

A Great Place to Live					
Strategic Priority 1.1: Provide good quality affordable housing					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Increase the availability of affordable family sized housing	Cabinet Member for Housing & Development Jackie Odunoye (D&R)	31/03/2015	Complete	100%	Planning applications continue to be scrutinized to maximize compliance with our policies on provision of family housing in the affordable tenures.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Meet with developing RPs twice, to agree the number, location, size and timing of their schemes	Jackie Odunoye (D&R)	30/09/2014	Complete	100%	Regular meetings are taking place.
Ensure that each planning application has as close to a policy compliant offer of affordable family sized homes	Jackie Odunoye (D&R)	31/03/2015	Complete	100%	Affordable Housing team provide comments on all planning applications and ensure that family affordable is given a high priority in assessing schemes.
Meet quarterly with the GLA to discuss progress on grant funded schemes and future bids by RPs/developers in Tower Hamlets	Jackie Odunoye (D&R)	31/03/2015	Complete	100%	Meetings take place at the end of every quarter.
Participate at all ELHP Chief Officer Groups and the ELHP Board	Jackie Odunoye (D&R)	31/03/2015	Complete	100%	The Council is represented at a senior level at the ELHP Chief Officer Group and the Housing Directors Meeting at London Councils. Both meetings occur every 2 months.
Support RPs grant applications to the GLA ensuring that quantum of family homes is maximised and rents are affordable	Jackie Odunoye (D&R)	31/03/2015	Complete	100%	Many grant allocations are still for unspecified schemes, and will not specify exact rents, which need to be secured through our planning process. The LBTH Framework for Affordable Rents has been agreed with the GLA.
Work with RPs and Planning to increase the delivery of affordable housing with the aim of completing 5500 new affordable homes by May 2018	Jackie Odunoye (D&R)	31/03/2015	Complete	100%	Work continues on encouraging further delivery of affordable housing from mixed tenure schemes and RP led schemes. The target of 5500 is still not secured, but more schemes are due to be approved over the next years.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Deliver regeneration at Robin Hood Gardens and the Ocean Estate	Cabinet Member for Housing & Development Jackie Odunoye (D&R)	31/03/2015	Delayed	96%	This activity is marked as delayed as it is more than 90% complete. Phase 1a first new homes for RHG soon to complete and preparations in place for Phase 1b. Ocean Phase 1 new build and refurb. complete and preparations underway for Phase 2.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Blackwall Reach - Secure reserved matters planning application approval for development phase 1b	Jackie Odunoye (D&R)	31/07/2014	Complete	100%	Reserved matters approval by delegated authority 24/12/2014.
Ocean DH & New build - Manage refurbishment contract defects period and notation of contracts from East Thames	Jackie Odunoye (D&R)	30/09/2014	Delayed	90%	A number of legacy elements remain to be completed in 2015/16 including novation of contracts pending settlement of final accounts.
Blackwall Reach - Ensure completion of 98 new homes on development phase 1a	Jackie Odunoye (D&R)	31/03/2015	Delayed	95%	Completion and rehousing from May 2015 following land transfer and statutory utility issues.
Ocean Redevelopment Phase 2 - Progress land assembly, including tenant decants and acquisitions to achieve vacant possession for transfer to East Thames	Jackie Odunoye (D&R)	31/03/2015	Complete	100%	Vacant possession was successfully achieved as programmed on 26th February, ready for transfer to East Thames in March 2015.

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Lead regeneration in Poplar	Cabinet Member for Housing & Development Owen Whalley (D&R)	01/03/2015	Overdue	58%	The Planning and Building Control team supported the successful application for the Housing Zone designation. This will unlock the development potential of the area over the next 2/3 years. The timetable of the Ailsa Street Masterplan has been delayed to align with work on the Housing Zone. This will now go for consultation in September 2015 and will be adopted by March 2016.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Produce new Ailsa SPD draft for consultation	Owen Whalley (D&R)	01/10/2014	Overdue	50%	P&BC supported the successful application for the Housing Zone designation. This will unlock the development potential of the area over the next 2/3 years. The timetable of the Ailsa Street Masterplan has been delayed to align with work on the Housing Zone. This will now go for consultation in September 2015 and will be adopted by March 2016.
