Public Realm is continuing to work with Registered Social Landlords to promote caretaker visits to the MRF and we anticipate that we will conduct one in the latter part of this year.</p>	<p>Robin Payne / Oli Kapopo, Place</p>	<p>Completed/ Ongoing action</p>
<p>Support the organisation of regular visits to the MRF, and promote through social media, housing associations, website, press release and other communications channels</p>	<p>Robin Payne/Oli Kapopo, Place/ Communications</p>	<p>Completed/ Ongoing action</p>
<p>Invite Members and the Mayor to a specific visit to the MRF and arrange for trade and local media coverage for free publicity</p> <p>January 2018 Update: Public Realm is working with the Communications team to arrange a visit to the MRF for the Mayor sometime in January 2018. The visit will be focussed on promoting</p>	<p>Robin Payne/Oli Kapopo, Place / Communications</p>	<p>March 2018</p>

<p>recycling through a video that will be shot at the MRF. Additional visits will be arranged for Councillors and a member of staff within the Clean and Green service is coordinating this. It is anticipated that this visit will happen before or in the early weeks of March.</p>		
<p>Recommendation 3: Promote messages about recycling to residents through ESOL sessions</p>		
<p>Veolia Education and Outreach team to devise a programme with Cultural Services that can integrate this messaging in to ESOL classes.</p> <p>January 2018 Update: Public Realm is working with idea stores to devise a programme in which recycling can be incorporated into ESOL classes. Modalities of how this will be delivered will need to be discussed and also whether or not additional resources are required considering most classes take place out of normal working hours. A plan will be in place by March 2018 for delivery later in 2018.</p>	<p>RobinPayne/Oli Kapopo, Place / Shazia Hussain, Resources</p>	<p>March 2018</p>
<p>Recycling elements will be in place in schemes of work for new ESOL programmes starting in September</p> <p>January 2018 Update: This has been incorporated in the Integrated Citizenship aspect of ESOL.</p>	<p>Shazia Hussain, Resources</p>	<p>Completed</p>
<p>Recommendation 4: Improve communication and education campaigns by making the additional costs associated with dealing with contaminated recycling waste explicit. Include clear explanatory messages about issues such as food waste and using black bin liners.</p>		

<p>Comment from service: The team launched a recycling campaign in November 2015. Titled 'Let's sort it!' it featured local residents promoting the use of the correct bin for recycling and highlighted the cost of placing food waste, blacks sacks and other non-recyclable items in the purple recycling bins. The 'Let's sort it!' campaign was on bus shelters, billboards and on recycling vehicle sides. A detailed and pictorial leaflet was delivered to flatted properties and adverts have been in East End Life. The campaign was also supported by regular twitter feeds. This campaign is on-going and the campaign artwork and messages will continue throughout the year. It is hoped that the cost references associated with dealing with contaminated waste can be included in the next Council Tax leaflet. Where advice from communications indicates the appropriateness of the cost reference to securing engagement this will be included as a campaign reference where the opportunity arises.</p>		
<p>Reference the costs associated with dealing with Contaminated waste in the next Council Tax leaflet.</p>	<p>Robin Payne / Oli Kapopo, Place</p>	<p>Completed</p>
<p>Where advice from communications indicates the appropriateness of the cost reference to securing engagement this will be included as a campaign reference where the opportunity arises.</p> <p>January 2018 Update: The 'Let's sort it!' campaign was launched in mid- November 2015 and continued through into 2016 to promote recycling and raise awareness about the impact that contaminated recycling has on the cost of waste management services through the cost references included in that campaign. The messages used in the campaign had been developed through a series of focus groups that had been convened in the summer of 2015 in order to test messages and communication channels with residents. Tower Hamlets residents also featured in the campaign. Campaign Strands:</p>	<p>Robin Payne / Oli Kapopo, Place</p>	<p>Completed</p>

<ul style="list-style-type: none"> • Double page spread in East End Life and press release to launch • Adverts for 6 weeks in subsequent editions of East End Life • Advertising panes on the recycling vehicles • Mail out to 78, 000 high rise properties • Outdoor media including billboards, and Community info panels • Roadshows held at Idea Stores <p>From September 2017 a new recycling awareness campaign has been launched under the Love Your Neighbourhood umbrella brand that will look to re-inforce the messages about the cost implications of contaminated recycling (see further update below)</p>		
<p>Review the existing suite of marketing materials to simplify content to ensure it is consistent, easy to understand and aligned with recommendations</p> <p>January 2018 Update:</p> <ul style="list-style-type: none"> • Recycling information is incorporated onto the communal recycling bins • Additional information has been added to the Council's website to provide greater clarity about the types of materials that can be recycled • New marketing material has been developed for the Love Your Neighbourhood umbrella brand – which incorporates campaigns for cleaner streets, increasing recycling rates and food waste. • Marketing material that has been produced includes leaflets, banners, plasma screens, community information panels and Agripa panels for recycling / bin vehicles. • The Love Your Neighbourhood campaign launched in September 2017 with local promotion and resident engagement events tied to national Recycle Week. This included a <u>Press release</u> to local media and <u>Regular info stalls</u> across the Borough. In October 2017, the clean streets campaign was launched with the first scheduled Big Clean Ups, which secured local media coverage and significant reach on social media. • Further messaging is to be developed which focuses on the additional costs 	<p>Communications</p>	<p>Completed</p>

<p>associated with contaminated recycling waste.</p> <ul style="list-style-type: none"> The next stage of the campaign will focus on food waste, and will include messaging on using issues around food waste and using black bin liners. 		
<p>Regular feature in Bengali news to promote recycling amongst BME communities</p> <p>January 2018 Update: Press releases have been issued to Bengali media as part of the Recycling Week launch in September and the Clean Streets launch in October. This includes a feature in Bangla Post and Clean and Green campaign in Londonbdnews24.</p>	<p>Communications</p>	<p>Completed/ Ongoing action</p>
<p>Regular feature in council publications such as the new quarterly magazine to promote recycling including key statistics and facts including costs</p> <p>January 2018 Update: As a strategic priority, messages around waste minimisation, reducing litter and increasing recycling feature regularly in the council's quarterly publication.</p> <p>Between 5 April 2016 and 8 December 2018, the following 11 press releases mentioned recycling:</p> <ul style="list-style-type: none"> 5 April 2016: Tower Hamlets will recycle right 29 April 2016: A Clean Sweep for post-marathon tidy up 17 May 2016: Overview and Scrutiny tackle community issues 23 December 2016: Changes to recycling sack distribution 16 January 2017: Mayor steps in to resolve recycling bag problems 21 March 2017: Residents scrutinise council decisions 20 June 2017: Next milestone reached for Tower Hamlets' Civic Centre plans 29 September 2017: Love Recycling in Tower Hamlets 	<p>Communications</p>	<p>Completed/ Ongoing action</p>

<ul style="list-style-type: none"> • 17 October 2017: The Big Clean Up is coming • 23 October 2017: The Big Clean Up is underway • 8 December 2017: Celebrating Brick Lane past, present and future this Christmas <p>Recycling was featured in the following issues of Our East End, the council’s quarterly newspaper:</p> <ul style="list-style-type: none"> • Dec 2016 edition– Secondary school litter clean up (Bengali section) and a piece on the smart app for reporting rubbish • March 2017 edition - Veolia recycling fund advert • June 2017 edition- Spotlight on the clean team • September 2017 edition – Recycling Week, Schools Clean up, and clamp down on fly tipping 		
<p>Recommendation 5: Promote recycling messages on paper communications from the council (e.g. envelopes)</p>		
<p>Comment from service: The small cost associated with franking will be met within existing budgets.</p>		
<p>The council’s franking machine will be changed to incorporate a recycling message.</p> <p>January 2018 Update: Staffing changes within the facilities management team has resulted in a delay to delivering this action. A key message has been agreed for incorporation into the franking machine (from the Love Your Neighbourhood umbrella brand) and this is due to be implemented imminently</p>	<p>Steve Adams Facilities Management, Place / Fiona Heyland, Place / Communications</p>	<p>January 2018</p>
<p>Recommendation 6: Improve the size, quality, quantity and distribution of bags provided for residents for recycling waste, for example:</p>		

<ul style="list-style-type: none"> • Introduce smaller bags; • Increase the number of bags produced to meet demand; and • Increase the number of collection points bags can be obtained <p>January 2018 Update: The Council has been piloting collection of recycling bags 7 days a week for 8 weeks from October 2017 and that supply and demand has been managed satisfactorily, as such the Council will publicise this in the new year. The Council will work with Housing Associations to support the wider distribute the clear bags. The storage of recycling in homes is a key consideration for the waste strategy which will be published in draft in the new year.</p>		
<p>This needs to form part of a wider review of containerisation for the future and ensure it meets the needs of waste reduction, recycling, avoidance and re-use in the future</p>	<p>Robin Payne / Fiona Heyland, Place</p>	<p>March 2018</p>
<p>The team, working with Veolia Communications, Education and Outreach, will be piloting the use of reusable recycling bags on a number of blocks. This is a small scale pilot targeting around 400 residents using two different sizes of bags. Residents will be engaged and feedback sought to help determine whether this is a viable option for the future.</p> <p>January 2018 Update: The results of the reusable bag pilot were positive, although feedback indicated that there were some reservations from participating residents on the material used for the bag. The results suggest that there is additional consideration needed i.e. budget and supplier. Consideration will be given to identifying whether reusable bags can be an alternative to clear disposable sacks for residents who cannot make multiple visits to idea stores i.e. the elderly and disabled or any resident who prefers using a reusable sack instead of the disposal clear bags. This will be explored in 2018 by Public Realm as</p>	<p>Robin Payne / Oli Kapopo, Place</p>	<p>Completed</p>

<p>we currently have over 200 residents having 'assisted deliveries' of recycling sacks.</p> <p>The pilot and introduction of smaller disposable bags has not been taken forward at this stage due to the additional cost of purchasing the smaller disposable bags would outweighing the perceived benefits.</p>		
<p>Recommendation 7: Introduce a re-balancing of general and recycling waste bins on estates in the borough</p>		
<p>Comment from service: This needs to form part of a wider review of containerisation for the future and ensure it meets the needs of waste reduction, recycling, avoidance and re-use in the long-term. This is not a decision that can be made in isolation from wider strategic waste policy decisions. This will be considered by the Executive in the context of the council's waste policy review linked to the procurement strategy for waste services.</p>		

<p>Include re-balancing in the wider review of containerisation which will be undertaken as part of the review.</p> <p>January 2018 Update: A review of waste and recycling bin provision against capacity requirements stated in the Council’s supplementary planning guidance has been undertaken.</p> <p>As part of a wider estates waste and recycling improvement project that the Council is undertaking, a comprehensive inventory including GIS mapping, of all waste and recycling facilities provided at flatted properties will be compiled by April 2018. The inventory work will then inform the development of an action plan, to be developed in association with Registered Providers and Managing Agents, to deliver key improvements for recycling facilities for blocks of flats and on estates. The improvements will be rolled out during the two year period between April 2018 and March 2020.</p> <p>The re-balancing of the residual waste and recycling bin provision at each relevant location will form part of the overall estates waste and recycling improvement project described above. Public Realm will be working with the Registered Providers and Managing agents to find suitable locations for additional recycling bins to be located and reduce the quantity of residual bins where the inventory has identified significant over provision of capacity. The re-balancing programme will run alongside the resident engagement programmes that will also form part of the estates waste and recycling improvement project.</p>	<p>Robin Payne / Fiona Heyland, Place</p>	<p>Completed</p>
<p>Including re-balancing as part of the procurement strategy for waste services</p> <p>January 2018 Update: The work that will be undertaken to produce the inventory and action plan as part of</p>	<p>Robin Payne / Fiona Heyland, Place</p>	<p>Summer 2018</p>

the estates waste and recycling improvement project will be incorporated into the procurement strategy for the new waste, recycling and cleansing contract. The procurement strategy is currently in development and is due to be completed by Summer 2018 in order that the procurement process can commence as scheduled.

Recommendation 8: Undertake a feasibility study to assess the suitability of a range of alternative service design improvements including re-use facilities in the borough.

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Comment from service:

Assessment of the effectiveness of current service design is already underway as part of the strategic review of the Waste Service. It is likely to involve a major review of waste capacity provision and must take into account future waste, population and contractual needs. Much of the critical infrastructure supporting effective waste and recycling is not owned or controlled or designed by the Council or its contractors. The review of waste service will consider how the Council can encourage developers and landlords to adopt more effective and consistent approaches to waste containment and recycling. This is unlikely to take the form of a feasibility study and is more likely to engage policy, relationship management, partnership development and planning guidance issues.

January 2018 Update:

Through the new waste disposal contract with Cory, re-use schemes at the council's Reuse and Recycling Centre (RRC) will be improved. Cory work in partnership with REWORK, Groundwork London's refurbish and reuse programme. Electrical appliances such as fridges, freezers, microwaves and cookers, that are brought in to the RRC by residents will be repaired and refurbished and distributed to low income households or supplied to charity retailers in London. These appliances would have otherwise been scrapped, recycled or sent to landfill.

Cory have started liaising with 1Love Community to refurbish furniture and other household items that are deposited at the RRC. 1Love Community is a locally based charity and the furniture will be sold back to the community at a low cost or donated to low income households in need within Tower Hamlets and the surrounding areas.

Work in other areas of re-use has also been expanded. In September a pop-up Restart Party was held, running in partnership with social enterprise The Restart Project and Resource London. Residents were encouraged to bring broken or slow electrical appliances along and volunteers from The Restart Project helped residents to fix them. The event aimed to teach participants how to repair and maintain their own electrical equipment, extending the life of items, reducing e-waste and promoting sustainable behaviour. 18 people attended with a variety of items brought along including laptops, radios, an iPod, a mini hi-fi and a slow cooker. Over half the items were fixed on the day.

The service has secured Local WEEE Project Funding. They will be using this funding to work in partnership with local charity Spitalfields Crypt Trust to promote donation of small WEEE in working order at their five charity shops in the borough. They will arrange PAT training sessions for charity store managers and staff and new PAT equipment for five stores in Tower Hamlets, *to enable the charity to support the increased donations that are likely to occur through promotions.*

In addition, they will install small WEEE recycling bins in our seven Ideas Stores and libraries in high footfall locations, providing a local alternative to using the Reuse and Recycling Centre and increasing awareness about small WEEE recycling.

The above actions will be supported by WEEE focused communications materials and activities which aim to increase awareness of new and existing options for reuse and recycling of WEEE.

<p>Incorporate assessing the suitability of a range of alternative service design improvements as part of the strategic review of waste services.</p>	<p>Robin Payne/Fiona Heyland, Place</p>	<p>Summer 2018</p>
<p>Evaluate the new forms of bin (lockable and caged) currently being piloted</p> <p>January 2018 Update: Two bins were deployed at locations – one at Bancroft Estate and the other on the Lincoln Estate. The results confirm that although bin design does marginally assist with identifying contaminants within recycling bins, educating residents is still the most effective method of reducing contamination in bins. Additionally, the cost of readapted bins is quite high compared to ‘traditional’ ones. After a cost and benefits analysis, it was viewed that incorporating these type of bins into the mainstream would not be the best use of council resources.</p>	<p>Robin Payne / Oli Kapopo, Place</p>	<p>Completed</p>
<p>Recommendation 9: Promote the THHF public-realm sub group, encourage attendance and the sharing of good practice amongst Registered Providers.</p>		
<p>Comment from service: The Mayor has recently met with the Local Strategic Partnership Executive to agree a programme to remodel and re-launch it. THHF have been clear about their ongoing support for the Local Strategic Partnership and see the THHF public Realm sub group as an important part of the Partnership Infrastructure.</p> <p>January 2018 Update: The council has been building relationships with the THHF. Lead Member and the Chief Executives of RPs had a series of meetings. Additional meetings are scheduled for the future.</p>		
<p>Promote the THHF public-realm sub group via the THHF website – particularly when any major events such as the Caretakers conference happen.</p>	<p>Tracey St Hill, Place</p>	<p>Completed</p>

SCRUTINY REVIEW ACTION PLAN: Promoting a shared responsibility and removing barriers to improved recycling in the borough

Appendix Two

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<p>January 2018 Update: The Estate services conference took place on 15th Sept 2017 and was attended by approx. 70 Estate services operatives and supervisors. The event was publicised by THHF, the council and each of the participating RPs using individual web platforms.</p>		
<p>Ensure at least 4 Public Realm sub-group meetings occur each year</p> <p>January 2018 Update: The meetings are scheduled at the beginning of the year and take place on a quarterly basis.</p>	<p>Tracey St Hill / Chair of sub-group, Place</p>	<p>Completed</p>
<p>Ensure that recycling good practice is shared among the RPs attending the Public Realm sub-group</p> <p>January 2018 Update: Refuse and recycling continues to be a key area of focus for the forum and is used as a structure for sharing initiatives and areas for improvement. An example of sharing best practice includes, encouraging residents to recycle clothes and books in addition to domestic waste products.</p>	<p>Tracey St Hill / Chair of sub-group, Place</p>	<p>Completed/ Ongoing action</p>
<p>Encourage RPs to work with the Council to promote recycling targets within their respective organisations</p> <p>January 2018 Update: Local Green Points delivered a presentation on creatively engaging residents in setting and achieving recycling targets. It involved an education programme, the use of incentives and a points system. RPs were encouraged to replicate this approach starting with presentations from Local Green Points to their respective Residents</p>	<p>Tracey St Hill, Place / Chair of sub-group / Robin Payne, Place</p>	<p>Completed/ Ongoing action</p>

<p>Associations.</p> <p>There have been some discussions on how the various recycling messages might be more standardised amongst the council and RPs but this needs to be developed further.</p>		
<p>The Mayor will be meeting with representatives of Borough RPs later this year to address key environmental issues including waste management and recycling.</p> <p>January 2018 Update: Lead Member and the Chef Executives of RPs have had meetings to discuss the issues.</p>	<p>Robin Payne, Place</p>	<p>Ongoing</p>
<p>The Partnership Executive Board will define the partnership priorities at a meeting in June but have already indicated that environmental management issues will be important to them.</p> <p>January 2018 Update: The Partnership Executive Board is continuing to define and refine the partnership priorities and will be presenting these at the Partnership Summit on 11 January 2018 for feedback. Emerging findings and engagement with communities indicates that the management of environmental issues and building on the strength of local spaces is an area of importance locally and this will feed into the development of a new Partnership plan.</p>	<p>Sharon Godman, Governance</p>	<p>June 2018</p>
<p>Working with colleagues to raise the profile of the THHF public realm sub-group through regular coverage of the successes and achievements of the group via 'real stories' and case studies. (Promoted via managers' bulletin, TH Now, Intranet etc)</p> <p>January 2018 Update:</p>	<p>Communications</p>	<p>March 2018</p>

<p>Liaising with the THHF Public Realm sub-group, Communications are developing a plan to raise the profile of the THHF public realm subgroup using various channels.</p>		
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Recommendation 10: Amend Local Plan policy DM14 Managing Waste to provide more explicit guidance on waste and recycling facilities.

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Comment from service: DM14 encourages the development industry to demonstrate how a proposal will help minimise waste and maximise recycling. As part of the Local Plan preparation, there is a scope for this policy to be updated based on a new Waste Management Strategy, which has been commissioned by the Plan Making team with support from the council's Waste team. One of the main aims of this study is to help the council to develop options for efficiently managing waste collection in high density development, including looking into new technology. However, all the policy requirements set out in the new Local Plan is subject to a viability assessment. This is to ensure that the Plan is deliverable. In addition, it is for the Waste Team to further advise the Plan Making team whether or not a supplementary guidance will be a more effective tool to respond to the growing needs in waste.

The use of S106/CIL to help improve recycling facilities on estates is currently reviewed by Infrastructure Planning Team through its Draft Revised Planning Obligations SPD and Regulation 123 List. These two documents will be submitted to Cabinet for public consultation in April 2016.

January 2018 Update:

The wording in the emerging Local Plan with regards to managing waste is as follows:

Policy D.MW3: Waste collection facilities in new development

1. All new development must include sufficient space to separate and store dry recyclables, organics and residual waste for collection, both within individual units and for the building as a whole.
2. New major residential developments must incorporate high quality on-site waste collection systems that do not include traditional methods of storage and collection and are compatible with our waste collection methods outlined in appendix 4. Such systems could include compactors, underground storage containers, vacuum systems and automated waste collection systems. These systems require land to be set aside to store bulked waste materials, with the size and footprint of the space varying from system to system. In instances where this is not practicable, supporting evidence must be submitted with the application to demonstrate this.

To provide some context to part 2 of the policy above, Tower Hamlets is seeking to move away from the traditional waste storage methods, such as standard wheeled bins, bagged collections and Euro bin containers, towards mass waste collection systems

particularly for residential developments that require communal waste collection facilities. It is not possible to apply this policy to non-residential development due to the fact that the Council does not have control over who collects commercial waste.

<p>Consult on the Local Plan Waste Evidence base</p> <p>January 2018 Update: The Regulation 19 consultation finished on the 13 November 2016 and Strategic Planning are currently processing the representations. On first review, the only issues raised are mainly from landowners/developers with regards to safeguarding sites for waste. This is however a statutory obligation in order to meet our apportionment as set by the GLA.</p> <p>Any further work that may need to be undertaken as part of the Examination in Public would relate to the impact that the waste systems would have on the viability of the schemes.</p>	<p>Owen Whalley / Adele Maher, Place</p>	<p>Completed</p>
<p>Consult on the Local Plan Waste Policy</p>	<p>Owen Whalley / Adele Maher, Place</p>	<p>Completed</p>
<p>Consult on the Revised Regulations 123 List and Planning Obligations SPD</p> <p>January 2018 Update: The Revised Regulations 123 List and Planning Obligations Strategic Planning document was approved by the Mayor in Cabinet on 6th September 2016 and subsequently adopted.</p>	<p>Owen Whalley / Adele Maher, Place</p>	<p>Completed</p>
<p>Recommendation 11: Work with developers to incorporate innovative general waste and recycling waste management systems into the Isle of Dogs opportunity area, area planning framework where possible.</p>		

Comment from service: The Council is working in partnership with the GLA on the Isle of Dogs Opportunity Area Plan Framework (OAPF) and in other regeneration initiative areas such as the Housing Zone and in Whitechapel. The Mayor and the Lead Member for Strategic Development are both sitting on the Strategic Board to influence the direction of travel of the project. The overall infrastructure provision to support the level of growth planned for is a major concern which the council shares with the GLA. The Plan Making team will link in with Infrastructure Planning team to continue to raise this with the GLA to ensure on-going discussions with developers in respect of infrastructure provision, including incorporating innovative general waste and recycling waste management systems into the area.

Influence the content of the GLA's draft OAPF document

January 2018 Update:

Pre-engagement on the scope of the OAPF was undertaken with LBTH officers, Members and the Mayor. The draft / confidential document was received and fed back on by the Council. The response highlighted the fact that the LBTH have an emerging policy on mass waste collection systems in major residential developments and would like to see this emphasised in the OAPF.

Owen Whalley /
Adele Maher, Place

Completed

Respond to public consultation of the Draft OAPF document

January 2018 Update:

The council is still waiting for the public consultation to be launched. A date for this is yet to be confirmed.

Owen Whalley /
Adele Maher, Place


TBC

Recommendation 12: Lobby Government to require packaging industry to include standardised recyclability messages on all recyclable material.

<p>Comment from service: In London, we have got the London Waste and Recycling Board (http://www.lwarb.gov.uk/what-we-do/), which can be considered as a useful group to help lobby the government on this matter.</p> <p>Lobbying government for policy change is a political responsibility. Officers can provide the relevant technical context for specific arguments and can respond to requests by government for technical observations on proposed changes to policy or law. It would be inappropriate to task officers with the responsibility to actively lobby government directly for policy change.</p> <p>January 2018 Update</p> <p>The Waste and Resources Action Programme (WRAP) has been undertaking work on behalf of DEFRA to develop a "framework for greater consistency in household recycling". The framework has 4 key strands:</p> <ul style="list-style-type: none"> • A focus on re-processors of recyclable material to maximise the amount of secondary material used in new product manufacture • Encouraging local authorities and private waste companies to "standardise" collection services so that there is less variation across the country • Pressuring product manufacturers and retailers to ensure packaging is designed to be recycled (as far as is practicable) and is clearly labelled to indicate that the packaging is recyclable. • Encouraging householders to recycle a common set of materials (including paper, card, plastic bottles, plastic pots, tubs and trays, glass, metal packaging and cartons. <p>Through local government organisations including the LGA, LARAC and NAWDO, Officers in Tower Hamlets have been engaged in the work being undertaken by WRAP to ensure that pressure continues to be placed on manufacturers and retailers to respond to the need to ensure packaging materials are recyclable and carry clear messages about their recyclability.</p> <p>In addition to the consistency framework, DEFRA are also developing a new Waste and Resources Strategy, which is expected to be published in 2018. DEFRA have recently commenced a process of informal stakeholder engagements activities through which Officers are continuing to press Government about the need for less variety of packaging materials, particularly the mix of polymers used in plastic packaging, to aid greater recycling and to ensure that packaging is clearly labelled to identify its recyclability.</p> <p>In general, the Council responds to consultations and holds corporate positions on policy matters.</p>	<p>Robin Payne/Fiona Heyland, Place</p>	<p>Ongoing</p>
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Cabinet	
Report of: Will Tuckley, Chief Executive	Classification: Unrestricted
Quarter 2 Mid-year Strategic Performance Monitoring report	

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

Executive Summary

This paper provides details of the Council’s progress in delivering the 2017/18 Strategic Plan and the Council’s performance against strategic measures during the same period.

Recommendations:

The Mayor is recommended to:

1. Review the performance of the strategic measures at mid-year, including those measures where the minimum expectation has been missed (appendix 1); and
2. Review progress in delivering the Strategic Plan at the mid-year point, including those activities that are flagged as delayed and overdue (appendix 2).

1. REASONS FOR THE DECISIONS

- 1.1 The Council’s Performance Management and Accountability Framework sets out the process for monitoring the Strategic Plan and performance measures which are reported regularly to the Corporate Leadership Team and Cabinet.
- 1.2 This report promotes openness, transparency and accountability by enabling Tower Hamlets’ residents to track progress of activities that matter most to

them and their communities.

2. ALTERNATIVE OPTIONS

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

3. INTRODUCTION

- 3.1 This report summarises the Council's performance during quarter two of 2017/18 (July-September 2017) in delivering year two of its three year strategic plan. The year two plan, which was agreed by Cabinet in April 2017, builds on the Council's achievements in year one of the plan (2016/17) and sets out ambitious plans to achieve the outcomes detailed in the Strategic Plan.
- 3.2 This report notes the significant progress made during Quarter 2 2017/18 in delivering year three of the Strategic Plan and achieving the associated stretch targets set in the strategic measures. Appendix 1 sets out in detail how the Council has performed during Quarter 2 against the basket of 41 strategic measures that can be reported on this quarter. Appendix 2 provides progress to date information on the activities and key deliverables in our Strategic Plan.

THE STRATEGIC PLAN

3.3 The Strategic Plan is on track to be delivered with evidence of improving performance. Table 1 summarises overall performance against Strategic Plan activities and strategic measures by priority outcome areas.

Priority 1: Creating opportunity by supporting aspiration and tackling poverty				
Measures	Green 5	Amber 4	Red 13	N/A 3
Actions	Completed 0	On Target 25	Delayed 0	Overdue 0

Priority 2: Creating and maintaining a vibrant, successful place				
Measures	Green 6	Amber 1	Red 4	N/A 2
Actions	Completed 0	On Target 18	Delayed 1	Overdue 0

Priority 3: Working smarter together as one team with our partners and community				
Measures	Green 2	Amber 1	Red 2	N/A 0
Actions	Completed 1	On Target 4	Delayed 1	Overdue 0

Table 1: Performance by priority outcome area

3.4 Performance Measures are ranked as “Green” where the stretch target has been achieved, “Amber” where the minimum expectation target has been achieved, but the stretch target has not, and “Red”, where the minimum expectation target has not been achieved. As can be seen from Table 1, 19 Strategic Measures are rated as Green or Amber against target, whilst 19 are rated as Red. A further three measures are not suitable for RAG rating. The Council has made a decision not to set targets for “Key Stage 4 Attainment 8 for Looked After Children”, “Households Living in Temporary Accommodation” and “Total Notifiable Offences”, and so a RAG assessment cannot be made.

- 3.5 Strategic Activities are ranked as “Completed” (Green) where the activity planned for 2017/18 is complete, “On Target” (Yellow) where an activity is on target to be delivered by the deadline set, “Delayed” (Amber) where an activity is substantially complete, or where a milestone is overdue but the commentary indicates that the milestone will be completed by the end of financial year, and “Overdue” (Red) where an activity will not be completed in the 2017/18 financial year, or at the time of reporting.
- 3.6 There are eleven strategic measures where the minimum expectation has not been met and there has been deterioration in performance compared to the same period last year. In addition there are two strategic activities where there has been delay ie. the expected completion date has been missed. Analysis on performance issues is provided in section four of this report.
- 3.7 Seven of the thirteen under-performing strategic measures will be subject to performance improvement activity through the Children’s Services Improvement Board. The remaining four under-performing measures and two delayed activities, will be referred to the Performance Improvement Board.

Strategic Measures off target and deteriorating

- Key Stage 2 achievement – percentage of children achieving the national standard – looked after children (para 4.8.1)
- Key Stage 4 (GCSE) Attainment 8 (para 4.8.2)
- Key Stage 2 Achievement & Key Stage 4 Attainment 8 – gap for White British Children (paras 4.8.4-4.8.6)
- Number of adoptions and special guardianship orders granted for looked after children (para 4.8.12)
- Percentage of looked after children in the same placement for two years or more (para 4.8.13)

- Overall employment rate – gap between the borough and London average (para 4.8.7)
- Reducing the gap between the borough employment rate and the employment rate for women and for BME residents (paras 4.8.8-4.8.9)
- Level of street and environmental cleanliness: litter, graffiti and fly-posting)
- Number of working days / shifts lost to sickness absence per employee (para 4.12.13)
- Proportion of households who considered themselves as homeless, who approached the local authority’s housing advice service(s), and for whom

housing advice casework intervention resolved their situation (para 14.12.6)

Delayed Strategic Activities

- Engage and communicate effectively with local people (strategic activity 2.4.1) (para 4.13.3)
- Deliver the One HR Plan (strategic activity 3.4) (para 4.14.2)

3.6 Section four of this report highlights areas of achievement and provides analysis and explanation for all “Red” rated Strategic Measures, and Strategic Actions which are overdue.

4. ANALYSIS BY PRIORITY AREA

4.1 The Council’s Strategic Plan sets out the priorities and outcomes that the Mayor and his administration have been elected to deliver. These are underpinned by the Council’s transformation programme, medium term financial strategy and drive to deliver better outcomes for local people.

4.2 Based on an understanding of the local community, their views and the opportunities and challenges facing the borough the Council has identified three priorities for 2016 to 2019. These are:

Priority 1: Creating opportunity by supporting aspiration and tackling poverty

Priority 2: Creating and maintaining a vibrant, successful place

Priority 3: Working smarter together as one team with our partners and community

4.3 Within the Strategic Plan and its associated Delivery Plan, the Council identified a wide range of strategic performance measures and strategic activities to contribute to achieving the three priorities.

4.4 This section of the report provides analysis of how successful the Council was in delivering the performance and actions that it planned, providing analysis and commentary by priority area.

Priority 1 Creating opportunity by supporting aspiration and tackling poverty

4.5 Achievements:

4.5.1 *The number of businesses supported through Council activities is 335 exceeding our mid-year target of 250. This outcome has been supported by*

the Council's work to *"implement a programme of business support for Tower Hamlets businesses and entrepreneurs"* (strategic activity 1.1.2). In addition, we support businesses to access local markets through supply chain work and where appropriate supports them to locate suitable property to start or move to the borough. There is now a new package of 'Business Ready' projects in New Start up, Retail marketing, Supply Chain and Growth which will assist more businesses to develop and grow, thus creating further local opportunities. The New Entrepreneurship programme has also been launched which will accelerate output comparative to the previous financial year. In addition to supporting 335 businesses, we have also assisted 4 Enterprises in finding suitable accommodation. 110 business pre-starts supported culminating in 30 enterprises being created. In addition, 82 businesses were supported through training courses to improve their retail and marketing performance. £214,193.15 of new sales was generated in Q2 through the 'Supply Tower Hamlets' project. This project helps businesses build capacity in order to improve opportunities to successfully bid for contracts.

- 4.5.2 The *Council's WorkPath Partnership* has supported 416 Tower Hamlets residents into employment. Although below the Council's stretch target of 550, this can be partly explained by partners aligning their recording and reporting to the WorkPath delivery model and definition of sustainability (16hrs per week, for at least 4 weeks). It is anticipated that employment outputs will pick up in the second half of the financial year.
- 4.5.3 This work is supported by the Council's work to support *"residents into good-quality, well paid jobs"* (Strategic Activities 1.2.1 and 1.2.2). Key Council services and external partners, including the Supporting Stronger Families, Job Centre Plus, Poplar HARCA, Housing Options, the Careers Service, Drug and Alcohol Team, Integrated Offender Management project (Probation service) and Ideas Stores are working well together, to identify those residents who would benefit most from support, such as economically inactive and long-term unemployed groups of residents, women and BAME.
- 4.5.4 A Training Provider has recently appointed to deliver construction training and has already delivered training to 93 residents which will further equip them in gaining employment in the industry. Pre-employment training funding has been approved to continue previous sector specific and generic training for example, Teaching Assistant, Mid Meal supervisor training, SIA (security industry). This Section 106 funded pre-employment training is for a total of £530,244 over two years to train 1,112 residents, equating to an average cost per resident trained of around £477. Funding of £555,000 over three years, has

been secured to increase the capacity of ESOL training delivered by the IDEA Stores and also a sector specific ESOL tutor has been recruited.

- 4.5.5 The *proportion of people with mental health problems in employment* has increased to 6.3%. Our target of 5.9% has been exceeded and our performance compared to this time last year has increased. There have been 920 adults aged 18-64 who have received Care Pathway Approach mental health services in the period. 58 of them were in employment. This achievement is supported by Council activity to *“tackle health-related employment issues” (strategic activity 1.4.5)*. A programme of activities to support people into the workplace, people with a range of needs including disability, on JSA/ESA benefit, the long term unemployed of more than 2 years, care leavers, and ex-offenders. The Council is on track to achieve the London Healthy Workplace Charter ‘achievement’ status. The number of employees in Tower Hamlets who have been trained as Mental Health First Aiders has increased to 300 so far.
- 4.5.6 There have been continued successes in educational attainment. 68% of reception aged children in Tower Hamlets achieved a *“good level of development on the Early Years Foundation Profile”*. Whilst the stretch target of 69% was not achieved, the outturn represents an improvement of almost two percentage points compared to last year’s performance, and there is just a one percentage point gap between our performance and the national average.
- 4.5.7 Provisional results from the Department for Education indicate that attainment is strong at Key Stage two, GCSEs and at Key Stage 5. *The percentage of children who achieved the national standard at Key Stage 2 was 67% (provisional)*. The stretch target (63%) has been exceeded, and represents an impressive improvement on last year’s performance. Performance in *Progress 8* exceeded expectation. There has been an increase in the *Progress 8* measure from 0.15 to 0.26, bringing the provisional measure for LBTH above the London average. And the average grade at Key Stage 5 (A Level) for academic qualifications has improved to C, from a C- last year.
- 4.5.8 These achievements have been supported by the Council’s activities to *“improve educational aspiration and attainment” (strategic activity 2.1.3)*. Almost all (95%) of schools are now members of the Tower Hamlets Education Partnership; targeted challenge, support and intervention is being provided to primary schools where needed. A newly created team of improvement consultants are starting support at secondary level.

4.5.9 There has been strong progress in the Council's ambition to *support all young people to access enrichment and social activities*. The youth service is undergoing redesign which will shape the offer to provide a more responsive service. Outcomes are expected to include: more young people will be better able to access holistic and supportive opportunities across the borough; young people will feel more optimistic about their futures; and more young people will have increased their critical thinking skills.

4.5.10 The Council is making good progress on delivering its objective of enabling *more residents to live healthy and independently for longer*. Activities undertaken to increase the independence and resilience of our communities (strategic activity 1.4.4) has supported a reduction in the *"Proportion of people over 65 receiving long term support, per 10,000 population"* to 1,183.6 (or 1,799 people). Our target has been exceeded and performance is better than last year. This achievement is supported by the implementation of three Council strategies (Practice Framework for Adult Social Care, the Ageing Well Strategy, and the Adults Learning Disability Strategy). Activities involve working in partnership with other agencies and better assessment and provision of equipment which enable people to live in their own home with support.

4.5.11 The *Average time between a child entering care and moving in with adoptive family* has reduced to 612 days; the stretch target has been missed by just 2 days (Strategic Measure). This measure is calculated as a three year rolling average. There have been 26 adoptions between April 2015 and September 2017, and two from April-September 2017. It has taken 612 days on average to complete adoption for the three year rolling period. There has been a small but pleasing improvement (21 day) since the last quarter period. This achievement has been supported by our activities to "ensure better outcomes for looked after children and young people" (strategic activity 1.3.4). The PAST (Permanency & Adoption Support Team) managers are looking to place children with adopters as quickly as possible from the date of the placement order. We are also working with adopters to consider the fostering to adopt option now available.

4.6 **Areas for Improvement**

4.7 From the 23 Strategic Measures in the Strategic Plan, 9 measures (39%) are below the minimum expectation and have deteriorated since the corresponding quarter for the previous year. Of the 25 Activities in the Strategic Plan, 1 activity (4 %) has been flagged as being delayed.

