

Appendix 2

Tower Hamlets Action Plan 2012/13

A Great Place to Live

| Strategic Priority 1.1: Provide good quality affordable housing | | |
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| Strategic Action | Lead Member Lead Officer Directorate | Milestones and Deadlines |
| Increase availability of affordable family sized housing | Cllr Rabina Khan Owen Whalley and Alison Thomas (D&R) | Commence new viability assessment arrangements to sustain the delivery of affordable housing. (August 2012) |
| | | Ensure East London Housing Partnership allocate maximum number of affordable homes from the Olympic site. (March 2013) |
| | | Support and ensure Registered Providers HCA bids meet new affordable rent levels. (March 2013) |
| Deliver regeneration at Robin Hood Gardens and Ocean Estate | Cllr Rabina Khan and Cllr Rofique Ahmed John Coker (D&R) | Commence letting of Ocean first phase affordable homes – 94 units. (September 2012) |
| | | Complete handover of Ocean first phase of new affordable homes. (December 2012) |
| | | Phase 1 detailed planning approval for Robin Hood Gardens. (June 2012) |
| | | Start on site of Phase 1 at Robin Hood Gardens – c82 new homes for rent and shared ownership. (October 2012) |
| Reduce homelessness and improve housing options | Cllr Rabina Khan Alison Thomas and Colin Cormack (D&R) | Launch pilot Social Lettings Agency. (October 2012) |
| | | Produce Homelessness Statement as part of refreshed Housing Strategy. (December 2012) |
| | | Produce Overcrowding Statement as part of refreshed Housing Strategy. (December 2012) |

Strategic Priority 1.2: Maintain and improve the quality of housing

| Strategic Action | Lead Member Lead Officer Directorate | Milestones and Deadlines |
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| Reduce the number of council homes that fall below a decent standard | Cllr Rabina Khan John Coker (D&R) | Contracts and contract administrators procured to deliver the 2012/13 Decent Homes programme. (May 2012) |
| | | Start on site of OJEU procured Decent Homes works. (February 2013) |
| | | 1457 homes made decent. (March 2013) |
| Improve the quality of housing services | Cllr Rabina Khan Alison Thomas (D&R) | Service Charge 'actual' bills dispatched. (September 2012) |
| | | Annual Cabinet progress report on (transfer) Register Provider delivery against service agreements. (October 2012). |
| | | Implementation of the Consolidated Action Plan. (March 2013) |
| Focus on fuel poverty | Cllr Rabina Khan Cllr Alibor Choudhury John Coker and Alison Thomas (D&R) | Produce the Energy Co-operative and Fuel Poverty Strategy. (September 2012) |
| | | Launch the Tower Hamlets Energy Co-operative. (October 2012) |
| | | Provide assessment, measures and advice to 500 homes in the Bethnal Green North and South Ward as part of the ReNew project. (September 2012) |
| | | Monitor fuel poverty in the borough. (March 2013) |

Strategic Priority 1.3: Improve the local environment and public realm

| Strategic Action | Lead Member Lead Officer Directorate | Milestones and Deadlines |
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| Work in partnership to improve our public realm | Cllr Shahed Ali Jamie Blake (CLC) | Develop the reporting arrangement for Volunteering and Community Payback. (June 2012) |
| | | Develop and implement a programme to improve cleanliness of private land in the lead up to the Olympics. (July 2012) |
| | | Develop a public realm information base for residents from each paired LAP locality. (March 2013) |
| | | Develop neighbourhood agreements to include an agreed set of service standards. (March 2013) |
| Protect our environment | Cllr Shahed Ali Jamie Blake (CLC) and Alison Thomas (D&R) | Finalise the Waste Strategy for approval. (October 2012) |
| | | Complete a strategic review of parking controls. (December 2012) |
| | | Roll out the new sustainable Staff Travel Plan. (September 2012) |
| | | Integrate back office data and business processes to enable the deployment of hand-held technology to front line cleaner, greener, safer staff. (December 2012) |
| | | Deliver the Re: Fit programme to reduce carbon emissions from high energy council buildings. (March 2013) |
| Improve our parks and open spaces | Cllr Shahed Ali Heather Bonfield (CLC) | Complete the £10 million restoration of Victoria Park. (June 2012) |
| | | Complete the modernisation of byelaws. (August 2012) |
| | | Commence implementation of Phase 1 of Bartlett Park Masterplan, including start of the on-site highway improvements. |