Adopt the Ailsa Street SPD	Owen Whalley (D&R)	01/03/2015	Overdue	25%	P&BC supported the successful application for the Housing Zone designation. This will unlock the development potential of the area over the next 2/3 years. The timetable of the Ailsa Street Masterplan has been delayed to align with work on the Housing Zone. This will now go for consultation in September 2015 and will be adopted by March 2016.
Complete a Masterplan scoping exercise for South Poplar	Owen Whalley (D&R)	01/03/2015	Complete	100%	
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Deliver housing, a leisure centre and community facilities at Poplar Baths / Dame Colett House	Cabinet Member for Housing & Development Ann Sutcliffe (D&R)	31/03/2015	Overdue	84%	Delayed financial closure to June 2014 has resulted in subsequent delays to programme delivery. Completions of first phase housing targets and opening of the youth / community facilities have slipped to August 2015, also to be supported by a mobilisation / handover process.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
6 month review of progress against programme targets	Ann Sutcliffe (D&R)	30/09/2014	Complete	100%	Construction programme reviewed
Monitor delivery of 100 socially rented housing units	Ann Sutcliffe (D&R)	31/03/2015	Complete	100%	Ongoing process
Delivery of leisure centre - commencement on site	Ann Sutcliffe (D&R)	31/03/2015	Complete	100%	Started on site
Delivery of a new youth / community centre - commencement on site	Ann Sutcliffe (D&R)	31/03/2015	Complete	100%	Started on site
Complete first phase of housing (milestone / deadline subject to Financial Close)	Ann Sutcliffe (D&R)	31/03/2015	Overdue	60%	Later contract commencement has resulted in completions slipping into next programme year. Construction progressing to programme with a target of August 2015 completion
Open youth / community facilities (milestone / deadline subject to Financial Close)	Ann Sutcliffe (D&R)	31/03/2015	Overdue	60%	Later contract commencement has resulted in completions slipping into next programme year. Construction progressing to programme with a target of August 2015 completion
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Seek to mitigate homelessness and improve housing options	Cabinet Member for Housing & Development Jackie Odunoye, Colin Cormack (D&R), Andy Bamber (CLC)	31/03/2015	Delayed	90%	This activity is substantially complete. The only milestone to have slipped is the production & publication of the Homeless Strategy Action Plan but that has not adversely influenced delivery of this activity and will be completed during Q1 2015/16..
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Improve housing options in the private rented sector - scope project and agree project plan	Jackie Odunoye (D&R), Andy Bamber (CLC)	30/04/2014	Complete	100%	
Develop proposals for consideration informed by evidence and legal advice	Jackie Odunoye (D&R), Andy Bamber (CLC)	30/06/2014	Complete	100%	

Produce and publish the Homeless Statement Action Plan	Colin Cormack (D&R)	31/07/2014	Overdue	85%	As it pertains to the bulk of the activities (these being delivered by Housing Options) the Action Pan is complete. However, complementary activities from other Directorates is still being assessed and is likely not going to be completed until end of 1st quarter of 2015/16
Submit Cabinet report setting out options and budgetary requirements in relation to the private rented sector	Jackie Odunoye (D&R)	30/09/2014	Complete	100%	Cabinet Report approved on 3rd September 2014.
Support the London Living Rent Campaign and work with the GLA's London Rental Scheme and London Landlord Accreditation Scheme to improve regulation in the Private Rented Sector producing a scoping report by September 2014	Jackie Odunoye (D&R)	30/09/2014	Complete	100%	
Produce the service change specification for an enhanced Housing Options Service as defined by the No Wrong Door project	Colin Cormack (D&R)	31/03/2015	Complete	100%	This work is now to be used to inform the restructure proposals that will be launched by the end of the 1st quarter of 2015/16
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Plan effectively to deliver high volumes of affordable housing and funding for infrastructure (including provision for healthcare and education)	Cabinet Member for Housing & Development, Owen Whalley (D&R)	31/03/2015	Delayed	98%	This activity is substantially complete - the delayed milestone will be delivered during Q1 2015/16. The completions data shows that a high volume has been successfully delivered. CIL charging came into effect on 1 April 2015, this will contribute to infrastructure investment and improvements in the Borough.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Represent Tower Hamlets at Judicial Review into London Plan affordable housing policy	Owen Whalley (D&R)	31/05/2014	Complete	100%	
Consult on draft South Quay Masterplan	Owen Whalley (D&R)	30/09/2014	Complete	100%	
Adopt South Quay Masterplan	Owen Whalley (D&R)	31/03/2015	Delayed	90%	This will be considered for approval by Cabinet in June 2015.