- 4.8 Paragraph 4.8.1 – 4.8.10 provides analysis of these seven measures.
- 4.8.1 **Key Stage 2 Achievement – percentage of Looked After Children achieving the national standard.** Eleven percent of Looked After Children achieved the KS2 national standard in reading, writing and maths. However there are only nine children are in this cohort in Tower Hamlets. Repeating last year’s performance was especially challenging this year, as six in the cohort had SEN needs and were not expected to reach national standard based on prior attainment, and another child left the country during the school year and did not sit the relevant exams.
- 4.8.2 **Key Stage 4 (GCSE) Attainment 8.** Provisional results indicate that the average point score against the basket of 8 GCSE subjects was 47.00, the minimum expectation has been missed and the score is lower than last year. Changes to the grading system for English and mathematics (from A* - U to a 1 - 9 numeric system) are acknowledged to have affected the 2016/17 result. These provisional results do show that the impact of the changes has not been as great in Tower Hamlets as nationally, locally the headline Attainment 8 result declined by 3.2 points compared with a 4.0 point decline nationally. This has meant that the LA continues to be above the national average as are 11 of the 17 in the borough.
- 4.8.3 Attainment 8 measures the average achievement of pupils in up to 8 qualifications including English, maths, three qualifications that count in the English Baccalaureate and three further GCSE qualifications or non-GCSE qualifications approved by the DfE.
- 4.8.4 **Key Stage 2 Achievement – attainment gap for White British Children.** 56% of white British children achieved the Key Stage 2 attainment standard; this is 11 points lower than attainment for the whole cohort. The cohort of white British children is relatively small at 310 children.
- 4.8.5 **Key Stage 4 (GCSE) Attainment 8 – attainment gap for White British Children.** The Attainment 8 score for Tower Hamlets as a whole was 47.9 points, the Attainment 8 score for white British children was 36.5 points – there is a gap of 11.46 points.
- 4.8.6 A range of intervention strategies were carried out in conjunction with schools to address educational under-attainment in white British working class pupils. Drawing on research about what makes a difference, the focus was on improving engagement with school, attendance and participation of pupils and

on engendering more positive relationships with parents. There were some benefits to the projects, but this did not show any impact on attainment data. The Council has commissioned a project from the Tower Hamlets Education Business Alliance which is currently under development and THEP will also be considering how best to address this national issue. Ethnic Minority Achievement data (2016) shows the size of the WB cohort: Of the 33,850 pupils at LBTH schools, 3,200 are from a WB background (9.5%) of all pupils.

4.8.7 Overall employment rate - gap between the Borough and London average rate (working age) (percentage points). The overall employment rate has decreased 4.1ppts since last quarter's reporting, whilst the London average has remained the same. The gap between TH and London has widened by 6ppts to 8.5ppts compared to last quarter. The TH employment rate is 64.13% whilst the London average rate is 73.7%. The total numbers in employment for TH is 145,700, which is a net decrease of 1,700 since last quarters reporting. The working age population for TH has increased 1.12% since last quarters reporting whilst the London average rate has seen a 0.1% decrease.

4.8.8 Employment gap for women – gap between the borough employment rate and the employment rate for women
There has been a deterioration of 1.7ppts since last quarter's reporting, whilst the London average has decreased by 0.4ppts. The gap between TH and London has widened by 1.3ppts to 14.4ppts compared to last quarter. The TH employment rate is 52.6% whilst the London average rate is 67.0%. The total numbers of female residents in employment for TH is 56,700, which is a net decrease of 1,500 since last quarters reporting. The working age population female for TH has increased 1.0% since last quarters reporting whilst the London average rate has only seen a 0.026% increase.

4.8.9 Employment gap for BME – gap between the borough employment rate and the employment rate for BME residents (Strategic Measure)
The employment rate for BME has decreased 0.9ppts since last quarter's reporting, whilst the London average has also decreased but only by 0.2ppts. The Gap between TH and London has widened by 0.8ppts to 14.0ppts compared to last quarter. The TH BME employment rate is 51.8% whilst the London average rate is 65.8%. The total numbers in employment for TH is 60,200, which is a net decrease of 3,600 since last quarters reporting. The working age population BME for TH has decreased by 4800 (3.9%) since last quarters reporting whilst the London average rate has seen a 0.2% decrease also 4800.

4.8.10 The data for the employment rate is taken from the Annual Population Survey. This provides survey based estimates, the methodology of which means that there may be significant variations in outturn from one quarter to the next. Furthermore, it is important to note that the confidence interval on the TH employment rate is 10.4% compared to 1.9% for London which means that the actual rate for Tower Hamlets could in fact be much higher.

4.8.11 There is a raft of activity undertaken by the Council and its partners to support residents into work. This quarter 217 residents have been supported into work. Achievements include:

- 70 more jobs recorded in Q2 2017/18, 61 more reported Job Starts for BME residents, 28 more reported for female residents, 28 more for BME female and 7 more Lone Parents compared to the same period in 2016/17
- 57 of the 241 (23.6%) jobs recorded by the WorkPath service that satisfied this measure's definition were 12 months + unemployed/economically inactive at the point of registering with the service compared to 32 out of 171 (18.7%) in Q2 2016/17
- 30 reported Jobs (12.4%) were of residents who had been underemployed (working part-time i.e. less than 16 hours a week) at the point of registration and supported in gaining new or additional employment, 11 of the 30 had been working less than 8 hours a week are now averaging 34 hours per week
- An increase in recorded Jobs achieving a salary between £16,001 and £28,000 from 68 reported Q2 2016/7 to 136 this quarter

4.8.12 **Number of adoptions and special guardianship orders granted for looked after children.** Thirteen looked after children have been adopted or are under a special guardianship order, missing the minimum expectation of 16. Our stretching target failed to take into consideration the composition of our care cohort, specifically the under 5 population who are more likely to be adopted. However the target will be achievable provided we can successfully negotiated the court process including timetabling. The situation in relation to adoption is further complicated by recent case law which directly impacts upon national understanding of good practice. This outcome has been supported by the Council's work to ensure better outcomes for looked after children and young people (Strategic Activity 1.3d). The sufficiency strategy will bring a revised emphasis to the use of special guardianship orders for children already in the care system. Other work supporting looked after children is the recently commissioned advocacy service which will ensure views and wishes are heard. In addition CAMHS support is being provided to 81 looked after children, and so far this year, a quarter of those have showed an improvement.

4.8.13 Percentage of looked after children in the same placement for two years or more.

65.5% of looked after children are in the same placement for two years or more. Our target of 71.6% has been missed; however performance is above both the national average and the average for our statistical neighbours. This outcome is supported by our activities to “ensure better outcomes for looked after children” (strategic activity 1.3.4). We have had some successes in improving stability whilst at the same time appropriately moving children from care and back into the community – an action which (perversely) adversely affects the stability data. In addition, stability is also supported through the work undertaken with looked after children and their foster carers through the individual bespoke packages and CAMHS interventions, an intervention which has resulted in 24 children in the cohort showing an improvement in their mental health.

4.8.14 There are no Strategic Activities relating to Priority one where the overall activity is flagged as delayed, however, there are several activities with deliverables which are delayed. Further analysis on those is provided below.

4.8.15 Provide adequate early help for the most vulnerable children and families, with a strong focus on safeguarding (strategic activity 1.3.1).

Progress is delayed in three of the five deliverables in this activity. Sharing birth notifications with children’s centres has been identified as a key way in which the Council can improve participation and attendance at children’s centres, especially amongst hard to reach parents and their families. There have been some data protection barriers to sharing this information however it is anticipated that this issue will be resolved by the end of the year.

4.8.16 Support more women and black and minority ethnic and disabled residents into employment (strategic activity 1.5.2).

The extension to the Woman in Health Working Start Programme has been delayed due to staff turn-over; however it is now on track. Cohort 4 of the Working Start women in health programme is now due to start in January and recruitment day for cohort 5 will be delivered in January. 13 out of 20 pre-apprenticeship placements have now begun for people with disabilities with another cohort of 10 starting in December.

Priority 2 Creating and maintaining a vibrant, successful place

4.9 Achievements:

- 4.9.1 The Council has exceeded its recycling target with 29.1% of *household waste sent for reuse, recycling and composting*. Performance has improved since last quarter by 1.5ppts. This success has been supported by the activity to “improve waste management and recycling performance” (strategic activity 2.1.2). 10 public bring bank sites have been refurbished and frames put in place with signage that tells residents what they can and cannot recycle. The sites are being widely used and there is positive feedback from residents and management organisations. The sites have made it easier for residents to identify recycling points across the borough. Furthermore, we have scheduled all collections in the borough which are now live through the Council’s dedicated site. Residents can now look up their collection days online rather than call or email. This will in time also reduce the number of service requests and complaints as residents are now better informed.
- 4.9.2 The Council has successfully exceeded its targets for *street and environmental cleanliness in the level of detritus* on the borough’s streets (tranche 1). Just 1% of land surveyed was judged to be below acceptable levels; the target of 1.2% was exceeded. Nevertheless, the tranche survey results for detritus have been passed to Veolia to ensure that cleanliness issues do not arise in the same areas in the next survey. Council activity to “ensure that the borough is clean to the highest possible standards” (2.1.1) have contributed to this successful survey result.
- 4.9.3 The Council is committed to providing “*better quality homes for all*” (strategic priority 2.2). Our achievement of this commitment is demonstrated in successfully improving our performance on several key performance measures.
- 4.9.4 438 *affordable homes* have been delivered so far this year; so whilst the stretch target was not achieved, the minimum expectation was exceeded and performance was better compared to this time last year. Tower Hamlets has a strong track record of housing delivery and continues to provide among the highest numbers of affordable homes in the country.
- 4.9.5 The *number of affordable units provided as wheelchair accessible or adaptable* so far this year is 80. This achievement equates to 18% of all affordable units which is well above our target of 10%. Of these 80 units, 68 were for rented tenures and occupants have feedback how better off they are living in homes designed and built to the best modern wheelchair accessible standards.

- 4.9.6 171 affordable / social rented housing completions for family housing have been achieved in the first half of this financial year, our target of 164 has been exceeded and we have increased on the number completed this time last year.
- 4.9.7 The number of overcrowded families rehoused to larger and more suitable accommodation at the end of Q2 is 506. This represents 55% as a percentage of total lets ending September (920), exceeding the target of 50%. The numbers of overcrowded families rehoused is also 75% more than this time last year (352). Analysis also shows that the number of overcrowded applicants on the housing list has reduced by 10% from 1 April 2014 to 1 April 2016 but the April 2017 figured showed a slight increase of 1.34% in the number of cases registered as being overcrowded. Nevertheless, an overall reduction of 8.66% is still a significant achievement.
- 4.9.8 The number of families in B&B accommodation for longer than six weeks is zero and has been since September 2016; the Council has achieved legal compliance on this indicator for 13 months in succession. It has sustained its position of being the most improved borough in London on the use of B&B. In addition to the health and educational benefits of reducing overcrowding in homes, the high number of lets to overcrowded applicants also has a positive impact on preventing homelessness because many applicants that do approach the Council as homeless are often from accommodation that is overcrowded.
- 4.10 **Areas for improvement**
- 4.11 Of the 14 Strategic Measures in the Strategic Plan relating to Priority 2, four measures (29%) are below the minimum expectation and have deteriorated since the corresponding quarter for the previous year. Of the 19 Activities in the Strategic Plan relating to Priority 2, 1 activity (5%) is flagged as delayed.
- 4.12 Paragraph 4.12.1 – 4.12.7 provides analysis of these seven measures.
- 4.12.1 **Level of street and environmental cleanliness: litter, graffiti and fly-posting.** The minimum expectation has not been achieved for three of the four elements that make up street cleanliness; and there has been deterioration in performance compared to the same period last year. Seasonal changes in high footfall and busy food outlet areas such as Brick Lane are the most common fail areas. A Blitz clean which took place in October was targeted at high litter areas. Much of the graffiti in the borough is on private property again in the Brick Lane area and in the industrial parts of the borough such as

Wick Lane. This is something the Council will target with enforcement options to ensure graffiti is minimised. Graffiti on Council land or assets is another area that is being specifically targeted through the Blitz clean. Fly posting tends to rise during the summer period with advertising of services and events. An investigation has already been launched by the Council's THEO's into the worst offenders who will face enforcement action being taken against them or their establishment. Operation Bill Stickers started in mid-October and its primary focus will be flyposting on Council land assets.

4.12.2 There is one Strategic Activities relating to Priority two where the overall activity is flagged as delayed (engage and communicate effectively with local people). In addition there are several activities with deliverables which are delayed. Further analysis on those is provided below.

4.12.3 **Engage and communicate effectively with local people** (strategic activity 2.4.1). There has been a delay in developing the Community Engagement Strategy, the timetable of which has been put back in order to extend the consultation period. This has had a knock on impact on producing an action plan of delivery for year 1, for example providing support and capacity building to communities to empower them to come together to take action to improve their local neighbourhoods. The co-production with the voluntary sector, of a community engagement toolkit is also delayed, however preparatory research has already been undertaken and we will shortly be working the THCVS to develop a specification for the toolkit.

4.12.5 **Ensure that the borough is clean to the highest possible standards** (strategic activity 2.1.1). Two deliverables (out of five) are delayed but delivery is expected by the end of the financial year. The implementation of a PSI mobile solution to provide mobile technology for managing and monitoring service delivery was delayed due to contract negotiations which has had a knock on effect on implementation. Staff changes has affected the targeting of enforcement to address fly tipping and improve prosecution rates as a deterrent to future fly tipping. However, so far this year 443 FPNs have been issued for dumping. This action will improve cleanliness in the borough and save local authority resources.

4.12.6 **The proportion of households who seek assistance as homeless or threatened with homelessness, who approached the local authority's housing options service, and for whom casework intervention resolved their situation.** The minimum expectation was missed and there has been deterioration in performance compared to this time last year. This quarter there were 596 approaches from households who were homeless or

threatened with homelessness, of which 92 preventions were made, equating to a prevention rate of 15.4% of new approaches. One of the reasons that the target has been missed is that there has been a significant decrease in the number of households approaching the Housing Options Service team for assistance; this may be due to the possibility of being placed in temporary accommodation outside of Tower Hamlets. Including the Sanctuary Scheme, there were 112 cases of homelessness prevention, of these 63 cases provided discretionary supported hostel accommodation for single homeless people.

Despite the difficulty in finding affordable accommodation in the private rented sector, there was an increase in the number of properties secured through a financial incentive to the landlord. Unfortunately, due to personnel issues the Housing Advice team performed under par this quarter but steps are being taken to address this and there are a number of outcomes pending which should be reflected in the next quarter's return. The Service continues to successfully prevent homelessness through negotiation and other assistance to remain in the private or social sector. This is despite evidence that private landlords are increasingly reluctant to let to benefit-dependent tenants and those on low to medium incomes because:

- Market rents are far above the LHA in Tower Hamlets, which has been frozen for the last four years.
- The reduction in the benefit cap to £23,000 in London from November 2016
- Research by Sheffield Hallam University found that only 20% of landlords indicated a willingness to let to HB claimants due to concerns about the gap between LHA rates and market level rents, uncertainty around the roll out and implications of universal credit and the payment of HB 6 weeks in arrears under UC. Recent experience of UC claimants has shown that the delay in UC payments has exceeded six weeks and it has been proposed in Parliament that this should be reduced to a four week period.

Despite this, the Options Service and Housing Strategy are nurturing good landlords and developing good working relations. In addition, the commissioned supported hostel provision has reduced leaving fewer options available for prevention. For example, the revised hostel commissioning plan will result in fewer places and there is an increase in the use of beds for emergencies and assessments prior to move, neither of which can be counted as preventions.

4.12.7 Manage development pressure through the preparation of a new Local Plan and provide effective local infrastructure, services and facilities (strategic activity 2.1.4). (Two out of four deliverables are delayed). The Local Plan will comprise of detailed policies and site allocations to manage development and deliver supporting infrastructure. The Local Plan project timetable has been revised to allow for additional consultation. The Regulation 19 document is now out for statutory consultation and will be submitted to the

Secretary of State in February 2018. The production of the CIL draft charging schedule is tied to the timetable for the Local Plan, it is likely that it will be submitted to the Planning Inspectorate for examination in Q2 2018-19.

4.12.8 Promote community cohesion, bringing different parts of the community together, tackling divisions and encouraging positive relationships (strategic activity 2.4.4). The overall project timeline for utilising developer contributions to deliver community cohesion projects have been put back due to purdah. This has affected arrangements for stakeholder engagement. Delivery groups have been scheduled and project outlines are due to go to tender in January. The delay in Government response to the Casey Review has delayed our work with the community to review and develop our approach to community cohesion and integration. A need for wider consultation and engagement has also been identified which means that the strategy is unlikely to be completed in the financial year. The delivery of a second community hub has also been delayed. The Tram Shed is being actively marketed for short term community use but a feasibility study is considering building work in the medium term to add a mezzanine floor. Once opened the community hub will offer local versatile, bookable spaces at affordable prices to residents and the wider community.

Priority 3 Working smarter together as one team with our partners and community

4.13 Achievements

4.13.1 There has been a further increase in overall customer satisfaction with telephone contacts, from 85.5% satisfaction in September 2016, to 90% satisfaction this quarter. This performance exceeded the Council's minimum expectation of 89%.

4.13.2 These improvements have been supported by the Council's work to "Deliver the Smarter Together transformation programme to ensure effective, responsive front line services and efficient and cost-effective support services enabled by ICT and a new Civic Centre" (Strategic Action 3.3). A continuous improvement plan aimed at driving up ICT performance has been put in place. Initial requirements for a 'my account' digital delivery option have been worked up with Members and we are working with other local authorities and the Government Digital Service to develop our understanding of the emerging standards and technologies and the approaches that are being successfully adopted elsewhere.

4.13.3 The Council has exceeded its stretch target for collection of both Council Tax and non-Domestic Business Rates, exceeding targets by 1.24 and 8.02 percentage points respectively.

4.14 **Areas for Improvement:**

4.14.1 Of the 5 Strategic Measures in the Strategic Plan relating to Priority 3; 1 measure (20%) is below the minimum expectation and has deteriorated since the corresponding quarter for the previous year. Of the 6 Activities in the Strategic Plan relating to Priority 3, 1 activity (17 %) has been flagged as delayed delivery.

4.14.2 Paragraph 4.14.3 – 4.14.2 provides analysis of these seven measures.

4.14.3 **Number of working days/shifts lost to sickness absence per employee** (Strategic Measure). Sickness performance at the end of the second quarter 17/18 is 10.27 days. This represents an increase of 0.86 days against the 9.72 days reported at the end of Q1 of 17/18. This figure is 1.58 days above the higher 9 day target set earlier this year and 2.48 days above the 8.1 day target, which had been based on the 2nd Quartile performance figure across all London Boroughs. It has been recognised that the measures in place currently are not sufficiently achieving the outcomes expected i.e. sustained reduction in sickness absence, and that a different approach may yield better results. The Council's sickness management processes are now subject to a review in line with the outcomes based accountability framework. Corporate Leadership Team has recently agreed a new Employee Wellbeing Plan, which will be underpinned by a range of measures to improve health in the workplace being launched from November onwards. We have started a review of all formal sickness management cases with a view of putting in place wellbeing plans for affected members of staff. We have reviewed our occupational health service and are commissioning new ergonomic and physiotherapy services. Alongside this, we are introducing a new offer to support staff going through career transition.

4.14.4 **Deliver the One HR Plan** (strategic activity 3.4). Following a review of industrial relationships in partnership with the trade unions, the first phase of the revision of employment policies and practices has begun. The review will cover conduct, performance and improvement, staff wellbeing, collective consultation, employee grievances, managing discipline and whistleblowing. There has been a delay in delivering a revised learning and development offer for all staff and managers. However a new learning management system is now procured and this is being piloted in one service area over the winter. A

core training offer has been developed and it is expected that this will be launched in April. With regarding to delivering a range of activities to reduce staff sickness and improve wellbeing, the following activities are now taking place: A staff wellbeing plan has been developed; Occupational Health service will be reviewed to ensure it meets need. A review of the absence management procedure is taking place. In addition we are reviewing the way we are reporting sickness absence levels to focus on outcomes instead of compliance with procedures.

5. COMMENTS OF THE CHIEF FINANCE OFFICER

- 5.1 This report highlights progress in delivering strategic plan activities during 2017/18. The cost of the activities has been funded through the Councils General Fund Revenue and Capital budgets, agreed by full Council on the 24th February 2016. There are no additional financial implications arising from the recommendations within this report.

6. LEGAL COMMENTS

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

7. ONE TOWER HAMLETS CONSIDERATIONS

- 7.1 The Council's Strategic Plan and Strategic Measures are focused upon meeting the needs of the diverse communities living in Tower Hamlets and supporting delivery of One Tower Hamlets. In particular, strategic priorities include the reduction of inequalities and the fostering of community cohesion. The Strategic Measure set contains the measures "Proportion of people with mental health problems in employment"; "Employment gap for women: reducing the gap between the Borough employment rate and employment rate for women"; and "Employment gap for BME residents: reducing the gap between the Borough employment rate and employment rate for BME residents"

7.2 Data for Quarter 2 2017/18 shows that the employment gap for women and BME residents, performance did not meet the Council's minimum expectation for the quarter, however the Council's WorkPath service and wider WorkPath partnership continue to support residents into employment and there has been an increase of 70 more jobs recorded compared to this time last year. 290 (86% of the job starts recorded by the WorkPath service were for BME residents. There were 150 job starts for female residents arising from WorkPath activity, of those 121 were employment which was more than 16 hours per week.

8. BEST VALUE (BV) IMPLICATIONS

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

9. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

9.1 The Strategic Plan contains a number of environmental milestones within Priority Outcome 2 "Creating and maintaining a vibrant, successful place". The Strategic Measure set contains the measures "Percentage of household waste sent for reuse, recycling and composting"; "Level of street and environmental cleanliness – litter"; "Level of street and environmental cleanliness – detritus"; "Level of street and environmental cleanliness – graffiti"; and "Level of street and environmental cleanliness – fly posting". Data from the latest cleanliness survey shows that the Council met its stretch targets on the measures of recycling and detritus.

10. RISK MANAGEMENT IMPLICATIONS

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

11. CRIME AND DISORDER REDUCTION IMPLICATIONS

11.1 The Strategic Plan contains a number of crime and disorder items under Priority Outcome 2 "Creating and maintaining a vibrant, successful place". The Strategic Measure set contains the measure "Total Notifiable Offences" (TNOs). Data for the period April-September shows that there were 16,692 TNOs. TNOs are all offences under United Kingdom law where the police must inform the Home Office by completing a crime report form for statistical purposes.

11.2 Whilst the responsibility to tackle and reduce crime lies with the Metropolitan Police Service, the Council has for a considerable amount of time been

supplementing the local Police in the borough, by funding an additional number of Police officers to address key crime and disorder priorities (Drugs, ASB and Prostitution) for the Council and in turn residents.

- 11.3 The Council continues to fund a team of 5 PC's and 1 Police Sergeant, known as the Partnership Task Force, to tackle key crime and ASB hotspots within the Borough. The Council has recently committed £3m over 3 years to increase Council funded Police Officers to 39, to tackle crime and ASB. 14 police officers will be responsible for tackling crime on estates and 25 additional officers will work across the borough.

12. SAFEGUARDING IMPLICATIONS

- 12.1 The Strategic Plan contain a number of items relating to safeguarding adults and children falling under Priority 1: "Creating opportunity by supporting aspiration and tackling poverty". The Strategic Measure set contains the measures "Percentage of children's social care contacts completed within 24 hours"; "Percentage of children's social care assessments completed within 45 days"; "Percentage of children on a child protection order visited within the last 4 weeks"; and "Percentage of child protection reviews completed in time". Performance against these measures is currently below the Council's minimum expectation.
- 12.2 As outlined in paragraph 3.7, the Council has developed an Improvement Plan for Children's Services which was submitted to the Secretary State for Education in July 2017 and established a Children's Services Improvement Board which will deliver the strategic oversight and challenge required to ensure that appropriate, timely change and impact is being delivered according to the Improvement Plan.
- 12.3 Against the Strategic Measure "Proportion of people over 65 receiving long term support, per 10,000 population", performance is currently better than the Council's stretch target, with 1183.6 per 10,000 people over 65 receiving support, against a stretch target of 1305.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices


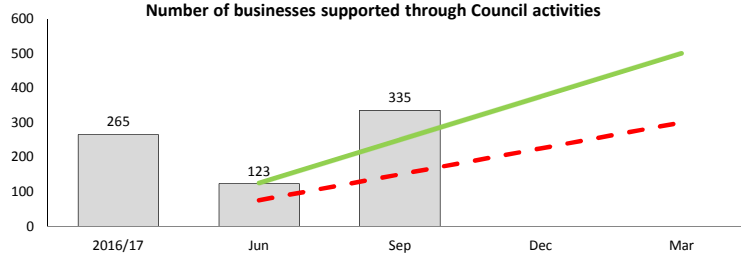
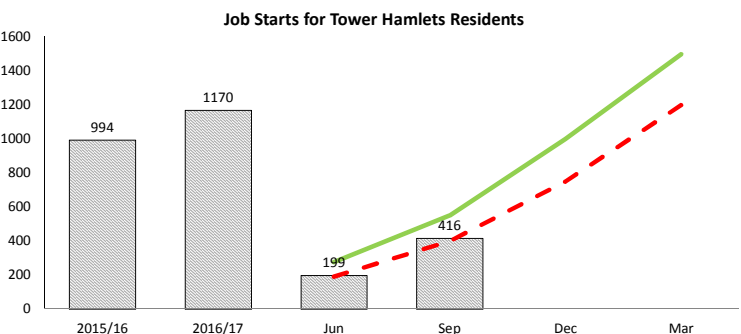
- Appendix 1 - provides detailed analysis of the Council's 2017/18 Strategic Measures performance
- Appendix 2 - provides the Council's 2017/18 Strategic Plan monitoring


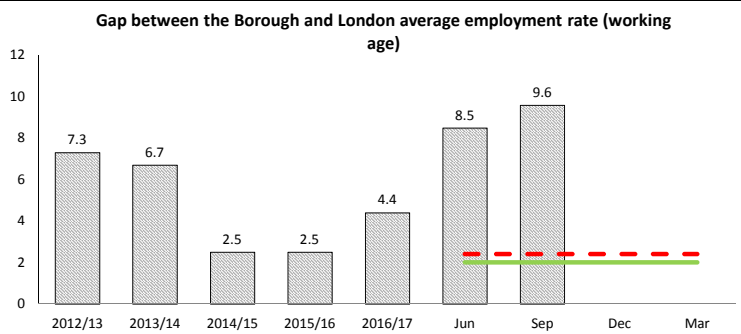
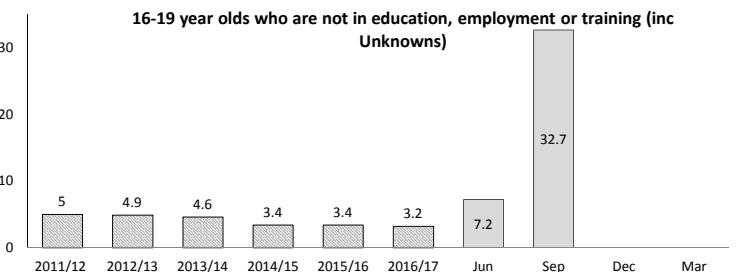
Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012


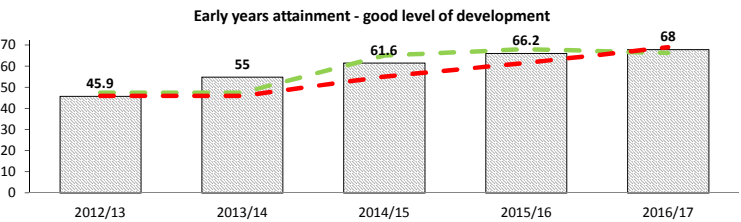
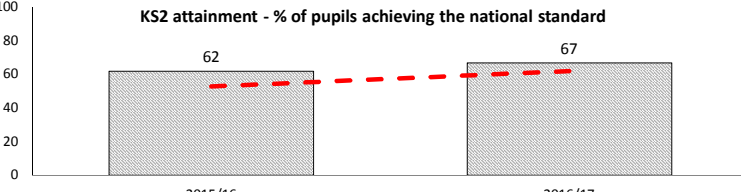
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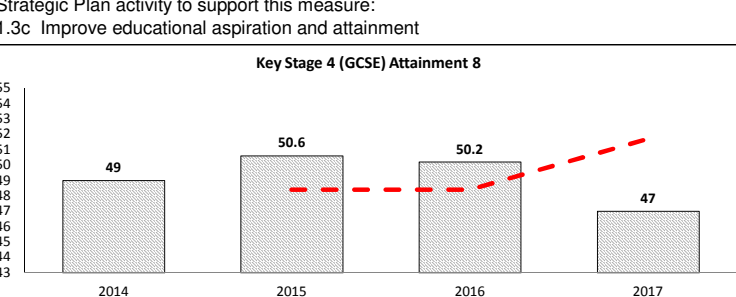
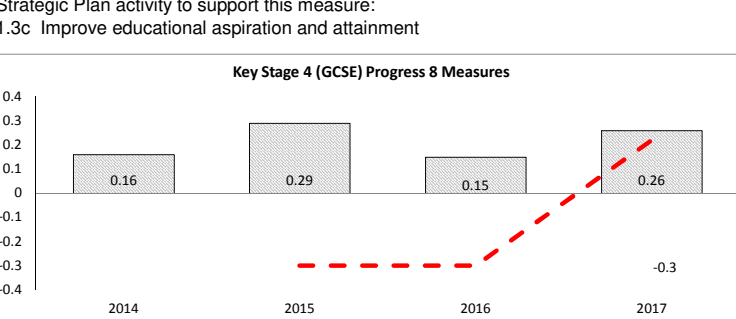
Officer contact details for documents:

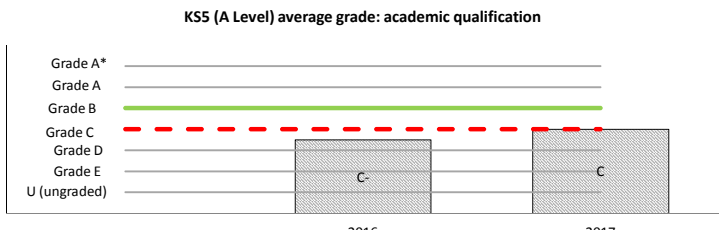
Sharon Godman, Divisional Director Strategy, Policy and Partnership


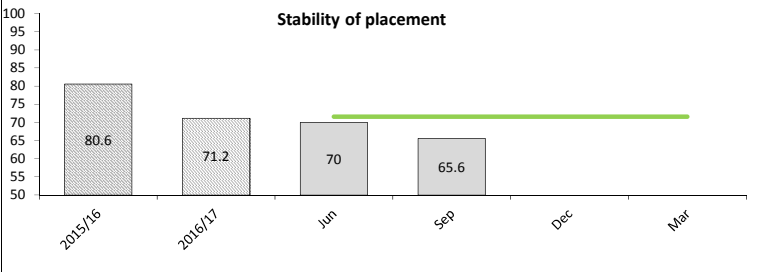
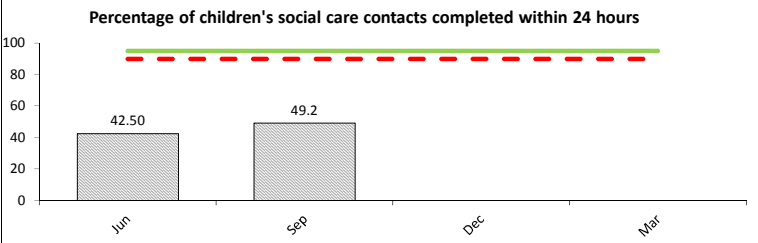
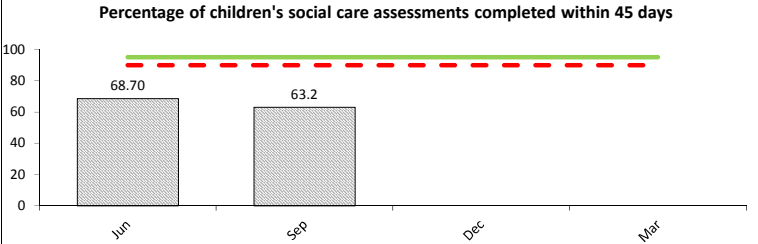
Description		Annual Actual (2016/17)	Q2 Minimum Expectation	Q2 Target	Q2 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
Creating opportunity by supporting aspiration and tackling poverty							
A dynamic local economy with high levels of growth benefiting us							
Number of businesses supported through Council activities	Strategic Plan activity to support this measure: 1.1b: Implement a programme of business support for Tower Hamlets businesses and entrepreneurs						
Measured in: Number Good Performance: Higher		265	150	250	335	GREEN	↑
The Enterprise Team has been actively engaging and supporting start-up businesses with partner support organisations. Additionally the business desk assists businesses to access local markets through supply chain work and, where appropriate, supports them to locate suitable property to start or move to the borough. There is now a new package of 'Business Ready' projects in New Start up, Retail marketing, Supply Chain and Growth which will assist more businesses to develop and grow, thus creating further local opportunities. The New Entrepreneurship programme has also been launched and it will accelerate output comparative to the previous financial year. 335 businesses have been supported through council activities so far this year. 4 Enterprises have been supported in finding suitable accommodation. 96 pre-start entrepreneurs benefitted from training resulting in 34 enterprises being created by the end of Q2. 82 Businesses were supported to improve performance through training opportunities. £214,193.15 of new sales were generated in Q2 through the 'Supply Tower Hamlets' project. This project helps businesses build capacity in order to improve opportunities to successfully bid for contracts.							
More residents in good-quality, well-paid jobs							
Tower Hamlets residents supported into work by the Council's Workpath partnership provision	Strategic Plan activity to support this measure: 1.2a Expand the Raising Aspirations programme across the borough, to provide intensive support to get long-term unemployed and economically inactive residents into work 1.2b Develop an Integrated Employment Service to support higher volumes of local people into work, including graduates into higher skilled jobs						
Measured in: Number Good Performance: Higher		1170	400	550	416	AMBER	↓
<p>The WorkPath Partnership has reported 416 Job Outputs that satisfy the definition of this measure. Although the figures reported for our position in Q2 are lower than expected, the WorkPath Service has seen a net increase of 108 (60%) job starts recorded that satisfy the definition. The Career service has seen a sizable drop in Apprenticeships starts and employment outcomes for their service users as the service is remodelled. The first official apprenticeship figures has shown a 61% fall in starts nationally and it is believed that this is a contributing factor in the Career Service's lower than expected outputs (apprenticeship starts Q1 & Q2 2016/17 - 158 compared to 54 for the same period 2017/18). An additional 55 Job Starts were also recorded but have not satisfied the definition (16 hours a week) or achieved the 4 weeks sustained/evidenced at the time of reporting.</p> <p>Quarterly target split has been adjusted, to reflect historical trends and the anticipation of the expansion of the WorkPath partnership leading to higher outputs recorded in Q3 & Q4. As WorkPath partners' processes, definitions and methods of recording are aligned with the WorkPath delivery model. The WorkPath Service continues to work with Key Council services and external partners including the Supporting Stronger Families, Job Centre Plus, Poplar HARCA, Housing Options, the Careers Service, Drug and Alcohol Team, Integrated Offender Management project (Probation service) and Ideas Stores to identify those residents who would benefit most from support, maximising engagement of women, disabled and BAME residents. The WorkPath service is developing a working relationship with SERCO and their delivery partners Renaisi and Catch22 who are delivering the DWP and European Social Fund project Inspiring Families.</p> <p>The WorkPath service remains focused on supporting economically inactive and long-term unemployed groups of residents (Residents furthest from the Labour Market, potentially with multiple barriers to employment), those that require extensive support over a longer period of time to get them job ready and into employment. This quarter 217 residents have been supported into work. Achievements include:</p> <ul style="list-style-type: none"> • 70 more jobs recorded in Q2 2017/18, 61 more reported Job Starts for BME residents, 28 more reported for female residents, 28 more for BME female and 7 more Lone Parents compared to the same period in 2016/17 • 57 of the 241 (23.6%) jobs recorded by the WorkPath service that satisfied this measure's definition were 12 months + unemployed/economically inactive at the point of registering with the service compared to 32 out of 171 (18.7%) in Q2 2016/17 • 30 reported Jobs (12.4%) we of residents who had been underemployed (working part-time i.e. less than 16 hours a week) at the point of registration and supported in gaining new or additional employment, 11 of the 30 had been working less than 8 hours a week are now averaging 34 hours per week • An increase in recorded Jobs achieving a salary between £16,001 and £28,000 from 68 reported Q2 2016/7 to 136 this quarter <p>A Training Provider has recently appointed to deliver construction training and has already delivered training to 93 TH residents which will further equip them in gaining employment in the industry. Pre-employment training funding has been approved to continue previous sector specific and generic training for example, Teaching Assistant, Mid Meal supervisor training, SIA (security industry). This Section 106 funded pre-employment training is for a total of £530,244 over two years to train 1,112 residents, equating to an average cost per resident trained of around £477. Funding of £555,000 over three years, has been secured to increase the capacity of ESOL training delivered by the IDEA Stores and also a sector specific ESOL tutor has been recruited.</p>							