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| | | (February 2013) |
| | | Review the consultation feedback from the Thames Tideway Tunnel project. (May 2012) |
| | | Develop and submit an appropriate response to the TTT planning consent application expected mid-2012. (December 2012) |

| Strategic Priority 1.4: Provide effective local services and facilities | | |
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| Strategic Action | Lead Member Lead Officer Directorate | Milestones and Deadlines |
| Further develop the localisation of services | Mayor Rahman Shazia Hussain (CLC) | Complete the opening of locality hubs for 4 paired LAP areas. (January 2013) |
| | | Deliver 4 localised performance frameworks. (March 2013) |
| | | Develop the next phase of localised services. (March 2013) |
| | | Eight new Neighbourhood Agreements agreed. (March 2013) |
| Improve community facilities | Cllr Rania Khan Heather Bonfield (CLC) | Complete Idea Store Watney Market and One Stop Shop. (March 2013) |
| | | Commence Phase 2 of improvements to Tower Hamlets Local History Library & Archives (Bancroft Road). (March 2013) |
| | | Support the construction of the Bethnal Green Tube Disaster Memorial: Phase 1 funding release to support foundations build. (October 2012) |
| Manage national planning changes effectively to deliver local priorities | Cllr Rabina Khan Owen Whalley (D&R) | Introduce approach to neighbourhood planning – identify selection criteria for neighbourhood forums and identify area boundaries. (March 2013) |
| | | Agree new arrangements with the new Mayoral Development Corporation in Fish Island and Bromley-by-Bow. (November 2012) |

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| Prepare for the Introduction of the Community Infrastructure Levy (CIL) | Cllr Rabina Khan Owen Whalley (D&R) | Introduce arrangements for collecting the Mayor for London's CIL. (April 2012) |
| | | Commence process for commissioning Stage 2 Council works. (April 2012) |
| | | EIP to consider the proposed CIL charging schedule. (December 2012) |

| Strategic Priority 1.5: Improve local transport links and connectivity | | |
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| Strategic Action | Lead Member Lead Officer Directorate | Milestones and Deadlines |
| Support local sustainable transport | Cllr Shahed Ali and Cllr Rofique Ahmed Jamie Blake (CLC) | Deliver phase 1 of the £3m highway infrastructure improvement programme. (March 2013) |
| | | Commence procurement process for the highway construction and maintenance contracts. (December 2012) |
| | | 12 complete streets resurfaced. (March 2013) |

Strategic Priority 1.6: Deliver a co-ordinated service response to, and throughout, the Olympics

| Strategic Action | Lead Member Lead Officer Directorate | Milestones and Deadlines |
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| Mitigate impact on local people in and around the Olympics Route network | Mayor Rahman | Complete implementation of the Council's Olympic Impact Management Plan. (July 2012) |
| | Andy Bamber and Robin Beattie (CLC) | 4 local bespoke transport and travel advice sessions for SMEs delivered. (July 2012) |
| | | Delivery of the games time BOCC and BECC arrangements. (September 2012) |
| Manage the programme of Olympic community events and activities | Mayor Rahman | Delivery of Victoria Park Live Site. (July 2012) |
| | Heather Bonfield (CLC) | Delivery of the Olympic torch route and torch event requirements. (July 2012) |

Great Place to Live Performance Measures:

- Number of affordable homes provided
- Number of socially rented family-sized homes provided
- Percentage of overall Council housing stock that is decent
- Number of overcrowded families rehoused
- Level of homelessness prevention through casework
- Homelessness prevention
- Level of street and environmental cleanliness
- Percentage of household waste sent for reuse, recycling and composting
- Satisfaction with parks and open spaces
- Overall satisfaction with the overall area