Maximise opportunities for the provision of childcare space in new developments	Owen Whalley (D&R)	31/03/2015	Complete	100%	The report commissioned from Cordis Bright has been completed. The recommendations of this report are now being taken forward by ESCW and Strategic Planning. ESCW are preparing an evidence base document to inform policies in the new Local Plan, which Strategic Planning are preparing.
Secure new affordable homes at rental levels which are genuinely affordable for those in housing need in Tower Hamlets	Jackie Odunoye (D&R)	31/03/2015	Complete	100%	The new framework for affordable rents in the 15-18 GLA grant programme have been agreed. Rents on other schemes require liaison with developers at planning stage, which is being undertaken.
Develop new financial and delivery model as options for securing investment in delivering affordable housing on specific Council owned sites	Jackie Odunoye (D&R)	31/03/2015	Complete	100%	The Feasibility Study and Business Case for a development company has been developed. 7 sites have been identified up for inclusion in the delivery model. Legal advice has been received and financial modelling has been completed. A decision needs to be made by the Mayor and Cabinet in order to start the implementation phase.

Strategic Priority 1.2: Maintain and improve the quality of housing					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Reduce the number of Council homes that fall below a decent standard	Cabinet Member for Housing & Development Jackie Odunoye (D&R)	30/03/2015	Delayed	93%	This activity is substantially complete. 3,186 homes made decent. GLA target met for spend and decent homes.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Commence Year 4 DH Programme using five contractors	Jackie Odunoye (D&R)	30/04/2014	Complete	100%	Contractors commenced delivery from 1st April 2014.
Make 3109 homes decent	Jackie Odunoye (D&R)	31/03/2015	Complete	100%	3,186 homes were made decent against a GLA target of 3,109.
Ensure delivery of local community benefits targets	Jackie Odunoye (D&R)	31/03/2015	Overdue	90%	This activity is overdue because some of the targets have not been met. Target Apprentices in Y3 & Y4 = 155: Current Apprenticeships = 112. The difference is being carried forward into Y5 with the respective works. Target = 30%: Current Employment = 37%. Local (LBTH) Spend Target = 20%: Current Performance = 31%. Contractors have spent circa £27.5m of which £8.505m (31%) have been committed to suppliers based within LBTH. Local (East London) Spend Target = 50%: Current Performance = 34%. Work Experience Placements: * 4 Outreach placement * 19 School placements with local schools * 47 weeks' work experience * Kitchen designs have been signed off by the community groups at the four Community Centres and works order will be ordered by the contractors The community centres could deliver a total of 120 weeks of work experience. There are a potential 60 people that could benefit from work experience.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Improve the quality of housing services	Cabinet Member for Housing & Development Jackie Odunoye (D&R)	31/12/2014	Delayed	90%	This activity is substantially complete. Good progress continues with the delivery of project 120, it remains a standing item on the THHF Development Sub Group Agenda and a Project Team has formed, meeting on a 6 weekly basis to take this initiative forward. Awaiting decisions from the Lead Member on leaseholder audits way forward and recommendations on dispute resolution. Ongoing support provided to the Tenants Federation representatives.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Ensure sign up to P120 (provision of appropriate family sized wheelchair accessible homes) by all RP partners, developers and the GLA	Jackie Odunoye (D&R)	31/05/2014	Complete	100%	A conference held in January 2104, attended by RPs and stakeholders involved in the delivery of wheelchair units in the borough formally marked the launch of P120. Since then P120 remains a standing item on the THHF Development Sub Group Agenda and a Project Team has formed, meeting on a 6 weekly basis to take this initiative forward.
Implement efficiency savings by re-structuring the Service	Jackie Odunoye (D&R)	31/10/2014	Delayed	75%	Restructuring of the Affordable Homes, Private Sector Housing and Strategic Housing teams has been delayed. Formal consultation was launched in April 15 and is envisaged to complete by June 2015.