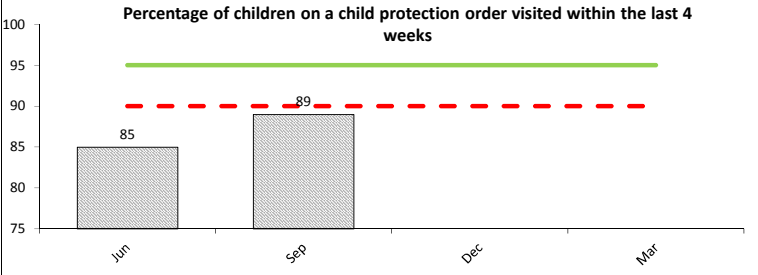
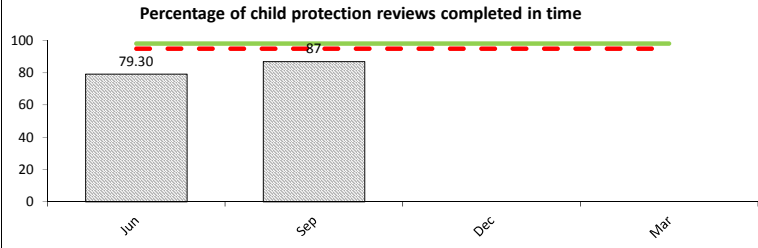
Description		Annual Actual (2016/17)	Q2 Minimum Expectation	Q2 Target	Q2 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>Overall employment rate - gap between the Borough and London average rate (working age) (ppts)</p> <p>Measured in: percentage points Good Performance: Gap - Lower</p>	<p>Strategic Plan activity to support this measure: 2.1a Expand the Raising Aspirations programme across the borough to provide intensive support to get long-term unemployed and economically inactive residents into work. 2.1b Develop an Integrated Employment Service to support higher volumes of local people into work, including graduates into higher skilled jobs.</p>  <p>Gap between the Borough and London average employment rate (working age)</p>	4.40	2.40	2.00	9.60	RED	↓
<p>16 to 19 year olds who are not in education, employment or training (including Unknowns) (NEET) (%)</p> <p>Measured in: % Good Performance: Lower</p>	<p>Strategic Plan activity to support this measure: 1.3e Improve educational and vocational provision at post-16</p>  <p>16-19 year olds who are not in education, employment or training (inc Unknowns)</p>	3.20	7.50	6.00	32.7	N/A	N/A
<p>Estimates for smaller areas such as local authorities are therefore less reliable than those for larger areas such as regions. This provides survey based estimates, the methodology of which means that there may be significant variations in outturn from one quarter to the next. Furthermore, it is important to note that the confidence interval on the TH employment rate is 4.5% compared to 0.7% for London which means that the actual rate for TH could in fact be much higher.</p> <p>The WorkPath service and wider WorkPath partnership continue to support residents into employment. The WorkPath Service has seen a net increase of 108 (60%) job starts been recorded that satisfy the definition. The Career service has seen a sizable drop in Apprenticeships starts and employment outcomes for their service users as the service is remodelled. The first official apprenticeship figures has shown a 61% fall in starts nationally and it is believed that this is a contributing factor in the Career Service's lower than expected outputs (apprenticeship starts Q1 & Q2 2016/17 - 158 compared to 54 for the same period 2017/18).</p>		<p>According to the figures published by NOMIS the Tower Hamlets employment rate has decreased 4.1ppts since last quarter's reporting, whilst the London average has remained the same. The gap between this quarter and last quarter has widened by 1.1 percentage point. The TH employment rate is 64.13% whilst the London average rate is 73.7%. The total numbers in employment for TH is 145,700, which is a net decrease of 1,700 since last quarters reporting. The working age population for TH has increased 1.12% since last quarters reporting whilst the London average rate has seen a 0.1% decrease. These results are survey based estimates with large confidence intervals, therefore also subject to significant variations in outturns from one reporting period to the next. Whilst the sample was for last quarter was only 0.22% of the estimated working age population, this quarters reporting shows a 0.1% reduction in sample size to 0.21% of the WAP. The sample size has also reduced a huge 10ppts since 2015 for the same reporting period, where TH has seen an increase of 7% in its WAP population.</p> <p>The data for the employment rate is taken from the Annual Population Survey (APS). The APS is the largest regular household survey in the United Kingdom. It includes data from the Labour Force Survey (LFS), plus further sample boosts in England, Wales and Scotland. The survey includes data from a sample of around 256,000 people aged 16 and over. As APS estimates are based on samples, they are subject to sampling variability. This means that if another sample for the same period were drawn, a different estimate might be produced. In general, the larger the number of people in a sample, the smaller the variation between estimates.</p>		<p>The definition of this measure has been changed nationally, and the numerator now includes any 16-19 year olds whose status is "unknown" therefore increasing the apparent percentage of NEETs. Our 2017/18 targets are based on recalculated 16/17 performance with this definition.</p> <p>The snapshot at the end of Q2 is 2% NEET & 30.7% Unknown, giving an overall NEET figure of 32.7%. The definition of the measure has changed this year to include both those confirmed NEET and those whose status is 'unknown' increasing the outturns over last year's figures. There are also high figures for September as it is the start of the academic year and the number of 'unknowns' increases at this point. We would expect this to affect October outturns as well based on previous years data, though the percentage NEET figure will return to its average range by Q3. September is a time of transition where young people's next step Post 16 is still being confirmed and as such is not a meaningful reflection of general performance. The London figure for NEET and "unknown" in September is 50%.</p>			

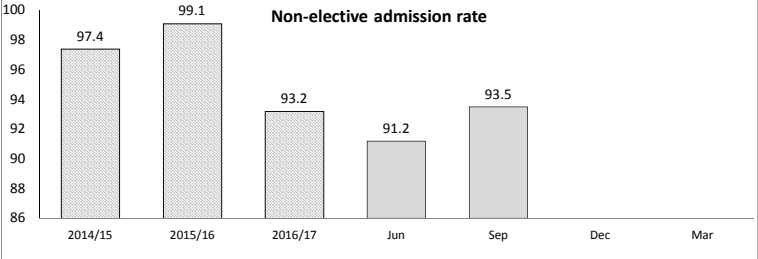
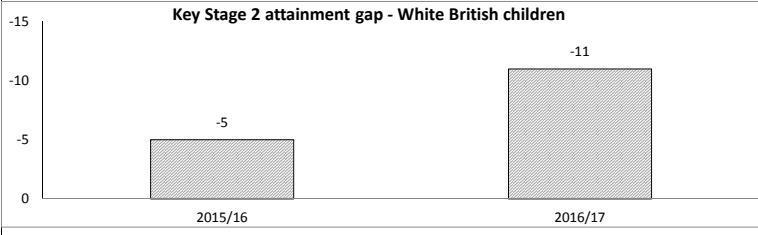
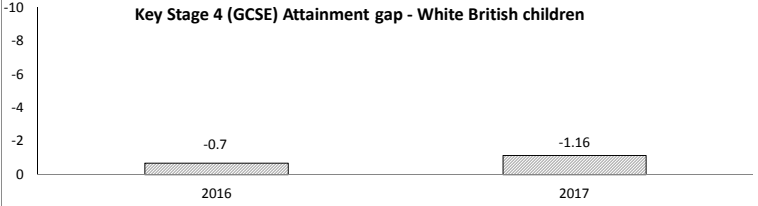
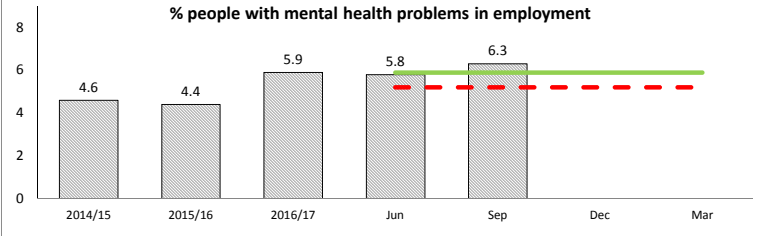
Description		Annual Actual (2016/17)	Q2 Minimum Expectation	Q2 Target	Q2 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
Young people realising their potential							
Early Years Foundation Profile - achievement of a good level of development Measured in % Good performance: Higher		61.60	66.2	69.0	68.0	AMBER	↑
FINAL Final result. Performance has continued to improve though at a slower rate than previous years. We have achieved the minimum target of improving on last year's score, but have not exceeded the stretch target set, which would have seen us reach the 2015/16 national average. There is however now only a 1% point gap between our performance and national average.							
Key Stage 2 Achievement: Percentage of children achieving the national standard (all children) Measured in: Percentage Good Performance: Higher	Strategic Plan activity to support this measure: 1.3c Improve educational aspiration and attainment 	N/A	62.00	63.00	67.00	GREEN	↑
PROVISIONAL Summer 2017 exams Provisional result. We have exceeded the stretch target set for this measure, after seeing a 5% point improvement in performance compared to last year. Final result expected in January 2018.							

Description		Annual Actual (2016/17)	Q2 Minimum Expectation	Q2 Target	Q2 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>Key Stage 2 Achievement: Percentage of children achieving the national standard Looked After Children</p> <p>Measured in: Percentage Good Performance: Higher</p>		20.00	N/A	66.60	11.00	RED	↓
<p>1 child, out of a cohort of 9 children who had been in care for 1 year or more, achieved the expected standard in reading, writing and maths.</p> <p>Repeating last year's performance was especially challenging this year, as 6 of the cohort had SEN needs and were not expected to reach national standard based on prior attainment, and another child left the country during the school year and did not sit the relevant exams.</p>							
<p>Key Stage 4 (GCSE) Attainment 8 (average point score against a basket of 8 GCSE subjects)</p> <p>Measured in: average point score Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: 1.3c Improve educational aspiration and attainment</p> 	50.20	51.70	54.00	47.00	RED	↓
<p><u>PROVISIONAL Summer 2017 exams</u> Provisional Data - Changes to the grading system for English and mathematics (from A* - U to a 1 - 9 numeric system) are acknowledged to have affected the 2016/17 result.</p> <p>The 2016/17 provisional results do show that the impact of the changes has not been as great in Tower Hamlets as nationally, locally the headline Attainment 8 result declined by 3.2 points compared with a 4.0 point decline nationally. This has meant that the LA continues to be above the national average as are 11 of the 17 schools in the borough.</p> <p>Attainment 8 measures the average achievement of pupils in up to 8 qualifications including English, maths, three qualifications that count in the English Baccalaureate and three further GCSE qualifications or non-GCSE qualifications approved by the DfE.</p>							
<p>Key Stage 4 (GCSE) Progress 8 Measures (comparing actual performance in Attainment 8 with expected performance from KS2)</p> <p>Measured in: Points Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: 1.3c Improve educational aspiration and attainment</p> 	0.15	0.18	0.22	0.26	GREEN	↑
<p><u>PROVISIONAL Summer 2017 exams</u> There have been an increase in the Progress 8 measure from 0.15 to 0.26. This does bring the progress measure for LBTH above the London average, however the associated confidence intervals indicate that this is not a statistically significant difference.</p> <p>Progress 8 captures the average progress of pupils between Key Stages 2 & 4 when compared to pupils nationally in the current year with similar prior attainment levels. A positive score means that pupils have made more progress than their peers nationally when prior attainment is taken in to account. The national figure on progress 8 is always a small negative number as the progress of all pupils nationally is compared with only those at mainstream schools to produce the national average.</p>							
<p>Key Stage 4 (GCSE) Attainment 8 (average point score against a basket of 8 GCSE subjects) Looked After Children</p> <p>Measured in: average point score Good Performance: Higher</p>		19.40	Above national & London Ave	N/A	24.00	N/A	↑
<p>Most recent data is for the school year 2015/16 - Summer 2016 Exams. Final performance data indicates an average score of 27.2 against the new Attainment 8 measure. Data relates to 21 LAC at Key Stage 4. This is above the national and London average for 2016. Virtual School reports that scores for new measure fit with how LAC children attain nationally and the make-up of our cohort: the figure is depressed by children not taking 8 qualifications that count towards the measure, and some taking none at all e.g. through taking Level 1 qualifications which do not count but are appropriate for the individual child.</p> <p>Attainment results for Looked After Children are published later than other borough attainment because the data has to be matched to LAC children who are educated at out of borough schools.</p>							


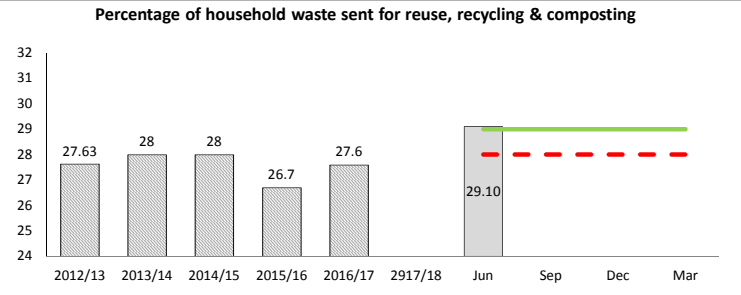
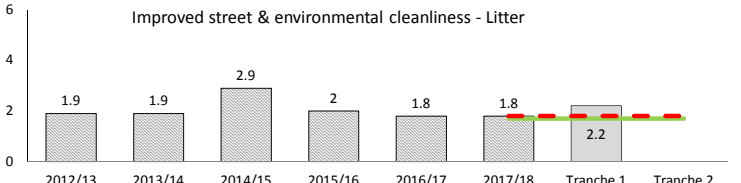
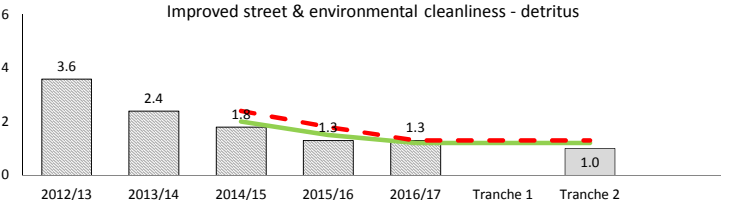
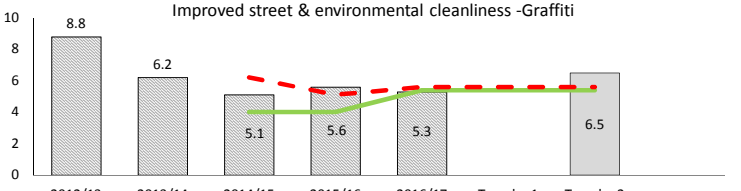
Description		Annual Actual (2016/17)	Q2 Minimum Expectation	Q2 Target	Q2 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>Key Stage 5 (A Level) Average Grade: Academic Qualifications</p> <p>Measured in: Grade Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: 1.3c Improve educational aspiration and attainment 1.3e Improve educational and vocational provision at post-16</p> <p>KS5 (A Level) average grade: academic qualification</p> 	C-	C-	B-	C	AMBER	↑
<p>Average time between a child entering care and moving in with adoptive family (Time to adoption)</p> <p>Measured in: Days Good Performance: Lower</p>	<p>Strategic Plan activity to support this measure: 1.3d Ensure better outcomes for looked after children and young people</p> <p>Time to adoption</p> 	690.00	630.00	610.00	612.00	AMBER	↑
<p>Number of adoptions and special guardianship orders granted for looked after children</p> <p>Measured in: Number Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: 1.3d Ensure better outcomes for looked after children and young people</p> <p>Number of adoptions and special guardianship orders for looked after children</p> 	34	16.00	19.00	13.00	RED	↓


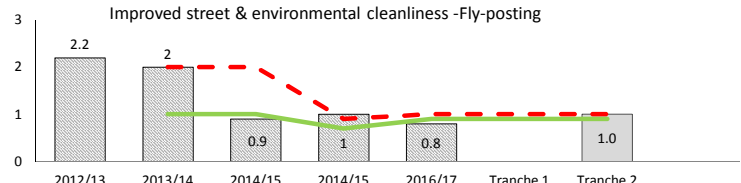
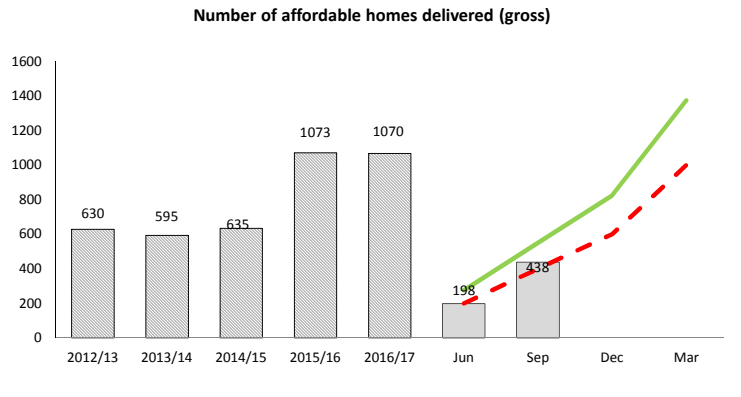
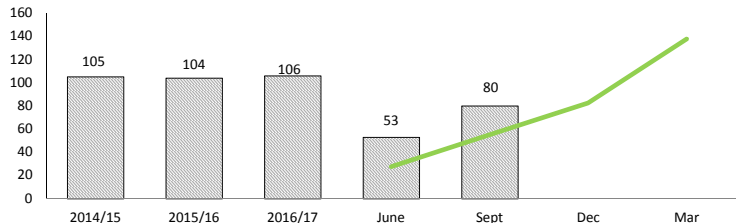
Description		Annual Actual (2016/17)	Q2 Minimum Expectation	Q2 Target	Q2 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>Percentage of looked after children in the same placement for two years or more</p> <p>Measured in: Percentage Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: 1.3d Ensure better outcomes for looked after children and young people</p> 	71.20	N/A	71.60	65.60	RED	↓
<p>The target for this measure has recently been revised. This is because it was set against data which inaccurately reported a significantly healthier position than was the case. In view of this, the target is to be amended to 71.6%.</p>		<p>There is a relentless drive to improve placement stability. When measured against our 16/17 performance (71.6%) we are on track to maintain the position, which hides some success in improving stability whilst at the same time appropriately moving children from care and back in to the community - an action which (perversely) adversely affects the stability data.</p>					
<p>Percentage of children's social care contacts completed within 24 hours</p> <p>Measured in: Percentage Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: Ensure better outcomes for looked after children and young people</p> 	N/A	90.00	95.00	49.20	RED	N/A
<p>August and September monthly performance was 63% and 61% respectively and the best individual monthly performance since April 2017. Overall YTD position to be reported at Q2 shows slight improvement on Q1 position. The number of contacts in September has started to increase, this is predictable follows the summer holidays. Contacts outcome in 24 hours remains the 60% area, but this is not acceptable and more work is required to ensure this improves. However, it still runs ahead of the YTD figure so as this continues it will improve the overall YTD figure which is severely impacted on by the data cleansing exercise which took place in the first part of the year following the Ofsted inspection. In reviewing the data some contacts are put on the system by teams in other areas and are not outcome swiftly impacting on the overall figure. Management action is in place to improve this.</p>							
<p>Percentage of children's social care assessments completed within 45 days</p> <p>Measured in: Percentage Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: Ensure better outcomes for looked after children and young people</p> 	N/A	90	95	63.20	RED	N/A
<p>There has been a significant deterioration in assessment timescales caused by management action which identified a large number of cases that had not been actioned. This has been dealt with. Managerial grip across the whole service is in place and improvements are already beginning to show in contemporary data. The surfacing of this issue will probably mean that our improvement plan target will not now be reached within the original timescale and a realistic revision will be incorporated imminently.</p>		<p>Data against this measure is now recorded monthly, and an improvement is forecast for November due to system improvements (a series of ICT service degradations impacted October timescales).</p>					


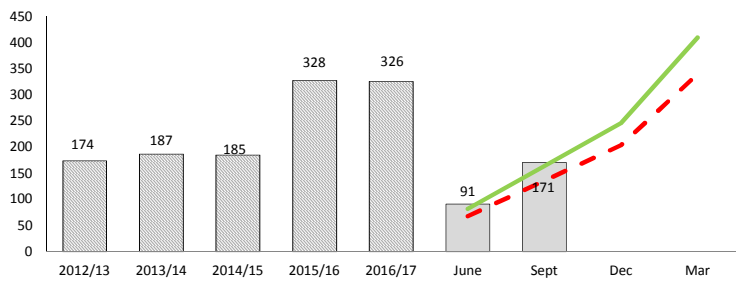
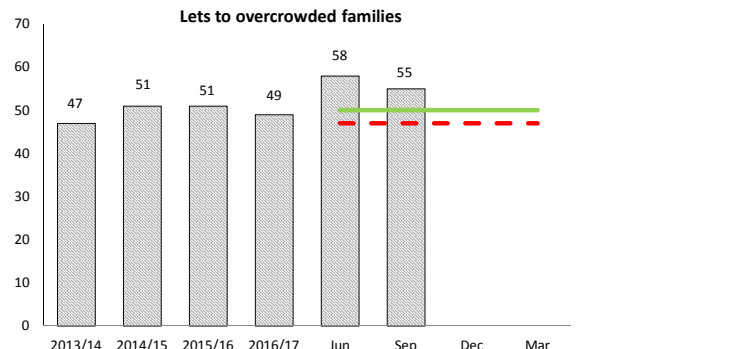
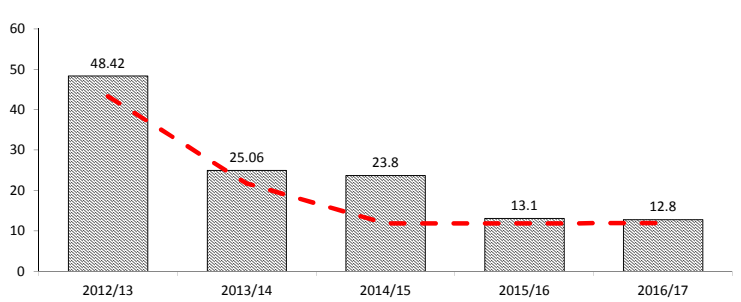
Description		Annual Actual (2016/17)	Q2 Minimum Expectation	Q2 Target	Q2 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>Percentage of children on a child protection order visited within the last 4 weeks</p> <p>Measured in: Percentage Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: Ensure better outcomes for looked after children and young people</p> 	N/A	90	95	89	RED	N/A
<p>Percentage of child protection reviews completed in time</p> <p>Measured in: Percentage Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: Ensure better outcomes for looked after children and young people</p> 	N/A	95	98	87.0	RED	N/A
More people living healthily and independently for longer							
<p>Proportion of people over 65 receiving long term support, per 10,000 population</p> <p>Measured in: Rate Good Performance: Lower</p>	<p>Strategic Plan activity to support this measure: 1.4b Improve care and support for vulnerable adults and their carers, integrating with health and promoting independence and keeping people safe from all forms of abuse</p> 	1278	1318.4	1304.8	1183.6	GREEN	↑

Description	<p>--- Minimum — Target</p>	Annual Actual (2016/17)	Q2 Minimum Expectation	Q2 Target	Q2 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>Non-Elective Admissions (Better Care Fund)</p> <p>Measured in: Percentage Good Performance: Lower</p>	<p>Strategic Plan activity to support this measure: 1.4b Improve care and support for vulnerable adults and their carers, integrating with health and promoting independence and keeping people safe from all forms of abuse</p> 	93.20	tbc	tbc	93.5	N/A	↔
<p>The rolling year rate to end of Q2 was 93.5 – this is on target for the year end rate of 93.5. However, in terms of actual admissions in Q2, there were 5,851, compared to the target of 5,605 set out in the BCF Plan. This is also an increase compared to Q2 last year, which recorded 5,360 admissions. This performance has been reported to the Joint Commissioning Executive and the CSU is currently undertaking further analysis of the data to understand the cause of the increase. The actions and initiatives set out in the joint health and social care BCF Plan and wider work to integrate health and social care are aimed increasing independence and preventing admission to hospital."</p>							
<p>Key Stage 2 Achievement: Percentage of children achieving the national standard (attainment gap for White British children)</p> <p>Measured in: Points Good Performance: Lower</p>	<p>Strategic Plan activity to support these attainment gap measures: 1.3c Improve educational aspiration and attainment</p> 	-5.00	-5.00	-3.30	-11.00	RED	↓
<p>Provisional Data - Key Stage 2 achievement for all children is 67%. Key Stage 2 achievement for White British children is 56%, the gap in attainment between White British children and all children is 11 percentage points. The attainment gap of White British students to their peers has increased. The cohort of White British children is relatively small at 310 children.</p>							
<p>Key Stage 4 (GCSE) Attainment & Progress 8 Achievement: (attainment gap for White British children compared to non-White British children)</p> <p>Measured in: Points Good Performance: Lower</p>		N/A	-0.90	-0.60	-1.16	RED	↓
<p>Provisional Data The Attainment 8 score in Tower Hamlets was 47.9 points, the Attainment 8 score for White British children in Tower Hamlets was 36.5 points - there is a 11.46 gap. The gap in progress 8 has increased by 0.26 points as a result of both white British students having lower progress than last year (-0.67 to -0.80) and all other students making greater progress than last year (+0.24 to +0.36).</p>							
<p>Proportion of people with mental health problems in employment</p> <p>Measured in: Percentage Good Performance: Higher</p>	<p>Strategic Plan activity to support milestone: 1.4d Deliver the council commitment to the Mental Health Challenge and work with local employers to tackle mental health stigma</p> 	5.9	5.2	5.9	6.3	GREEN	↑
<p>Target exceeded. There have been 920 adults aged 18-64 who have received Care Pathway Approach mental health services in the period. 58 of them were in employment. This achievement is supported by Council activity to "tackle health-related employment issues" (strategic activity 1.4.5). A programme of activities to support people into the workplace, people with a range of needs including disability, on JSA/ESA benefit, the long term unemployed of more than 2 years, care leavers, and ex-offenders. The Council is on track to achieve the London Healthy Workplace Charter 'achievement' status. The number of employees in Tower Hamlets who have been trained as Mental Health First Aiders has increased to 300 so far.</p>							

Description	<p>--- Minimum — Target</p>	Annual Actual (2016/17)	Q2 Minimum Expectation	Q2 Target	Q2 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>Employment gap for women: reducing the gap between the Borough employment rate and employment rate for women</p> <p>Measured in: percentage points Good Performance: Gap - Lower</p>	<p>Strategic Plan activity to support these employment gap measures: 1.5b Support more women and black and minority ethnic and disabled residents into employment</p>  <p>The WorkPath service and wider WorkPath partnership continue to support residents into employment:</p> <ul style="list-style-type: none"> • 150 out of the 337 (44.5%) Job Starts recorded by the WorkPath service were for female residents, 121 of which satisfied the Strategic Performance measure Strategic7017 definition. • 133 of the 150 (88.6%) job starts were for BME females which is 39.4% of the overall job starts (337) recorded by the WorkPath service • 459 of the 964 (47.6%) residents engaging with the WorkPath service in Q1 were female, 416 of the 459 (90.6%) were BME female. <p>Funding has been secured to extend the Women in Health programme, next steps will be to finalise staff resources, develop training packages and secure placement opportunities. The Economic Development service is awaiting decisions on additional funding to continue pre-employment function within the WorkPath service specifically for school Teaching Assistants and Mid-Day Meal Training which have historically gained majority interest from female residents especially mother looking to return/re-enter employment.</p>	6.2	4.5	4.35	14.4	RED	↓
<p>Employment gap for BME residents reducing the gap between the Borough employment rate and employment rate for BME residents</p> <p>Measured in: percentage points Good Performance: Gap - Lower</p>	 <p>The WorkPath service and wider WorkPath partnership continue to support residents into employment although the figures reported for our position in Q2 are lower than expected and lower than Q2 2016/17, the WorkPath Service has seen a net increase of 108 (60%) job starts been recorded that satisfy the definition. 290 of the 337 (86.0%) Job Starts recorded by the WorkPath service were for BME residents. 243 of which satisfied the Strategic Performance measure Strategic7017 definition. 860 of the 964 (89.2%) residents engaging with WorkPath were from the BME community. ELBA have been appointed to deliver a project to specifically target Somali Graduates and support them in finding and securing graduate opportunities. We are working with Renaisi who are delivering a Big Lottery Fund and European Social Fund project called RISE (supporting Refugees Into Sustainable Employment) and will be introducing them to the New Resident and Refugee Forum.</p>	10.30	6.00	5.85	14.00	RED	↓

Description		Annual Actual (2016/17)	Q2 Minimum Expectation	Q2 Target	Q2 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
Creating and maintaining a vibrant successful place							
An improved local environment							
Percentage of household waste sent for reuse, recycling and composting Measured in % Good performance: Higher	Strategic Plan activity to support measure: 2.1b Improve waste management and recycling performance 	27.60	28.00	29.00	29.10	GREEN	↑
10 public bring bank sites have been refurbished and frames put in place with signage that tells residents what they can and cannot recycle. The sites are being widely used and there is positive feedback from residents and management organisations. The sites have made it easier for residents to identify recycling points across the borough. Furthermore, we have scheduled all collections in the borough which are now live through the councils dedicated site. Residents can now look up their collection days online rather than call or email. This will in time also reduce the number of service requests and complaints as residents are now better informed.							
Level of street and environmental cleanliness - litter (%) Measured in % Good performance: Lower	Strategic Plan activity to support these cleanliness measures: 2.1a Ensure that the borough is clean to the highest possible standards 	1.80	1.8	1.7	2.2	RED	↓
Seasonal changes in high footfall areas such as Brick Lane are the most common fail areas. A majority of the fail areas are on areas of busy footfall and food outlets. The litter that has been noted is more from commercial waste such as boxes from fast food businesses rather than dumped household waste. Blitz clean which due to take place on the 24th of October will target high litter areas.							
Level of street and environmental cleanliness - detritus (%) Measured in % Good performance: Lower		1.30	1.3	1.2	1.0	GREEN	↑
Target exceeded. Just 1% of land surveyed was judged to be below acceptable levels; the target of 1.2% was exceeded. Nevertheless, Detritus is often an area that is affected by season and footfall hence the time that the survey was undertaken (the summer months) the results were not a big surprise. All of the tranche survey results for detritus have been passed to Veolia to ensure that cleanliness issues do not arising arise in the same areas in the next survey. Council activity to "ensure that the borough is clean to the highest possible standards" (2.1.1) have contributed to this successful survey result.							
Improved street and environmental cleanliness - graffiti (%) Measured in % Good performance: Lower		5.30	5.3	5.2	6.5	RED	↓
The target on Graffiti has been missed. Much of the graffiti is on private property again in the Brick Lane areas. Other fail areas are in the industrial parts of the borough such as Wick Lane where footfall is minimal. This is something the council will target with enforcement options to ensure graffiti is minimalised in remote areas. Graffiti on council land or assets is another area that is being specifically targeted through the blitz clean next week.							

Description	 Minimum Target	Annual Actual (2016/17)	Q2 Minimum Expectation	Q2 Target	Q2 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
Improved street and environmental cleanliness - fly-posting (%) Measured in % Good performance: Lower		0.80	0.8	0.7	1.0	RED	↓
Target not met on flyposting. Flyposting tends to rise throughout the summer period with advertising of services and events. An investigation has already been launched by the THEO's into the worst offenders who will face enforcement action being taken against them or their establishment. Operation Bill Stickers will begin on the 24th October and its primary focus will be flyposting on council land assets.							
Better quality homes for all							
Number of affordable homes delivered (gross) Measured in: Number (the sum of social rent housing and intermediate housing - low cost home ownership and intermediate rent) Good Performance: Higher	Strategic Plan activity to support these housing delivery measures: 2.2a Increase the availability of good quality housing, including family sized across all tenures 	1070	400	550	438	AMBER	↑
The cumulative Q1&Q2 figure is 438, and this achieves the lower point of the banded target. At the mid-year point, we have recorded 45% of the completions expected over the full year. Unfortunately the end of year forecast figure of 975 is now at a lower level than in quarter one, due to a number of schemes not progressing on site as fast as we originally expected. There are no actions that the council team can take to influence these construction programme issues or to influence the actual date of handovers, which rely on the progress of final building works and often on unpredictable timing of connections to utilities. Delivery of completed units also depends on action taken several years earlier, and the council is not able to influence the number of developments that either submit satisfactory planning permissions, or then start on site. Tower Hamlets has a strong track record of housing delivery and continues to provide among the highest numbers of affordable homes in the country. The Council is also on track to meet the Mayor's target of 1,000 new Council Homes by 2018. In addition, Cabinet has also agreed alternative housing delivery vehicles to maximise the numbers of affordable homes delivered. In 2016 the Council also assessed funding applications from Registered Providers (RPs) to the council's own resources, known as the Right To Buy (RTB) Receipts Programme. This process determined the best schemes to enable additional new build affordable housing to be built within the available timetable for expenditure of this funding. 16 homes funded by our RTB grant programme were delivered in Q2 with another 37 expected by the end of the financial year. The Council has re-launched the scheme and is encouraging RPs to apply for grants under Continuous Market Engagement. Delivery of housing and in particular affordable homes will be progressed through a number of regeneration programmes which includes the Poplar Riverside Housing Zone.							
Number of affordable units provided as wheelchair accessible or adaptable (10% of affordable homes delivered) Measured in: Number Good Performance: Higher		106	N/A	69 (10%)	80 (18%)	GREEN	↑
27 wheelchair accessible and adaptable units were completed in Q2, bringing the cumulative total to 80 units, or 18% of the total affordable units completed, which is substantially above the target of 10%. Of these 80 units, 68 were for rented tenures and it really goes without saying that the new occupants of those homes are much better off living in homes designed and built to the best modern wheelchair accessible standards. Project 120 was initiated to tackle problems in the development of suitable wheelchair properties and the Council and its RP partners are actively working with developers to ensure that future wheelchair units are more suitable to meet the needs of those on the project 120 list. Officers are also trying to address this situation by exploring the possibility of taking 'commuted sums' from developers on sites which are demonstrably unable to deliver suitable wheelchair units. This is to be addressed as a new policy in the Local Plan which will be considered by Cabinet in September 2017 (Reg 19 version) and then subject to independent examination under the authority of the Secretary of State.							

Description		Annual Actual (2016/17)	Q2 Minimum Expectation	Q2 Target	Q2 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)																				
<p>Number of affordable social rented housing completions for family housing (gross)</p> <p>Measured in: Number (a count of the number of affordable housing - local authority, housing associations, and co-operative tenants. Family housing is 3 bedrooms or more) Good Performance: Higher</p>	<p>Social rented housing completions for family housing (gross figures only)</p>  <table border="1"> <caption>Social rented housing completions for family housing (gross figures only)</caption> <thead> <tr> <th>Year</th> <th>Completions</th> </tr> </thead> <tbody> <tr><td>2012/13</td><td>174</td></tr> <tr><td>2013/14</td><td>187</td></tr> <tr><td>2014/15</td><td>185</td></tr> <tr><td>2015/16</td><td>328</td></tr> <tr><td>2016/17</td><td>326</td></tr> <tr><td>June (Q2 2017)</td><td>91</td></tr> <tr><td>Sept (Q2 2017)</td><td>171</td></tr> <tr><td>Dec (Q2 2017)</td><td>-</td></tr> <tr><td>Mar (Q2 2017)</td><td>-</td></tr> </tbody> </table>	Year	Completions	2012/13	174	2013/14	187	2014/15	185	2015/16	328	2016/17	326	June (Q2 2017)	91	Sept (Q2 2017)	171	Dec (Q2 2017)	-	Mar (Q2 2017)	-	326	136	164	171	GREEN	↑
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<p>% of lets to overcrowded households</p> <p>Measured in: % (of lets to overcrowded housing applicants and tenants of CHR partner landlords lacking one or more bedrooms) Good Performance: Higher</p>	<p>Strategic Plan activity to support these housing delivery measures: 2.2a Increase the availability of good quality housing, including family sized across all tenures</p> <p>Lets to overcrowded families</p>  <table border="1"> <caption>Lets to overcrowded families</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>2013/14</td><td>47</td></tr> <tr><td>2014/15</td><td>51</td></tr> <tr><td>2015/16</td><td>51</td></tr> <tr><td>2016/17</td><td>49</td></tr> <tr><td>Jun (Q2 2017)</td><td>58</td></tr> <tr><td>Sep (Q2 2017)</td><td>55</td></tr> <tr><td>Dec (Q2 2017)</td><td>-</td></tr> <tr><td>Mar (Q2 2017)</td><td>-</td></tr> </tbody> </table>	Year	Percentage	2013/14	47	2014/15	51	2015/16	51	2016/17	49	Jun (Q2 2017)	58	Sep (Q2 2017)	55	Dec (Q2 2017)	-	Mar (Q2 2017)	-	51	47	51	55	GREEN	↑		
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<p>Percentage of overall council stock that is non-decent</p> <p>Measured in % Good performance: Lower</p>	<p>Strategic Plan activity to support this measure: 2.2b Maintain and improve the quality of council housing stock and housing management services</p> <p>Percentage of overall council housing stock that is non decent</p>  <table border="1"> <caption>Percentage of overall council housing stock that is non decent</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>2012/13</td><td>48.42</td></tr> <tr><td>2013/14</td><td>25.06</td></tr> <tr><td>2014/15</td><td>23.8</td></tr> <tr><td>2015/16</td><td>13.1</td></tr> <tr><td>2016/17</td><td>12.8</td></tr> </tbody> </table>	Year	Percentage	2012/13	48.42	2013/14	25.06	2014/15	23.8	2015/16	13.1	2016/17	12.8	13.11	Not Set	11.92	12.80	RED	↔								
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This measure has hit the top end of the banded target, with 80 family homes for rent being completed this quarter. The cumulative figure is 171 units, which exceeds the Q1 + Q2 target. The achievement of a high level of family units, which is not such a profitable produce for private developers, is down to the hard work of the team and their planning colleagues, carried out 2 or more years ago when the schemes completing now were the subject of scrutiny. The provision of these family sized units is likely to achieve a greater benefit for the families who move in than the production of smaller units, as their housing needs very often include overcrowding, which has impacts on health and the educational prospect of children, so this measure shows that substantial number of people are better off. Registered Providers (RPs) and developers continue to cooperate in using the borough's recommended levels of Affordable Rents. These rent levels will be phased out for future schemes and replaced with London Affordable Rents and Tower Hamlets Living Rents, which were agreed by Cabinet in May 17. The next grant programme for RPs is currently being negotiated with partners and the GLA. Residents moving into RP properties in the 2016/20 programme will benefit from lower rent where RPs comply with the guidance. The first scheme to come forward on these new rents was the Council's own Watts Grove development which was let to families mainly on the Council's Common Housing Register in Q2. 7 units were 'top sliced' for the Pan London Housing Moves Scheme due to it being grant funded by the GLA. The 142 remaining units were let to families on the Council's Common Housing Register in Q2, thereby rehousing families often living in overcrowded unsuitable homes, into more suitable accommodation. The new THLR will be more affordable to people on median incomes.

The overcrowded lets target has recently been changed from a number to a percentage, the rationale for which is a reduction in overall supply and competing targets. The number of overcrowded families rehoused to larger and more suitable accommodation at the end of Q2 is 506. This represents 55% as a percentage of total lets ending September (920), exceeding the target of 50%. The numbers of overcrowded families rehoused is also 75% more than this time last year (352). Analysis also shows that the number of overcrowded applicants on the housing list has reduced by 10% from 1 April 2014 to 1 April 2016 but the April 2017 figured showed a slight increase of 1.34% in the number of cases registered as being overcrowded. Nevertheless, an overall reduction of 8.66% is still a significant achievement.



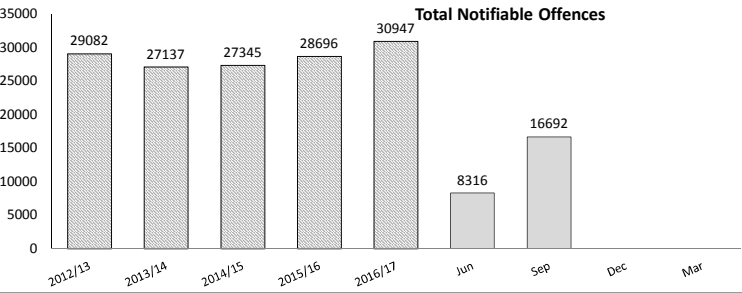
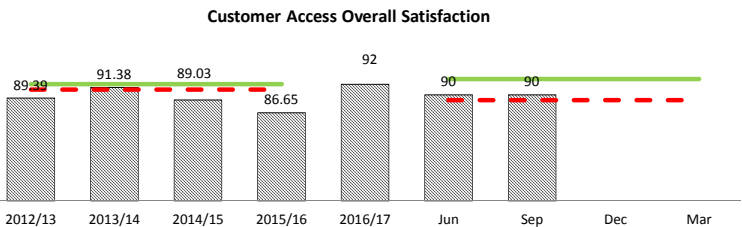
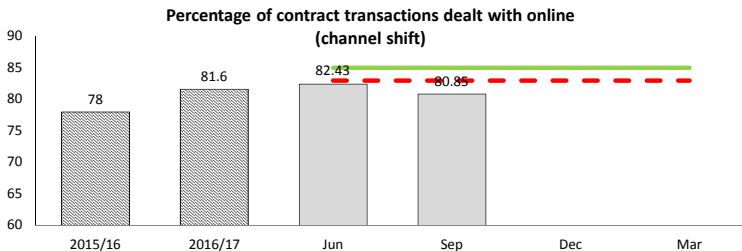
Whilst the target for Q2 has been exceeded, it is however worth noting that the Council has little influence over applicants' bidding strategy because of choice based lettings – which allows applicants to choose what they consider suitable for them. The Common housing Register partners facilitates Open Day event for residents, and officers continue to encourage applicants to exercise different housing options and be more flexible in their bidding.