A Prosperous Community

| Strategic Priority 2.1: Improve educational aspiration and attainment | | |
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| Strategic Action | Lead Member Lead Officer Directorate | Milestones and Deadlines |
| Deliver effective services through the Children's Centres Sure Start programme and raise levels of attainment at the Early Years Foundation Stage in all settings. | Cllr Oliur Rahman Anne Canning (CSF) | Expand free early education places for disadvantaged two-year-olds. (September 2012) |
| | | Identify children at the lowest 20% of attainment at the EYFS, using universal services as a gateway to targeted support. (March 2013) |
| | | Achieve improvements in EYFS results through continued, intensive support for schools, learning from the lessons of 2010/11. (September 2012) |
| Provide effective support for parents and governors | Cllr Oliur Rahman Anne Canning (CSF) | Implement a new parental engagement and support policy and a referral protocol to develop the Council's role in brokering the provision of parenting support services delivered by a range of partners. (December 2012) |
| | | Ensure new governors undertake induction training and monitor take-up: 50% of governors newly appointed in 2012-13 to attend the course. (March 2013) |
| Maintain effective relationships with all education providers in the borough and commission support and challenge for local schools. | Cllr Oliur Rahman Anne Canning (CSF) | Develop and implement a policy for working with Free schools and Academies. (September 2012) |
| | | Achieve improvements at all key stage stages. (September 2012) |
| Support high quality post-16 provision | Cllr Oliur Rahman Anne Canning (CSF) | Develop new provision in the east of the Borough, with the first of four new school sixth forms opening. (September 2012) |
| | | Provide further training for schools in analysing results, and developing strategies to raise achievement. (September 2012) |
| | | Develop robust understanding of post 16 offer and progression routes. (March 2013) |

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| | | Monitor A level average point scores by ethnicity and gender. (March 2013) |
| Deliver the Aim Higher programme | Cllr Oliur Rahman Anne Canning (CSF) | Provide 1:1 tuition for Level 3 students. (March 2013) |
| | | Develop the apprentice programme so that there is a good range of local offers. (March 2013) |
| | | Provide a programme of support to increase applications to Oxbridge and Russell Group Universities. (March 2013) |
| | | Provide residential, master classes and additional tuition for higher attaining students. (March 2013) |
| | | Implement phase 2 of literacy support and development post 16. (March 2013). |
| Deliver the Mayor's Education Allowance | Cllrs Oliur Rahman and Alibor Choudhury Peter Hayday (Resources) and Anne Canning (CSF) | Ensuring staff are aware of MEA scheme changes for the 2012/13 academic year. (August 2012) |
| | | Place advertisements for the MEA scheme and undertake publicity. (September 2012) |
| | | Assess entitlement to support by applying the MEA Policy. (December 2012) |
| | | Make first payments (January 2013) |
| | | Continue to make provision for Bursary support to enable students to maintain their attendance in education. (March 2013) |
| Provide an effective youth service | Cllr Oliur Rahman Mary Durkin (CSF) | Roll out new PAYP programme for 2012/13. (from April 2012) |
| | | Develop a work programme and priorities for the Young Mayor and Youth Council. (April 2012) |
| | | Deliver summer activities during the Olympics. (July 2012) |
| Ensure sufficient places are provided to meet the need for statutory school places | Cllr Oliur Rahman Kate Bingham (CSF) | Review land and asset options to plan for growth of primary and secondary provision to report to Cabinet. (May 2012) |
| | | Complete implementation of expansion schemes and any temporary schemes to provide sufficient primary places. (September 2012) |
| | | Review annual projections and adjust short, medium and long term planning accordingly. (December 2012) |
| | | Plan for implementation of expansion schemes, working with D&R on land and funding matters where required, including implications for CIL and s. 106, and planning for use of capital resources to implement schemes (March 2013) |

Strategic Priority 2.2: Support more people into work

| Strategic Action | Lead Member Lead Officer Directorate | Milestones and Deadlines |
|---|--|--|
| Work with Work Programme providers to maximise employment | Cllr Shafiqul Haque Chris Holme (D&R) | Scope review to develop cross-borough partnership to tackle geographical worklessness. (June 12) |
| | | Identify and formalise partnership steering group for initiative. (December 12) |
| | | Commence implementation of programme. (March 13) |
| | | Monitor employment rate by ethnicity, gender and disability every six months (September 12; March 13) |
| Support residents into jobs through the LDA Employment and Skills Programme | Cllr Shafiqul Haque Chris Holme (D&R) | Design process of referral support to economically inactive residents into employment. (June 2012) |
| | | Implement volunteering offer to support residents distanced from the labour market to engage. (June 2012) |
| | | Secure referrals from strategic developments - including Westfield, 2012, Crossrail, and Wood Wharf -onto the Employment and Skills Programme. (March 2013) |