Complete audits of leaseholder service charges and implement recommendations	Jackie Odunoye (D&R)	31/12/2014	Delayed	80%	Mazars and HQN Audit completed - awaiting Lead Member decision for a way forward

Examine options for leaseholder dispute resolution	Jackie Odunoye (D&R)	31/12/2014	Delayed	80%	Alternative Dispute Resolution (ADR): Recommendation made to Lead Member and to DIG - awaiting decision.
Agree and monitor the Tenant Federation Action Plan and provide appropriate support for their 'Cards on the Table' scrutiny activities	Jackie Odunoye (D&R)	31/03/2015	Complete	100%	An action plan was agreed with the Tenant Federation who have provided quarterly reports to Officers. Officers meet with Tenant Federation representatives on a regular basis and continue to provide support to the group.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Identify and target sub-standard homes and work with landlords or enforce where required to improve conditions	Cabinet Member for Housing & Development / Deputy Mayor Andy Bamber (CLC)	31/03/2015	Complete	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Gather necessary evidence, explore data and consider options for taking forward a landlord licensing scheme	Andy Bamber (CLC)	31/03/2015	Complete	100%	
Proactively locate substandard homes and bring them up to standard	Andy Bamber (CLC)	31/03/2015	Complete	100%	
Increase the number of Houses of Multiple Occupation that are compliant with licensing requirements by 10%	Andy Bamber (CLC)	31/03/2015	Complete	100%	
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Offer affordable fuel options through Tower Hamlets Energy Community Power (Energy Cooperative)	Cabinet Member for Housing & Development / Cabinet Member for Resources Jackie Odunoye (D&R)	31/03/2015	Complete	100%	Continuing to promote the energy co-op, energy switching resident sign-ups currently on-going. An energy auction is held every quarter. The next auction will be held on the 19th May 2015. Energy advice is offered to households and home energy efficiency webpages have been updated and are easier to use.
Milestone	Lead Officer	Deadline	Q4 Status	% Comp	Q4 Comments
Deliver the energy use awareness programme, including home energy efficiency advice and short term loans of energy monitoring devices, to help residents recognise their current energy use and identify potential savings	Jackie Odunoye (D&R)	30/09/2014	Complete	100%	On-line sustainability pages completely updated and refreshed to offer home energy efficiency advice. Residents wanting to loan a energy monitor can do so through an energy advisor home visit.
Provide tailored home energy efficiency advice and energy packs to 250 households in the borough, focused on those at risk of fuel poverty including vulnerable residents and over 75s	Jackie Odunoye (D&R)	31/12/2014	Complete	100%	Funding has been secured and project already completed by CLC. We also secured a further £250k through s106 for the Ocean Estate of which £25k will go towards installation of LEDs for the estate.
Implement the Fuel Poverty Plan and produce an annual report on progress and achievements	Jackie Odunoye (D&R)	31/03/2015	Complete	100%	Fuel Poverty Strategy was approved by Cabinet in November 2013, the Action Plan implemented. Annual report completed and ready to publish onto the Council's website.
Continue with resident sign-up for the collective energy switching scheme and hold at least two auctions in the year to secure cheaper tariffs for residents	Jackie Odunoye (D&R)	31/03/2015	Complete	100%	Regular promotional sign up events are held to engage with residents. Held four auctions this year with average savings of £150 October auction achieved savings of £200 per household; February; next auction 19 May 2015.

Strategic Priority 1.3: Improve the local environment and public realm					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Progress the Carbon Reduction Plan for Council buildings	Cabinet Member for Resources / Cabinet Member for Clean & Green Jackie Odunoye (D&R)	31/03/2015	Overdue	85%	The Carbon Management Plan from 2009 has been reviewed and renewed in 2014. The vacant post leading on the carbon management plan now in post. We have enough funds (circa £6.0m) in the carbon offset fund to spend on carbon reduction projects.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Tender for Re:FIT programme for Council buildings	Jackie Odunoye (D&R)	30/09/2014	Complete	100%	This milestone is about commencing the tendering processes, this has now started and is due to complete in June 2015.