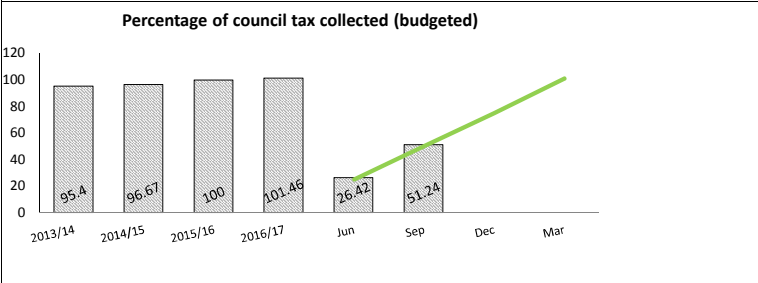
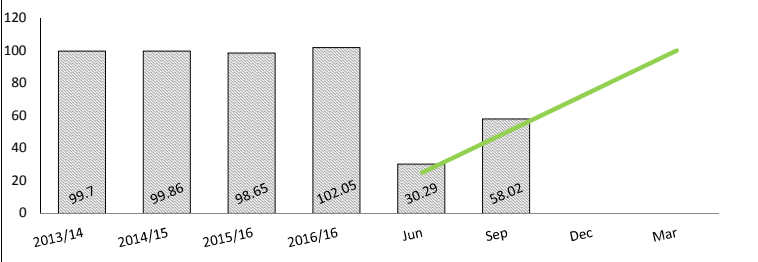
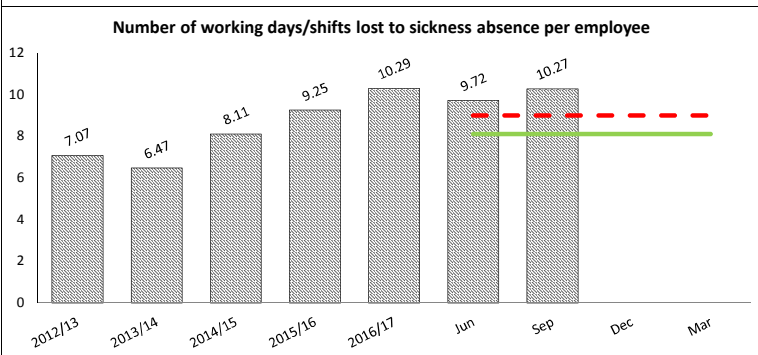
In addition to the health and educational benefits of reducing overcrowding in homes, the high number of lets to overcrowded applicants also has a positive impact on preventing homelessness because many applicants that do approach the council as homeless are often from accommodation that is overcrowded.

2016/17 FINAL OUTTURN
The 2016/17 capital investment programme was reconfigured and substantially amalgamated into the new 6 year Better Neighbourhoods programme (2017/18 to 2022/23) which moved some 2016/17 blocks in the future years. In addition, 229 decent homes were sold under RTB entailing an increase of 1.93% non-decent homes at the end of the 2016/17 reporting period. The reduction in decent homes due to RTB, coupled with the reconfiguring the capital programme, adversely impacted on meeting the annual 11.92% target. A total of 1,946 residents (tenants and leaseholders) benefited from these DH external communal works in 2016/17. Satisfaction with external works measured as a BCI in 2016-17 was 76% against a target of 79%. The dissatisfaction was borne by the delays to the works by Axis together with poor communications and in some cases the view was there is no real improvement to the block despite the works completed and handed back. Consequently, THH agreed not to allocate any works to Axis as part of the Better Neighbourhoods programme. The THH Project team learning was limiting the number of blocks that contractors can have opened at one time. As a results of the changes introduced as above, satisfaction with capital works measured in 2017-18 is currently 75% against a target of 71%. Better Neighbourhoods takes a holistic approach to maintaining homes and neighbourhoods to be proud of. The programme will be delivered with improved joint-working between THH teams: Repairs and THH Neighbourhoods staff who will attend initial block walkabouts and THH will be able to add any repairs they are aware of to the programme. Improvement in terms of this indicator is directly proportional to the amount of resources available rather than related to any specific change in working methods or organisational reorganisation.

Description	Minimum		Target		Annual Actual (2016/17)	Q2 Minimum Expectation	Q2 Target	Q2 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>Number of homeless families in B&B >6 weeks</p> <p>Measured in: Number Good Performance: Lower</p>					0	N/A	0	0.00	GREEN	↑
<p>Target achieved. There have been no families in B&B for longer than 6 weeks since September 2016 so the Council has achieved legal compliance on this indicator for 13 months in succession.</p> <p>The Council has held its position of being the most improved borough in London on the use of B&B. We have very few families with dependent children being placed into B&B and where this is unavoidable the families are moved to self-contained accommodation very quickly. Unfortunately, this success has only been possible by obtaining properties over a wider geographical area, but the Council is actively working to increase its stock of temporary accommodation within the borough. Overall, the number of households in temporary accommodation is increasing more slowly than most other areas of London and the number of homeless applications has reduced over the last two years. Sustaining legal compliance in the use of B&B accommodation means that children in homeless families are better off because they are moving much more quickly into self-contained accommodation, spending less time in bed & breakfast hotels.</p>										
<p>Number of households living in temporary accommodation</p> <p>Measured in: Number owed a statutory duty Good Performance: Lower</p>					2096	N/A	N/A	2094	N/A	↔
<p>There were 2094 households owed a full homelessness duty, which represents a small reduction on the outturn benchmark figure; there were a total of 2193 households in temporary accommodation which is also a reduction on the 2016/17 outturn which was 2210. This means the Council has achieved a small reduction in the number of households in temporary accommodation since March 2017; meaning fewer households living in temporary accommodation. Homeless households benefit from moving out of temporary and into settled accommodation.</p> <p>Steps have been taken to increase the rate of permanent offers to homeless households so as to reduce the total number in temporary accommodation. 52% of those living in temporary accommodation were housed outside of Tower Hamlets. In order to meet demands, deliver statutory duties and achieve legal compliance in the use of B&B accommodation, the Council has had to obtain properties over a wider geographical area to house homeless families. This is against a backdrop of an increasingly short supply of affordable properties available locally, for use as Temporary Accommodation. The Council however is actively working to increase its stock of temporary accommodation within the borough. Overall, the number of households in temporary accommodation and the number of homeless applications is increasing more slowly than most other areas of inner and east London.</p>										

Description	<p>--- Minimum — Target</p>	Annual Actual (2016/17)	Q2 Minimum Expectation	Q2 Target	Q2 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)												
<p>The proportion of households who considered themselves as homeless, who approached the local authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation.</p> <p>Measured in: The percentage of cases assisted through successful casework intervention as a proportion of all those who approached the local authority Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: 2.2e Tackle homelessness, including through improved prevention and a reduction in families in temporary accommodation</p> <div data-bbox="441 300 1193 646"> <table border="1"> <caption>Homelessness Prevention Data</caption> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>20.5</td> </tr> <tr> <td>Jun</td> <td>17.4</td> </tr> <tr> <td>Sep</td> <td>15.4</td> </tr> <tr> <td>Dec</td> <td>-</td> </tr> <tr> <td>Mar</td> <td>-</td> </tr> </tbody> </table> </div>	Period	Percentage	2016/17	20.5	Jun	17.4	Sep	15.4	Dec	-	Mar	-	20.50	19.00	21.00	15.4	Red	↓
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<p>Homelessness was prevented in 15.4% of new approaches to the Service of households who were homeless or threatened with homelessness. The target has been missed and there has been a decrease of 5.1% since 2016/17. One of the reasons for this is that there has been a significant decrease in the number of households approaching the Housing Options Service Team (HOST) team for assistance; a contributing factor could be the prospect of being placed in temporary accommodation outside of Tower Hamlets. The number of approaches to the Housing Advice and Families teams has slightly increased. Homelessness was prevented in a total of 112 cases (including the Sanctuary Scheme), 63 of those provided discretionary supported hostel accommodation for single homeless people. Not including the sanctuary scheme homelessness prevention, there was a total of 92 preventions and a total of 596 approaches across the teams, resulting in 15.4% preventions as a proportion of those approaching for assistance.</p> <p>Despite the difficulty in finding affordable accommodation in the private rented sector, there was an increase in the number of properties secured through a financial incentive to the landlord. Unfortunately, due to personnel issues the Housing Advice team performed under par this quarter but steps are being taken to address this and there are a number of outcomes pending which should be reflected in the next quarter's return.</p> <p>The Service continues to successfully prevent homelessness through negotiation and other assistance to remain in the private or social sector. This is despite evidence that private landlords are increasingly reluctant to let to benefit-dependent tenants and those on low to medium incomes because:</p> <ul style="list-style-type: none"> • Market rents are far above the LHA in Tower Hamlets, which has been frozen for the last four years. • The reduction in the benefit cap to £23,000 in London from November 2016 • Research by Sheffield Hallam University found that only 20% of landlords indicated a willingness to let to HB claimants due to concerns about the gap between LHA rates and market level rents, uncertainty around the roll out and implications of universal credit and the payment of HB 6 weeks in arrears under UC. Recent experience of UC claimants has shown that the delay in UC payments has exceeded six weeks and it has been proposed in Parliament that this should be reduced to a four week period. <p>Despite this, the Options Service and Housing Strategy are nurturing good landlords and developing good working relations.</p> <p>In addition, the commissioned supported hostel provision has reduced leaving fewer options available for prevention. For example, the revised hostel commissioning plan will result in fewer places and there is an increase in the use of beds for emergencies and assessments prior to move, neither of which can be counted as preventions.</p>																			

Description	 Minimum  Target	Annual Actual (2016/17)	Q2 Minimum Expectation	Q2 Target	Q2 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
Less crime and ASB							
Total Notifiable Offences (number) Measured in: Number Good Performance: Lower	Strategic Plan activity to support this measure: 2.3a Work with our partners to target resources to reduce crime 	30,947	Not Set	Not Set	16,692	N/A	↓
<p>Total Notifiable Offences: are all offences under United Kingdom law where the police must inform the Home Office by completing a crime report form for statistical purposes. There are strict rules regarding the recording of crime which is outlined in the Home office counting rules for recorded crime. TNO is used as a general marker for total crime in the borough, although the Metropolitan Police prefer to measure key/priority crime types related to the MOPAC Police and Crime Plan 2017-20 rather than TNO.</p> <p>Whilst the responsibility to tackle and reduce crime lies with the Metropolitan Police Service, the Council has for a considerable amount of time been supplementing the local Police in the borough, by funding an additional number of Police officers to address key crime and disorder priorities (Drugs, ASB and Prostitution) for the Council and in turn residents.</p> <p>Existing Council funded Partnership Taskforce (6 Police Officers) Q2 (1st July - 30th Sept) Update: * 852 individuals stopped in hotspot areas * 77 Stop and Searches * 50 Arrests * 14 Cannabis Warnings & Penalty Notice for Disorder * 15 Prostitutions cautioned * 19 Suspected Brothels Investigated * 12 women referred to specialist support networks to exit prostitution * 20 Kerb Crawling Warning Letters issued * 74 ASB warnings issued.</p> <p>The council has recently committed £3m over 3 years to increase council funded Police Officers to 39 to tackle crime and ASB. 14 police officers will be responsible for tackling crime on estates and 25 additional officers will work across the borough. The police officers will tackle crime and ASB where it is an issue.</p> <p>When comparing with neighbouring boroughs and the Met Police Total, in this quarter there has been a general increase in crime and Tower Hamlets is no exception. 5 out of 6 of neighbouring boroughs have experienced an increase [Greenwich, Hackney, Newham, Southwark and Tower hamlets].</p>							
Working smarter together as one team with our partners and community							
Customer Access Overall Satisfaction (telephone contact) Measured in: % Good Performance: Higher	Strategic Plan activity to support these customer access measures: EOC Deliver an organisational transformation programme to ensure effective responsive front line services and efficient cost-effective support services, enabled by ICT and including a new Civic Centre 	92.00	89.00	93.00	90.00	AMBER	↑
<p>Output for October 2017 was 92% which suggests improvement for Q3. Contact centre telephone queue wait times, the quality of the individual customer/adviser transaction and the outcome of the individual service request are all likely to be factors in overall satisfaction and all three areas are key elements of contact centre management and monitoring. Queue times were reduced in October which is likely to be the main factor in the monthly output improvement.</p>							
Percentage of contact transactions dealt with online (channel shift) Measured in: Percentage Good Performance: Higher		81.60	83.00	85.00	80.85	RED	↔
<p>(a) total number of visits to Council Hot Lines as percentage of all customer contact: 12.36% (b) total number of visits to Council One Stop Shop as % of all customers contacted: 6.79% (c) total number of user visits to Council websites as % of all customer contact: 80.85%</p> <p>Channel shift to digital service delivery is a key driver and measure of the Smarter Customer Access programme, and as the planned work to improve the Council's web site and digital service offering progresses, this indicator will reflect the planned shift from phone and face-to-face customer contact (which should reduce) to online contact and transactions (which should increase). Key service areas for this indicator will be Parking and Housing Benefits, both of which have planned process redesign and improvement programmes due for Q4 and into 2018/19.</p>							

Description	<p>--- Minimum — Target</p>	Annual Actual (2016/17)	Q2 Minimum Expectation	Q2 Target	Q2 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>Percentage of Council Tax Collected (budgeted)</p> <p>Measured in: % Good Performance: Higher</p>	<p>Strategic Plan activity to support these financial measures: EOc Deliver an organisational transformation programme to ensure effective responsive front line services and efficient cost-effective support services, enabled by ICT and including a new Civic Centre</p> 	101.46	N/A	50.00	51.24	GREEN	↑
<p>Percentage of Non-Domestic Rates Collected (budgeted)</p> <p>Measured in: % Good Performance: Higher</p>	<p>Percentage of non-domestic rates collected (budgeted)</p> 	102.05	N/A	50.00	58.02	GREEN	↑
<p>Number of working days/shifts lost to sickness absence per employee</p> <p>Measured in: Number (the aggregate of working days lost due to sickness absence divided by the average number of FTE staff) Good Performance: Lower</p>	<p>Strategic Plan activity to support this measure: EOe Develop an effective workforce strategy, with appropriate skills and representative of the community</p> <p>Number of working days/shifts lost to sickness absence per employee</p> 	10.29	9.00	8.10	10.27	RED	↓

Marginally up on last year and expected to increase to year end as more work is carried out to grow the Taxbase through SPD reviews, empty property inspections, students reviews, and a general increase in new properties,

Although 1.14% up on last year, and there is new RV being added into the Ratebase, we are also having an increased level of successful appeals from the 2010 rating list resulting in higher levels of refunds on overpaid accounts and consequential reductions in RV in the 2017 rating list.

Sickness performance at the end of the second quarter 17/18 is 10.58 days. This represents an increase of 0.86 days against the 9.72 days reported at the end of Q1 of 17/18. This figure is 1.58 days above the higher 9 day target set earlier this year and 2.48 days above the 8.1 day target, which had been based on the 2nd Quartile performance figure across all London Boroughs. It has been recognised that the measures in place currently are not sufficiently achieving the outcomes expected i.e. sustained reduction in sickness absence, and that a different approach may yield better results. The council's sickness management processes are now subject to a review in line with the outcomes based accountability framework. Corporate Leadership Team has recently agreed a new Employee Wellbeing Plan, which will be underpinned by a range of measures to improve health in the workplace being launched from November onwards. We have started a review of all formal sickness management cases with a view of putting in place wellbeing plans for affected members of staff. We have reviewed our occupational health service and are commissioning new ergonomic and physiotherapy services. Alongside this, we are introducing a new offer to support staff going through career transition.

Priority Outcome 1: Creating opportunity by supporting aspiration and tackling poverty						
1.1 A dynamic local economy, with high levels of growth that is shared by residents						
Activity	Lead Member	Deadline	Status	% Comp	Comments	
1.1.1	1. Develop and deliver the Growth Strategy to create the right environment for sustained economic growth whilst harnessing the benefits for local residents and businesses	Cabinet Member for Work and Economic Growth, Cabinet Member for Strategic Development	31/03/18	On Target	75%	New Divisional Director (DD) appointment made with a start date December 11th 2017. This work is being picked up by the new DD who has a background in Growth Strategy Development. Development scoping undertaken and cross referencing with planning and housing strategies undertaken. Moving forward the strategy will seek to define actions that sustain and create growth whilst harnessing the benefits of growth for local businesses and residents.
Our key deliverables						
Activity	Lead Officer	Deadline	Status	% Comp	Comments	
	Through the Regulation 19 Submission Version of the Local Plan, confirm growth areas, site allocations and supporting infrastructure needs along with additional housing numbers for the borough and strategic employment planning policies which aim to deliver 125,000 jobs over the next 15 years	Owen Whalley (PLACE)	31/07/17	Completed	100%	All tasks were completed against statutory and corporate requirements relating to the democratic process and consultation. Cabinet approval was received in September and the Regulation 19 version of the Draft Local Plan is currently out for public consultation. The Local Plan is an important planning document that will guide development and investment to ensure it is undertaken in an equitable and sustainable way.
	Develop a Growth Strategy in collaboration with local partners, businesses and residents	Andy Scott, Mark Baigent, Ann Sutcliffe, Owen Whalley (PLACE)	31/12/17	On Target	50%	Draft of framework document shared with Cabinet Member. Further development of Growth Strategy awaiting arrival of new Divisional Director. Development scoping undertaken and cross referencing with planning and housing strategies undertaken. Moving forward the strategy will seek to define actions that sustain and create growth whilst harnessing the benefits of growth for local businesses and residents.
Activity						
Activity	Lead Member	Deadline	Status	% Comp	Comments	
1.1.2	2. Implement a programme of business support for Tower Hamlets businesses and entrepreneurs	Cabinet Member for Work and Economic Growth	31/03/18	On Target	75%	This will be achieved through the implementation of the NHB and s106 projects managed by the Enterprise Team. 96 pre start entrepreneurs benefited from training resulting in 34 enterprises being created by the end of quarter 2, covering a wide range of commercial activities.
Our key deliverables						
Activity	Lead Officer	Deadline	Status	% Comp	Comments	
	156 pre start entrepreneurs benefit from training programme (78 by 30/09/17) and 40 enterprises created (20 by 30/09/17)	Andy Scott (PLACE)	31/03/18	On Target	50%	The training provided consists of a course of four days, plus individual one-to-one support as required. 96 pre start entrepreneurs benefited from training resulting in 34 enterprises being created by the end of quarter 2. Enterprises created, all of which were a result of the training given, cover a wide range of commercial activities. This shows a substantial benefit to these beneficiaries, and will lead to a larger enterprise base in Tower Hamlets with more residents making their own living through participation in the enterprise economy. The project is producing effective results, and the feedback from participants is good. Participants in the scheme are better off: in most cases, as it supports them in setting up a business, and in some cases, not proceeding with a business ambition which might not for their own personal reasons have been a good idea for them to do.
	160 businesses assisted to improve their retail and marketing performance (80 by 30/09/17)	Andy Scott (PLACE)	31/03/18	On Target	50%	82 businesses had been assisted to improve their retail and marketing performance by the end of quarter 2. The increase in turnover as a result of the consultancy assistance to individual businesses will be measured, for example visitability, footfall, website visits and sales. There is a demonstrable benefit to these businesses, and there is a secondary effect of local residents better served by the borough's retail businesses. Extra trade by these businesses taken as a whole will also mean increased staffing and therefore additional employment opportunities.
	Deliver phase 1 of the 'Action for New Enterprise Programme' to support new start ups and growing businesses	Andy Scott (PLACE)	31/03/18	Completed	100%	The Action for New Enterprise (ANE) project is still continuing, and provides match funding for the Start-Up Ready project. Phase 1 was completed on the appointment of NWES/LSBC as an enterprise trainer. Project development outcomes for ANE were all thereby actioned by the end of quarter 1 2017/18. This work provided the basis for the new Start Up Ready programme going forward, being a catalyst for a bigger programme, and supporting future Start-Up ready beneficiaries. Many lessons have been learned. The most important one is to do with the different needs of different prospective entrepreneurs – support provision which will have a general impact needs to help prospective entrepreneurs in a flexible way.
	Increase awareness of potential increase in cost of business rates particularly around small business rate relief and deliver a work programme to support uptake of reliefs through annual billing and visits to business premises by rates inspectors to promote availability of reliefs	Roger Jones (RES)	30/06/17	Delayed	75%	5 evening meetings have been held with local businesses. The business rates relief for pubs have been awarded to 94 local pubs and the additional Support for Small Businesses has been awarded to 650 small businesses with over 800k being awarded overall. Work has continued in this area with the government providing additional funding for local relief schemes to be designed locally. The consultation with local businesses has just closed with 6,500 emails being sent out to promote the new local relief which will see £8.184m available for local businesses over the next 4 years to help with the impact of the 2017 revaluation.

	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.1.3	3. Create the right environment for business growth including delivering the Whitechapel Vision, securing the provision of appropriate workspace (including for scale-up businesses) and meeting the advanced IT infrastructure needs of business	Executive Mayor, Cabinet Member for Work and Economic Growth	31/03/18	On Target	50%	<p>Progress on the Whitechapel Vision Masterplan is good, with the first steps in place to create an improved environment to attract business growth in the town centre. The first 'quick win' enhancements to the public realm are in place, with funding being secured for a wider plan to enhance the look and feel of the town centre. A prioritised plan for retail improvements is under development, with delivery of improvements to follow the public realm works. The Old Royal Mail Building at 206 Whitechapel Road is now a thriving business hub supporting local entrepreneurs and small businesses. Further work is looking to see if underutilised space in Bethnal Green Library can provide a similar public benefit. Collaborative working to promote Life Sciences continues, with plans to develop a strategy to support future growth now in place.</p> <p>These first shoots of change in Whitechapel have been brought about through collaborative working, both across Council departments and with a range of other private, public and third sector groups. These relationships will continue to serve the town centre well and hopefully help to bring forward longer term enhancement plans. The Whitechapel Vision Delivery Team have sought to maximise funding in the town centre from both Council funding and other sources, including the GLA.</p>
	Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
	Deliver high priority public realm projects which include the enhanced hoardings (RLH/Barts) and the 'meanwhile' community garden projects	Owen Whalley (PLACE)	31/03/18	On Target	60%	<p>New hoardings have been designed and delivered by the Whitechapel Vision Delivery Team, surrounding the Old Royal London hospital site. The hoardings depict the history of Whitechapel and the Royal London Hospital.</p> <p>A temporary community garden is in place behind the Royal London Hospital. The Whitechapel Team have facilitated the securing of this garden from LB Newham to Whitechapel and will support the move using S106 grant funding once necessary leases and planning permission are finalised.</p> <p>A study of public realm and open space needs for Whitechapel was completed in 16/17. It suggested over 80 potential enhancement projects in the vicinity. The Whitechapel Team have assessed the impact, cost and deliverability of these projects and settled on initially delivering 10-15 priority projects (depending on how much funding we can pull together). S106 funding has been ring-fenced to pay for some of the costs, while over £1m is being sought from the GLA to fund the rest. We will find out if we are successful in our bid to the GLA after Christmas.</p> <p>It is hoped that several of the projects can be progressed before the end of 17/18, although some park projects are best implemented in spring or summer. The community garden offers opportunities for local residents to engage with nature, learn new skills and meet new people. Core Landscapes, who run the garden, have also been awarded funding to undertake mental health advice services for local people from the garden. The hoardings have significantly lifted the environment on the south side of</p>
	Implement the Town Centre Improvement Plan and Retail Vision by prioritising projects and initiating delivery of two highest priorities	Owen Whalley (PLACE)	31/03/18	On Target	25%	<p>Studies of the retail and town centre environment were completed in 16/17 for Whitechapel. These identified a range of improvements that could be made to help the town centre thrive. The Whitechapel Vision Delivery Team are currently undertaking an exercise to assess and prioritise these improvements to help us form a robust Retail Plan for the town centre. An initial assessment of funding available for such projects has been undertaken. Existing funding is limited and although funding from development in the town centre is likely to come forward in the future, this will not be in the next 12 months. The Team are considering options and timings for delivering improvements, including whether 'seed funding' for early feasibility, optioneering and design works can be secured to initiate projects, with capital delivery funding to come when development progresses.</p>

	Define and deliver a programme of active retail and workspace projects using developer delivery, and GLA / Council funding to provide more affordable flexible workspace for local business which will support economic growth	Owen Whalley (PLACE)	31/03/18	On Target	50%	<p>The former Royal Mail Post Office on 206 Whitechapel Road has been successfully converted into affordable workspace and a business support hub using Council s106 funding and funding obtained from the GLA. The premises opened as the Whitechapel Enterprise Hub in July 2017. The hub hosts the main office for the selected operator of the space – London Small Business Centre – where they are delivering on-site business support, small business financing and local enterprise engagement. The hub also provides a co-working space with a capacity for about 20 people with affordable rates and flexible terms for buddying local entrepreneurs as well as meeting spaces and a flexible event room for hire.</p> <p>Assessment of underused space at Bethnal Green Library for affordable workspace use is being undertaken. Some works are currently being programmed to protect the structure of the building and once they are complete in early 2018, there will be an opportunity to create affordable workspace in parts of the building currently closed to the public.</p> <p>In the next 2 and a half years LSBC, at the Whitechapel Enterprise Hub, have the responsibility to facilitate the delivery of the following targets through the availability of the hub space: 100 jobs created, 10 new start-ups, 75 Small and Medium Sized Enterprises (SMEs) supported and 1 apprenticeship created. Tower Hamlets residents wishing to start their own business or who have a small business that needs a bit of help to become viable can come to the space to receive the support needed, helping them develop practical skills to become better entrepreneurs. The aspiration for the project is that it will bring vibrancy and economic strength to Whitechapel town centre and as such improve the high street for the benefit of all in Tower Hamlets.</p>
	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.1.4	4. Work in partnership with skilled industries where the borough has existing or emerging clusters to understand their needs and accelerate their growth in order to boost the number of skilled jobs in the local economy.	Executive Mayor, Cabinet Member for Work and Economic Growth	31/03/18	On Target	50%	This target builds on 2016/17 achievements in the Growth Sectors project. The Council's growth sectors are identified as: ICT/high-tech/digital; scientific; cultural and creative; hospitality. The unifying characteristics of these sectors are that they are sectors which, if sufficiently developed, will establish the whole of Tower Hamlets as having the economic characteristics of a central London borough.
	Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
	Develop actions plans with 4 skilled industries to boost the growth of those sectors in the borough.	Andy Scott (PLACE)	30/06/17	Completed	100%	<p>This target builds on 2016/17 achievements in the Growth Sectors project. The Council's growth sectors are identified as: ICT/high-tech/digital; scientific; cultural and creative; hospitality. The unifying characteristics of these sectors are that they are sectors which, if sufficiently developed, will establish the whole of Tower Hamlets as having the economic characteristics of a central London borough. We are promoting their growth through:</p> <ul style="list-style-type: none"> • encouraging networking and business collaborations – this involves arranging specific events; • encouraging supply chain development in the sectors involved; • finding out from businesses in those sectors what if anything can be done to make provision for common resources to be developed and shared by the businesses concerned; • developing workspace – shared workspace – which will be of particular support to businesses in these sectors. <p>The benefits which will be created by action to support the growth sectors are:</p> <ul style="list-style-type: none"> • targeted plans to align the recruitment practices of relevant businesses with the employment needs of local residents (with an outcome in increase in employment); • more resilience in the enterprise base of Tower Hamlets; and • a location of growth sector businesses all over the borough, including in town centres – this will support town centres through occupation of vacant premises and the extra spending power represented by those employed in these businesses.
	Promote the growth of Life Science activities, highlighting the benefits and opportunities available for researchers and businesses	Owen Whalley, Andy Scott (PLACE)	31/03/18	On Target	50%	<p>Life Sciences Seminar Event held in May 2017. A Whitechapel Life Sciences Steering Panel which includes Barts NHS Trust, Queen Mary University of London (QMUL) and the Greater London Authority is being set up. The Team are also working with Barts & QMUL to consider the benefits of a strategy to identify suitable life science related investment for the area, maximising public benefit for local people and businesses such as employment and health benefits. The intention is to go out to tender in Q3 and deliver the strategy in Q4.</p> <p>The objectives of the life sciences work are long term in their nature and will be realised when development happens in the next 5-15 years. The council is seeking to influence the future development of life sciences in the area, to ensure the benefits for local people are maximised. In particular this type of development should be able to bring health and employment benefits. The council are seeking to encourage the location of life science companies that have a focus on local health issues, such as obesity and diabetes. The Council are also working closely with relevant stakeholders to understand how developments and associated opportunities and training can be tailored to ensure that jobs are available for local people to access and secure.</p>

Activity	Lead Member	Deadline	Status	% Comp	Comments
1.1.5 5. Implement a High Street and Town Centres Strategy	Cabinet Member for Work and Economic Growth, Cabinet Member for Strategic	31/03/18	On Target	50%	High Streets and Town Centre Strategy developed and approved for consultation at Cabinet. Consultation responses received and report being written to summarise responses, strategy will go back to Cabinet approval in Feb 18.
Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
Develop a Town Centre Strategy working group to develop a set of priorities and oversee a range of capital works and activities to increase footfall.	Andy Scott (PLACE)	30/06/17	Completed	100%	The Town Centre Strategy was out for public consultation in Q2 with a distribution list including: teams and service areas across the Council, town centre partnership networks (Oxford House, Roman Road Trust, Aldgate Partnership, Brick Lane Partnership, East End Trades Guild and Neighbourhood Forums etc), Housing Associations with properties in town centres, Police, Fire Brigades etc). The responses received will require only minor edits to the content of the strategy as most comments were specific project work and would be accommodated under the high level themes in the Strategy. A report is currently being written to summarise responses and provide a final edit of the strategy which is to be considered by Cabinet by February 2018. The Strategy Working Group is established with a range of services and teams represented. This working groups is focusing on Brick Lane and supporting delivery of the Brick Lane Regeneration programme. The joint working by officers under the Officer Working Group has helped progress improvements in the town centre including: working with Clean & Green, Veolia and the Apprenticeship teams to recruit 2 new apprentice positions to improve cleansing, piloting a night-time Community Safety project, working with Highways and Market Services teams to appoint a company to launch a new street market on Cheshire Street in December and working with Food Safety Officers to improve food hygiene rating of restaurants. These innovations will be rolled out in other town centres.
Launch consultation on Article 4 Direction Phase 1: Protecting the Permitted development Rights areas in Canary wharf and the City Fringe Central Activities Zone (CAZ)	Owen Whalley (PLACE)	30/10/17	Completed	100%	The Article for direction to protect the borough's office spaces and associated reports and consultation material were prepared and passed through the democratic process via Cabinet. This was appended by a justification paper which was informed and supported by our evidence base, Local Plan consultation and London Plan supplementary guidance. It reinforced the need to remove permitted development and highlighted areas to be protected as offices. The outcomes of the Article, once formally made after consultation, will help ensure employment spaces are safeguarded and provide opportunities for these uses.
Launch Consultation on Article 4 Direction Phase 2: Protecting the Permitted development Rights areas in all other Town centre locations	Owen Whalley (PLACE)	31/03/18	On Target	10%	This is being further scoped, proceeding a PID, which has been produced. Through this exercise, further details will be established as to how to best protect town centre uses.
Activity	Lead Member	Deadline	Status	% Comp	Comments
1.1.6 6. Improve our ability to secure local employment through S106 agreements with developers building in our borough*	Cabinet Member for Work and Economic Growth, Cabinet Member for Strategic Development	31/03/18	On Target	70%	Action plan in place and is being implemented. This plan is also inputting into the findings of O&S scrutiny challenge on Social Value alongside procurement team. • Guidance, Policies and Procedures; to confirm whether there is any clear guidance established, and complied with, to set out the process for how the Economics Benefit Team will be involved in the procurement activities of the Council (to help ensure that the delivery of economic benefits can be built in at the earliest opportunity) without interfering with the procurement process itself.
Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
Audit the number of apprenticeships and jobs secured by the Council through it's procurement and planning processes	Andy Scott (PLACE)	30/06/17	Completed	100%	Audit carried out of economic benefits practice and processes. Officers are now formulating responses to the recommendations to ensure robust procedures and maximised outcomes.
Deliver Economic Benefits Audit plan recommendations and evaluate progress	Andy Scott (PLACE)	31/03/18	On Target	50%	Action plan in place and implementing. This plan is also inputting into the findings of O&S scrutiny challenge on Social Value alongside procurement team: • Guidance, Policies and Procedures; to confirm whether there is any clear guidance established, and complied with, to set out the process for how the Economics Benefit Team will be involved in the procurement activities of the Council (to help ensure that the delivery of economic benefits can be built in at the earliest opportunity) without interfering with the procurement process itself. • Contract inclusion of Economic Benefits; to confirm whether there are controls in place which allow the Economic Benefits Team to maintain a schedule of all contracts that may be applicable to attaining economic benefits (regardless of total contract value). Examine contracts and determine whether they incorporate economic benefit clauses. • Monitoring and Delivery of Benefits; to confirm that controls are in place to capture and monitor the timely identification and delivery of promised economic benefits across the sample of contracts selected for audit testing. • Management Information; to ensure that good quality management information is prepared and reported to the correct level of management informing them of the success or otherwise in delivering the principles of procurement imperatives in relation to economic benefits, delivered through procurement, across the Council
Deliver construction training provision in site and trades areas; to match demand for skills from construction supply chain contractors.*	Andy Scott (PLACE)	31/03/18	On Target	60%	200k contract concluded with Endeavour training company to delivery a range of construction training. Development work underway in partnership with the LLDC to establish an employer led GTA and ATA centre in east London, for the delivery of training and apprenticeships in the construction sector.

1.2 Residents in good-quality, well-paid jobs					
Activity	Lead Member	Deadline	Status	% Comp	Comments
1.2.1 1. Develop an Integrated Employment Service to support higher volumes of local people into work, including graduates into higher skilled jobs *	Cabinet Member for Work and Economic Growth / Deputy Mayor Education and Children's Services	31/03/18	On Target	50%	Launch date has been set for 8th November. £170k procurement contract has been awarded to Skills Team has to secure 1000 new private sector apprenticeship placements over the next three years. Skills Team will promote, advise and support SMEs. WorkPath will support recruitment and assessment initiatives for local residents and advise on work planning and mentoring of students. The Programme will be formally launched on November 8th at the Town Hall Hotel with attendees from local business looking for more information about the programme. After launch reporting on target for y1 (360) will be reported in Q3.
Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
Launch Mayor's apprenticeship fund and deliver 360 new apprenticeship opportunities (year1)*	Andy Scott (PLACE)	31/03/18	On Target	50%	This was launched on the 8th of November. £170k procurement contract has been awarded to Skills Team has to secure 1000 new private sector apprenticeship placements over the next three years. Skills Team will promote, advise and support SMEs. WorkPath will support recruitment and assessment initiatives for local residents and advise on work planning and mentoring of students. The Programme will be formally launched on November 8th at the Town Hall Hotel with attendees from local business looking for more information about the programme. After launch reporting on target for y1 (360) will be reported in Q3.
Help young people gain work experience by disseminating labour market information to pupils, parents and school staff*	Christine McInnes (CS) / Andy Scott (PLACE)	30/09/17	Completed	100%	The Labour Market Information Pack was updated in June 2017. An information leaflet about employment rights for young people is also now published online on LBTH Careers Service webpages. The integration of the Careers Service into the WorkPath service will improve the quality of the advice given to young people. The Careers Service has better access to the young people and WorkPath has the direct employment and apprenticeship opportunities. So by bringing these 2 services together, the information available to young people will be current and readily available.
Support 4000 residents to upskill including basic skills, in order to access the pathway to work*	Andy Scott (PLACE)	31/03/18	On Target	37%	1500 residents have received training across the WorkPath partnership, the cumulative figure is expected to increase. Construction Training began mid Q2 and is expected to accelerate overall training figures by the end of the financial year. Funding was secured in Q1 to increase the capacity of ESOL delivery in Idea Stores, as well as an ESOL tutor to provide sector specific training for areas such as construction, hospitality etc.
Support 1000 job starts through IES 'WORKPATH'*	Andy Scott (PLACE)	31/03/18	On Target	47%	471 Jobs Starts have been recorded across the WorkPath Partnership 416 of those satisfy the Performance Indicator - Strategic7017 – "Tower Hamlets residents supported into work by the Council's Work path partnership provision" definition of 16 hours a week or more for 4 weeks or longer. Further statistics in with Strategic Measure monitoring.
Agree action plan to identify and secure proposed shop front delivery sites to increase resident access to employment and training provisions*	Andy Scott (PLACE)	31/12/18	On Target	25%	Proposals for Shop front delivery being developed with one site (Watney Market) looking favourable. Further exploration of costs and safety impacts are required before final decision is taken.
Develop an enhanced offer of support that will enable more young people leaving care into education and employment. Explore the possibility of establishing a Leaving Care Employment Panel to plan and coordinate our offer*	Nancy Meehan (CS) Andy Scott (PLACE)	31/12/17	On Target	50%	The aim of this deliverable is to implement an employment initiative service to support young people (aged 16-25) who have been in care to find work opportunities. It aims to enhance our role as a Corporate Parent to support care leavers in education, employment and training as part of the corporate parent duty. The requirement of the service is to have a Pathway Plan that is aspirational and is informed by the service user to support them back into education or employment. The current offer from the Leaving Care Service includes: Traineeships, Apprenticeships, Summer Internships, Functional Skills Programmes, money management, DIY & employability workshops. In November 2016, the Leaving Care budget was increased by £376k (part of Mayoral Growth priority) to extend the offer to provide an integrated solution for young people leaving care. There has been an increase in the number of children in remand / prison education from 3 in 2015/16 to 15 in 2016/17, whose leaving care offer needs to be considered. The number of Care Leavers who are NEET stands at 31% (92 CL) as of at the end of March 2017. The Corporate Parent Board meets quarterly; the Employment panel has been set up and meets monthly. The recruitment to the 0.5 Commissioning manager role was unsuccessful and will go out to advert again.