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| | | Evaluate opportunities made available through procurement to maximise job outcomes for residents. (March 2013) |
| Support local people to secure Olympic Games time jobs | Cllr Shafiqul Haque | Work with Olympic contractors and sub-contractors to identify suitable vacancies. (June 2012) |
| | Chris Holme (D&R) | Ongoing matching and screening of local residents to vacancies complete. (September 2012) |
| | | 1000 Olympic Games job offers to local residents provided. (September 2012) |
| Provide support to young people at risk of not being in education, employment or training after Year 11 | Cllr Oliur Rahman | Provide careers information, advice and guidance, submission placing and aftercare for young people 'at risk of NEET' to ensure successful transition post 16. (March 2013) |
| | Mary Durkin (CSF) | Provide S139 Transition plans for statemented young people leaving their current education institution. (March 2013). |
| Support lifelong learning, including ESOL | Cllr Shafiqul Haque | Contribute to the overall target of 5,500 learners for the current academic year. New targets will be set in the summer. (August 2012) |
| | Cllr Oliur Rahman | Further develop the Idea Store learning offer ensuring course offer meets employment and skills requirements. (March 2013) |
| | Healthier Bonfield (CLC) and Chris Holme (D&R) | Improve progression through ESOL qualifications by developing measures relating to uptake and progression through ESOL for different groups. (March 2013) |
| | | Develop a framework for the delivery of additional ESOL provision through the Third Sector. (May 2013) |
| Develop and implement the Mayor's Employment and Enterprise Board | Cllr Shafiqul Haque | Develop Board partnership organisations and prospective members. (July 2012) |
| | Chris Holme (D&R) | Develop Board structure and support services. (August 2012) |
| | | First Board meeting. (December 2012) |

Strategic Priority 2.3: Manage the impact of welfare reform on local residents

| Strategic Action | Lead Member and Lead Officer | Milestones and Deadlines |
|---|---|---|
| Develop a Partnership wide programme of information and awareness raising around welfare reform | Cllrs Rabina Khan and Alibor Choudhury | High profile launch in East End Life, website and other media (April 2012) |
| | | Targeted communication to affected tenants and other groups. (June 2012) |
| | Louise Russell (CE's) | Frontline and partner staff briefed and guidance disseminated. (June 2012) |
| | | Deliver programme of information roadshow events at 4-6 venues across the Borough (July 2012) |
| Engage housing providers to ensure a co-ordinated approach to address the impact of benefit changes | Cllrs Rabina Khan and Alibor Choudhury | Implement co-ordinated approach with Tower Hamlets Housing Forum. (June 2012) |
| | Louise Russell (CE's) and Alison Thomas (D&R) | Quarterly stakeholder briefings and events, including RSLs, Landlords Forum and advice agencies. (March 2013) |
| Adoption and implementation of new council tax benefit policy | Cllr Alibor Choudhury | New council tax benefit policy agreed. (August 2012) |
| | Claire Symonds (Resources) | Systems to implement policy operationalised. (March 2013) |
| | | Ensure 100% of Local Social Fund utilised to support residents. (March 2013) |

Strategic Priority 2.4: Foster enterprise and entrepreneurship

| Strategic Action | Lead Member Lead Officer Directorate | Milestones and Deadlines |
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| Establish a Tower Hamlets Business Forum | Cllr Shafiqul Haque Chris Holme (D&R) | Develop Business data set. (September 2012) |
| | | Develop Business forum event. (September 2012) |
| | | Hold forum event and develop next steps. (December 2012) |
| Support growth sectors | Cllr Shafiqul Haque Chris Holme (D&R) | Engage local businesses to develop and build register of support information. (September 2012) |
| | | Implement web-based information system. (December 2012) |
| | | Evaluate take up of services by local business SMEs. (March 2013) |

Prosperous Community Performance Measures:

- Achievement across the Early Years Foundation Stage
- Achievement at Level 4 or above in both English and Maths at Key Stage 2
- Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths
- A Level Average Points Score per student in Tower Hamlets
- Rate of applications and entrance to the best universities (Oxbridge and Russell Group)
- Rate of applications and entrance to high quality apprenticeships
- Number of young people not in education, employment or training (NEET)
- Employment rate
- Jobseekers Allowance claimant count
- Child Poverty