Secure approval of the Salix loan application for 300 LED streetlights. The works will save £25,000 and 135 tonnes of CO2 per annum	Jackie Odunoye (D&R)	30/09/2014	Complete	100%	Funding has been secured and project already completed by CLC. We also secured a further £250k through s106 for the Ocean Estate of which £25k will go towards installation of LEDs for the estate.
Complete installation phase for Re:FIT programme. The programme will save 312 tonnes of CO2 and £60,000 per annum	Jackie Odunoye (D&R)	31/03/2015	Overdue	50%	Once the tendering process is complete the finance needs to be secured, as we have £6.0m in the carbon offset fund, the money is in place. We will deliver a much larger programme than anticipated. The installation phase will now be completed in Sep 2015.
Deliver second phase of staff engagement programme and publish energy costs and carbon emissions quarterly	Jackie Odunoye (D&R)	31/03/2015	Complete	100%	The first of the report is now complete and ready to be published. There was a slight delay in completing this milestone as the lead officer post was vacant for nearly a year.
Complete the Schools Saving strategy and delivery plan	Jackie Odunoye (D&R)	31/03/2015	Complete	100%	Strategy is complete. We have identified the high energy consuming schools where improvements could be made and we have secured £40k from the GLA towards the implementation of projects. We are working with the GLA on the REFIT framework on taking these projects forward.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Protect and improve the local environment	Cabinet Member for Clean & Green Andy Bamber, Jamie Blake (CLC)	31/03/2015	Complete	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Manage continued improvement in reducing traffic disruption through the Street Works Permit scheme for utilities and road works, with an annual report produced in May 2014	Jamie Blake (CLC)	31/05/2014	Complete	100%	
Enact dog control orders (subject to consultation) to improve the Council's response to dog control issues	Andy Bamber (CLC)	30/09/2014	Complete	100%	
Deliver projects towards improving air quality under the Air Quality Strategy programme:	Andy Bamber (CLC)	31/03/2015	Complete	100%	
1. Expand the zero emissions network in Shoreditch, working with small businesses					
2. Deliver and evaluate a pilot No-idling project at Tower Bridge					
3. Design and deliver the clean air awareness project with the Barts Trust					
Continue to liaise with Crossrail delivery companies and contractors to ensure that the impact on the environment and local residents is minimised	Andy Bamber (CLC) and Jamie Blake (CLC)	31/03/2015	Complete	100%	
Plan and develop proposals for a Borough wide 20mph limit, including consultation with TfL	Jamie Blake (CLC)	31/03/2015	Complete	100%	

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Work in partnership to improve our public realm	Cabinet Member for Clean & Green Jamie Blake (CLC)	31/03/2015	Overdue	85%	Overdue due to delays with Ben Johnson works.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Undertake a borough wide deep clean	Jamie Blake (CLC)	30/06/2014	Complete	100%	
Support the development and relaunch of Find It, Fix It, Love It (FIFILI) and develop the use of direct service delivery through	Jamie Blake (CLC)	31/08/2014	Complete	100%	
Deliver Marsh Wall resurfacing and bus improvement street scene improvement works on site	Jamie Blake (CLC)	31/08/2014	Complete	100%	
Undertake public consultation on the Ben Johnson Road street scene improvement scheme	Jamie Blake (CLC)	31/10/2014	Overdue	0%	Following some clarification of work programmes, the consultation for this scheme will now be undertaken in Q4 2015/16
Develop further the Community Volunteering programme, and deliver at least 50 projects	Jamie Blake (CLC)	31/03/2015	Complete	100%	
Integrate engagement with representative disabilities groups for all design and improvement works	Jamie Blake (CLC)	31/03/2015	Complete	100%	
Deliver the Ben Johnson Road street scene improvement scheme phase 1 works on site	Jamie Blake (CLC)	31/03/2015	Overdue	0%	Works are now scheduled to start on site in 2015/16.