	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.2.2	2. Improve the quality and availability of skills training and ESOL provision, and better co-ordinate the provision of both third-sector and private sector employment support, including by moving from grant giving to commissioning for employment services*	Cabinet Member for Culture, Cabinet Member for Work and Economic Growth	31/03/18	On Target	50%	We are in the final stages of recruitment for a Community Training & ESOL Coordinator and hope to have the appointed by November 2017. Progress is being made to engage with clients requiring ESOL and we are conducting assessments. Initial reports suggest that the immediate ESOL need is Pre entry, E1 & E2.
	Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
	Provide a construction based ESOL programme to 30 - 50 trainees in partnership with Integrated Employment Service*	Shazia Hussain (RES)	31/03/18	On Target	50%	Over the summer, we developed course materials and recruited a dedicated lead tutor to deliver ESOL for construction workers. In the autumn we worked in partnership with a major construction company to enrol learners and ran a pilot programme between October and December.
	Deliver a targeted ESOL programme for 50 women not currently engaged in learning or training in partnership with the London North and East ESE Consortium*	Shazia Hussain (RES)	31/03/18	Overdue	0%	Tower Hamlets Council has withdrawn from the consortium. We were unable to recruit teaching staff in line with the European Social Fund timelines. However, as we had already started to identify learners, we have referred them all to other learning providers to make sure they can benefit from the programme delivered by the wider consortium.
	Implement ESOL and basic skills provision in partnership with Ideas Store Learning, tailored to residents wishing to achieve employment*	Andy Scott (PLACE)	30/09/17	On Target	50%	We have recruited a lead Vocational ESOL officer who has begun delivering ESOL provision within Construction and setting up partnerships for Health & Social Care and Childcare. Initial delivery is identifying a need to put in place measures to increase the take-up of construction sector ESOL, an issue reflected in the take up of construction training generally despite the high volume of opportunities.

1.3. Children get the best start in life and young people realise their potential					
Activity	Lead Member	Deadline	Status	% Comp	Comments
1.3.1 1. Provide adequate early help for the most vulnerable children and families, with a strong focus on safeguarding*	Deputy Mayor Education and Children's Services	31/03/18	On Target	63%	The activity is on track.
Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
Improve participation and attendance at children centres, especially amongst hard to reach parents and their families, by utilising live birth registry data and setting up local data sharing protocols.*	Christine McInnes (CS) / Esther Trenchard Mabere (HAC)	30/09/17	Delayed	75%	Receiving new birth notifications for Tower Hamlets residents enables Children's Centres to a) carry out proactive outreach to families with new babies informing them of services/support available through Children's Centres; and b) estimate 'coverage' of service by knowing number of eligible children in Children's Centre catchment areas. There have been barriers to sharing birth notifications with Children's Centres involving data protection issues (e.g sharing not supported by the General Registrar and low consent rates for sharing). The solution that is being pursued is an opt-out process for data sharing under organisations' "reasonable use/fair processing" policies and monthly electronic bulk data exchange between TH GP Care Group and LBTH. The draft data sharing protocol is currently being processed for approval by the NHS WELC (Waltham Forest, East London and the City) Informatics Steering Group. An IT manager is being recruited to establish the necessary data transfer and delivery staff training (advertised 16/10/17). It is anticipated that this issue will be resolved by March 2018.
Deliver a programme of universal family support for families with children under the age of 5, that targets those that are identified as in priority need, piloted in at least 2 children's centres*	Christine McInnes (CS) Esther Trenchard Mabere (HAC)	30/09/17	Delayed	40%	The key delivery mechanism for universal services for this age group are the Children's Centres which provide holistic integrated health, education, employment and family support services and information, where they can access help from multi-disciplinary teams of professionals e.g. Health Visitors, CAMHS, Adult Psychology, Educational Psychology, Family Support team, Speech and Language Therapy service, Midwifery / Breastfeeding support and early education. Children's Centres have an effective outreach programme that recognizes the extreme diversity of the target populations and the differences in their economic and political circumstances. Outreach in Children's Centres is early intervention/activity conducted by the Early Intervention Workers through face to face contact, in a range of venues, with families at risk of non-engagement. Children's centre outreach activities provide correct information, registration and referral for early intervention and universal and targeted support. In addition to face to face contact this can on occasion include telephone contact. As an LA we have 14,395 children under the age of five who live in the 20% of the most deprived areas. • Total number of children accessing CC services in 2016-17 was 8,539. • 66% of all the children accessing services in the children centres are from the 20% most deprived areas of the LA (LSOA). • Total number of children seen from 20% LSOA for 2016-17 was 5,672. A new pilot programme providing more targeted support for families in priority need is being delivered through four Children's Centres, Ocean, Meath Gardens, Crisp St and Mile End, with Public Health and IEYS Children and Family Centre prototypes from September 2017.
Improve social care front door that has a clear early help offer for those families below the statutory threshold. Ensure families are signposted, through increased referral, to the early help hub and children centres*	Nancy Meehan Christine McInnes (CS)	30/09/17	Delayed	80%	Impower (external consultants) have been commissioned to work with the council and partners on an Early Help redesign with a key focus to maximise impact of investment in early help, reduce demand for statutory social care services, and improve outcomes for children and families. The redesign of the Early Help Model forms a key component of the Ofsted Improvement Plan. The Early Help Hub offer (EHH) was established in September 2016 and the EHH is now operational from 10:00-16:00 responding to calls from the public and professionals. The key focus is to provide streamlined access to early help interventions, signposting and support for vulnerable families that do meet statutory eligibility thresholds. A new referral route is in place now so the Multi-Agency Safeguarding Hub (MASH) can make direct referrals to Children Centres for cases that do not meet the threshold criteria. The EHH has now co-located with the MASH to support the child/family journey. Referrals into the EHH are steadily increasing and resulting in direct case work within the EHH or triage to the appropriate Tier 2 service. The interface/referral pathway to Tier 2 agencies, including Family Group Conferences, is developing and will be further supported through the Early Help redesign.
Develop an 'Early Help' offer of support and interventions by bringing together a range of services for families most in need eg. domestic abuse, early neglect etc.*	Christine McInnes (CS)	31/12/18	On Target	50%	Impower (external consultants) have been commissioned to work with the council and partners on an Early Help redesign with a key focus to maximise impact of investment in early help, reduce demand for statutory services, and improve outcomes for children and families. The proposed delivery model was presented to DLT in September 2017, who have agreed a delivery timeline. The Early Help redesign Project Board has been established with phase 1 to start April 2018 to support the CSC Ofsted Improvement journey. The key elements of the proposed Early Help model are to reconfigure existing teams to create a single multi-disciplinary, multi-agency function that works around a family. A Lead Professional who provides a single interface and coordinates support and interventions through locality based Early Help Teams working with local partners to improve access to services.

	Develop a Social Impact Bond that will deliver therapeutic interventions and support adolescents on the edge of the care to remain with their families*	Nancy Meehan (CS)	31/12/17	Completed	100%	LBTH is part of the Pan-London Care Impact Partnership, which focuses on an outcome based contract to deliver early interventions for adolescents on the edge of care. We have led the commissioning of a multi-borough edge of care social impact bond funded programmes, with services coming on-stream in February 2018. The contracts have been commissioned. We will also benefit from DfE Innovation Funding to develop a 4 borough care placement commissioning services. Interventions will include Multi-Systematic Therapy (MST) and Functional Family Therapy. Providers will have to be registered to deliver these therapies to ensure fidelity to these robust, evidence-based models. Children and families will be referred into services from January 2018 for a February 2018 start date.
	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.3.2	2. Develop a sustainable offer of support to children with special educational needs*	Deputy Mayor Education and Children's Services	31/03/18	On Target	40%	This activity is on track.
	Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
	Implement recommendations arising from SEND review to develop a sustainable and high quality SEND provision within a context of rising demand.*	Christine McInnes (CS)	31/03/18	On Target	40%	Early engagement has been completed and a further consultation period focused on the draft strategy is currently ongoing, due to end mid-November 2017. SEN pupil projection model is in development to inform pupil place planning in respect of population, cost, need and demand projections. Education, Health and Care Plan (EHCP) Progress: a) The SEND Team has been expanded to provide capacity, however there are continuing recruiting challenges. b) The conversions process from statement to EHCP has been brought on-track through the Supported Learning Service. c) We are continuing to improve the number of EHC assessments completed in the 20 week deadline however there are still a significant number outstanding. d) From September 2017, new, SEN code compliant EHCP explanatory guidance has been rolled out to all schools, using more stringent criteria for requesting a needs assessment. e) There is a new Parent/Carer EHC needs assessment request form which will be shared through TH Local Offer website and the Council website. f) The SEND Panel is working to updated Terms of Reference which bring together advice and guidance from social care and health colleagues to improve the quality of panel decision making. g) A continuing challenge is the transition from a paper filing system to the new e-management data system.
	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.3.3	3. Improve educational aspiration and attainment*	Deputy Mayor Education and Children's Services	31/03/18	On Target	80%	This activity is on track.
	Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
	Through the Tower Hamlets Education Partnership provide targeted support/intervention to schools based on high quality data and good practice.*	Christine McInnes (CS)	30/09/17	Completed	100%	95% of TH schools are paid up members of THEP. THEP now has a new Director in post. THEP is providing targeted challenge and support to primary schools through the Primary School Improvement team and a team of newly recruited secondary school improvement consultants. More intensive, bespoke support is being provided for schools identified as meeting the threshold of 'schools of concern' to address identified needs. Analysis of 2016-17 data and other intelligence is used for this risk assessment. In order to build school improvement capacity in the Tower Hamlets education community, THEP is supporting headteachers to be trained to conduct peer reviews of schools and is developing a school leadership professional development programme. The service is based on an in depth data analysis and a combination of bespoke and borough based training such as subject networks.

	Deliver a range of activities to support all children and young people to reach their full potential and overcome specific barriers to achieve their aspirations eg. introducing a post-16 progression award, improving white UK male GCSE achievement, and reducing the number of young people who are NEET.*	Christine McInnes (CS)	31/03/18	On Target	60%	<p>All secondary & special schools in the borough are supported to develop Post-16 & HE progression plans. Of common focus are promoting education, training and employment options; support to progress and utilising funding to build capacity in preparing future apprentices, graduates and workers. Schools are currently feeding back on Year 1 activities and submitting Year 2 plans. A number of strengths have emerged and been shared across the partnership including:</p> <p>a) targeted work for students who are not succeeding;</p> <p>b) internships for SEN students;</p> <p>c) providing parents with information and guidance;</p> <p>d) developing employability skills, social and cultural capital;</p> <p>e) web-based packages to support and co-ordinate delivery of Careers Education</p> <p>f) staff development about apprenticeships and labour market information; and</p> <p>g) widening access to selective universities.</p> <p>A range of intervention strategies were carried out by schools working with LA teams to address educational under-attainment in White British working class pupils' (WB). Drawing on research about what makes a difference, the focus was on improving engagement with school, attendance and participation of pupils and on engendering more positive relationships with parents. There were some benefits to the projects, but this did not show any impact on attainment data. The Council has commissioned a project from the Tower Hamlets Education Business Alliance which is currently under development and THEP will also be considering how best to address this national issue. Ethnic Minority Achievement data (2016) shows the size of the WB cohort: Of the 33,850 pupils at LBTH schools, 3,200 are from a WB background (9.5%) of all pupils. WB make up 25% of all pupils in the PRU (30 out of 120). At GCSE WB continue to underperform compared to national WB figures. The 2016 gap was 24.2%.</p>
Activity	Lead Member	Deadline	Status	% Comp	Comments	
1.3.4	4. Ensure better outcomes for looked after children and young people *	Deputy Mayor Education and Children's Services	31/03/18	On Target	45%	This activity is on track. Please note that the wider Improvement Plan that is being delivered post-Ofsted encompasses many of these deliverables.
Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments	
	Redevelop the Norman Grove site in order to re-provide the existing children's home and deliver new housing*	Ann Sutcliffe (PLACE)	31/03/2018	On Target	80%	Planning submission is targeted for the new year, there has been a slight delay in agreeing next steps with Children's services for re-provision of Children's Home and 6 bed space home agreed. Local residents and members were engaged and consulted in at the end of June 2017 and comments incorporated into the final designs. 17 new homes are proposed in addition to the children's home, this will go towards fulfilling the Mayors ambition of 1000 council homes. End users of children's home will benefit from bespoke fit for use accommodation.
	Support more Looked After Children and foster carers through individual bespoke packages and CAMHS interventions*	Nancy Meehan (CS)	30/09/17	Delayed	50%	CAMHS's overall strategic vision is captured in the TH Transformation Plan for CYP's Mental Health & Wellbeing Strategy 2016-2021. This work is being strengthened following the recent Ofsted inspection report. Each child or young person is considered on a case by case basis. LAC get a range of therapeutic support which varies depending on where they live, their individual need and whether or not they meet a CAMHS threshold. Q1 data 2017/18: 9 new referrals were made to the CAMHS social care team. Caseload was 81 children and young people as of 30 June 2017, with 24 showing improvement.
	Ensure health care plans and passports are in place for all Care Leavers*	Nancy Meehan (CS)	31/12/17	On Target	40%	6 month data for the period 01/04/17 to 30/09/17 re. health care plans and passports: shows that of the 268 Care Leavers, 21 were issued a health care plan and 24 were issued a health passport (a personal health record of a LAC). All 17 year olds for whom a social worker requests a LAC health review assessment are issued with a health passport. They are given passports at this stage as this is the age of the final LAC health review. Passports contain all known past and current health information. This information is managed by the Specialist nurse for LAC based at Bart's Health. Those who fail to attend are also sent a passport. A point to note is that not all young people known to LAC are 17, and a health plan and passport is given to a young person at 17.
	Review commissioning arrangements for children and young people in out of borough residential care to ensure that they receive the same service as young people placed locally. Improve access to health services, education, advocacy and therapeutic service.*	Nancy Meehan (CS)	31/03/18	On Target	40%	<p>We have worked with CAMHS and CCG to improve the therapeutic support to out of borough children:</p> <p>a) For children with SEN whose Education, Health and Care Plan (EHCP) identifies the need for a residential school, any proposed provision is considered by the Joint Commissioning Panel (JCP). Residential placements authorised by JCP have their funding split between social care and education - there are currently 8 residential school placements. Since 1st of April 2017, 30 cases, (15 individual children and including deferments) were considered at JCP. Children placed in welfare secure residential care placements are now commissioned via Hampshire Council pilot project (set up by the government). We continue to be challenged by a small group of hard to place adolescents with high risk behaviour. The numbers of this cohort have increased as a result of the CSC improvement work.</p>

	Improve educational attainment of Looked After Children through better joint working with partners, improving communications channels and changing systems and processes.*	Christine McInnes (CS)	31/03/18	On Target	40%	This year, the Virtual School (VS) is improving its offer to all stakeholders by carrying out the following service improvements: a) Embedding the use of Electronic Pupil Education Plan (EPEP) from 2017/18 academic year so all children will have their current attendance linked to the and welfare monitoring system. Training for social workers and designated teachers in school will be redesigned to reflect the change to EPEP. This will result in improved continuity of education plans improving student engagement, progress and attainment. b) Put in place training and quality assurance systems that will support our children to deal with current and rapid educational change. Training will be offered to all members of the VS and access to materials to support them to meet the challenge of new course specifications across all Key stages, ensuring our children are not disadvantaged. c) Improve the effectiveness of tuition for EN/MA and public exam revision sessions run by the VS to be reflective of the new exams, involve carers and give all children a work pack for further study. New providers to be trialled who offer services such as baseline testing, and mentoring from industry. This will help to improve the effectiveness of tuition and hopefully higher educational progress. d) Reducing the delay that children experience getting a school place when their placement has to change suddenly by reviewing our policies, procedures and monitoring so that the receiving authority agree a joined up set of agreed actions. This issue only occurs when a child has been in alternative provision and/or has SEND. This will help to reduce the number of instances where children are "Not on roll", missing education and damaging outcomes. e) Integrate the VS with other key TH services to promote a secure & structured educational journey for every child, and strengthen post-16 work by putting in place educational support for all Post-16. This will help to reduce the number of children dropping out of post-16 courses and becoming NEET.
	Children and young people are fully involved in their care planning through LAC review process and participation work. Ensure the rights of children looked after are respected and their views and wishes are heard and acted upon by decision-makers *	Nancy Meehan (CS)	31/03/18	On Target	50%	The Children Looked After Strategy 2015-2018 (presented to Cabinet in May 2016) includes a priority to promote LAC & Care Leaver's participation in day-to-day decisions about their care; and involvement in service development. We have commissioned an advocacy service by the Children Society that presently works with vulnerable children, including LAC & Care Leavers. All our LAC have an Independent Reviewing Officer (IRO) who ensures that their views and wishes are heard. At the time of the monitoring visit, Ofsted observed that alongside managers and social workers in the Multi-Agency Safeguarding Hub and Assessment & Intervention service, in better cases, the quality of assessments is good, being child-focused and with evidence that children's views are recorded to help to inform the next decisions."
	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.3.5	5. Promote post-16 provision so that it is appropriate and inclusive for all students*	Deputy Mayor Education and Children's Services	31/03/18	On Target	70%	Work is in progress for this activity.
	Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
	Provide parents with information about aspirational progression routes for young people leaving school, college or university including vocational routes*	Christine McInnes (CS)	30/09/17	Completed	100%	The Careers Service provides information to parents directly at school parent's evenings; at the Parent & Family Support Service annual conference, and through the materials on LBTH website. The Careers Service organised the annual borough Higher Education and Apprenticeship fair in July 2017. Over 400 students (years 11-13) and parents attended. Members of the Secondary Education Partnership Team were invited to the parental liaison Parenting Carers Council meeting to discuss curriculum changes and career pathways in June 2017. 15 parents also attended. Secondary Education Partnership Team also attended the Governor's training to discuss the curriculum changes and its impact. This work aims to encourage parents and students to stay on in education and training and avoid becoming NEET.
	Support schools to develop academic literacy, by providing one to one tuition for students and support teachers which schools can access*	Christine McInnes (CS)	31/12/17	Completed	100%	The 1:1 academic English tuition programme funding has now finished, and the work has ended. The programme has not run for over 1 year. This work has been mainstreamed through training undertaken to improve the teaching of English and of literacy across the curriculum. Outcomes for GCSE show English is a strength in the borough, although there is variation between schools and this will be addressed through a new English curriculum network which is being established by THEP.
	Support schools to ensure our most able students have an appropriate range of options when leaving school or college. Disseminate floor targets for 18 year olds widely*	Christine McInnes (CS)	31/12/17	On Target	50%	Students are provided with information about a range of opportunities after leaving school. This includes information about apprenticeship routes (with specific local vacancies); and information on local, national and international labour market. As part of the service level agreement with Careers Service, schools can access INSET and support to develop their Careers Education, Information, Advice & Guidance offer to students. The service menu enables schools to purchase specialist Careers Guidance and mentoring support. The Mayor's Post-16 Progression Award has given funding to allow schools to develop an innovative progression offer. The destination of students at 18 is feedback to the schools to give a point of reflection for the future CEIAG offer.

	Support vulnerable young people to move into education, training and work so they can reach their full potential and become active and responsible citizens.*	Debbie Jones (CS)	31/03/18	On Target	50%	Vulnerable young people 'at risk of NEET' are identified through the Careers Service working jointly with schools from Year 9 (13-14 year olds): <ul style="list-style-type: none"> • Young people overcome barriers to learning by being supported to make a successful transition in Year 11 and Year 12/13. • Agencies are drawn in to provide specialist intervention as needed (depending on presenting issue e.g. drug counselling, work with YOT etc.) • The Careers service supports young people to implement their Career plan by placing them in further education, training and employment. • Young people attend short motivational, progression courses which develop their cultural capital and are used as a stepping stone to full time education, training and employment. • Closer working with the Care Leaving service is resulting in more care leavers progressing from the Council traineeship to the Council apprenticeship scheme. • The introduction of the Education and Employment panel has meant that professionals from Careers, leaving care, Workpath and the Virtual School can come together to discuss training and employment needs of care leavers when presented to the panel by their PA. • Every young person with an EHCP/Statement of SEN has a careers progression interview. Impartial aspiration and progression information is included in their Plan (sections A, E, I and K). • This service is provided for those with an EHCP/Statement of SEN attending a Tower Hamlets school as well as Tower Hamlets residents attending independent specialist out of borough schools. • Planning for work with young people with SEN (known at year 9) will be able to be started much earlier. Earlier intelligence on the numbers of SEN young people and their areas of work interest, will enable planning for bespoke supported internship/traineeship schemes to start much sooner. • Looked After Children (LAC) attending borough schools who are identified as NEET also receive the above service, as do TH LAC who are out of borough, because LBTH is their corporate parent. • Young People known to the YOT who attend borough schools and are identified as at risk of NEET are also supported by Careers
	Utilise local mapping of Post-16 education to inform future development of post-16 provision*	Christine McInnes (CS)	31/03/18	On Target	60%	Following a Government review of Post-16 education, we now have a local map of Post-16 provision. This is refreshed annually. The mapping is clearer & shows that young residents have a range of options to explore for future careers. Tower Hamlets College has merged with Hackney and Redbridge Colleges and is now called New City College. Mulberry School will now be opening a Technical College.
	Launch a 14-19 Partnership to help address unevenness of post-16 provision by developing clear alternatives in line with Level 2 and Level 3 vocational courses that are being introduced as part of the post-Wolf review.*	Christine McInnes (CS)	31/03/18	On Target	50%	An outline draft 14-19 Partnership Strategy has been agreed and engagement work taking place with key stakeholders to inform the final version.
	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.3.6	6. Support all young people to access enrichment and social activities*	Deputy Mayor Education and Children's Services	31/03/18	On Target	75%	The key deliverables for this activity are on track.
	Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
	Transform and redesign the youth service to support the desired outcomes and create a responsive service.*	Debbie Jones (CS)	30/06/17	Completed	100%	Following the report to Cabinet, the Youth Service Review commenced in January 2016, with 2 stakeholder consultation exercises taking place in March/April 2016 and October/November 2016. In January 2017, Cabinet agreed for the Youth Service restructure to commence to reshape the service to deliver the following offer: a) universal and targeted services; b) embedded youth leadership to influence service delivery and governance; c) regular consultation with young people and other key stakeholders; d) commissioning of those youth activities not directly delivered by the youth service; e) high quality youth work practice to support high levels of performance; f) a regular assessment of the impact of the youth work; g) partnership working; h) youth activity in high quality buildings; i) Integrated working with other services in the Council. As part of the restructure, the Youth Service has commissioned independent providers to deliver youth activity from 8 youth hubs and established a new outcomes-based performance and commissioning framework. Since September 2017, final competitive assimilation interviews have been taking place. The Youth Service has a 2017/18 service plan which it will use to deliver its new youth offer and outcomes framework.

	Undertake annual Summer consultation with young people about the youth service offer.*	Debbie Jones (CS)	30/09/17	Completed	100%	As part of the work to develop a new outcomes framework during summer 2017 the Youth Service consulted with young people, worked with the community and voluntary sector and with its staff in order to identify a new set of outcomes that will enable young people to have an increased sense of agency (control) in their lives and their communities, feel more optimistic about their futures, access holistic and supportive opportunities across the borough of Tower Hamlets, and increase their critical thinking skills. The aim is that by 2020, and compared to the 2017/18 baseline, 20% more young people will: - have an increased sense of agency in their lives and their communities - feel more optimistic about their futures - be better able to access holistic and supportive opportunities across the borough - have increased their critical thinking skills More consultation work was undertaken with young people in autumn 2017 in order to refine the outcomes framework into "young people friendly" pledges which they presented to Cabinet and are now being used on promotional materials and as the basis of our branding, document attached for information.
	Support young people aged 12-19 (and up to 25 if they have a learning disability) to access centre based, universal and targeted youth activities focusing on their learning, personal and social development and ensuring equality of access and safety and wellbeing of young people.*	Debbie Jones (CS)	31/03/18	On Target	50%	This Youth Service will work to ensure that young people aged 12 - 19 and up to age 25 (if they have a learning difficulty or disability) are supported to access its centre based activities. Support will be provided to enable young people to participate in both internally and externally delivered youth activity hubs; the new and outcomes framework will be used to monitor performance with a particular focus on redressing some of the challenges for the Youth Service which include increasing the participation of young women and girls; increasing the overall participation of young people in activities (this should be circa 6,000 young people per annum) and rebalancing the demographic profile of young people attending youth activity hubs so that it reflects that of the wider population of Tower Hamlets. Since 2016/2017, the Youth Service has been part of Children's Services, and as a result all staff are required to undertake safeguarding training and to deliver the Children Act (2004) requirement to work together to safeguard children and young people.
	Develop an outcomes framework that measures young people's progress, evaluates services and benchmarks LBTH performance against other London boroughs demonstrating achievement of the vision to be the best youth service in London.*	Debbie Jones (CS)	31/03/18	On Target	50%	The Youth Service has produced a quarterly Youth Services Programme since summer 2016. In summer 2017, the Youth Service delivered a full summer programme. The 'Summer 2017 Activities' programme also published information about youth hubs; and a quarterly youth programme is published on-line that provides information on the activities provided by both the council and commissioned youth providers. The Youth Service's 2017 service plan has identified actions to work more closely in the provision of summer activities, with internal teams (particularly in Sports and Leisure, Arts and Events; and Public Health) to deliver integrated services and jointly agreed priorities for young people.
1.4 People are healthy and independent for longer						
	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.4.1	1. Create a healthier place*	Cabinet Member for Health and Adult Services	31/03/18	On Target	45%	This activity is on track and work is in progress.
	Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
	Expand the Food for Health Award Scheme ensuring that food business operators offer a broad range on healthier options*	Roy Ormsby (Place)	31/03/18	On Target	75%	A Health Impact Assessment (HIA) Policy has been included in the Regulation 19 Draft Local Plan which will require development proposals to undertake and submit an HIA alongside their planning application. This will directly contribute towards improving the health, wellbeing and lives of our community. A HIA has been undertaken as part of the Integrated Impact Assessment for the draft new Local Plan, it has ensured that health considerations have been central to the development of the new Local Plan, which is currently being consulted on as part of the Reg 19 statutory consultation.
	Identify three areas in the borough where there is particular need to improve the physical environment (e.g. lack of green space, population growth) and engage with residents and local organisations on priorities for improvement to benefit health and wellbeing.*	Somen Banerjee (HAC) / Judith St. John (HAC)	31/03/18	On Target	50%	Through the Whitechapel Vision programme, we have identified three areas for community engagement focused on physical environment development: Collingwood Estate, Chicksand Estate and Sydney Estate. A comprehensive programme of further development sites for improved open spaces is being developed.

	Integrate health impact assessment into planning and policy*	Somen Banerjee (HAC) / Owen Whalley (PLACE)	31/03/18	Completed	100%	A Health Impact Assessment (HIA) Policy has been included in the Regulation 19 Draft Local Plan which will require development proposals to undertake and submit an HIA alongside their planning application. A HIA identifies the positive and negative impacts that a new proposal would have on local people's health and ensures that their views and needs have been assessed; evidence will be required that the HIA recommendations have been incorporated into the proposals to create healthier developments/environments. This will directly contribute towards improving the health, wellbeing and lives of our community. A HIA has been undertaken as part of the Integrated Impact Assessment for the draft new Local Plan, it has ensured that health considerations have been central to the development of the new Local Plan, which is currently being consulted on as part of the Reg 19 statutory consultation. The Local Plan is due to be formally adopted in 2018.
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	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.4.2	2. Develop an integrated health and social care system*	Cabinet Member for Health and Adult Services	31/03/18	On Target	50%	This work is proceeding well. The council and the CCG have increased the value of resources pooled through the Better Care Fund by over 100% since last year, to cover over £45m of activity, in 2017-18, and will review the suitability of a number of other functions for potential pooling in the course of 2017-18. Together with its healthcare partners, it is planning to streamline the borough's health and social care partnership system to make it more effective. In addition, it is taking steps to create a number of joint senior management posts with the CCG, as an essential first step to integrating further the commissioning functions of the two organisations, prior to the eventual co-location of the council and the CCG on the new Civic Centre Whitechapel site in 2022.
	Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
	Develop a plan for a fully integrated system b	Denise Radley (HAC)	31/03/18	On Target	50%	<p>In 2015, Tower Hamlets was awarded NHS England New Care Model Vanguard status through the Tower Hamlets Integrated Provider Partnership (now Tower Hamlets Together). This has facilitated a wide range of initiatives designed to improve the integration of health and social care services. In particular, the council is currently reviewing its adult social care operational functions, with a view to aligning them more closely to community health services and other NHS provision in the borough, prior to fuller integration. This might involve more joint management arrangements, the co-location of staff and more integrated care pathways. In addition, in its daily work, the council has re-orientated the work of a number of its services, through the resources provided via the Better Care Fund. This includes the deployment of a number of council services to facilitate the earliest practicable discharge of patients from hospital, by ensuring that they are given appropriate support in the community. Examples include placing social work staff in the Royal London Hospital; the opening of the community equipment service on a seven-day basis; a specialist team of social workers which supports people with high levels of health care needs, and the refocussing of the Reablement service on patients suitable for discharge from hospital.</p> <p>This work, together with the development of the borough's partnership system are covered in the Better Care Fund plan for 2017-19, which was submitted to NHS England in September 2017. In the course of 2017, steps will be taken to improve the performance management of the health and social care interface, not least through the development of a joint outcomes framework and performance management system. So, for example, work will be undertaken to ensure that the action plan for the new Carers' Strategy covers all partner organisations, and not just the council. Similarly, other strategies, such as the Ageing Well Strategy and the Autism Strategy, are being driven by multi-agency partnerships to ensure a shared focus and maximum impact.</p>
	Develop stronger partnership and planning arrangements, centred on Tower Hamlets Together and the Joint Commissioning Executive*	Denise Radley (HAC)	31/03/18	On Target	50%	<p>The council and its health partners are engaged in a whole system review of partnership arrangements in the borough. Having established a Joint Commissioning Executive with the CCG, in 2016, and participated in Tower Hamlets Together and CCG partnership boards and sub-groups, it is now appropriate to take stock of what has been achieved and identify ways in which partnership bodies can be streamlined and made more effective. It is envisaged that the Health and Well-Being Board will become the overarching body responsible for all health and social care provision in the borough. In addition, Tower Hamlets Together will become the main delivery partnership at the borough level, while the Joint Commissioning Executive will continue to shape the strategic direction of provision. These borough-level developments will take place alongside the development of the East London Health and Care Partnership (Sustainability and Transformation Partnership for East London).</p> <p>Although the final structure of the partnership system has not yet been agreed, there is enthusiasm across all partner organisations to move the borough's health and social care partnerships to a new level.</p>

Activity	Lead Member	Deadline	Status	% Comp	Comments
1.4.3 3. Support communities to drive change in health and wellbeing*	Cabinet Member for Health and Adult Services	31/03/18	On Target	50%	A progress update by the Board Champion Group for the Communities Driving Change priority of the Health & Wellbeing Strategy 2017-20 was presented to the HWB on 5th September 2017. This activity is on track. The overall outcome for this Activity is empower local communities to drive change in their daily habits to improve health and wellbeing of local residents.
Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
Develop and Implement a 'Health Creation' programme with residents to identify issues impacting on health and wellbeing, and develop and lead new ways to improve health and wellbeing locally*	Somen Banerjee (HAC)	31/03/18	On Target	50%	The locality based Healthy Communities Programme, commissioned by the Public Health service, is at an award stage and on track to start in October 2017. The Social Movement for Life programme, a THT Vanguard pilot has progressed to four local coproduction initiatives (Isle of Dogs, Chicksand Estate, Bow & Watney Market). The Community Insights Network programme - another THT Vanguard pilot- will develop and train researchers from the community, and review options for embedding participatory research across the partnership. A partnership task group (NHS, voluntary sector, Healthwatch) are reviewing options using Healthwatch as the main repository for insights into health and care. This work will inform the following outcomes/achievements: a) THT Communities Programme in place which seeks buy- in from residents; b) existing initiatives for capturing better insights in a joined up manner; c) clear pathways for residents to get involved established; d) process for feeding back to residents established. This will be demonstrated in the form of a) Locality based coproduced delivery plans, b) evaluation of the Social Movement programme to identify successes and improvements c) a single place for insights on community insights on health and wellbeing, including Member Enquiries.
Develop and Implement a 'Health Creation' programme across the partnership to promote a culture in organisations that empowers people to be in control and informed about how to improve their health*	Somen Banerjee (HAC)	31/03/18	On Target	50%	Work is in progress to develop and implement a 'Health Creation' programme in which residents identify issues impacting on health & wellbeing, and address these by developing and leading new ways to improve it. The Tower Hamlets Together User and Stakeholder Focus workstream has brought together partner engagement and involvement leads, Healthwatch, voluntary and community sector representatives and residents. Over the last six months, the workstream has focussed on the delivery of the new community health services contract, admission avoidance, reablement and rapid response, integrated personal commissioning, the whole systems dataset project and the local implications of the East London Health and Care Partnership. The overall outcome for this work is to encourage partner organisations to: a) pledge support to 'Communities Driving Change'; b) clearly promote ways that residents can drive change; c) regularly feedback to residents on how residents have driven change; d) support delivery of initiatives that empower people to improve their health: e.g Making Every Contact Count and Integrated Personal Commissioning.
Connect the residents with the priorities of the Health and Wellbeing Board by holding four engagement events undertaking a social media campaign*	Somen Banerjee (HAC)	31/03/18	On Target	50%	Work is underway to connect residents with the priorities of the HWB by holding engagement events. Two public events were held in April and August in the south east and north east localities. Further events are planned for December (north west) and February/March (south west). Public Health commissioned an engagement exercise during summer 2017 undertaken by the New Economic Foundation. The aim was to coproduce a shared outcomes framework around the Health & Wellbeing Strategy with residents. Residents identified 15 primary outcomes they aspire to. This is captured under THT. These include: 1. 'I am able to breathe the cleaner air where I live'; 2. 'I'm satisfied with my home'; 3. 'It's likely I'll live a long life'; 4. 'I'm supposed to make healthy choices'; 5. I have a positive experience of the services I use'; 6. 'My children get the best possible start in life'; 7. 'I feel my care is provided safely'; 8. 'I want to see the best value/quality of local services'; 9. 'I'm able to access the services I need'; 10. 'I've a good level of happiness & wellbeing'; 11. 'I'm able to support myself and my family financially'; 12. 'I play an active part in my community'; 13. 'I feel safe from harm in my community'; 14. 'I have a sense of control over my life'; 15. 'I'm confident that those providing my care are skilled and motivated in their work'. A community engagement event was held on 9th August at Victoria Park. The Community Insight Network is also progressing and the first newsletter has been issued. A survey of stakeholders is in progress.

	Increase co-production of strategies, plans and services with residents, service users and carers, in particular the Ageing Well, Learning Disability strategies and the carers' charter and services being commissioned in 2017*	Denise Radley (HAC)	31/03/18	On Target	60%	<p>A Carers Dignity Charter has been co-produced with a group of carers and was launched by the Mayor in July 2017 following endorsement by Cabinet in March 2017. It is due to be endorsed by health partners as well and extensively promoted across the borough. Following on from carers involvement with this piece of work, a number of carers are in the process of co-designing the Services Specifications for the procurement of future services for carers.</p> <p>We have developed a new Adults Learning Disability strategy for Tower Hamlets; which was co-produced with adults with a learning disability, carers, professionals and local organisations. It is a partnership strategy, encouraging local organisations, the Council, the NHS, private companies, the community and carers to work together with people with a learning disability to implement the actions and improve outcomes. The strategy was agreed by Cabinet in September 2017. The strategy development and implementation is overseen by the Learning Disability Partnership Board (LDPB), which reports annually to the Health and Wellbeing Board. The membership of the LDPB consists of adults with a learning disability, carers, provider representatives, Local Authority and CCG officers. A new project is being implemented to ensure a co-production culture is developed and embedded within all aspects of strategy implementation and continuing strategic and service planning commissioning and delivery.</p> <p>The Ageing Well Strategy was agreed by Cabinet in May 2017. It is now published on the Older People's Reference Group website. It is mainly a commissioning strategy for Adult Social Care and related services for 55+ residents.</p>
	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.4.4	4. Increase the independence and resilience of our communities *	Cabinet Member for Health and Adult Services	31/03/18	On Target	50%	This Activity is on track.
	Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
	Increase the proportion of adult social care users receiving community-based support by implementing the Practice Framework, Transforming Care Programme, Ageing Well Strategy (including tackling loneliness and isolation) and Learning Disability Strategy*	David Jones (HAC)	31/03/18	On Target	50%	<p>The published Adults Social Care Outcomes Framework (ASCOF) figures shows that for 2015/16 2,928 people received community based support. For 2016/17, the figures show there was a slight drop to 2,555 people receiving community based support. These figures are a snapshot as of March 2016 and March 2017.</p> <p>The Practice Framework for Adult Social Care provides practitioners with guidance, and defines the mandatory requirements of social care operational practice, with the focus around person centred care. This is published on the staff Adult Social Care Intranet pages and available to all staff.</p> <p>The Ageing Well Strategy April 2017 complements Tower Hamlets Health & Wellbeing Strategy 2017 – 2020 and interlinks with other local strategies. There are activities in the Strategy which aim to tackle loneliness and isolation through localised offers of alternative daycare. It encompasses a breadth of responsibilities placed upon the Council by the Care Act 2014.</p> <p>The new Adults Learning Disability strategy was co-produced with adults with learning disability, carers, professionals and local organisations. It is a partnership strategy, encouraging local organisations, the Council, the NHS, private companies, the community and carers to work together with people with learning disability to implement the actions and improve outcomes.</p> <p>A new project is being implemented to ensure a co-production culture is developed and embedded within all aspects of strategy implementation and continuing strategic and service planning, commissioning and delivery.</p>
	Implement the Carers Dignity Charter and increase public and professional awareness of carers through training and awareness-raising activity*	David Jones (HAC)	31/03/18	On Target	50%	<p>A Carers Dignity Charter has been co-produced with a group of carers and was launched by the Mayor in July 2017. The Charter highlights how carers will be supported to continue to look after family members and friends whilst being able to lead a better quality of life outside of their caring role. The standards set out:</p> <ol style="list-style-type: none"> recognising unpaid carers; supporting carers to live a life alongside their caring role; supporting carers to stay healthy; supporting carers to reach and realise their own potential. <p>The charter is due to be endorsed by health partners as well and extensively promoted across the borough. Following on from carers involvement with this piece of work, a number of carers are in the process of co-designing the Services Specifications for the procurement of future services for carers.</p>

	Increase levels of control over care and support by promoting direct payments to adult social care users*	David Jones (HAC)	31/03/18	On Target	50%	<p>A Direct Payments Policy was published in September 2017 on the staff Intranet ASC webpage. Personal Budgets became law for the first time under the Care Act 2014. The Act introduces new duties, policies and procedures for Local Authorities to offer a personal budget to people with eligible care and support needs.</p> <p>The Direct Payments Policy sets out our approach to personal budgets in adult social care within the context of a strategy to deliver personalised care and support for all service users and carers based on practice that is person-centred and person-led. The ASC Practice Framework sets out the way that this will be achieved. The policy has increased the flexibility of a DP, potentially making it a more attractive option. A personal budget is the financial value of the services required to meet the needs the council has decided to meet. The Practice Framework will support a process of flexible decision making between the person and the council to ensure that the resources most likely to bring about the improvement in the person's well-being they seek and increase level of control over care.</p>
	Integrate equipment, adaptations, Telecare and assistive technology into a holistic single approach*	David Jones (HAC)	30/09/17	Overdue	50%	A decision still needs to be taken on the longer term options.
	Reduce the proportion of the population who need a long term care package from adult social care through commissioning preventative services and embedding the Practice Framework*	Karen Sugars (HAC)	31/03/18	On Target	50%	<p>The Practice Framework for Adult Social Care provides practitioners with guidance, and defines the mandatory requirements of social care operational practice with the focus around person centred care. This is published on the staff ASC Intranet pages and available to all staff. Publishing the PF policy helps social care practitioners to assess needs so that social care users are able to live in their own environment as long as possible instead of placing them into care.</p> <p>The Ageing Well Strategy April 2017 complements Tower Hamlets Health & Wellbeing Strategy 2017 – 2020 and interlinks with other local strategies. It encompasses a breadth of responsibilities placed upon the Council by the Care Act 2014. These are centred around: • Maintaining and promoting wellbeing and independence; • Facilitating the development of a vibrant social care market; • Assessing and providing for needs such as enabling a person to live in their own home with support; • Safeguarding individuals and working in partnership with NHS to deliver integrated personalised support.</p> <p>Together, these strategic approaches seek to help people live longer in their own homes with support.</p>
	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.4.5	5. Tackle health-related employment issues*	Cabinet Member for Health and Adult Services	31/03/18	On Target	45%	This activity is on track. A progress update by the Board Champion Group for the Employment and Health priority of the Health & Wellbeing Strategy 2017-20 was presented to the Health & Wellbeing Board on 5 September 2017. The overall outcome for this activity is to empower local communities to drive change in their daily habits to improve health and wellbeing of local residents.
	Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
	Strengthen the integration between health and employment services by using 'social prescribing' as a lever to improve links and shape an effective local delivery of DWP's Work and Health programme.*	Somen Banerjee (HAC) / Andy Scott (Place)	31/03/18	On Target	50%	<p>DWP's Work & Health Programme: Tower Hamlets is part of a 12 borough partnership in central London working to help people into employment. The aim of the programme is to strengthen the integration between health and employment services by: 1. using social prescribing as a lever to strengthen links between health & employment services; 2. reviewing best practice elsewhere; 3. shaping the effective delivery of DWP's Work & Health programme.</p> <p>So far, Public Health has: 1. conducted a baseline survey of training needs of social prescribers with regards to council provision of Employment support; 2. training session for 'social prescribers' is planned, focusing on the council provision of employment support, in particular Work Path (content of training session to be guided by the results for the survey); 3. Social Prescribers have been linked into Content Referral Management development being conducted at the council (in order to facilitate referrals).</p> <p>This project aims to help people with disability, on JSA/ESA benefit, long term unemployed of more than 2 years, care leavers, ex-offenders, ex-carers, refugees, ex-armed forces personnel – to be referred on a voluntary basis. Claimants will spend 15 months on the programme and tracked for a further 6 months to capture any job outcomes. Analysis is being undertaken to analyse profile of relevant cohort.</p>
	Deliver on a set of project actions to achieve the London Healthy Workplace Charter 'Achievement' Status that will have positive health & work benefits for staff*	Somen Banerjee (HAC) / Heather Daley (RES)	31/03/18	On Target	70%	The actions include undertaking a self-assessment, and identifying priorities to improve the level of healthy improvement. A survey has been developed requesting baseline information on sign up to the London Charter, areas where progress has been challenging and examples of good practice. This will be distributed to HWB/THT/ Employers Forum. The outcome for end of the financial year is to have all organisations represented on the Health and Wellbeing Board to have conducted a self-assessment against the Charter and formed an action plan. We have developed a Staff Wellbeing Plan, which is designed to meet the criteria of charter status and help us support our workforce more effectively. We launched this plan formally in the autumn and reached "Achievement" Status.