A Safe and Cohesive Community

Strategic Priority 3.1: Focus on crime and anti social behaviour

| Strategic Action | Lead Member Lead Officer Directorate | Milestones and Deadlines |
|---|--|--|
| Further develop the Tower Hamlets Enforcement Officer service (THEOs) to proactively tackle crime and ASB | Deputy Mayor, Cllr Ohid Ahmed | Implement monthly community feedback initiative. (April 2012) |
| | Andy Bamber (CLC) | THEOs operating in 4 localities, supporting the localised performance framework. (June 2012) |
| | | Develop and deliver branding for the new Enforcement and Market enforcement team. (August 2012) |
| Develop a partnership 'Violence Against Women & Girls' (VAWG) approach | Deputy Mayor, Cllr Ohid Ahmed | Tower Hamlets VAWG strategy finalised and ready for implementation. (August 2012) |
| | Andy Bamber (CLC) | Develop the Domestic Violence Forum into a VAWG Forum encompassing all forms of abuse and exploitation against women and girls. (September 2012) |
| | | Facilitate a VAWG Planning Day to forge links with specialist organisations, develop joint working and review and develop the VAWG action plan. (October 2012) |
| | | Develop and provide VAWG training to key statutory and voluntary organisations. (March 2013) |
| Re-tender/tendering of a renewed Independent Domestic Violent Advisor (IDVA) & Victim Support Service for the borough | Deputy Mayor, Cllr Ohid Ahmed | Finalise Job Description and tender advert for new contract, including re-tendering of 3 IDVAs and 2 new posts, providing specialist support to victims of the most serious crimes including violent crime and hate crime. (May 2012) |
| | Andy Bamber (CLC) | Confirm a base for these officers within the borough, which is accessible to all in line with the Equalities duty. (August 2012) |
| | | New contract for 3 IDVA posts fully operational. (October 2012) |
| | | Contract for 2 new victim support workers fully operational. |

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| | | (October 2012) |
| Implement our Drugs Strategy | Deputy Mayor, Cllr Ohid Ahmed Andy Bamber (CLC) | Redesign our drug services. (March 2013) |
| | | Deliver the dealer a day programme – at least 365 people arrested on suspicion of drug dealing. (March 2013) |
| | | Develop a disaggregated PI for substance misuse. (March 2013) |
| | | Undertake equality analysis of drug service redesign to ensure access to high quality service by diverse users. (March 2013) |
| | | Develop drug youth engagement strategy for young people. (March 2013) |
| Manage the night time economy | Deputy Mayor, Cllr Ohid Ahmed Andy Bamber (CLC) | Establish proposals for a Cumulative Impact Policy (Saturation Policy) to provide stronger controls around the licensing of additional premises in the Brick Lane area. (September 2012) |
| With our partners, deliver the Partnership Community Safety Plan | Deputy Mayor, Cllr Ohid Ahmed Andy Bamber (CLC) | Purchase new Police officer provision to further enhance the control of Crime and ASB. (October 2012) |
| | | Crime and ASB Strategic Review completed. (October 2012) |
| | | Develop an equality and cohesion analysis within the Community Safety Plan. (December 2012) |
| | | Community Safety Plan agreed. (March 2013) |

Strategic Priority 3.2: Reduce fear of crime

| Strategic Action | Lead Member Lead Officer Directorate | Milestones and Deadlines |
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| Implement our CCTV Policy | Deputy Mayor, Cllr Ohid Ahmed Andy Bamber (CLC) | Finalise the CCTV policy. (May 2012) |
| | | Develop the capital funded installation plan. (May 2012) |
| | | Incorporate & manage the Olympic ANPR CCTV legacy. (Dec 2012) |

Strategic Priority 3.3: Foster greater community cohesion

| Strategic Action | Lead Member Lead Officer Directorate | Milestones and Deadlines |
|---|---|---|
| Support the delivery of a wide range of community events | Cllr Rania Khan Heather Bonfield (CLC) | Support the successful delivery of the 2012 Mela. (May 2012) |
| | | Establish management and support arrangements for street parties. (June 2012) |
| | | Plan activities and support the golden Jubilee Big Lunch event, Beacon lighting and River Pageant.(June 2012) |
| | | Support the delivery of a programme of events which celebrate the contribution of diverse communities to building 'One Tower Hamlets'. (March 2013) |
| Develop a greater understanding of Islamophobia and strengthen our response to it | Deputy Mayor, Cllr Ohid Ahmed Michael Keating (CE's) | Action learning programme established to review research on far right activity and engage local communities. (July 2012) |
| | | Evaluation produced. (December 2012) |
| Deliver a local Prevent programme | Deputy Mayor, Cllr Ohid Ahmed Michael Keating (CE's) | Bids submitted to Home Office (October 2012) |
| | | Evaluation of programme completed. (March 2012) |

