

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%	<p>Vulnerable young people 'at risk of NEET' are identified through the Careers Service working jointly with schools from Year 9 (13-14 year olds):</p> <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%	<p>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:</p> <p>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.</p> <p>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.</p>

	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 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%	<p>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.</p>
	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%	<p>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.</p>
	Deliver opportunity for people with disabilities - minimum 20 pre-apprenticeship placements*	Andy Scott (PLACE)	30/09/17	Delayed	60%	<p>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.</p>
	Recruit staff resources to promote ESOL across Somali resident group*	Shazia Hussain (RES) / Andy Scott (PLACE)	30/09/17	Delayed	40%	<p>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.</p>
	Deliver Leadership Training to Somali Resident groups, panels and forums*	Andy Scott (PLACE)	30/09/17	Delayed	0%	<p>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.</p>

	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%	<p>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.</p> <p>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.</p>
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%	<p>Through Home Office funding relating to Community Cohesion and Countering Extremism. 48 contacts has been made with local community groups since January 2017.</p> <p>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.</p> <p>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.</p>
	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.