	Increase the proportion of adults with a learning disability or mental health issue in employment by delivering a pre-apprenticeship programme of paid work experience*	David Jones (HAC) / Karen Sugars (HAC) / Heather Daley (RES)	31/03/18	On Target	30%	Skillsmatch have employed 17 adults with a learning disability on pre-apprenticeship programmes since April 2017. The Adults' Social Impact Bond (SIB) aims to deliver a programme of job readiness /employment to a cohort of 110 people with a Learning Disability – an increase from the current 60 people. The aim is to help these vulnerable people to live as independently as possible in the community and be integrated into society. A report to Cabinet is scheduled to be presented in December 2017 to obtain sign off for tendering of a provider to deliver the programme. They will identify the individuals, train and get them job ready. The SIB mechanism is that an investor invests in the programme; the Lottery Fund will pay 25%, and the council pays 75% only if the outcomes are delivered. The investors only pay the money when the outcome is delivered. As part of a special purpose vehicle, the provider has to appoint a separate administrator to monitor outcomes. The frequency of this is subject to further approval as it is in a developmental stage. Skillsmatch (Employment and Enterprise) is working with the Council's Programme Management Office to develop a service which complement rather than duplicate in helping people with Learning Disability into employment/jobs.
	Tackle mental health stigma by increasing the number of employers taking up the Time to Change pledge*	Somen Banerjee (HAC)	31/03/18	On Target	40%	Over the last 8 months, through a local capability building programme funded by Health Education England, over 300 Tower Hamlets staff from statutory and non-statutory sectors (228 from voluntary sector or other) have been so far been trained on the half day Mental Health First Aid LITE awareness as qualified Mental Health First Aiders. Additionally another 100 have so far been trained on the half day Mental Health First Aid LITE awareness course. The outcome is to increase the number of organisations in TH signed up to the Charter, and have a further 100 people trained as MH first aiders.
	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.4.6	6. Keep vulnerable adults safe, minimising harm and neglect*	Cabinet Member for Health and Adult Services	31/03/18	On Target	60%	This activity is on track.
	Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
	Increase the participation of local communities and adult social care users in all aspects of safeguarding*	David Jones (HAC)	31/03/18	On Target	50%	A range of work has been undertaken to increase the participation of local communities as Adult Social Care (ASC) users in safeguarding. For instance, 1. 'ASC – Making Safeguarding personal' is one aspect of ensuring the full involvement of service users that are subject to safeguarding. Improvements to capture the aspirations and desired outcomes of adults at risk are made at the beginning of and at the end of the case. This is now as captured performance data. 2. A local community group 'REAL' organised a successful community event in July 2017, with the aim of raising awareness of keeping safe locally. This event was attended by over 100 service users with a disability and learning disability. 3. A joint children and adult annual safeguarding month in November is organised annually promoting awareness of children and adult safeguarding issues, services available, and information is provided. A range of events are held by the council and partner agencies, targeting a wide spectrum of the public. 4. Development of safeguarding adult material is in progress, which will be made available to service users and the public by November 2017. 5. Work to involve service users in the work of the Safeguarding Adults Board (SAB) is being led by REAL and reports to the community engagement subgroup of the SAB.
	Improve access to safeguarding awareness	David Jones (HAC)	31/03/18	On Target	50%	A range of work has been undertaken to improve access to safeguarding awareness training. A range of safeguarding courses are offered to staff & partner organisations (including service providers at all levels). This is organised by LBTH Learning & Development Team. Basic awareness training is free and delivered in a group setting through e-learning. A joint Local Safeguarding Children Board (LSCB) and SAB webpages will include information on learning and development opportunities and access to booking e-learning in the future.
	Implement action plans arising from Safeguarding	David Jones (HAC)	31/03/18	On Target	50%	The Safeguarding Adults Board (SAB) is responsible for ensuring that action plans from Safeguarding Adult Reviews (SAR) are implemented. These are monitored through the SAR panel. The SAB subgroup provide the governance and hold to account the lead agencies for delivery against each SAR. There are 6 SARs; they all have action plans to ensure recommendations from the SAR findings are delivered. 3 SARs are in the progress of being allocated to independent reviewers and should be in place by October 2017. 3 active cases of which 2 are in the closing stages and will be presented to the SAB in January 2018 with findings and recommendations. SAR learning events are held with those involved in the case of the SAR to disseminate findings and lessons with implementation of any policy, guidance, and practice changes as appropriate.

	Increase compliance with pan-London safeguarding procedure timescales	David Jones (HAC)	30/09/17	Completed	100%	<p>The data shows, that there has been an improvement in relation to compliance with Pan- London timescales in terms of measuring "safeguarding concerns". However, there is ongoing work to raise performance for "safeguarding enquiries", and "safeguarding enquiry closures".</p> <p>The work carried out by the adult performance team in conjunction with the adult social care managers, has been contributed towards the improved performance in "safeguarding concerns", furthermore there is ongoing work to raise performance in the other areas of the safeguarding process.</p> <p>There is also added focus on safeguarding outcomes and the adult performance team will be focusing to raise performance in this area as well.</p>
	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.4.7	7. Improve participation in sport, and other health promoting activities, at a community level*	Cabinet Member for Environment	31/03/18	On Target	83%	Most of the deliverables are completed for this activity.
	Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
	Improve access to Haileybury Youth Centre sports facilities for local people	Ann Sutcliffe (PLACE)	30/09/17	On Target	60%	Facilities Management staff are in place at Haileybury Youth Centre. FM are developing access for the better use of the site, working in conjunction with the head of youth services. The centre has attracted approximately 9,700 users (footfall) since opening in August 2016, between the hours of 6-9pm. Once access has been improve the centre will promote health and wellbeing of local residents by enabling access to recreational facilities.
	Deliver a summer programme of events for young people*	Judith St John (CS) / Claire Belgarde (CS)	31/08/17	Completed	100%	<p>A programme of activities has been delivered across ten parks for young people. The Council produced a brochure of events entitled 'Summer Activities 2017'. The Council's events team put together a varied programme of free events to appeal to ages from fishing, taster days, to baking, BMX biking and canoeing. 70 free fun events were held from May to August 2017 for children and young people aged 0-19 years and families. A range of activities are run during term time for families and children under 5's (Mile End Play) at Mile End Park, Locksley Street.</p> <p>A programme of approximately 70 activities, courses and events were organised over the Summer period by the Council's Sport, Parks and Outdoor education teams as well as the Better, the leisure operator. The Youth Service has produced a quarterly Youth Services Programme since summer 2016. In summer 2017 the Youth Service delivered a full summer programme. The Summer 2017 Activities programme included information about youth hubs; and a quarterly youth programme is published on-line that provides information on the activities provided by both the council and commissioned youth providers. The Youth Service's 2017 service plan has identified actions to work more closely in the provision of summer activities, with internal teams (particularly in Sports and Leisure, Arts and Events; and Public Health) to deliver integrated services and jointly agreed priorities for young people.</p>
	Replace AstroTurf at Mile End leisure centre	Judith St John (CS)	31/08/17	Completed	100%	Astro-turf works was completed at the beginning of September 2017.
	Introduce at least 3 new Duke of Edinburgh Award centres in the borough with at least 20 young people starting a programme at each centre.*	Judith St John (CS)	31/03/18	On Target	50%	The implementation date for the start of this project was September 2017, in line with the start of the new academic school year. Tower Hamlets has made great strides in increasing the uptake of the DoFE scheme by ensuring it is inclusive regardless of ability, gender or background. The Duke of Edinburgh's Award enhances young people's formal education by enabling them to learn and develop skills such as problem solving and team working. In the last two years, Tower Hamlets has seen the biggest growth than any other local authority in London with more young people starting and completing the awards. In April 2017, 815 young people started their awards and 277 young people completed their awards.
	1.5 Gaps in inequality have reduced and diversity is embraced					
	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.5.1	1. Mitigate the impact of welfare reform on our most vulnerable residents *	Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance, Cabinet Member for	31/03/18	On Target	30%	This activity is on track
	Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
	Develop and publish a local offer for care leavers which complements existing information about their legal entitlement, non-statutory services and mitigating the impact of welfare reform.*	Nancy Meehan (CS)	31/03/18	On Target	30%	The service will feed into the recently launched Tackling Poverty Executive Group. Although there have been major changes in Welfare Reform that directly impact on our care leavers in a variety of ways, work is underway to develop a local offer for Care Leavers, in line with statutory guidance which was published by DfE in November 2017. This offer will be consulted on with care leavers. The outcome of this deliverable is to support care leavers up to the age of 25 to understand what they're entitled to and how to access services. The Council also recently introduced council tax relief for care leavers under 25 years of age.

	Deliver targeted outreach and support programme for residents affected by Overall Benefit Cap using skills support, benefits maximisation and housing options*	Steve Hill (RES)	30/09/17	Delayed	75%	This piece of work is being carried out by the tackling Poverty Programme Delivery Manager who was not in post until August 2017. A paper outlining the options was taken to MAB in September 2017 with members agreeing the proposals in principles. The Mayor in Cabinet formally approved the introduction of a new preventative in-house advice service for households at risk of debt following the transition to the Universal Credit. Following approval, the service will be launched once staff have been recruited.
	Develop and implement the Tackling Poverty Strategy*	Steve Hill (RES)	31/03/18	On Target	50%	A Tackling Poverty Delivery Manager is now in post and has been working with the TP Executive Group and TP Reference Group to agree a set of key tackling poverty priorities for the council. A mapping exercise is underway to establish current provision, and once completed will inform detailed proposals for a strategy/action plan. A paper will be submitted to Cabinet in the new year
	Complete review of Local Welfare Provision including reviewing alternative arrangements to cash payments*	Steve Hill (RES)	30/06/17	Delayed	30%	This piece of work is being carried out by the tackling Poverty Programme Delivery Manager who was not in post until August 2017. A paper outlining the options was taken to MAB in September 2017 with members agreeing that a cashless policy should be drafted and taken to Cabinet for consideration. In order to ensure that the policy is fair and robust, The Children's Society and Centre for Responsible Credit have been asked to review the draft. The Mayor in Cabinet considered the draft policy in December and approved it for public consultation. The Mayor in Cabinet also agreed that in parallel to consulting on the policy, the council should run a pilot scheme to test the effectiveness of the approach.
	Launch a local welfare and support scheme involving work with partners *	Sharon Godman (GOV) / Steve Hill (RES)	31/12/18	On Target	60%	Paper with recommendations for a new LWP scheme due to Cabinet in November. Implementation of new scheme to follow, including development of wrap around support for claimants.
	Monitor the impact of LCTRS changes to the 2017/18 scheme to inform the Mayor and Members whether changes to LCTRS are to be considered for 2018/19*	Steve Hill (RES)	31/07/17	Completed	100%	Information has been reported to the Mayor and Members which has identified two key areas where residents may require extra support. It is believed that this support can be offered within the current scheme and no changes are being recommended.
	Monitor the impact of Universal Credit on residents, ensure escalation routes with DWP are utilised, ensure provision of effective advice and support is in place*	Steve Hill (RES)	30/04/17	On Target	75%	A dashboard tracking and monitoring tool is being purchased to enable this work to be carried out. Negotiations have been ongoing with DWP to ensure proper escalation routes and meaningful partnership working on UC. It has been agreed in the last few weeks that DWP will provide a full time worker located within the benefits Service to offer 'real time' support. However, the Service has indicated that one person will not be sufficient and we intend to negotiate for more resources to assist residents who have moved to UC.

	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.5.2	2. Support more women and black and minority ethnic and disabled residents into employment*	Cabinet Member for Work and Economic Growth	31/03/18	On Target	60%	<p>Progress is being made and should be fully on target or complete by next quarter. The WorkPath Service continues to work with Key Council services and external partners including the Supporting Stronger Families, Job Centre Plus, Poplar HARCA, Housing Options, the Careers Service, Drug and Alcohol Team, Integrated Offender Management project (Probation service) and Ideas Stores to identify those residents who would benefit most from support, maximising engagement of women, disabled and BAME residents.</p> <ul style="list-style-type: none"> • 150 out of the 337 (44.5%) Job Starts recorded by the WorkPath service (at Upper Bank Street) were for female residents, 121 (80.1%) of which satisfied the Strategic Performance measure Strategic7017 definition. • 133 of the 150 (88.6%) job starts were for BME females which is 39.4% of the overall job starts (337) recorded by the WorkPath service . • 459 of the 964 (47.6%) residents engaging with the WorkPath service in Q1 were female, 416 of the 459 (90.6%) were BME female.860 of the 964 (89.2%) residents engaging with WorkPath were from the BME community. • 459 of the 964 (47.6%) in Q1 and Q2 were female, 416 of the 459 (90.6%) were BME female. • 158 of the 964 (16.3%) residents stated they would either class themselves as disabled or had health problems. <p>ELBA has been appointed to deliver a project to specifically target Somali Graduates and support them in finding and securing graduate opportunities. We are working with Renaisi who are delivering a Big Lottery Fund and European Social Fund project called RISE (supporting Refugees Into Sustainable Employment) and will be introducing them to the New Resident and Refugee Forum.</p>
	Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
	Extend Women in Health Working Start Programme to include childcare and construction industries*	Andy Scott (PLACE)	30/06/17	Delayed	30%	<p>The programme delivery has been hampered by staff turnover (maternity leave and career progression moves) throughout this year. A full staff complement is predicted shortly and moving forward into 2018, which will be reflected in the number of clients going through the programme. Staff also deliver related programmes: 50+ programme, support ITRES programme and general working start initiatives.</p> <p>Barts is the main Women in Health placement provider, the balance of budget remaining after these 4 cohorts will be to support the salary of apprenticeships coming from the Skills for Care, Care Homes Collaborative and the Community Education Provider Network. Approximately 15 apprenticeships will be created.</p> <p>Cohort 4 - Recruitment open day- 16.10.17- wanting to recruit for 30 trainees. Recruitment and selection process, DBS, NHS OH and TH OH timeframes and Christmas period, mean that successful applicants will start ideally 15.01.18.</p> <p>Cohort 5 - Recruitment open day-22.01.17 – Aiming to recruit 30 trainees and recruitment & selection processes from TH and the NHS means that they are not likely to start until approximately 12.03.18.</p>
	Finalise current Working Start Women in health programme of 100 women into placements*	Andy Scott (PLACE)	30/09/17	Delayed	75%	Moving forward for 18/19 & 19/20 there will be a recruitment each quarter for 20 trainees starting the recruitment & selection process at the beginning of each quarter so that they are in place before the next quarter when recruitment starts again and so forth. This also allows for any 'drop offs' due to the lengthy wait in starting placements.
	Deliver priorities on children leaving care - extending the volume of recipients from 10 per annum to 10 per quarter*	Andy Scott (PLACE)	30/09/17	Delayed	50%	9 recruited in February 2017. Completed 6 months of placements. Planned recruitment of 10 will take place in January 2018. Each young person is given a 6 month work placement that will provide them with experience relevant to the career they want to develop in. The traineeship programme (where possible) dovetails into the apprenticeship programme to allow for progression, 2 care leavers from the February group have progressed to L2 apprenticeship. An additional 10 were recruited for a 10 week internship, this group are at university, going to university or just left. This 10 week programme provides invaluable work experience. The placement is as closely aligned to the candidate's degree as possible.
	Deliver opportunity for people with disabilities - minimum 20 pre-apprenticeship placements*	Andy Scott (PLACE)	30/09/17	Delayed	60%	13 recruited in March 2017 and another cohort of 10 will start in December 2017, taking the project over target by year end. Pre-apprenticeship training involves basic skills support as well as work experience and the embedding of employability skills.
	Recruit staff resources to promote ESOL across Somali resident group*	Shazia Hussain (RES) / Andy Scott (PLACE)	30/09/17	Delayed	40%	We have delayed the project start to enable us to recruit dedicated ESOL tutors to support learners from our Somali resident group. It has been extremely difficult to recruit staff of the right calibre and experience to deliver ESOL. We have recently completed the recruitment and will be launching a pilot project in the winter.
	Deliver Leadership Training to Somali Resident groups, panels and forums*	Andy Scott (PLACE)	30/09/17	Delayed	0%	Delivery of a Somali leadership support programme was identified as part of a wider growth bid to overcome barriers to employment. Further discussions need to take place between the Growth & Economic Development Division and the Strategy, Policy and Performance Division to identify and agree to the amount of funds available, and scope the provisions of this work to ensure it is still a corporate priority. Following further directions, the funding programme and costings will need to be agreed, before work can commence on developing a programme for delivery.

	Deliver 15 Somali residents work experience / internship placements aligned to local commercial organisations *	Andy Scott (PLACE)	31/03/18	On Target	35%	90k contract awarded over two years to East London Business Alliance (ELBA) to deliver support to Somali graduates. 115 engaged; registered and offered intense employment support 80; job outcomes 38; employers engaged 50; evaluation mid term and contract end.
	Support a minimum of 50 older residents returning to work with advice and refreshed sector based and basic skills, including ICT *	Andy Scott (PLACE)	31/03/18	On Target	32%	This project aims to support people over 50 who may need to retrain because of redundancy or the late return to work. Research shows that men in particular who have lost their job when over 50, are very unlikely to find new employment, therefore programmes like this are crucial and will have a positive impact on reducing welfare benefits and improving health and well-being. Outputs to-date: • 1 x 50+ apprentice started September 2017; • 45 registrations; • 14 secured job outcomes. As with related projects this project has been slow to develop due to high staff turnover within the team. Further recruitment is underway and it is hoped that this issue will be resolved pre-Xmas. Suitable placement providers are being identified and existing clients who are aged 50+ are being identified from the WorkPath case load. Presentations are planned across the borough (Link Age, Age UK) at which information about the programme will be given to prospective clients and officers from WorkPath will attend and do the registration of these new clients. We will do the full registration at this time as participants may not be able to afford to travel to WorkPath on multiple occasions. Positive conversations are being had with: Carers Centre, JCP (Rapid Response: a range of 50+ advisers) and Age UK around joint work and referrals. Ageing Well Strategy Officer from LBTH is providing the Community Catalogue listing all 50+ PVI sector providers. W/C 2/10; Link Age Plus are promoting the 50+ programme. The Ageing Well partnership will be a way to identify both supply and demand needs. Promotional event to be arranged to promote to other 50+ providers (work with LBTH strategy officer) and find out what type of roles the providers are looking for.
	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.5.3	3. Improve children's weight and nutrition *	Cabinet Member for Health and Adult Services, Deputy Mayor for Education and Children's Services	31/03/18	On Target	81%	A progress update by the Board Champion Group for the Children: Healthy Weight and Nutrition priority of the Health & Wellbeing Strategy 2017-20 was presented to the HWB on 5th September 2017. This activity is on track. The overall outcome for this activity is to improve the health and nutrition and reduce obesity/overweight in local children.
	Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
	Identify and support health representatives on school governing bodies to raise the profile of health issues and improving health of school children at the school governing bodies meetings *	Somen Banerjee (HAC)	31/03/18	On Target	30%	A draft action plan was presented to the Health & Wellbeing Board in April 2017. We are now recruiting a pool of people with health backgrounds interested in becoming school governors. Recruitment should be via local health organisations (e.g. CCG, NHS Trusts, primary care and public health). Also recruit through corporate social responsibility channels and match the 'health representatives' to schools working with LBTH Governors' services. By March, schools will have a 'health representative' as a governor and evidence of increased engagement of schools in the health of their children.
	Provide better information to parents on how schools support health and wellbeing so that parents are better equipped to contribute to improving the health of their child *	Somen Banerjee (HAC)	30/09/17	Completed	100%	This aims to build on existing communications to provide more information to parents e.g. about the schools Healthy School status, provide more comparative health information for Head Teachers and develop a school health report. School health (Compass Wellbeing) have already sent out letters to parents/carers giving the results of the National Child Measurement Programme (NCMP). The overall outcome of this work is to help parents make informed choices and decisions to improve the health of their children. The HWB recently heard a report on this deliverable and the plan is develop a dashboard and school health report so that parents can view and compare schools
	Implement the 'Healthy Mile' programme in schools, to tackle obesity in school children to at least 16 schools by March 2018	Somen Banerjee (HAC)	30/09/17	Completed	100%	The 'Healthy Mile' has been in place at 10 Tower Hamlets schools and a further 10 schools have been supported to start the programme in September 2017. More schools have shown interest in starting up the Daily Mile this term and meetings have been organised to support the schools. Schools receiving grants for Pupil Led Projects around healthy eating/physical activity in 17/18 will also run the Daily Mile in their schools. Numbers to be confirmed mid Oct 2017. Schools that are doing the Daily Mile as part of a Healthy Schools London Silver/Gold Award are looking to increase pupils fitness through regular physical activity – the Healthy Lives team conducts fitness tests twice a term with pupils, ideally a minimum of 6 times over a year, to see whether fitness levels have increased. In terms of nutrition the Healthy Lives team is supporting schools to run the Lunchtime Experience project, which focusses on trying to ensure that children have as healthy a lunch as possible and encouraging uptake of salad, fruit and vegetables at lunchtime. Training is also provided by the team to school staff around healthy eating and workshop for parents. The Healthy Lives team are also working with Public Health to remove cake from primary school menus and just have the focus on healthy foods. Obesity and overweight is measured for all 10-11 year olds annually and broken down by school.

	Develop and implement a community engagement and communications strategy around healthy weight and nutrition in children, with particular emphasis on high risk groups *	Somen Banerjee (HAC)	30/09/17	Completed	100%	Public Health are facilitating community engagement and promote healthy weight & nutrition for children. Consideration is being given to a 'contract' where the school commits to undertaking certain measures, with a dashboard to measure progress. Looking to build two-way service agreements that School Health (Compass Wellbeing) are currently negotiating with schools and also the Healthy London Partnership Healthy Schools standards. A Healthy Schools summit is planned for autumn term. The aim is to engage parents and schools around healthy weight management and nutrition, especially targeting high risk groups - these include pupils from the most deprived areas of the borough and groups identified with health inequalities related to ethnic backgrounds.
	Through better joint working with our partners, identify families with children that are not registered with a GP deliver a programme of work to increase GP & dentistry registration and access to services	Somen Banerjee (HAC)	30/09/17	Delayed	75%	<p>There are a number of initiatives to improve registration:</p> <ol style="list-style-type: none"> 1. <u>Quantifying size of the issue</u> – we have now received permission (at national level) to compare primary care and council population datasets (as part of the whole system dataset programme) – this will enable us to estimate the size, characteristics and location of the unregistered population, focus efforts across the NHS and council and track progress (By March 2018) 2. <u>Using universal services to promote registration</u> (ongoing) <ol style="list-style-type: none"> a. Health Visiting - If child is encountered with no GP parent/carer is given details of nearest practice and supported to register as soon as possible b. School nursing - as above – if child remains unregistered after the advice this is escalated as a safeguarding issue if there is a health need that is not being met c. Fluoride varnish programme – this is offered to all children aged 3-6 years old attending state nursery and primary schools in Tower Hamlets in order to promote oral health. As part of this programme, parents are provided with information about local dentists as part of feedback to parent/carer on child's oral health assessment/treatment – if the oral health assessment indicates further treatment is needed then parent/carer can take child to the practice of the dentist doing the assessment (if they are not registered with a different one). 3. <u>NHS – NHS Tower Hamlets CCG</u> are designing an online portal to enable online registration which will be on every GP website and will also enable registration from A and E. This is being piloted in the South West Locality. Once this phase is complete they will be seeking to link with the council and housing providers to promote the service (SW pilot completes March 2018, wider rollout from April 2018) 4. <u>Linkage to Council Customer Access programme</u> – this is a longer term ongoing corporate objective that is linked to this objective - customer modelling and segmentation (enabling identification of unregistered and groups at risk), a single account for residents (providing a basis for prompts around registration), linkage into local presence (targeted engagement and early identification of people who are unregistered with GPs).

	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.5.4	4. Respect, value and celebrate our cultural history and diversity *	Cabinet Member for Culture, Statutory Deputy Mayor (Lead for Faith Communities)	31/03/18	On Target	60%	
	Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
	Deliver a series of community events which commemorate key cultural dates and activities, including St George's Day, Chinese New Year, Holocaust Memorial Day, Martyrs Day, Black History Month, Diwali, Christmas and Eid *	Judith St John (CS)	31/03/18	On Target	60%	<p>A programme of community activities has been delivered across ten parks for young people. The Council produced a brochure of events entitled 'Summer Activities 2017'. This includes St Georges Day tea dance and fair, Boishakhi Mela, Altab Ali Day. Planned events include Black History Month, Annual Guy Fawkes fireworks show, December tea dance, Martyrs Day, Chinese New Year.</p> <p>The Council's events team put together a varied programme of free events to appeal to ages from fishing, taster days, to baking, BMX biking and canoeing. 70 free fun events were held from May to August 2017 for children and young people aged 0-19 years and families. A range of activities are run during term time for families and children under 5's (Mile End Play) at Mile End Park, Locksley Street.</p> <p>The annual floral & horticultural competition - 'Tower Hamlets in Bloom' 2017 - was held during May to July. This aims to encourage people to become interested in plants, wildlife and the environment. A brochure produced - 'Tower Hamlets in Bloom 2017' - lists a range of varied events based at Mile End Children's Park (8 events), and growing activities at Victoria Park (8 events). Victoria Park outdoor classroom is a valuable local premises which enables free events to be hosted to nurture horticultural talent.</p> <p>A wide programme of approximately 70 activities, courses and events were organised over the Summer period by the Council's Sport, Parks and Outdoor education teams as well as a leisure operator. The Youth Service has produced a quarterly Youth Services Programme since summer 2016. In summer 2017 the Youth Service delivered a full summer programme. The Summer 2017 Activities programme included information about youth hubs; and a quarterly youth programme is published on-line that provides information on the activities provided by both the council and commissioned youth providers. The Youth Service's 2017 service plan has identified actions to work more closely in the provision of summer activities, with internal teams (particularly in Sports and Leisure, Arts and Events; and Public Health) to deliver integrated services and jointly agreed priorities for young people.</p>
	Promote awareness and understanding of different faiths, and interfaith activities by delivering a range of related community events including Interfaith Week*	Sharon Godman (GOV)	31/12/17	On Target	40%	Commissioned provider has been meeting with the steering group and other members and developed a theory of change framework which sets out the outcomes the Forum wish to achieve over the next 3 years. Activities are currently being agreed to achieve those outcomes. Bimonthly meetings have been held. Interfaith week event is planned and invites have gone out.
	Help break down disability barriers and celebrate abilities, by delivering a series of related community events including marking International Day of People with a Disability *		31/12/17	Completed	100%	All the events have been delivered
	Deliver a series of community events that increase visibility, raise awareness and advance education about the LGBT community, including marking LGBT History Month, and International Day against Homophobia, Transphobia and Biphobia *		28/02/18	On Target	75%	Events have taken place for LGBT History Month and IDAHBOT as well as Pride. Events for World Aids day are planned.
	Celebrate the social, economic, cultural and political achievements of women, by delivering International Women's Day and other related events. *		31/03/18	On Target	10%	Invitations to bid to take part in this have gone out to local organisations. The themes have been decided as 100 years since women got the vote and a sub-theme of Women's Safety. Events are planned for March
	Develop and consult on plans for the future of Tower Hamlets Local History Library & Archives (THLHLA)	Shazia Hussain (RES)	31/12/17	On Target	20%	Our growing heritage collections need specific controlled and secure environmental conditions for their permanent preservation. There is insufficient space in the building footprint to meet the existing requirement as well as cater for future growth in collections. In the first half of the year we commissioned a feasibility study to explore options to provide storage adjacent to the existing site in partnership with Queen Mary University of London. We are also exploring options for storage and an improved customer facing offer elsewhere in the borough to complement Bancroft Library. The development of options will be completed in the spring and we expect to consult next year.

Priority Outcome 2: Creating and maintaining a vibrant and successful place					
2.1 An improved local environment					
Activity	Lead Member	Deadline	Status	% Comp	Comments
2.1.1 1. Ensure that the borough is clean to the highest possible standards	Cabinet Member for Strategic Development	31/03/18	On Target	50%	All deliverables (below) are aimed at making the borough the highest possible standard in terms of cleanliness in order to contribute the wellbeing of those who live, work and visit.
Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
Complete two independent surveys to measure cleanliness levels (Litter, Detritus, Flyposting, Graffiti.	Roy Ormsby (PLACE)	1st 31/7/17 2nd 31/12/17	On Target	50%	The deadline set here was taken from 2016/17 however the dates for completion has changed for 2017/18 but has not been updated. This year there has been a procurement change where all suppliers are required to be processed by the councils RFQ procedure, therefore there was a delay in awarding the contract and initiating the surveys. This will also have a delayed effect on the second set of surveys and is now due to be completed by 31st March 2018. Trance 1 for 2017/18 has recently been completed the scores are as follows, 2.2% for litter, 1.0% for Detritus, 6.5% for Graffiti and 1.0% for Flyposting.
Introduce a resident 'Look up' service to enable residents to be able to access information pertaining to scheduled days for street cleansing through the Council's website	Roy Ormsby (PLACE)	01/05/17	Completed	100%	Schedule for all collections in the borough are now live through the councils dedicated site. This project was successfully completed through joint working with the Web Team, Veolia and the Programme team. Residents can now look up their collection days online rather than call or email. This will in time also reduce the number of service requests and complaints as residents are now better informed. A monitoring mechanism is currently being developed by the web team which will be used to gauge usage.
Complete implementation of the PSI mobile solution to provide mobile technology for managing and monitoring service delivery.	Roy Ormsby (PLACE)	30/11/17	Delayed	0%	There was a delay with the contract agreement between LBTH and PSI, therefore the costs, risks and specifications had to be revisited before the final sign off was given. This has had a knock on effect on the start date for implementation. The solution will be developed in stages, starting with Markets services. The new corporate and PSI target date for completion for all services in Public Realm is now mid-year in 2018/19.
Target enforcement to address fly tipping and improve our prosecution rate as a deterrent to future fly tipping.	Roy Ormsby (PLACE)	01/09/17	Delayed	70%	This deliverable is slightly delayed due to staff changes that affected various deadlines within the service. Recruitment and replacement of Clean Team Manager and Contracts Development Manager also influenced the delay. The deliverable is expected to be completed 17th December, 2017. Areas that are continually fly tipped are monitored in order to gather evidence. Any evidence gathered is used to prosecute the perpetrators with a view to deter those persistent fly-tippers. So far in this financial year 443 FPNs have issued for dumping rubbish by the Trade Waste Enforcement team. This action will improve the cleanliness of the borough, save the local authority on resources.
Introduce pilot 9 Big Belly 'smart' litter bins to improve street/open space facilities for residents and help tackle street/open space litter	Roy Ormsby (PLACE)	30/05/17	Completed	100%	All 9 bins have been fully installed and are now operational to the public. All installations were carried out with council staff present to ensure good practice. Since the launch of the project we have been able to reduce public litter bins near Big Belly bins also making less collections as the capacity has increased.
Activity	Lead Member	Deadline	Status	% Comp	Comments
2.1.2 2. Improve waste management and recycling performance	Cabinet Member for Strategic Development	31/03/18	On Target	60%	All deliverables (below) will contribute the improvement of waste management and increased recycling rates.
Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
Refurbish 10 on street recycling Bring Bank sites to improve recycling facilities for residents	Roy Ormsby (PLACE)	01/05/17	Completed	100%	10 public bring bank sites have been refurbished and frames put in place with signage that tells residents what they can and cannot recycle. The sites are being widely used and there is positive feedback from residents and management organisations. The sites have made it easier for residents to identify recycling points across the borough.
Introduce a resident 'look up' service to enable residents access information pertaining to scheduled days for collection for waste and recycling services through the Council's website	Roy Ormsby (PLACE)	01/05/17	Completed	100%	Schedule for all collections in the borough are now live through the councils dedicated site. This project was successfully completed through joint working with the Web Team, Veolia and the Programme team. Residents can now look up their collection days online rather than call or email. This will in time also reduce the number of service requests and complaints as residents are now better informed. A monitoring mechanism is currently being developed by the web team will be used to gauge usage.
Develop and implement a Waste Minimisation Plan	Roy Ormsby (PLACE)	31/03/18	On Target	20%	Recycling activities are being developed as part of the Recycling campaign. An electrical repair party has been undertaken to promote the repair of electrical and to stimulate ongoing events of a similar nature. 18 people have attended this event. The waste minimisation plan will form a part of a wider waste strategy
Promote waste minimisation and recycling activities with residents through PR and comms, including supporting the national initiatives Recycle Week and Love Food Hate Waste	Roy Ormsby (PLACE)	31/10/17	On Target	50%	Recycling week activities have now taken place with a recycling stall held each day during the days of recycle week. 900 residents were engaged with during the course of recycle week. The comms campaign was launched at the start of recycle week on 25th September and is ongoing at present.

	In association with Registered Providers develop and implement set of information templates to provide consistent messaging for residents.	Roy Ormsby (PLACE)	31/12/17	On Target	30%	Recycling posters have been developed for the current comms campaign the information included on the posters and the leaflets produced for recycle week will formulate the basis on templates to be used in association with the RP's to provide consistent messaging
	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.1.3	3. Reduce the impacts of traffic on our residents, making our borough one of the best in London to walk or cycle in and building a sustainable approach to road use and parking policy	Cabinet Member for Environment	31/03/18	On Target	50%	Consultations on traffic calming reviews and corridors are progressing well, with 4 out of 6 either complete or nearly complete. These measures increase the effectiveness of the 20mph speed limit and improve road safety, Good progress is also being made on cycling quiet way 6, and one of 10 new secure parking facilities has completed, providing 10 parking spaces. The remaining 9 parking facilities will be installed by March 18.
	Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
	Complete 3 area-wide traffic calming reviews and redesign 3 corridors, in order to increase the effectiveness of the 20mph speed limit and improve road safety	Roy Ormsby (PLACE)	31/03/18	On Target	50%	Antill Road review designed and consultation complete; Weavers review designed and consultation complete; Isle of Dogs review designed and ready for consultation; Cotton St corridor design almost complete; Prestons Rd corridor design almost complete; Chrisp St design and consultation underway
	Complete cycling quietway 6	Roy Ormsby (PLACE)	31/03/18	On Target	40%	Alderney Copenhagen crossing complete; Holton & Grantley traffic calming complete; Saxon Rd W & E resurfaced; Libra Rd closure complete; Mile End Park section complete; consultation on final section through housing estate nr Gladstone PI progressing. Old Ford Rd crossing design and consultation completed; Walter St and Network Rail underpass permission being progressed.
	Explore options for a new cycle route along Manchester Road	Roy Ormsby (PLACE)	30/09/17	Completed	100%	Design options complete and ready for internal review: these options will address slowing traffic on Manchester Road as well as future provision for cycling as growth in demand builds up.
	Implement 3 improved permeability schemes in local streets	Roy Ormsby (PLACE)	30/09/17	Delayed	10%	Further engagement with Wheelers Volunteer Rangers required to confirm schemes for delivery from long list. The deadline has been modified to the end of the year. These proposals link closely to wide area schemes and therefore need to be incorporated in those reviews thus affecting timetabling for delivery.
	Build 10 new secure cycle parking facilities	Roy Ormsby (PLACE)	30/03/18	On Target	30%	One cycle hangar installed on Old Nicholl Street demonstrating how more intensive use by passing trade which can be delivered through using one car parking space for 10 cycles to park. 9 other parking facilities ordered for installation in Q3 and Q4.
	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.1.4	4. Manage development pressure through the preparation of a new Local Plan and provide effective local infrastructure, services and facilities	Cabinet Member Strategic Development	31/03/18	On Target	65%	A revised Cabinet date was agreed for 19/09/17 for approval of the Regulation 19 version of the Local Plan. This is now out for statutory consultation and will be submitted in February to the Secretary of State, following Full Council considerations. The viability evidence for the Community Infrastructure Levy (CIL) has been produced, which will provide the foundation for setting new charging rates for submission. The timetable for setting a CIL Charging Schedule is reliant on the Local Plan being adopted as a basis for the charges sought. The Draft Charging Schedule is now likely to be submitted to the Planning Inspectorate for examination in Q1 2018/19, following consultation. The adoption of a new Charging Schedule is likely to generate higher rates and hence higher income of funding towards local infrastructure to benefit residents. The updated infrastructure evidence was presented to Infrastructure Delivery Board in December 2017, with a report regarding the allocation of infrastructure funding due to go to Cabinet in January. The evidence base has been reviewed in accordance with the timings required. The evidence base is essential in understanding infrastructure needs, both now and in the future. It supports the approval of and delivery of all infrastructure projects and is therefore beneficial to all local people. The Development Viability Strategic Planning Document (SPD) which was adopted on 02/10/17 will enable the Council to maximise the benefits of development for local people. The SPD also brings in a greater level of transparency to the development process.
	Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
	Complete key stages in the proposed regulation 19 submission Local Plan	Owen Whalley (PLACE)	31/07/17	Delayed	85%	A revised Cabinet date was agreed with the Lead Member for 19 September and the key deliverable is on track (to submit). All tasks were completed against statutory and corporate requirements relating to the democratic process and consultation. The Reg 19 document was presented to Cabinet on 19 September, and is now out for statutory consultation and will be submitted in February to the Secretary of State, following Full Council considerations. This consultation will help test the soundness and legal compliance tests. The Local Plan is an important planning document that will guide development and investment to ensure it is undertaken in an equitable and sustainable way.