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| Support the delivery of effective community cohesion work | Deputy Mayor, Cllr Ohid Ahmed Michael Keating (CE's) | Launch the Mayor's One Tower Hamlets learning programme. (April 2012) |
| | | Hold an event for key partners to disseminate the learning from the programme. (November 2012) |
| | | Report on project outcomes and learning to Safe and Cohesive CPDG for consideration. (December 2012) |
| | | Monitor responses to Annual Residents Survey question on 'Percentage of people who say that people from different backgrounds get on well together' by ethnicity and gender. (March 2013) |
| Develop a Community Champions programme | Cllr Rania Khan | Engage volunteers for the Olympic period. (July 2012) |
| | Cllr Shahed Ali | Develop community environmental champions. (March 2013) |
| | Deputy Mayor, Cllr Ohid Ahmed Shazia Hussain (CE's) | Develop a Community Champion Action Plan (March 2013) |

Safe and Cohesive Performance Measures:

- Local concern about ASB and Crime
- Satisfaction with the Police / Community Safety Partnership
- Proportion of residents who believe that people from different backgrounds get on well together
- Personal robbery
- Residential burglary
- Motor vehicle crime
- Violence with injury
- CAD Calls for ASB

A Healthy and Supportive Community

| Strategic Priority 4.1: Reduce health inequalities and promote healthy lifestyles | | |
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| Strategic Action | Lead Member Lead Officer Directorate | Milestones and Deadlines |
| Ensure that NHS reforms are implemented effectively locally | Mayor Rahman Deborah Cohen (AH&W) and Louise Russell (CE's) | NHS cluster transition plan submitted for public health with council involvement. (April 2012) |
| | | Staff consultation on proposed Public Health delivery structures and staff teams. (November 2012) |
| | | Arrangements in place for a formal transfer of staff to the council for public health. (March 2013) |
| | | Provide support and leadership to enable the establishment of Local HealthWatch. (March 2013) |
| Act to reduce health inequalities | Mayor Rahman Deborah Cohen (AH&W) | Joint Health and Wellbeing Board Strategy scope agreed through Health and Wellbeing workshop. (May 2012) |
| | | Health and Wellbeing Strategy published, including the vision for Public Health. (March 2013) |

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| | | Support the Primacy Care Trust to reduce smoking including delivering the Smoke Free Awards. (March 2013) |
| Support young people to live healthy lives | Cllr Oliur Rahman Mary Durkin (CS&F) | Recruit a mental health worker to support care leavers (June 2012) |
| | | Increase the proportion of schools with Healthy School status: 89% of schools to have status. (March 2013) |
| | | Provide schools with support to develop healthy eating and physical activity, including: <ul style="list-style-type: none"> • Lunchtime experience training with 50 schools. (March 2013) • Practical packed lunch training with 20 primary school children and 20 parents. (March 2013) |
| | | Healthy Life Champions deliver a programme targeted at young people within primary schools, identified as either overweight or obese. (March 2013) |
| | | Deliver a series of SRE training, both centrally and within schools. <ul style="list-style-type: none"> • Two centrally led training sessions open to all school staff (March 2013) • 5 school based training sessions (March 2013) |
| | | Explore the possibility of increasing the school nurse provision within all primary and secondary schools. (March 2013) |
| Invest in the borough's leisure centres and playing pitches | Cllr Rania Khan Heather Bonfield (CLC) | Complete the improvement works to St. George's Pool. (May 2012) |
| | | Deliver improvements to Mile End Stadium. (March 2013) |
| | | Progress the Victoria Park cricket pitch improvement project and develop an investment initiative to enhance cricket provision in the south of the borough. (March 2013) |
| | | Improve changing accommodation at Victoria Park. (March 2013) |
| | Mayor Rahman Ann Suttcliffe (D&R) | Poplar Baths redevelopment – preferred development partner initial selection. (June 2012) |
| | | Preferred development partner final selection. (November 2012) |
| | | Planning application approved. (May 2013) |

Strategic Priority 4.2: Enable people to live independently

| Strategic Action | Lead Member Lead Officer Directorate | Milestones and Deadlines |
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| Improve support to carers | Cllr Asad Katharine Marks and Deborah Cohen (AH&W) | Introduce a new health checks for carers project linked to the Community Virtual Ward. (May 2012) |
| | | Carers' budgets to be introduced and expanded to give carers control over the services they choose to receive. (October 2012) |
| | | Extend the current scheme of leisure passes to other client groups. (December 2012) |
| | | Ensure carers have contingency plans drawn up as part of the Support Planning process. (March 2013) |
| Improve the customer journey by embedding the principles of choice and control | Cllr Asad Katharine Marks and Deborah Cohen (AH&W) | Complete review of the new 'customer journey' with a focus on enabling more people to take their budget as a cash budget. (September 2012) |
| | | Implement the new 'customer journey' for the community learning disability service. (October 2012) |
| | | Evaluate the independent living support service pilot and make recommendations for future commissioning decisions. (October 2012) |
| | | Agree future approach to providing choice in support planning and brokerage. (October 2012) |
| | | Launch the e-marketplace to enable people to purchase health and social care services over the internet. (March 2013) |
| | | Monitor uptake of Telecare products and cash budgets by different equality groups (September 2012 and March 2013) |