Improve street lighting in the borough by replacing 200 streetlights with brighter white LED lighting (c.50 new columns per quarter)	Jamie Blake (CLC)	31/03/2015	Complete	100%	
Deliver phase 3 of the £3m highway infrastructure improvement programme. Total 18 streets resurfaced; 6 by September 2014	Jamie Blake (CLC)	31/03/2015	Complete	100%	
Help make our borough greener by implementing a four year rolling programme of tree planting on streets, parks and open spaces	Jamie Blake & Shazia Hussain (CLC)	31/03/2015	Complete	100%	
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Increase household waste sent for reuse, recycling & composting	Cabinet Member for Clean & Green Jamie Blake (CLC)	31/03/2015	Complete	100%	
Milestone	Lead Officer	Deadline	Status	100%	Comments
Develop a 'Lifecycle' media campaign to promote awareness of reuse, recycling & composting arrangements and opportunities	Jamie Blake (CLC)	31/08/2014	Complete	100%	
Complete a Census-based project to determine future demand profiles for waste and recycling services	Jamie Blake (CLC)	31/08/2014	Complete	100%	
Complete an evaluation of waste generation for estate based communities to support targeted interventions for improved recycling levels	Jamie Blake (CLC)	01/10/2014	Complete	100%	
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Improve our parks, playgrounds and open spaces	Cabinet Member for Culture Shazia Hussain (CLC)	31/03/2015	Overdue	85%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Commence delivery of the capital improvements to Bartlett Park Phase 1	Shazia Hussain (CLC)	31/03/2015	Complete	100%	
Develop consultation on the draft Masterplan for the King Edward Memorial Park, with local stakeholder meetings by December 2014	Shazia Hussain (CLC)	31/03/2015	Overdue	80%	S106 was delayed in coming through therefore consultation will now commence in the Summer 2015.

Strategic Priority 1.4: Provide effective local services and facilities					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Manage national planning changes effectively to deliver local priorities	Cabinet Member for Housing & Development Owen Whalley (D&R)	31/03/2015	Complete	100%	No applications received for round 3 or 4 of neighbourhood forums, however stage 2 of neighbourhood planning guidance was published on the TH website on 22 December 2014.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Cabinet determine third round of applications for Neighbourhood Forums	Owen Whalley (D&R)	30/09/2014	Complete	100%	No applications were received.
Publish Stage 2 Tower Hamlets Neighbourhood Planning Guidance	Owen Whalley (D&R)	31/10/2014	Complete	100%	Published 22 Dec 2014. Slightly delayed due to gaining / awaiting DCLG comments.
Cabinet determine fourth round of applications for Neighbourhood Forums	Owen Whalley (D&R)	31/03/2015	Complete	100%	No applications received to date.
Undertake an initial options review to assess delivery of the Mayor's parking commitments	Owen Whalley (D&R) / Jamie Blake (CLC)	31/03/2015	Complete	100%	
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Further improve our markets	Deputy Mayor Jamie Blake (CLC)	31/03/2015	Complete	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Undertake public consultation on Bethnal Green street scene improvements	Jamie Blake (CLC)	30/06/2014	Complete	100%	
Outline design developed for the Wentworth Street market area street improvement scheme	Jamie Blake (CLC)	31/12/2014	Complete	100%	
Deliver the Bethnal Green Town Centre improvement scheme to improve the market area - commence work on site	Jamie Blake (CLC)	31/03/2015	Complete	100%	
Deliver public consultation on the Wentworth Street market area street improvement scheme	Jamie Blake (CLC)	31/03/2015	Withdrawn	0%	Scheme withdrawn. Expected to be replaced by major junction improvement at Bethnal Green Gateway (Roman Rd / Cambridge Heath Rd) subject to securing LIP funding.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Adopt the Tower Hamlets local Community Infrastructure Levy (CIL)	Cabinet Member for Housing & Development Owen Whalley (D&R)	31/03/2015	Complete	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Full Council Adoption of LBTH CIL	Owen Whalley (D&R)	30/09/2014	Complete	100%	
Complete training programme for all Planning staff on the new CIL	Owen Whalley (D&R)	31/03/2015	Complete	100%	
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Deliver the Whitechapel Masterplan	Cabinet Member for Housing & Development Owen Whalley (D&R)	31/12/2014	Complete	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Define the Interim Delivery approach for the Masterplan	Owen Whalley (D&R)	31/07/2014	Complete	100%	
Prepare briefing paper for the Interim Delivery Team	Owen Whalley (D&R)	30/09/2014	Complete	100%	
Complete project handover	Owen Whalley (D&R)	31/12/2014	Complete	100%	

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Deliver a Multi-Faith burial ground	Mayor Ann Sutcliffe (D&R)	31/05/2015	Delayed	90%	Lease and management agreement are now signed. However, whilst contracts are now signed, marketing and management of provision needs allocating to a Directorate / individual officer to oversee and monitor.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Partner to secure planning consent for Multi-Faith burial ground	Ann Sutcliffe (D&R)	31/12/2014	Withdrawn	N/A	This agreement is no longer being pursued and has been formally surrendered with appropriate legal documents having being signed.