	Adopt a Development Viability SPD in accordance with Mayoral Transparency Agenda	Owen Whalley (PLACE)	30/11/17	Completed	100%	The Development Viability SPD was adopted on 02/10/17 ahead of schedule. It implements a position of improved clarity regarding the assessment of viability of planning applications. This improves the Councils ability to negotiate with developers and ensure that we secure the best deal, to maximise benefits of development to local people. The SPD will also require developers to make their viability assessments available publicly if requested, bringing a greater level of transparency to the development process. The adoption of the SPD will enable the Council to maximise the benefits of development for local people.
	Maximise infrastructure funding by submitting a new Community Infrastructure Levy Draft Charging Schedule to the Planning Inspectorate for Examination	Owen Whalley (PLACE)	31/03/18	Delayed	25%	The Council has produced a housing trajectory, infrastructure delivery plan, set of site allocations and draft Local Plan, all of which are necessary to support the setting of a new CIL Charging Schedule. Furthermore, viability evidence for the CIL has been produced, which will provide the foundation for setting new charging rates for submission. Next steps are to go out to Preliminary Draft Consultation Stage. The timetable for setting a CIL Charging Schedule is tied to the timetable for adopting the Local Plan, as it is reliant on the Local Plan being adopted as a basis for the charges sought. The timetable for the Local Plan was set back three months and therefore the CIL timetable has to take an equivalent set back. This has caused a clash with the Purdah period and therefore a further month of delay. As a result the Draft Charging Schedule is now likely to be submitted to the Planning Inspectorate for examination in Q2 2018/19. The adoption of a new Charging Schedule is likely to generate higher rates and hence higher income of funding towards local infrastructure. This will benefit all residents.
	Update the Infrastructure Delivery Framework projects list and evidence base bi-annually, to support decision making regarding the allocation of infrastructure funding	Owen Whalley (PLACE)	31/03/18	On Target	50%	A cut of the infrastructure evidence base provides the Infrastructure Delivery Plan that supports the Local Plan and was made publicly available on the Council website in October. was presented to Infrastructure Delivery Board in December 2017, with a report regarding the allocation of infrastructure funding due to go to Cabinet in January. The evidence base has been reviewed in accordance with the timings required. The evidence base is essential in understanding infrastructure needs, both now and in the future. It supports the approval of and delivery of all infrastructure projects and is therefore beneficial to all local people.
	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.1.5	5. Improve air quality and enhance the environmental sustainability of the borough; reduce carbon emissions, enhance biodiversity and alleviate fuel poverty	Cabinet Member for Strategic Development, Cabinet Member for Environment, Cabinet member for Health and Wellbeing	31/03/18	On Target	60%	Delivery of carbon reduction projects are currently on target for completion to deadlines. Residents have benefitted from programmes through reduced energy bills and advice on improving their environment, both living space and surroundings. The carbon fund is now delivering a number of carbon emission reduction projects and the air quality and climate change strategy was adopted at October Cabinet. To date we are in the process of delivering projects in excess of £1m, and we have approx. £8m in the carbon fund of signed section 106 agreements which we will utilise to deliver further projects. The first fuel switching auction for residents in 17/18 saw an average annual saving of £191 for those that actually switched energy tariffs. The programme continues to offer huge financial savings to residents and offers a significant benefit especially in light of recent rises in energy prices. Targets in the five-year Local Biodiversity Action Plan are on track and many will be greatly exceeded.
	Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
	Implement the Climate Change Strategy to reduce borough wide carbon emissions and engage community groups to take individual actions on tackling climate change.	Mark Baigent (PLACE)	30/06/17	Delayed	80%	A combined strategy for Air Quality and Climate Change is scheduled for 31st Oct 2017 Cabinet. The strategy was approved at MAB in Sept 2017. The combined strategy will provide a targeted approach in reducing carbon emissions and combating the boroughs toxic air improving the wellbeing of our residents including the young. Projects to deliver CO2 emission reductions in accordance with the draft Climate Change Strategy are currently being delivered including: Schools emission reduction project; residential retrofit project; fuel poverty advice (Warmth); Schools energy retrofit programme; business carbon reduction programme; idea stores programme.
	Deliver the residential carbon reduction programme to utilise the money from the Carbon Fund and reduce domestic emissions and reduce fuel poverty.	Mark Baigent (PLACE)	31/12/17	On Target	60%	This deadline needs to be amended to 31/03/2018. Infrastructure Delivery Board Approved funding to deliver the residential carbon reduction programme. This programme is now in the process of procuring a contractor and is on target to deliver projects from October 2017. The programme will provide energy measures including boiler replacements for the vulnerable and low income households to unto 100 homes. It will contribute to the councils work in reducing carbon emissions and alleviating fuel poverty. LBTH is in the process of delivering the WARMTH programme providing energy efficiency advice to residents. Phase 1 of WARMTH delivered interventions to 210 vulnerable households saving 16,573 CO2e. The residential retrofit programme will commence in site visits from October and installations from November 2017 following the open procurement process. The residential retrofit programme will be hugely beneficial for eligible residents as well creating jobs in the borough through the installation process.

	Continue to promote the fuel switching scheme and deliver home energy efficiency projects to reduce household energy bills.	Mark Baigent (PLACE)	31/03/18	On Target	55%	One out of three yearly energy auctions has been successfully delivered and the second energy auction is currently in progress. The first energy auction saw an average annual saving of £127 per resident who registered and £191 average annual saving for those that switched energy tariffs. The formal contract between iChoors (the delivery agents) and the Council has expired, negotiations with Legal continue to extend this partnership although this has been delayed, resulting in a reduction in the amount of publicity that can be done, focusing more on sign posting. Nevertheless the programme continues to offer huge financial savings to residents in the borough, this is widely appreciated more so because of recent energy price rises.
	Implement the council's biodiversity strategy and deliver year 3 of the action plan to protect and enhance the boroughs biodiversity	Mark Baigent (PLACE)	31/03/18	On Target	50%	We are on course to meet most of the targets in the five-year Local Biodiversity Action Plan, and many will be greatly exceeded. Significant projects completed this quarter include a new therapeutic garden in Whitechapel, floating reed beds at Bow, and lots of nectar-rich flowers planted to benefit pollinating insects. Surveys proved that the rare great crested newt is present at Spitalfields City Farm. Great Crested Grebes nested successfully in Victoria Park for the first time in many years. The borough continues to support more wildlife, benefitting all residents through greater contact with nature.
	Review and publish the Air Quality Action Plan to improve monitoring of local air quality, regulate emissions from developments and raise awareness of air quality issues, as well as modifying the borough's fleet transport and encouraging cleaner transport.	Roy Ormsby (PLACE)	31/03/18	Completed	100%	Consultation undertaken, report on track to go through to Cabinet at the end of October
2.2 Better quality homes for all						
	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.2.1	1. Increase the availability of good quality housing, including family-sized homes, across all tenures *	Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance, Cabinet Member for Strategic Development	31/03/18	On Target	66%	Cumulative total affordable homes delivered for Q1 and Q2 is 438 units with an anticipated 975 expected by year end. These units have been allocated to families with identified housing needs, often subject to overcrowding and will certainly have made a positive improvement to their lives. The delivery was achieved by the team working well with its RP partners and with developers through the planning process and enabling the delivery of more affordable units by supporting grant applications to the GLA and our own grant programme. In the first two quarters of this financial year alone a total of 920 families have been rehoused of which 506 were overcrowded.
	Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
	An enhanced offer of support to young people leaving care that reduces the dependency on private landlords. Commission an enhanced offer of supported accommodation *	Nancy Meehan (CS)	31/03/18	On Target	20%	We are in the process of developing an accommodation commissioning strategy for young people leaving care and will work in partnership with local housing providers to further develop our current offer
	Deliver the 148-home Watts Grove scheme and make available for letting *	Ann Sutcliffe (PLACE)	30/06/17	Completed	100%	The scheme was completed in August and all 148 homes are now let out. The scheme overran by 24 weeks from the original completion date, this was due to the contractor not meeting the statutory services connection target dates in a timely manner. This has had a subsequent knock on effect to supply power to the Energy Centre in order to service the residential units accordingly. New residents are pleased with layouts of new homes, sizes and location. The new homes are being built to high sustainability standards to help minimise residents' fuel bills and carbon emissions. The scheme benefits from a well-designed central courtyard for residents use, under 5s play space, 5-11 play space and community garden.
	Start on site with 125-140 new homes on infill schemes and identify sites for an additional 500 units*	Ann Sutcliffe (PLACE)	31/12/17	On Target	60%	Bouygues UK Ltd Contractor has been appointed for stage 1 of 2 stage works contract for the infill sites Jubilee Street 24 Homes, Baroness Road 20 Homes and Locksley Estate 70 Homes. Planning permission has been granted for 3 of schemes. 2 infill schemes have been delayed following resident feed back. Additional infill schemes have been identified and are being assessed for feasibility and member/stakeholder and public consultation organised for Q2 & Q3. New homes proposed will help reduce waiting list to benefit local resident go towards fulfilling the Mayors ambition of 1000 council homes.
	Start on site with the Arnold Road and Tent Street Council housing schemes *	Ann Sutcliffe (PLACE)	31/12/17	Delayed	80%	Arnold Road currently delayed due to Judicial review, awaiting hearing date likely for the end of the Q3. Tent street submitted for planning consideration on 31.07.2017 Development committee date for end of Q3 awaited. Local residents and stakeholder consulted on schemes, comments and feed back incorporated into the design were appropriate. New homes proposed will help reduce waiting list to benefit local resident go towards fulfilling the Mayors ambition of 1000 council homes.

	Support more residents into accessible housing by matching clients with new bespoke adapted affordable homes for disabled people on P120*	Mark Baigent (PLACE)	31/03/18	On Target	50%	<p>27 wheelchair accessible and adaptable units were completed in Q2, bringing the cumulative total to 80 units, or 18% of the total affordable units completed, which is substantially above the target of 10%. Of these 80 units, 68 were for rented tenures. New occupants of those homes will be much better off living in homes designed and built to the best modern wheelchair accessible standards. Of the 27 wheelchair units were delivered in Q2, these included 13 units at Watts Grove which were all allocated to families in need of wheelchair housing, 10 units were delivered as easily adaptable units for shared ownership. The process of liaison between the affordable housing team and the lettings team which matches applicants to properties is working well.</p> <p>Project 120 was initiated to tackle problems in the development of suitable wheelchair properties and the Council and its RP partners are actively working with developers to ensure that future wheelchair units are more suitable to meet the needs of those on the project 120 list. It still remains difficult to enforce a high standard of delivered units, as we continue to see delivery of units which were consented before the introduction of the new Part M national building regulations, where planning permission only required wheelchair units to be easily adaptable rather than wheelchair accessible, so the units produced are sometimes unsuitable for the needs of many families currently on the project 120 list. In addition there is a reluctance amongst families with wheelchair users to bid for properties with irregular / smaller room sizes, above the 5th floor or in car free developments.</p> <p>Officers are also trying to address developmental issues, by exploring the possibility of taking 'commuted sums' from developers on sites which are demonstrably unable to deliver suitable wheelchair units. This is to be addressed as a new policy in the Local Plan which was considered by Cabinet in September 2017 (Reg 19 version) and then subject to independent examination under the authority of the Secretary of State.</p>
	Establish housing delivery vehicles for operation to increase housing supply across tenures	Mark Baigent (PLACE)	31/03/18	On Target	50%	Two housing delivery vehicles have now been established, Mulberry Homes and Seahorse Homes. Boards have been established for both companies and meet regularly. Financial and operational arrangements for the companies are being established. A Cabinet Report regarding this matter is on the Councils website.
	Progress recommendations of the Housing Affordability Commission, and work with Registered Providers and Planning to deliver 'affordable' housing that is affordable to local people *	Mark Baigent (PLACE)	31/03/18	On Target	50%	The rent recommendations of the Affordability Commission was approved by Cabinet on 2nd May 2017. There are now two rent levels the lower London Affordable Rents and the slightly higher Tower Hamlets Living Rents which are lower than old Affordable Rents. These rental levels are now being adopted on schemes as they come forward in the planning process. Cabinet has agreed rent guidance on making RP homes more affordable. These rents have been presented and consulted upon with RPs through Tower Hamlets Housing Forum. RP programmes being negotiated with Partners and the GLA will be at new rent levels. Residents moving into RP properties in the 2016/20 programme will benefit from lower rent where RPs comply with the guidance. The first scheme to come forward on these new rents was the Council's own Watts Grove development which was let to families mainly on the Council's Common Housing Register in Q2. 7 units were 'top sliced' for the Pan London Housing Moves Scheme due to it being grant funded by the GLA. The new THLR will be more affordable to people on median incomes.
	Management of CPO process up to and including Public Inquiry and subsequent Secretary of State decision for Aberfeldy Estate (Phases 3-6) to enable estate regeneration.	Mark Baigent (PLACE)	31/03/18	On Target	70%	CPO has been confirmed. In the past four years, Poplar HARCA, in partnership with the Council, has embarked upon an extensive programme of place-making called 'Reshaping Poplar'. In addition to providing new homes, this programme seeks to transform the built environment and the quality of life in Poplar, with new and improved health facilities, schools, leisure facilities, retail and commercial workspace, green spaces and physical infrastructure. Phased vesting process and on-going monitoring of Council's requirements has commenced to ensure good practice compliance by HARCA as the Council proceeds to implement the CPO in 4 phases. Council officer involvement will continue to the life of the project. The challenge for Poplar HARCA was the land assembly which it required the Council to make the CPO which enabled the Council to acquire land that HARCA did not have ownership of, without the CPO HARCA would have not been able to carryout a comprehensive estate regeneration. The Council was successful in the application of the CPO and resolving the challenges from the objectors with Poplar HARCA. The Council will be vesting the land in 4 phases in line with HARCA's development programme.
	Seek Mayoral approval to proceed with CPO to regenerate Chrisp Street Market area, subject to planning approval, and provide advice and support on further emerging RSL regeneration proposals.	Mark Baigent (PLACE)	31/03/18	On Target	40%	<p>This site is also part of the extensive place-making programme 'Reshaping Poplar'. At Chrisp Street this will involve significant enhancements to the retail and leisure 'offer', improvements to the quality of the environment, improved and more useable public spaces and redevelopment of the physical infrastructure. As a district centre, these improvements will benefit a large cross-section of the local community. There will also be direct benefits for the Council's own redevelopment of the Poplar Baths site by providing a new and enhanced retail area for the benefit of the new residents.</p> <p>The challenge for Poplar HARCA will be the land assembly which it will require the Council to make a CPO which will enable the Council to acquire the land that HARCA do not have ownership of, without the CPO, HARCA will not be able to carryout the comprehensive estate regeneration. Council officers are liaising with Poplar HARCA to review their scheme, ensuring compliance with good practice. The Council will still need to get Cabinet resolution to make the CPO for Poplar HARCA. It is anticipated that a Cabinet report to proceed with the CPO will go forward in early 2018. No further CPOs currently proposed.</p>

	Blackwall Reach Regeneration Project - Start on site for development Phase 2, 268 new homes (including 114 of affordable tenure, 50% affordable by habitable room).*	Mark Baigent (PLACE)	31/03/18	On Target	60%	Anderson House and Woolmore Street houses now demolished and soft strip in progress for Robin Hood Gardens (west) for full demolition to commence in November. Legal meetings in progress for Building Agreement and lease for Phase 2. On programme for start on site by 31 March 2018. LBTH's role as facilitator for scheme delivery continues including land assembly, acquisitions, decants, legal and engagement and remains crucial to enable the phased building agreements and leases. The Council has facilitated the successful implementation of the CPO and is progressing proposals to set up a new legacy charitable Trust for the area, in line with contractual and community commitments, supported by a community charter. The Trust will support local initiatives and activities for the benefit of the local community and enhancing community cohesion. Prior to the Trust being established, community activities at the community hub already includes after school youth clubs, social inclusion projects, book club, exercise classes and with other activities in the pipeline. To this end it obtained from Swan a commitment to join a new charitable company that will safeguard and oversee the new park and crucially to provide funding of £1 Million, plus a contribution from the ground rents of the private homes for sale, for the Trust to use to fund future works to the park and worthwhile projects for the benefit of local residents. <u>Long into the future</u>
	Ocean (Site H), Completion to 'wind/weather tight', 225 new homes (including 50% affordable) *	Mark Baigent (PLACE)	31/03/18	Delayed	80%	London & Quadrant advises they have experienced contractor slippage for a number of reasons which are being reviewed, the main of which is delays with suppliers delivering the material at scheduled times. Handover of the new homes for rent and sale is anticipated in stages from Spring 2018 with final handovers by September 2018. Marketing of new homes for sale will commence in Spring 2018 and should deliver higher than anticipated overage to offset the Council's enabling cost. Ocean Site H CPO has been made and the CPO confirmed. The council has vested the land in the CPO area. The challenge for Ocean Site H was the land assembly which it required the Council to make the CPO which enabled the Council to acquire land that the RSL did not have ownership of, without the CPO the RSL would have not been able to carryout a comprehensive estate regeneration. The Council was successful in the application of the CPO.
	Target Empty Properties by encouraging greater occupation locally, and contributing to the GLA London Wide Research on Overseas Buy to Leave*	Mark Baigent (PLACE)	31/03/18	On Target	50%	Empty properties are monitored on a quarterly basis, cases prioritised and distributed amongst the Housing Strategy/Home Improvement Agency team for action including contacting owners, visiting properties and agreeing further action. Officers have been working with the owners of the properties that have been either left empty for the longest periods, generally several years or blighting a local area. There has been successful engagement with owners who have set out their plans in many case to bring properties back into use. This is ongoing work and discussions continues with a number of owners. It is expected that a report on 2 potential CPO orders will be brought forward shortly, one an empty 3 bedroom house and another a fire damaged residential/commercial site. It is now very difficult to entice landlords to let empty properties at Local Housing Allowance rates in return for grants as the LHA is only around 50% of market rent so a different approach is now required. The Housing Strategy Team is reviewing its Empty Property Grant scheme and will be directly contacting the owners of all properties that have been empty for over 6 months to ask what their intentions are for their properties and to seek comments on the Grant programme and to encourage grant take up under the existing programme. The main beneficiaries will be home owners who receive information on their options, neighbours whose areas can be blighted by empty properties and residents who can benefit from increased housing stock and where possible but to a limited degree made available to the Council for temporary accommodation. The GLA has completed its research into Overseas Buy to Leave and a briefing has been produced for Members. The Council responded to the Mayor of London on this issue via his consultation on the draft London Housing Strategy which runs until the 7th December 2017.
	Spend £8m in right to buy receipts on purchasing former council homes *	Ann Sutcliffe (PLACE)	31/03/18	Completed	100%	To date £19.7M has been spent of RTB receipts for the year 17/18 on purchasing former council houses with a further £12.5M worth of acquisitions yet to be completed. This includes properties being bought through the buyback project and additional properties being acquired from Poplar Harca. Progress is good and exceeding original target figure £8m. Additional opportunities to spend the RTB money have come forward which enables us to spend a lot more than originally envisaged. The properties being bought back will need some refurbishment works before being put into use as Temporary Housing - this is being managed by THH. The Council has secured additional properties self owned to deliver temporary accommodation rather than having to rely on renting in from the private sector - so homeless families will be able to be accommodated more quickly and in better accommodation.

Activity	Lead Member	Deadline	Status	% Comp	Comments
2.2.2 2. Maintain and improve the quality of Council housing stock and housing management services *	Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance	31/03/18	On Target	40%	<p>£26m major works worth of works encapsulating, windows, roofs, communal lights, and communal decks have been programmed for 17/18 covering 39 block. Fifteen of the 39 blocks on the Better Neighbourhoods Programme are now on site.</p> <p>Delivery of the works is in progress circa £8m of the budget has been spent against a profile expenditure of £8m. Also, following fire on Grenfell Tower, fire safety works have been prioritised in the programme, including installation of fire-rated entrance doors in high-rise blocks to protect the fire integrity of the building. To improve resident experience, from October 2nd, up to 2 Sergeants and 12 Officers will work in partnership with THH and LBTH services initially tackling those areas where disruption caused by gangs and drug dealing are felt most by Residents.</p> <p>The New Deal for leaseholders was launched in June, inter alia, offering leaseholders:</p> <ul style="list-style-type: none"> • to view their service charge accounts online • to view communal repairs ordered to the blocks where they live • to see if their block is in the new 6 year programme <p>This, in addition to the repayment support options agreed last year, have gone a long way to enhance leasehold experience. From April 2017, a total of 47 leaseholders have taken up the early 5% payment discount. These leaseholders received a total discount of £60,422 in turn brought in £1,209m of major works payments.</p>
Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
Deliver the £26m agreed 17/18 Major Works programme	Mark Baigent (PLACE)	31/03/18	On Target	40%	Better Neighbourhood Programme comprise 39 block across 9 neighbourhoods. Fifteen of the 39 blocks on the Better Neighbourhoods Programme (BNP) are now on site. Spend to date on the BNP is £3.282m against a cash flow forecast of £2.843m. There are an additional six 'Better Neighbourhoods' blocks scheduled to start in October. Also, following fire on Grenfell Tower, fire safety works have been prioritised in the programme, including installation of fire-rated entrance doors in high-rise blocks to protect the fire integrity of the building. Expenditure at the end of Q2 was circa £8m against a target of £8m. Percentage of residents rating capital works as excellent, good or fair: Target = 75%, Outturn = 96.2%
Work with THH to introduce enhanced service responses to anti-social behaviour on council estates	Mark Baigent (PLACE)	31/03/18	On Target	50%	<p>Following a partnership agreement between the Police, LBTH and THH involving a match-funding arrangement, a new Police team has been recruited to respond to concerns Residents have raised about endemic anti-social behaviour on Council owned housing estates. From October 2nd, up to 2 Sergeants and 12 Officers will work in partnership with THH and LBTH services initially tackling those areas where disruption caused by gangs and drug dealing are felt most by Residents. This partnership working will allow THH access, through the police, to greater powers for use on our estates and improve our ability to gather evidence leading to increased enforcement action being taken.</p> <p>The priority of this new service is to tackle a hard core of behaviour that is affecting the rights of Residents to live peacefully in their homes. The ability to target patrols in the most affected areas at the most appropriate times including evenings and weekends will not only have a significant impact on reducing ASB through enforcement but will also provide a visible deterrent to the perpetrators of ASB, as well as being a reassuring presence for our residents.</p> <p>Capacity at THH has been enhanced within the ASB team, as 3 new Liaison Officers have been appointed to ensure a greater level of expertise when dealing with new reports of anti-social activity as well as a greater level of Management Support. The % of ASB cases successfully resolved was 90%.</p>
Deliver leasehold engagement model	Mark Baigent (PLACE)	31/09/17	On Target	50%	<p>Some of the milestones set out in the THH Service Improvement Plan for (Q2) 2017-18 have been delivered, they include:</p> <ul style="list-style-type: none"> * Processes for drivers of complaints revised * Searchable 5 year capital programme available * Online service charge, ground rent an major works statements available
Deliver 1,000 new Council homes *	Mark Baigent (PLACE)	31/03/18	On Target	75%	148 units at Watts Grove complete and occupied. 304 further units are now in contract. The programmes combination of purchasing existing property, utilising s106 and developing on council sites is on track to ensure commitment to 1,000 units on target. Units delivered will meet housing needs and reduce overcrowding, and make more properties available for use as temporary accommodation owned by the borough.
Client manage THH to deliver £2m savings in 2017/18	Mark Baigent (PLACE)	31/03/18	On Target	25%	Progress report earmarked for the THH /LBTH Client meeting in December and y/e in March.

Activity	Lead Member	Deadline	Status	% Comp	Comments
2.2.3 3. Improve the quality of privately rented stock in the borough *	Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance / Deputy Mayor and Cabinet Member for Community Safety	31/03/18	On Target	75%	<p>The aim is to improve the quality of private rented stock in the borough by introducing a Private Section Charter, registering properties through the Housing Licencing scheme and taking actions to tackle bad conditions in the private rented sector.</p> <p>The PRS Charter was approved by the Mayor and launched in June 2017. The Charter aims to promote awareness of private tenants' rights, and sets out landlord's legal duties. The Charter will support a healthy private rented sector in the Borough, where responsibilities and management standards are clear, private tenants are provided with safe and secure accommodations and are treated fairly. The Tower Hamlets website has been visited by hundreds seeking advice. Area based promotions of the Charter will run from October 2017 to March 2018.</p> <p>The Council in conjunction with the London Landlord Accreditation Scheme (LLAS) is running quarterly training sessions for landlords in the Borough, hosted on Council premises. The LLAS accreditation aims to recognise good practice and improve conditions in the private rented sector, giving tenants more confidence in their landlord or agent, through accreditation.</p>
Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
Develop a Private Sector Charter	Mark Baigent (PLACE)	30/09/17	Completed	100%	The PRS Charter was approved by the Mayor and launched in June 2017. The Charter aims to promote awareness of private tenants' rights, and sets out landlord's legal duties. Initial interest to the Charter was high and dedicated webpages on the Tower Hamlets website has been visited by hundreds of interested parties seeking advice. Area based promotions of the Charter aimed at tenants, landlords, lettings agencies and Community Groups are being planned to run from October 2017 to March 2018 to raise further awareness of the Charter. Private renters in the Borough will benefit from having all the relevant advice they need on how their tenancy should be managed on one place (TH website) and advice on how they can seek redress with the support from both the Council and its community partners who have signed up to the Charter. The Charter provides clear guidance to landlords as to their legal duties and sets key standards to the quality of accommodation and management standards expected. The Charter will support a healthy private rented sector in the Borough, where responsibilities and management standards are clear, private tenants are provided with safe and secure accommodations and are treated fairly.
Develop enhanced support for landlords through the Landlord Accreditation Scheme	Mark Baigent, Roy Ormsby (PLACE)	31/03/18	On Target	50%	The Council in conjunction with the London Landlord Accreditation Scheme (LLAS) is running quarterly training sessions for landlords in the Borough, hosted on Council premises. Two courses has been run so far, with a total of 16 landlords attending. All 16 landlords have become LLAS accredited. The LLAS accreditation aims to recognise good practice and improve conditions in the private rented sector, giving tenants more confidence in their landlord or agent, through accreditation. In addition quarterly meetings to discuss topical issues with local landlords are also being held. Landlord representative groups were also involved in the development and supportive of the Private Renters Charter. Both landlords and by extension, private tenants will benefit from the support as landlords will be better informed of their legal duties.
Deliver statutory responsibilities in relation to investigations and enforcement actions to tackle bad conditions in the Private Rented Sector	Mark Baigent, Roy Ormsby (PLACE)	31/03/18	On Target	50%	<p>40 unlicensed HMO's have been identified and that they are now pursuing for licences. All of them will get a visit before the licence is granted.</p> <p>We have also identified a further 40 currently unlicensable properties, many of which may become licensable by the end of this financial year. We have now received applications for 55% of our licensable properties in the SL area. These are landlords that otherwise would not have been on our radar and who must comply with conditions designed to ensure that properties are maintained in proper condition. We are devising processes for compliance inspections and will have a programme of such visits up and running as soon as we can.</p>
Carry out quarterly partnership operations against identified rogue landlords, working with all relevant agencies	Roy Ormsby (PLACE)	31/03/18	On Target	50%	Working with police and other Council Teams to address rogue landlords operating the borough. There has been two operations so far one with the police and one council officers only.
Drive up registrations under the Housing Licensing Scheme to a minimum of 3000 properties	Roy Ormsby (PLACE)	31/03/18	Completed	100%	Target completed. 3296 applications received so far at the end of Qtr2.
Explore the introduction of additional licensing scheme for the licensing of houses in multiple occupation and consider extending the current selective licensing scheme	Roy Ormsby (PLACE) / Somen Banerjee (HAC)	31/03/18	On Target	50%	<p>A review of the current licensing schemes, including selective and mandatory types, was undertaken to establish whether it can be extended to houses in multiple occupation (HMO's).</p> <p>Public Health have appointed consultants to link datasets to characteristics of people who might live in HMO's. A draft report has been circulated for comments from Officers and lead Member. Public health has reviewed all data held by the Council and this will inform a future Cabinet report for next year. Report from consultants being reviewed, on track for cabinet report before end of the year.</p>

Activity	Lead Member	Deadline	Status	% Comp	Comments
2.2.4 4. Improve the quality and management of Registered Provider stock in the borough	Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance	31/03/18	On Target	75%	<p>The Section 106 Design Guide was approved by the THHF Development Sub Group in May 2017. Since then the Grenfell Fire took place. The event prompted us to revisit the guide to see what else might be included to tighten the approach we would want developers to take on fire safety. We embarked on developing this document with RPs to help raise the standard of components on Section 106 developments. The guide explains the minimum requirements that should be included in Development Agreements, Build Contracts or similar and a quality benchmark for materials that are used both internally and externally. This will ensure developers are aware of the standards the borough expects. It will mean better quality homes for residents, and in the longer term, it will also assist in reducing maintenance costs. The official launch took place on 7th December 2017. All the main RPs we work with have been consulted on its contents and have indicated they are committed to trying to make it work. Developers submitting at pre app stage will be expected to indicate to what extent they are complying with the borough's requirements.</p> <p>The Council monitors on a quarterly basis the performance of the key RPs who operate in the borough against key customer - facing PIs. Results are fed back to Cllr Islam, THHF Executive and the THHF benchmarking and housing management sub-groups. The Housing Scrutiny Sub-Committee also receive performance information about the key RPs who operate in the borough. A key benefit of this data is that there are various presentations at various THHF sub-groups to share any good practice identified. This may support RPs to improve performance in key housing management areas.</p>
Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
Review performance and challenge underperforming Registered Providers	Mark Baigent (PLACE)	31/03/18	On Target	50%	The Tower Hamlets Housing Forum (THHF) Performance Management Framework (PMF) continues to work well and we also produce benchmarking data which is assessed by the THHF benchmarking club. Where best practice is found this is presented and shared among the various THHF sub-groups and with Cllr Islam. For example, we had a presentation on introducing Direct Labour Organisation's into the maintenance service of one RP and it was explained how this improved service delivery. We also had a presentation on satisfaction with the outcome of ASB cases and how high performance was achieved here. We continue to meet quarterly with Cllr Islam to look at RP performance and assess both poor performance as well as look at good practice. This work involved devising various performance reports in various formats. It remains unclear how this will lead to improved performance with RPs as the Council is not the regulator of RPs and therefore does not have significant authority to challenge RP performance issues. We continue, however, to address these at senior levels in meetings with senior managers of the RPs.
Support THHF and its sub-groups to develop and implement key action plans from joint initiatives and projects	Mark Baigent (PLACE)	31/03/18	On Target	50%	<p>The two Partnership Officers continue to work with Registered Providers to fulfil the objectives detailed in their respective actions plans for 2017/18. The RP Partnerships officer has organized an event for RP Estate Services conference across the borough to raise the profile of what key staff on the ground need to do to prevent fires on estates and safeguard residents and themselves in the event of a fire. The Counter Terrorism Unit also provided training at the event to raise awareness amongst a key group of staff they have previously not had access to. The Tower Hamlets Public Realm Team ran a workshop to begin a dialogue with RPs on what might be included in the borough's forthcoming refuse and recycling contract.</p> <p>A considerable amount of work has been done with RPs to share information, and compile data on tower blocks in the borough affected by defective cladding. This is to ensure we have a common understanding on which stock is affected, who the key personnel are that need to be contacted and how the blocks are to be dealt with. All these initiatives demonstrate the ongoing nature of the partnership work the Council and its officers do with RPs to facilitate a coordinated approach to dealing with some of the key issues that affect all social housing providers in the borough. By so doing we create an environment where RPs and council Officers share learning, resources and expertise that improves the level of service residents receive in the borough. As a result of the joint work on fire safety, most RPs have adopted a zero tolerance approach to any articles left on communal areas on estates.</p>
Activity	Lead Member	Deadline	Status	% Comp	Comments
2.2.5 5. Tackle homelessness, including through improved prevention and a reduction in families in temporary accommodation *	Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance	31/03/18	On Target	63%	At the end of quarter 2 there were a total of 2193 households in temporary accommodation, a reduction from 2210 at 31/3/17; of these 2094 were owed the full homeless duty, a reduction from 2096 at 31/3/17.
Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
Develop new Council owned temporary accommodation portfolio - 100 units by 2019 *	Mark Baigent (PLACE)	31/03/18	On Target	75%	<p>43 Polar HARCA properties and 34 right to buy properties have been purchased. A further 57 Poplar HARCA units scheduled for Q3. Whilst the target will have been achieved ending Q3, there are an additional 46 right to buy units in the pipeline for completion by year end.</p> <p>Properties procured will be in borough and let to homeless households. This will increase in borough stock levels, in a borough which is seeing a significant reduction in the number of properties available for use as temporary accommodation.</p>

	Achieve a reduction in the number of single adult households accommodated in B&B compared to 31/3/16 (112) & 31/3/17	Mark Baigent (PLACE)	31/03/18	On Target	50%	There were 90 adult-only households in B&B at the end of quarter 2 (figures are unaudited at present). The numbers in B&B have fluctuated between 78 and 114 during the first two quarters of this year and represent both fluctuating demand and availability of alternative accommodation for adult-only households. In particular the roll-out of the hostels commissioning programme is beginning to have an impact on the availability of hostel accommodation as some hostels are decanting pending remodelling and/or refurbishment. This accommodation assists the most vulnerable homeless households many of whom would otherwise be at risk of rough sleeping. Improved casework has seen the throughput of applicants in B&B increase, and a reduction in the average number of adult-only households in B&B over the first two quarters this year, compared to last year.
	Implement blue light project to engage a minimum cohort of 20 treatment resistant individuals, to prevent homelessness related to substance misuse. *	Rachael Sadegh (HAC)	31/03/18	On Target	50%	The 'Blue Light' project is Alcohol Concern's national initiative to develop alternative approaches for resistant drinkers with the aim of developing responses by using existing responses more effectively. The Drugs & Substance Misuse Team together with Alcohol Concern have contacted a wide range of partners to inform them of the project; and developed a survey to gather views and inform the development of the model. Also seeks to gather information about partners' experience of problematic drinkers, establish how significant the issue is in the borough, and how we should prioritise this work; and established a small multiagency working group to lead on the development of this project. A partnership workshop held on 14th September: Shared findings from the survey; Enabled attendees to develop a better understanding of the national guidance on working with problematic drinkers; reviewed the impact of this cohort in Tower Hamlets; develop a local strategic and operational model to respond to this cohort; explore potential responses to this group and CMARAC intervention; and actions to take forward. Between October – January, we will hold a 'Train the Trainer' session and a number of general training sessions targeted at staff from a wide range of agencies. We aim to identify champions for 'Train the Trainer' shortly. The project will be evaluated towards the end of 2017 (Dec) and is scheduled to conclude in January 2018.
2.3 People feel safe and places have less crime and anti-social behaviour						
	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.3.1	1. Work with our partners to target resources to reduce crime *	Deputy Mayor and Cabinet Member for Community Safety	31/03/18	On Target	50%	These deliverables are designed to target crime and ASB whilst mitigating causes of crime and ASB, making this borough a safe place for those who live, work and visit.
	Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
	Support Integrated Offender Management (IOM) Programme with a dedicated co-ordinator to reduce reoffending of high-risk individuals	Rachael Sadegh (HAC)	31/03/18	On Target	50%	Integrated Offender Management (IOM) brings a cross-agency response to crime and re-offending threats faced by local communities. The most persistent and problematic offenders are identified and managed jointly by partner agencies working together. IOM helps to improve the quality of life in communities by: •reducing the negative impact of crime and reoffending •reducing the number of people who become victims of crime •helping to improve the public's confidence in the criminal justice system. The Council has secured on-going MOPAC funding for the IOM co-ordinator post and who is based at Bethnal Green police station working with specialist police officers. The IOM project is about managing the borough's most prolific offenders (roughly 200 individuals who cause approx. 10% of all crime in the borough). The co-ordinator works collaboratively with police and probation officers to actively engage these high risk individuals into specialist national programmes to reduce their offending.
	Support joint operations with partners such as Police and THH to tackle hot spot areas, identified at weekly partnership meetings *	Roy Ormsby (PLACE) / Divisional Director Community Safety (HAC)	31/03/18	On Target	50%	The council has committed £4.3m over 3 years to increase council funded Police Officers to 39 to tackle crime and ASB. 14 police officers will be responsible for tackling crime on estates and 25 additional officers will work across the borough. The police officers will tackle crime and ASB where it is an issue. Existing Council funded Partnership Taskforce (6 Police Officers) Q2 (1st July - 30th Sept) Update: * 852 individuals stopped in hotspot areas; * 77 Stop and Searches; * 50 Arrests; * 14 Cannabis Warnings & Penalty Notice for Disorder; * 15 Prostitutions cautioned; * 19 Suspected Brothels investigated; * 12 women referred to specialist support networks to exit prostitution; * 20 Kerb Crawling Warning Letters issued; * 74 ASB warnings issued.
	Introduce late-night levy to secure funding from night-time businesses to address the impact of the night-time economy	Roy Ormsby (PLACE)	01/10/17	Completed	100%	Scheme approved and introduced

Activity	Lead Member	Deadline	Status	% Comp	Comments
2.3.2 2. Step up activity to tackle anti-social behaviour 24/7	Deputy Mayor and Cabinet Member for Community Safety & Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance / Cabinet Member for Health and Adult	31/03/18	On Target	70%	This activity is on track.
Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
Introduce a schedule of Drug & Alcohol treatment conditions to ASB orders to reduce drug / alcohol related ASB	Rachael Sadegh (HAC)	31/03/18	On Target	50%	<p>Two Criminal Behaviour Orders (CBO) currently granted. There are a further 22 in progress. A CBO breach can result in a custodial sentence. CBO's is a legal provision for tackling anti-social behaviour, part of the Crime & Policing Act 2014. CBO's include prohibitions to ASB and can require underlying causes of the offender's behaviours to be addressed as part of treating drug and alcohol users. Tower Hamlets has the highest numbers of persistent drug users in London.</p> <p>The Council has a formal process with the police for addressing drug and alcohol ASB - the Standard Operating Procedure (SOP) is being drafted. The process is split in 3 stages. At Stage 1, the police can signpost cases directly to the RESET Treatment Centres* in the borough. If the same individual is stopped again, the police conduct a home visit, then book them an appointment with the Drug Intervention Programme (DIP). If they are of No Fixed Abode (NFA), then the outreach team are notified and look for them at the last sighted location. If they are stopped a third time, then a civil injunction process is triggered. At this stage, the Council can provide evidence of extensive work done with the individual on a voluntary basis. When the civil injunction process starts, the team include a 'positive requirement' to engage with the drug/alcohol treatment offered as part of the rehab.</p> <p>* Reset is a free service offered to residents in Tower Hamlets to help people reduce their alcohol and/or drug dependency. Providence Row run the Reset Outreach and Referral Service, in partnership with Mind in Tower Hamlets and Newham (MiTHN) and Thames Reach.</p>
Increase the number of mobile deployable CCTV cameras by 8 to tackle ASB	Roy Ormsby (PLACE)	31/03/18	Completed	100%	10 mobile deployable CCTV cameras have been acquired to tackle ASB in the borough. The cameras are used catch perpetrators of ASB and to use the images as evidence in court. This measure is designed to deal with ASB in the borough therefore making it safer for those who live, work and visit.
Develop a new strategy on ASB by working closely with Police, THHF and other partners	Denise Radley/ Mark Baigent (PLACE)	30/09/17	Completed	100%	Neighbourhood management being piloted. Following an ASB review completed in April 2017, recommendations include: 1. Review of the Council ASB structure; 2. Improve customer service and clarity; 3. Focused partnership resources to priority areas and info sharing; 4. CCTV - a partnership vision; 5. a neighbourhood approach to problems in communities; 6. Dealing with victim and perpetrators of ASB with high complex issues and vulnerability issues; 7. Tackling not tolerating ASB; 8. Breaking down the barriers to information sharing; 9. Working together with partners & communities; 10. Communications working together; 11. Customer Service review to encourage engagement and involvement; 12. Healthy and engaged communities. Progress of these recommendations is currently being measured through a performance management dashboard. The Mayor has prioritised extra investment for this service.
Deliver an action and improvement plan for the THEOs and ASB service identified by the ASB service review	Denise Radley (HAC) & Roy Ormsby (PLACE)	31/03/18	On Target	50%	Further review of the service requirements to be carried out.
Continue to lead the fortnightly ASB tasking group and tackle ASB hotspot areas using partners' resources and report back on successes to inform local people	Divisional Director Community Safety (HAC)	31/03/18	On Target	50%	The Community Safety Team provides officer support for the co-ordination of the Task Group meetings. The Group will be formally reviewed to improve the way that it tasks resources across the partnership to hotspot locations. This is to ensure that this includes additional police officers that the Council are purchasing to address ASB and criminal community safety issues in the borough that are of most concern to the community and the Council.
Tackle problem issues and areas identified by 20 Community Safety ward walkabouts	Denise Radley (HAC)	31/08/17	Completed	100%	All 20 Community Safety Ward Walkabouts have been completed. The full programme of completed walkabouts will be reviewed to measure their effectiveness in addressing community safety concerns highlighted to partner agencies.