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| Improve Equipment and Accommodation | Cllr Asad Katharine Marks and Deborah Cohen (AH&W) | Roll out of the transforming community equipment model in social care. (June 2012) |
| | | Launch new approach to Telecare with the service available to more people especially those with medium or high social care needs (September 2012) |
| | | Official opening of Sue Starkey House - new extra care sheltered housing scheme accessible to younger adults with physical or learning disabilities, as well as older people. (July 2012) |
| | | Official opening of Shipton House - extra care facility for people with dementia. (July 2012) |

| Strategic Priority 4.3: Provide excellent primary and community care | | |
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| Strategic Action | Lead Member Lead Officer Directorate | Milestones and Deadlines |
| Ensure effective partnership working across health and social care | Cllr Asad Deborah Cohen (AH&W) | Set up the Programme Management Office to support further integration through the Health & Wellbeing Board. (June 2012) |
| | | Identification of further opportunities for health and social care joint service delivery. (October 2012) |
| | | Community virtual ward to be rolled out across the whole Borough. (March 2013) |
| | | Refresh JSNA and Mental Health Commissioning Strategy excluding dementia. (March 2013) |

Strategic Priority 4.4: Keep vulnerable children, adults and families safer, minimising harm and neglect

| Strategic Action | Lead Member Lead Officer Directorate | Milestones and Deadlines |
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| Deliver the Adults Safeguarding work programme | Cllr Asad Katharine Marks (AH&W) | Develop a public communication strategy to raise awareness of safeguarding and how to make a safeguarding referral. (Dec 2012) |
| | | Introduce an inter-agency approach and practice guidance for addressing issues of severe self-neglect. (Sept 2012) |
| | | Define and agree the relationship between Health and Wellbeing Board and the Safeguarding Adults Board. (March 2013) |
| | | Establish service user and community representation in the work of the Safeguarding Adults Board. (March 2013) |
| Identify and meet the needs of families using our Family Wellbeing Model approach | Cllr Oliur Rahman Steve Liddicott (CSF) | Further develop the Family Wellbeing Model approach through the development of a Tower Hamlets Multi-Agency Safeguarding Hub (MASH), in partnership with the police and NHS. (March 2013) |

Healthy and Supportive Community Performance Measures

- All age, all cause mortality rate
- The number of people that have stopped smoking
- Percentage of children in reception who are obese
- Under 18 conception rate
- Family wellbeing - timeliness and effectiveness of interventions
- Carers receiving needs assessment or review and a specific carer's service, or advice and information
- Social care clients and carers in receipt of Self Directed Support
- Self reported experience of social care users

One Tower Hamlets

Strategic Priority 5.1: Reduce inequalities

| Strategic Action | Lead Member, Lead Officer Directorate | Milestones and Deadlines |
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| Focus on employing a workforce that fully reflects the community it serves | Cllr Alibor Choudhury Simon Kilbey (Resource) | Launch and populate talent pools. (July 2012) |
| | | Directorate talent pool targets set for improvement in key areas: <ul style="list-style-type: none"> • gender, disability and BME. (July 2012) • quarterly progress reporting to People Board (September 2012) |
| | | 47 apprentices complete NVQ level 2 and 3. (March 2013) |
| Convene a Fairness Commission | Mayor Rahman | Fairness Commissioned launched. (April 2012) |
| | Michael Keating (CE's) | Fairness Commission report completed. (October 2012) |
| Refresh our approach to tackling inequality | Cllr Ohid Ahmed | Work with wide range of external stakeholders to review progress on delivering our six Equality Schemes 2009-12 (September 2012) |
| | Michael Keating (CE's) | Hold review event and launch approach to future work on tackling inequality (December 2012) |

Strategic Priority 5.2: Work efficiently and effectively as One Council

| Strategic Action | Lead Member Lead Officer Directorate | Milestones and Deadlines |
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| Make better use of our assets | Cllr Alibor Choudhury Ann Sutcliffe (D&R) | Review existing school and education assets to understand the immediate need for additional statutory school places. (May 2012) |
| | | Develop medium and long term strategy to meet projected pupil growth to 2020. (November 2012) |