	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.3.3	3. Reduce the prevalence of illegal activity in relation to the sex industry *	Deputy Mayor and Cabinet Member for Community Safety	31/03/18	On Target	75%	This activity is on track.
	Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
	Commission and implement a new service to protect vulnerable sex workers and support them to exit prostitution *	Rachael Sadegh (HAC)	30/09/17	Completed	100%	The Council awarded the contract to –Beyond the Streets* - in August 2017, the re-commissioned service will commence on 1st October. The service will provide 8 outreach sessions per month, 2 drop-in sessions per week, and case manage 60 women annually. The Council identify women on the streets through targeted outreach work and work with the Police Diversion Scheme to support women to exit prostitution. The project also targets perpetrators through proactive council funded police team activity. Q2 updates show that: * 19 Suspected Brothels investigated; * 12 women referred to specialist support networks to exit prostitution; * 20 Kerb Crawling Warning Letters issued; and * 74 ASB warnings issued. * Beyond the Streets is a UK charity working to end sexual exploitation by Creating Routes Out through working directly with women. Beyond Support offers a Freephone telephone number (0800 1337870) for those who want help.
	Continue to fund and deliver the Prostitution Programme for two years including outreach and exit from prostitution support *	Denise Radley (HAC)	31/03/18	On Target	50%	The Substance Misuse Service run a Tower Hamlets Prostitution Partnership MARAC where partners come together monthly to discuss the most vulnerable cases. This will now be chaired by Beyond Streets. The Council has secured MOPAC funding up until March 2019 for the Prostitution Programme. We have also signed up to be partners with a cross-borough MOPAC funded initiative to address and support women to exit prostitution. A bid has been recently submitted for this cross- borough working to MOPAC (GLA).
2.4 Communities are engaged, resilient and cohesive						
	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.4.1	1. Engage and communicate effectively with local people *	Executive Mayor	31/03/18	Delayed	25%	
	Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
	Deliver Year 1 of the Community Engagement Strategy Action Plan, including providing support, capacity building and advice to the Council departments to improve effective engagement	Sharon Godman (GOV)	31/03/18	Delayed	10%	Year 1 of the action plan will start once the Strategy has been agreed. This timetable has been put back due to the need to delay and extend the consultation period and the strategy is shortly due to enter the first stage of the committee process. Some work has been done in progressing some elements of the strategy nevertheless.
	Provide support and capacity building to empower the community to come together to take action to improve their local neighbourhoods *	Sharon Godman (GOV)	31/03/18	Delayed	10%	See above comment in relation to Community Engagement Strategy.
	Continue to increase channels for communication, including two way communication and discussions with residents using digital channels	Andreas Christophorou (GOV)	31/03/18	On Target	75%	New channels include plasma screens in Ideas Stores and council buildings, more social media channels and content, double the number of subscribers to our newsletter, a new weekly electronic newsletter for staff. In Q3 we want to bring in Granicus (formerly gov.delivery) to provide an intelligent newsletter that segments our audience.
	Work with the voluntary sector and community to develop a community engagement toolkit to drive improvement in outcomes.	Sharon Godman (GOV)	31/03/18	Delayed	10%	Delayed due to delays in Community Engagement Strategy (see above), however research work has been done and we will be working with THCVS over the next few months to develop a specification for the toolkit.
	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.4.2	2. Establish a new collaborative relationship with the voluntary and community sector to deliver priority outcomes and build strong communities	Executive Mayor, Deputy Mayor Education and Children's Services	31/03/18	On Target	60%	Deliverables on target to be completed by the end of the financial year.
	Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
	Complete year 2 actions from the Voluntary and Community Sector Strategy Delivery Plan	Zena Cooke (RES)	31/03/18	On Target	50%	We have completed Year 2 actions and have reviewed and prioritised and 4 working groups that have been established to deliver the actions. The working groups include both the council and VCS representatives. The sub groups are overseen by a VCS Strategy action plan delivery group.
	Increase the investment and CSR activity made by businesses to Tower Hamlets	Zena Cooke (RES) / Andy Scott (PLACE)	31/03/18	On Target	50%	As a Council, we have implemented a crowd funding platform that businesses can pledge funds too. We are developing a social value procurement portal which will ensure the social value element of council procurement identifies projects and initiatives identified by the VCS. The businesses working group which includes ELBA, EBP, EECF and Economic Development is leading on developing initiatives that will increase investment and CSR from businesses.

	Work with the voluntary sector to develop a voluntary sector compact	Sharon Godman (GOV)	31/03/18	On Target	50%	Initial consultation has taken place including a coproduction workshop, subsequent desktop research has taken place and next steps are a feedback meeting with the sector in Q3
	Review and update the Council's grants policy, working closely with services	Sharon Godman (GOV)	31/03/18	On Target	60%	We have done desktop research and analysed current grants. We have now moved to the coproduction of the new Grants Policy Framework. This was launched by the Mayor in October and events have been held during November and December with voluntary and community sector organisations and other stakeholders. These have included open events as well as more targeted focus groups. Some further work is planned early in the new year to involve and engage with areas of the community where there are gaps which need to be addressed. The policy framework will go through an internal consultation process before being presented to Cabinet on target in the spring. In the new year we will be carrying out a further co-production process with the voluntary and community sector to develop the detail of the scheme and the processes which will underpin the final grants programme. It is anticipated the new grants programme will be launched in the summer and the first new grants should be paid in April 2019.
	Develop relationship with the THCVS to help local charities and not for profit organisations and provide support where we can and give greater clarity on charitable and small business rate relief	Roger Jones (RES)	30/06/17	Completed	100%	The review of the criteria used to assess charities and not for profit organisations is now completed with THCVS and will now form part of the revised process to be presented to members and CLT
	Work across the organisation to conduct a comprehensive review of contracts and grants to inform the development of the Council's new approach to commissioning that is focussed on improving outcomes	Zena Cooke (RES)	31/03/18	On Target	50%	We have undertaken a review of grants, led and undertaken by the SPP team, with support from the VCS Delivery Team with a view to presenting a report to the Mayor in Cabinet in January 2018. A report to the grants determination sub committee will also set out the review of the committee and the grants it considers.
	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.4.3	3. Co-produce services with local residents *	Executive Mayor	31/03/18	On Target	10%	Initial research and development work to develop a commissioning framework has taken place.
	Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
	Enable more co-production of Council services in appropriate areas *	Zena Cooke (RES)	31/03/18	On Target	30%	We have produced and commissioned The Community Cohesion theme of MSG alongside a co-production with a planned VCS for Youth Service commissioning. The other MSG themes are being reviewed to consider the timetable for co-production. The MSG grant period has been extended to the end of March 2019 to provide sufficient time for planning and implementation of co-production.
	Co-produce a Council wide commissioning framework that is focussed on improving outcomes and embeds best practice. Working in partnership with local residents, voluntary and community sector and other local providers *	Sharon Godman (GOV)	31/03/18	On Target	10%	Initial research and development work to develop a commissioning framework has taken place.
	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.4.4	4. Promote community cohesion, bringing different parts of the community together, tackling divisions and encouraging positive relationships *	Deputy Mayor and Cabinet Member for Community Safety, Cabinet member for Resources	31/03/18	On Target	70%	The first Community Hub, Christian Street was opened by the Mayor in September 17. Location on the second hub has recently changed, therefore delivery of this hub has now slipped from September 17 - March 18.
	Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
	Utilise developer contribution to deliver community cohesion projects, including in Mile End and Aldgate East with activities that are determined by the community in those areas *	Sharon Godman (GOV)	31/03/18	Delayed	30%	The overall project timeline has been put back due to purdah affecting arrangements for stakeholder engagement. Delivery groups have been scheduled for both areas and residents and stakeholders have been invited. Project outlines have been developed and the Council will finalise these with the delivery groups ready for going out to tender in January.
	Through the delivery of the local equality engagement forums and wider work programme support local community groups to work with partners to address inequalities faced by their communities, including refugees, LGBT+ people and those with disabilities *	Sharon Godman (GOV)	31/03/18	On Target	50%	LGBT Forum has achieved all of their targets (some areas overachieved) in the contract and a new contract has therefore been offered for a further 12 months. New Residents and Refugees Forum held themed workshops around Access To Health Services and actions were discussed which are currently being finalised to be delivered by partners.

	Working closely with the community review and develop the Council's approach to community cohesion and integration *	Sharon Godman (GOV)	31/03/18	Delayed	10%	Delayed due to delay in Government response to Casey Review. A need for wider consultation and engagement has also been identified which means that the strategy is unlikely to be completed in this financial year.
	Ensure the Christian Street community hub is open and operational *	Ann Sutcliffe (PLACE)	30/06/17	Completed	100%	The first Community Hub was launched by the Mayor in September 2017. The Hubs are designed to offer local versatile, bookable spaces with priority given to voluntary and community sector organisations. The spaces are available at affordable hourly rates. Active marketing of the premises is ongoing and Facilities Management are in the process of agreeing customer use and taking up bookings. It is envisaged that an increase in the availability of space for community use will strengthen community cohesion and support social inclusion.
	Deliver a second community hub in the borough *	Ann Sutcliffe (PLACE)	30/09/17	Delayed	50%	The second community hub location recently changed and other available options are being considered. The Council has identified the Tram shed as a possible second hub. This site is being actively marketed for short term community use but a feasibility study is considering building work in the medium term to add a mezzanine floor. These two work streams will be managed. Once opened the community hub will offer local versatile, bookable spaces at affordable prices to residents and the wider community.
	Develop and deliver a programme of activities within schools which raises awareness of community cohesion and helps foster the principles of One Tower Hamlets. *	Christine McInnes (CS)	30/09/17	Completed	100%	The new Tower Hamlets agreed syllabus for RE (launched in July 2017 is being implemented in schools from September 2017). There are specific units of work that have been developed that support community cohesion: a) Faith in Tower Hamlets provides speakers and support to schools to foster understanding of our multi-faith society. b) Ambassadors of Faith and Belief (a group of young people selected from our schools) also work in a range of LA primary schools to share their own experiences with others. 5 primary schools and 2 secondary (in total 7schools) took part to strengthen cohesion work around addressing homelessness, clean air, working with the community, visiting the elderly, care packages for the elderly and homeless, homelessness and "Community United". The training was delivered as part of the lesson plans and a final event was held at the Golden Hinde.
	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.4.5	5. Work together with partners and communities to tackle the threat of radicalisation and extremism.	Deputy Mayor and Cabinet Member for Community Safety	31/03/18	On Target	50%	The Activity is on track. This work cuts across Health Adults Communities, Children Services and the Governance Directorates.
	Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
	Deliver two training and awareness sessions to Members re: Prevent priorities and support in the borough to further strengthen support for the community	Denise Radley (HAC)	31/03/18	On Target	50%	The Home Office require quarterly reporting on quantity of visits to faith establishments, educational establishments, engagement activity and WRAP presentations as part of the performance measurements of the Home Office funded staff. Community Safety are currently scheduling a half day session for Cllr Begum on Prevent. Additional training and awareness for members will be scheduled in November/December as soon as the new version of the Counter Terrorism Local Profile is published.
	Support the community and schools to build resilience through advice and projects led by Prevent-funded Schools officers and Community Coordinators	Denise Radley (HAC)	31/03/18	On Target	50%	All schools in the borough are receiving support in the form of curriculum design, training sessions for staff, lessons for students, development of safeguarding policies and case management of radicalisation risk. A dedicated Prevent Co-ordinator is in place, funded by the Home Office. Their role is to engage with the education sector and ensure that all schools are complying with the Prevent duty as well as considering their safeguarding duties to the required standards. This post has been in place for the last 3 years and is now well established. Additionally, a Higher Education and a Further Education Co-ordinator at a regional level work with colleges and universities. The Co-ordinators report back to the PREVENT Board as to progress made, and the figures are reported back to the HO on a quarterly basis. This work is also supported by the Prevent Education Officer based in the Children Services Directorate.
	Develop a local Prevent Delivery Plan Action Plan, outlining how the partners will deliver the Prevent Duty	Denise Radley (HAC)	31/03/18	On Target	50%	The local Prevent Delivery Plan is developed every year and runs from April to March. However, it is regularly reviewed in light of changing risk and threat in conjunction with the police, faith groups, HO, the voluntary sector as well as statutory agencies. The local authority is responsible for overseeing the Plan. This is overseen by the Prevent Board, which is chaired by the Council's CEO. The Board was set up as part of legal and Home Office requirements, and meets quarterly. This Board gives oversight and accountability for the delivery of the Action Plan.

	Make a minimum of 100 contacts with local community groups to offer ongoing support and enable them to access grants which can be used to increase community cohesion and resilience	Denise Radley (HAC)	31/03/18	On Target	50%	Through Home Office funding relating to Community Cohesion and Countering Extremism. 48 contacts has been made with local community groups since January 2017. 48 local community groups have been contacted so far. Contacts are made for various reasons such as: training, joining the No Place for Hate forum, joining the Violence Against Women and Girls network, and creating partnerships between external groups working towards building community cohesion. Of those, 20 applications for additional funding have been submitted and awaiting a decision. These are related to: • Building a Stronger Britain Together grant funding; • Building a Stronger Britain Together in-kind support- Places of Worship Security Funding; • Vulnerable Faith Institutions Scheme- • Hate Crime Demonstrations Project Funding. Work is in progress to build a network of faith and community groups who can champion and promote cohesion through their daily activities. Some of the groups will also be attending a Social Media training session on the 13th September, to be delivered by the Building a Stronger Britain Together funders from the Home Office.
	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.4.6	6. Deliver an effective and broad leisure, cultural and learning offer that reaches people living and working in the borough. *	Cabinet Member for Culture	31/03/18	On Target	60%	On track to be completed by the end of the financial year.
	Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
	Contribute to early literacy by delivering 2,100 Story time sessions for children under five across all Idea Stores and libraries *	Shazia Hussain (RES)	30/03/18	On Target	50%	In the first half of the year, we delivered more than 1,000 Story Time sessions for young children across all Idea Stores and Libraries, making a positive contribution to child development.
	Promote enjoyment of reading and contribute to the achievement of KS2 pupils by delivering the Summer Reading Challenge to schools *	Shazia Hussain (RES)	30/09/17	Completed	100%	Before the summer, we engaged with primary schools in the borough to promote the Summer Reading Challenge. The Summer Reading Challenge ran over the summer holidays and over 3,400 children participated. We will now carry out an evaluation to review the level of participation and impact.
	Combat social isolation by delivering the Friends & Carers scheme to people who are not able to visit Idea Stores regularly (housebound) *	Shazia Hussain (RES)	30/06/17	Delayed	50%	The formal launch of the Friends & Carers Scheme has been delayed to December 2017. We have started to promote the scheme and trained our staff so that they are able to advise customers once the scheme launches formally.
	Combat social isolation by delivering 300 Prime Time sessions for residents aged 50+ *	Shazia Hussain (RES)	31/03/18	On Target	50%	In the first half of the year, we delivered more than 140 Prime Time sessions for older residents across all Idea Stores and Libraries, making a positive contribution to reducing isolation by bringing older people together.
	Promote enjoyment of reading by delivering 350 Book Break reader development sessions *	Shazia Hussain (RES)	31/03/18	On Target	50%	In the first half of the year, we delivered more than 170 Book Break e-sessions for residents across all Idea Stores and Libraries, making a positive contribution to cohesion by bringing people from different backgrounds together.
	Promote enjoyment of world class culture through the hosted return of the "Draped Seated Woman" sculpture to the borough, together with an education and community engagement programme over 5 years.	Judith St. John (CS)	30/11/2017	On Target	90%	"Draped Seated Woman" remained at Yorkshire Sculpture Park for the park's 40th anniversary celebrations. The sculpture was removed from public display at the end of September in preparation for installation in Cabot Square at Canary Wharf. It was installed and launched in October. The education, outreach and engagement programme has been prepared and will launch at the time of installation.

Priority three: Working smarter together as one team with our partners and community					
Activity	Lead Member	Deadline	Status	% Comp	Comments
3.1 1. Make best use of council resources through effective procurement and commissioning exploiting greater value for money and use of assets and maximising income from local growth	Cabinet Member for Resources	31/03/18	On Target	65%	The need to secure agreement for extended use of Mulberry Place is less urgent following professional advice. The re-procurement of the Annual Asset Valuation and Rating Services is in progress with returned bids expected in early August, and new contracts mobilised in October 17.
Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
Develop and agree a Mulberry Place accommodation strategy (to cover the period until the new civic centre is ready for occupation) and a satellite offices accommodation strategy	Ann Sutcliffe (PLACE)	31/07/17	Delayed	50%	The need to secure agreement for extended use of MP is less urgent following professional advice. A strategy has been established, which will be followed whilst negotiations are being pursued with the landlord over the coming months, this follows further extensive negotiation and advice being obtained from consultants. The delay in meeting the target is deliberate and not a concern at this stage as we have almost 2 years before the formal legal process required to renew the lease would start. It is in the Council's interest to have an agreement for the extension in place before this date to provide additional certainty - target now to have a formal report for cabinet approval to follow the Mayoral and local elections in May / June 2018. The option to deliver a satellite accommodation strategy is being reconsidered as the proposal is for all staff (mainly) to be accommodated at the new Civic Centre.
Secure efficiencies by reprocurring the Annual Asset Valuation and Rating Services	Ann Sutcliffe (PLACE)	31/12/17	On Target	85%	Previous contract was due to expire therefore a procurement exercise was undertaken to re-procure a contractor to the Annual Asset Valuation and Rating Services. Tender bids were received in early August and evaluation undertaken. Tender award has been signed off and the contract is to be awarded by legal. Mobilisation planning in place to take forward imminently.
Develop and procure the contract for the delivery of facilities management hard services (mechanical, electrical and building fabric)	Ann Sutcliffe (PLACE)	31/03/18	On Target	50%	Existing contracts have expired and an invitation to Tender has been issued to reproduce this service. This procurement is on track. FM will be actively managing the process to ensure best value duties are taken into consideration when evaluating bids with an emphasis on securing financial savings to the Council.
Review and agree a revised Capital Strategy	Neville Murton (RES)	01/02/17	Completed	100%	The Council's capital strategy was adopted by the Mayor in Cabinet in February 2017. In the first half of 2107/18 we have developed a prioritisation framework, linked to outcomes, to inform the future capital programme.
Ensure that Transformation Savings and Investments are monitored and delivered.	Neville Murton (RES)	01/03/18	On Target	50%	We have put in place a programme office to monitor and manage transformation savings and investments on a day to day basis. Delivery is overseen by the Mayor and Lead Member for Resources through quarterly budget monitoring reports to Cabinet and budget challenge sessions.
Use outcome based measures to assess financial and non-financial progress and performance	Sharon Godman / Neville Murton (RES) (GOV)	01/03/18	On Target	50%	We are continuing to embed and refine our outcome based budgeting approach which underpinned the three year financial strategy for 2017/18 to 2019/20. We have started the process to identify revisions to the new three year financial strategy to 2020/21 and will run a series of member workshops in the early autumn to fully embed outcome based budgeting from the beginning of the budget setting cycle.
Maximise income from local growth and assure all income from the Council's assets is billed accurately and promptly	Roger Jones (RES)	31/03/18	On Target	75%	Work is continuing around asset management and analysing data on the Council's applications to ensure charging is both accurate and up to date.
Complete the analysis of all income streams to ensure the best collection processes and techniques are adopted corporately and established good practice is adhered to.	Roger Jones (RES)	30/09/17	Completed	100%	The analysis of debts across all income streams is completed. Work commenced on process re-design and behavioural insight in the autumn with Council Tax and this model will be used as a template to look at all income streams over the coming months

	Activity	Lead Member	Deadline	Status	% Comp	Comments
3.2	2. Support an organisational culture based on transparency, trust and effective relationships	Executive Mayor	31/03/18	On Target	63%	
	Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
	Evaluate & review actions arising from Organisational Culture Plan	Asmat Hussain (GOV)	01/09/17	Completed	100%	Culture Plan work streams have been taken forward through a range of work programmes which have delivered the review of the Council's constitution, Members Code of Conduct, Member Officer Protocol, launch of revised Whistleblowing policy & procedure, implementation of actions in the Mayor's Transparency Protocol and Transparency Commission recommendations, review of employee policies and HR Strategy. Organisational Culture will continue to be a key focus for the Best Value Improvement Board and a number of other projects will be delivered over the next six months.
	Improve staff engagement and feedback on working culture evidenced by positive staff survey	Heather Daley (RES) (RES)	31/01/18	On Target	80%	Over the last six months, we have undertaken a number of initiatives to improve staff engagement. We have introduced weekly email staff newsletters, including instant feedback functionality, to be more responsive to emerging issues. Our new organisational values were co-produced with staff through a series of engagement workshops, focus groups and a staff conference. The organisational values were soft launched in September. We have introduced structured feedback exercises called Team Talk, which enable managers to gather staff feedback on specific topics in a consistent manner.
	Build effective workforce relationships using staff fora, coaching and development activities as evidenced by liP reaccreditation	Heather Daley (RES) (RES)	31/01/18	On Target	50%	In the early summer, we relaunched our LGBT staff forum with a stronger focus on staff development and engagement. In August we reviewed the arrangement for our corporate trade union forum and put in place fortnightly consultation meetings. We have launched an internal coaching programme and have trained volunteers to lead group coaching sessions with managers.
	Ensure Council constitutional and related Code changes are embedded	Asmat Hussain (GOV)	31/12/17	Delayed	50%	We have concluded an audit of last year's staff declarations of interest and the findings have informed changes to processes to ensure any potential conflict of interest is carefully considered by senior management. We ran a comprehensive campaign over the spring and summer to ensure that staff were submitting declarations for the current year. We will follow this up with a further audit in the winter to check that process changes are being embedded.
	Develop and deliver a Best Value Improvement Plan and an Ofsted improvement plan	Sharon Godman (GOV) Debbie Jones (CS)	31/03/18	On Target	50%	<p>Following the Ofsted inspection, we were required to submit an improvement plan to the Department for Education (DfE). This was to be submitted within 70 working days following publication of the Ofsted report. The Tower Hamlets Children's Services Improvement Plan was submitted to the DfE on the 20th June 2017 to address the concerns highlighted in the inspection report. The Improvement Plan addresses each of the recommendations from the inspection report. It also responds to additional areas which were not directly related to a recommendation but have been considered by the council to require improvement. The plan also links to the overall transformation programme "Smarter Together". The Plan is built around four themes (with each theme containing a number of additional actions): a) leadership, management and governance; b) a robust model of social work practice; c) a sufficient and skilled workforce; d) quality assurance and audit</p> <p>The plan is iterative and will be updated on a monthly basis to ensure that it contains the most up to date information as well as being responsive to changing demands and priorities as the improvement journey progresses. The main area of focus has been the front door teams (Multi-Agency Safeguarding Hub (MASH) & Assessment and Intervention (AI)) and a significant amount of work has been put into reduce delay in assessment and ensure that decision making and thresholds are consistently applied. A number of new staff have been brought in to support this process and performance is improving month on month. Work in Family Support and Protection has focused on ensuring that CIN and CP home visits are taking place within timescale. This is being monitored regularly and is showing strong signs of improvement, which must again be sustained.</p>
						<p>Ofsted 1st monitoring visit feedback: "A complete review of the MASH and AI teams, aligned with increased resources, is beginning to create an environment in which staff have the support to respond swiftly to safeguarding referrals. As a result, children in need of help and protection benefit from a more timely response, ensuring that their needs are prioritised. Cases are speedily transferred to the AI teams, where they are allocated promptly." This improvement is relatively recent and will need to be sustained and replicated across the service. Regular performance surgeries, chaired by the Divisional Director along with a much stronger understanding of performance data by managers is driving improvement. Early indications from the 2nd monitoring visit indicate that the improvements have been sustained and are continuing to follow the same trajectory. The Letter will be published on 24 January, 2018</p> <p>The Council submitted the Best Value Improvement Plan (BVIP) to the DCLG in March 2017. Since then the BVIP have met twice and updates have been provided to DCLG on implementation and progress.</p>

	Review and report progress against implementing the actions in the Mayor's Transparency Protocol and the Overview and Scrutiny Committee Transparency Commission Recommendations	Sharon Godman (GOV)	31/08/17	Delayed	70%	Due to staff turnover this piece of work has slightly delayed. Progress update has been reported to Cabinet in December.
	Develop and implement the Overview and Scrutiny Committee and the Housing, Health and Grants Scrutiny Sub Committees 2017-18 work programmes focused on service improvement.	Sharon Godman (GOV)	31/03/18	On Target	50%	The Overview and Scrutiny Committee and sub committees have developed a mock programme focussed on improving services. Reviews and challenge sessions will be completed in the municipal year.
	Deliver a draft programme of work to prepare for 2018 local elections	Louise Stamp (GOV)	31/03/18	On Target	50%	Initial plan detailing preparations organised or in place to date submitted to Will Tuckley and Asmat Hussain.
	Activity	Lead Member	Deadline	Status	% Comp	Comments
3.3	3. Deliver the Smarter Together transformation programme to ensure effective, responsive front line services and efficient and cost-effective support services enabled by ICT and new Civic Centre	Cabinet Member for Resources	31/03/18	On Target	60%	Delivery of activity led by Resources. Opening in 2022, the brand new Civic Centre will be in the most accessible part of Tower Hamlets. Situated next to the new transport hub in Whitechapel. Not only will the new Civic Centre bring economical and environmental benefits but in doing so, the heritage of The former Royal London Hospital site where the new Civic Centre will be located will be protected. The new Civic Centre will strengthen partnership working, by bringing partners together, healthcare and housing providers being one example. The Civic Centre will be a building where residents can access a range of public services in one location.
	Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
	Cabinet approval of Stage 2 (concept design) scheme and adoption of capital estimate for the new Civic Centre	Ann Sutcliffe (PLACE)	30/09/17	Completed	100%	Cabinet approved the Stage 2 (concept design) scheme and capital estimate for the new Civic Centre on 27 June. This was successfully achieved and the next phase of the project can now proceed.
	Secure planning and listed building consent for the new civic centre	Ann Sutcliffe (PLACE)	31/03/18	On Target	70%	Planning submission scheduled towards the end of Oct 2017 to secure planning and listed building consent. Planning approval expected by Feb/Mar 2018.
	Deliver a new Telephony System for the organisation and our contact centres	Adrian Gorst (RES)	31/04/17	Completed	100%	We have installed the new telephone system rolled out staff training.
	Deliver a transformed network for the organisation whilst ensuring stability during the period of transition to our new networking systems and solutions	Adrian Gorst (RES)	31/03/18	Delayed	25%	We have completed site surveys at all major office buildings. These have identified the possible need to carry out additional security enhancements. We will carry out further detailed work in the autumn to adapt the project scope. Depending on the scale of additional work required, the project may extend to May 2018.
	Deliver new mobile devices to the organisation and migrate off Blackberries	Adrian Gorst (RES)	31/12/17	Completed	100%	The new corporate mobile device has now been rolled out and the old devices have been replaced. There is a small number of old devices that have been kept in use to ensure continuity in the service. We will replace these on a rolling basis as the replacement project is now completed.
	Deliver mobile applications for more efficient working for field workers in public realm and Social Services	Adrian Gorst (RES) / Shazia Hussain (RES)	31/12/17	Delayed	0%	We had to delay the start of the project as contract negotiations took longer than expected. Concluding these negotiations carefully was important to ensure we were able to demonstrate best value. Project timelines are now being revised to take into account the additional negotiation time. We expect the first element of the system to be operational in February 2018.
	Develop and implement the council's Digital Transformation Programme which is enabled through an efficient ICT infrastructure and a skilled and empowered workforce	Adrian Gorst (RES) / Shazia Hussain (RES)	31/03/18	On Target	30%	The council has consulted on its aim to make most of our services and transactions digitally available. We have also developed our high level requirements for the technology infrastructures that will be needed to support our future operating model. A specification is now being developed for market testing.
	Develop the strategic ICT partnership	Adrian Gorst (RES)	31/03/18	Completed	100%	We have put in place a jointly agreed continuous improvement plan aimed at driving up performance of the ICT Partnership. This plan is monitored monthly by a joint board. We have started a review of future ICT needs to inform our options beyond the lifespan of the current ICT partnership contract.
	Co-locate and integrate idea Store and One Stop Shops as part of the local presence model	Shazia Hussain (RES)	31/03/18	On Target	70%	In June, Cabinet received an update on the council's future face to face customer access locations (known as Local Presence). We have completed outline designs for Idea Stores to provide access to wider council services. We have also started our early engagement with staff in the two services to help us inform the design of the future service.
	Develop the feasibility and phase 1 of "My account"	Shazia Hussain (RES)	31/03/18	On Target	30%	The council has developed its high level requirements with Members and senior service managers. We have also been working with other local authorities and the Government Digital Service to develop our understanding of the emerging standards and technologies and the approaches that are being successfully adopted elsewhere. A specification is now being developed for market testing.

	Consolidate customer contact centres – phase 1 Resources Directorate	Shazia Hussain (RES)	31/03/18	On Target	50%	We have analysed work processes, call volumes and call content to understand how we can merge the management of existing contact centres in the Resources Directorate (Council Tax, Housing Benefits and Corporate Contact Centre). In the winter we will be bringing these contact centres together in our Customer Service Division.
	Programme delivers to MTFS timetable with exceptions managed through Smarter Together Board	Neville Murton (RES)	01/04/17	Completed	100%	The Smarter Together Board and overall governance structure, including its theme boards, were in place by April 2017. The board is overseeing and enabling the implementation of savings and transformation initiatives and receives programme highlight reports.

	Activity	Lead Member	Deadline	Status	% Comp	Comments
3.4	4. Deliver the One HR Plan *	Cabinet Member for Resources	31/03/18	Delayed	60%	We are delivering a number of interlinked activities to deliver a transformed Human Resources Plan (One HR Plan). To achieve our goal, measures such as a Staff Wellbeing strategy and are reviewing our Occupational Health service to meet the needs of the staff in the organization. Alongside this, we have started to review the sickness absence management procedure and will be providing training to managers and staff on the procedure once it has been finalised. We are changing the way we are reporting sickness absence levels to focus on outcomes instead of compliance with procedures.
	Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
	Revise employment policies & practice *	Heather Daley (RES)	01/09/17	Delayed	50%	Late last year we concluded a review of industrial relationships in partnership with the trade unions. Based on this review, we have started the first phase of our review of employment policies and practice. This phase will focus on conduct, performance and improvement, staff wellbeing, collective consultation, employee grievances, and managing discipline. In the autumn we will start the formal approval process for our new whistleblowing procedure and our new officer/member code of conduct.
	Implement an Engaged Manager programme including appropriate systems, processes, and support	Heather Daley (RES)	31/12/17	On Target	70%	We launched the Enabled Manager concept at our senior managers' conference in the spring time. Over the summer we ran a number of workshops with over 140 managers and team leaders to help us develop a new competency framework and support programme for managers. In parallel, we have launched coaching, mentoring and leadership programmes for our more senior managers.
	Deliver a revised learning & development offer for staff and managers	Heather Daley (RES)	01/06/17	Delayed		We have procured a new learning management system, which we are piloting with one service in the winter prior to going live across the organisation from April. In parallel we have developed our core training offer for staff for approval by Corporate Leadership Team in November. We will then procure and launch the new learning offer in April. Since April, we have rolled out a number of leadership development activities for managers, including mentoring, coaching, online learning tools, formal qualifications as well as networking and creative thinking opportunities through our senior managers' forum meetings.
	Ensure that the HR function is structured and equipped to deliver the emerging new ways of working as part of Smarter Together	Heather Daley (RES)	31/03/18	On Target	70%	We have analysed business needs and financial information and have started early engagement with staff to help us inform the future HR structure and business offer. In advance of the review, we have moved our technology and data team into the ICT service and identified staff who may move into the new central business support function of the council.
	Deliver a range of activities to reduce staff sickness and improve staff wellbeing	Heather Daley (RES)	30/09/17	Delayed	50%	We have developed a Staff Wellbeing Plan and have started to review our Occupational Health service to ensure it meets the needs of staff and the organisation. Alongside this, we have started to review the sickness absence management procedure and will be providing training to managers and staff on the procedure once it has been finalised. We are changing the way we are reporting sickness absence levels to focus on outcomes instead of compliance with procedures.
	Activity	Lead Member	Deadline	Status	% Comp	Comments
3.5	5. Re-invigorate our partnership relationships nurturing an outward looking culture, by asserting our place and relationships in London	Executive Mayor	31/03/18	On Target	60%	Deliverables on target to be completed by the end of the financial year.
	Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
	Establish a formal partnership that brings leaders of key local organisations together to shape the strategic direction of the borough through the development of a new Tower Hamlets Community Plan	Sharon Godman (GOV)	31/03/18	On Target	60%	The Strategic Partnership has been meeting on a bi-monthly basis and have held 5 meetings to date. Work has progressed in understanding engagement with a range of stakeholders and financial analysis of public sector spend to support the development of a new Community Plan.
	Provide opportunities for senior managers from partner agencies to network by running at least one conference	Sharon Godman (GOV)	31/03/18	Delayed	30%	Tower Hamlets Strategic Partnership has been considering how to integrate reasons to deliver better outcomes for local people. The ongoing work on delivering the Community Plan will help deliver themes for future networking events.
	Provide two strategic partnership conferences for key stakeholders across the borough	Sharon Godman (GOV)	31/03/18	On Target	50%	The Tower Hamlets Strategic Partnership is organising the first TH summit in January which will launch the refresh Tower Hamlets Partnership and support the development of the new Community Plan.
	Review partnership boards and groups to ensure alignment with the new strategic partnership and delivery of new community plan	Sharon Godman (GOV)	31/03/18	On Target	30%	A scoping paper has been developed to review the partnership boards and groups and this work is expected to be completed by March 2018. The development of the new Community Plan ensures that partnership boards and groups are geared towards delivering the priorities of the Community Plan.

	Activity	Lead Member	Deadline	Status	% Comp	Comments
3.6	6. Deliver an effective communication plan	Executive Mayor	31/03/18	Completed	100%	
	Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
	Develop and deliver 2017/18 Communications Strategy	Andreas Christophorou (GOV)	31/03/18	Completed	100%	Communications Strategy 17/18 was signed off in June 2017 and is being delivered.
	Deliver a range of Gold, Silver and Bronze campaigns throughout the year linked to the Communications Strategy	Andreas Christophorou (GOV)	31/03/18	Completed	100%	These campaigns have been decided as part of the Communications Strategy 17/18 and are being delivered.

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