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| | | Review AH&W assets to inform rationalisation with service objectives. (June 2012) |
| | | Serve notice on Anchorage House lease. (September 2012) |
| | | Present recommendations to Cabinet on the depot review and development of Watts Grove. (September 2012) |
| Create a new Strategic ICT Partnership that improves ICT services, reduces back office costs, protects the employment prospects of staff in ICT and creates 250 new jobs for Tower Hamlets residents | Cllr Alibor Choudhury Claire Symonds and Simon Kilbey (Resources) | New VDI technology available for all staff. (July 2012) |
| | | Implement a robust IT platform that supports Smarter Working. (December 2012) |
| | | Implement Smarter Working Policy, including: <ul style="list-style-type: none"> • Training available to managers on how to manage effectively in a different culture and environment. (April 2012) • Mandatory briefing sessions for all affected managers. (December 2012) |
| Implement a new ICT Partnership | Cllr Alibor Choudhury Claire Symonds (Resources) | ICT Service transferred. (July 2012) |
| | | Data Centre moved. (December 2012) |
| | | Development of process to create training places and apprenticeships for residence in accordance with contract. (October 2012) |
| | | National – jointly branded – Apprentice Institute opened (October 2012) |
| | | Reduction in annual cost of £2.5m with no unplanned loss of network or systems (March 2013) |
| Improve customer satisfaction whilst reducing back-office costs by using new technology | Cllr Alibor Choudhury Claire Symonds (Resources) | Relocate Cheviot House One Stop Shop to Watney Market. (March 2013) |
| | | Develop channel shift initiatives to encourage web and telephone use for those customers that prefer them: <ul style="list-style-type: none"> • Telephony self-service options appraisal [with Strategic Partner]. (September 2012) • Telephony self-service implementation. (March 2013) |
| | | Launch and promote new Achieve (online) forms. (September 2012) |

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| | | Monitor and increase Achieve Forms take up. (March 2012) |
| Improve fraud detection and increase deterrence | Cllr Alibor Choudhury | Agree an approach with DWP on benefit fraud prosecutions. (June 2012) |
| | Claire Symonds (Resources) | 50 benefit prosecutions secured. (March 2013) |
| | | Market property recovery service to RSLs. (December 2012) |
| Develop a new localised Partnership Structure with Mayor's Assemblies, Neighbourhood Agreements and Local Forums | Deputy Mayor Ohid Ahmed | Terms of reference for the forums and assemblies developed. (June 2012) |
| | Shazia Hussain and Jamie Blake (CLC) | New structure launched. (June 2012) |
| | | Community Champion co-ordinators recruited. (January 2013) |
| Develop Progressive Partnerships to further the Mayor's social objectives through our procurement practices | Cllr Alibor Choudhury Hugh Sharkey (Resources) | London Living Wage specified in Council contracts and as part of Tollgate process. (April 2012) |
| | | Fair trade to be a requirement of catering contracts. (April 2012) |
| | | Tower Hamlets suppliers: map of local industry to be created. (June 2012) |
| | | 6 conferences for Tower Hamlets suppliers (March 2013) |
| | | New Procurement Strategy agreed. (September 2012) |
| | Progressive Partnerships to be a requirement of procurement procedures, verified at 6 Tollgates. (September 2012) | |
| Work with Managers to improve and reduce staff sickness absence | Cllr Alibor Choudhury Simon Kilbey (Resources) | Directorate Absence Management Panel (DAMPs) meeting monthly to review absence data and to ensure that it's effective and reducing staff sickness. (April 2012) |

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| | | <p>On a monthly basis, managers review sickness absence statistics in conjunction with HR business partners and begin taking formal action under the policy. (April 2012)</p> |
| | | <p>Corporate Absence Management Panel (CAMP) meeting quarterly to review absence data and to ensure that it's effective and reducing sickness. (July 2012)</p> |

One Tower Hamlets Performance Measures

- The percentage of staff that are LP07 or above who have a disability
- The percentage of staff that are LP07 or above who are from an ethnic minority
- The percentage of staff that are LP07 or above that are women
- Working days lost due to sickness absence
- Customer Access satisfaction
- Proportion of residents that agree the Council involves residents when making decisions.
- Proportion of residents that agree the Council is doing a good job.