Commence marketing of cemetery provision	Ann Sutcliffe (D&R)	31/01/2015	Delayed	80%	Contracts are now signed but needs allocating to an individual officer to oversee and monitor.
Completion of setting out of grounds	Ann Sutcliffe (D&R)	31/05/2015	Withdrawn	N/A	This option is no longer being pursued. The new cemetery is already laid out and ready for burials.
Strategic Priority 1.5: Improve local transport links and connectivity					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Support sustainable local transport including cycle improvements	Cabinet Member for Clean & Green / Deputy Mayor Jamie Blake (CLC)	31/03/2015	Overdue	80%	Overdue due to delay with Leaway Walk scheme.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Review TfL safety improvement designs for Cycle Superhighways 2 and 3	Jamie Blake (CLC)	31/07/2014	Complete	100%	
Undertake consultation on the Council's sustainable local transport improvements (Cycle Superhighways 2&3 and Aldgate / Whitechapel Connections Strategy)	Jamie Blake (CLC)	30/09/2014	Complete	100%	
With the London Legacy Development Corporation (LLDC), design creation of a new north/south Riverside Walk link	Jamie Blake (CLC)	30/11/2014	Complete	100%	
Commence Cycle Superhighway 2 and 3 enabling works with TfL	Jamie Blake (CLC)	31/12/2014	Complete	100%	
Deliver first phase of Aldgate / Whitechapel Connections Strategy - works on site	Jamie Blake (CLC)	31/01/2015	Complete	100%	
Develop Stepney Schools Cycle Partnership to support cycling in the area and continue the free adult and children cycling training programmes	Jamie Blake (CLC)	31/03/2015	Complete	100%	
Deliver Phase One of the Leaway Walk in conjunction with the LLDC	Jamie Blake (CLC)	31/03/2015	Overdue	20%	LLDC now delivering this scheme in Q1/2 2015/16
Create 1,000 more parking spaces over the next four years (i.e. to 2018), delivering 250 new spaces this year	Jamie Blake (CLC)	31/03/2015	Complete	100%	27% of the overall 2018 target has been completed
Strategic Priority 1.6: Developing stronger communities					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Engage residents and community leaders in policy and budget changes	Mayor / Cabinet Member for Resources Shazia Hussain (CLC)	31/03/2015	Complete	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Consult residents as part of the development of the Community Plan	Louise Russell (LPG)	31/12/2014	Complete	100%	
Hold an annual Mayor's Budget congress	Robin Beattie (CLC)	28/02/2015	Complete	100%	
Further develop and deliver a resident budget communications plan	Chris Holme (RES) / Takki Sulaiman (LPG)	28/02/2015	Complete	100%	

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Implement a framework for engagement of borough-wide equality forums in the Partnership	Mayor Louise Russell (LPG)	31/12/2014	Overdue	80%	Considerable work has been done to build the borough wide equality forums including commissioning a new Local Voices disabled people steering group, strengthening liaison arrangements with the Rainbow Hamlets LGBT forum.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop proposals to Partnership Executive for engagement of borough wide equality forums	Louise Russell (LPG)	30/06/2014	Complete	100%	Arrangements have been developed in discussion with forum members
Present implementation report to Partnership Executive	Louise Russell (LPG)	31/12/2014	Overdue	0%	A report has not been presented to the Partnership Executive
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Deliver locally appropriate services through the 4 locality Hubs	Mayor Shazia Hussain (CLC)	31/03/2015	Complete	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete negotiations with the Police regarding co-location	Robin Beattie (CLC)	31/07/2014	Complete	100%	
Develop a corporate wide strategy for locality co-location	Robin Beattie (CLC)	31/12/2014	Withdrawn	0%	This is now forming part of the Council's Asset Strategy under D&R
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Develop further the Local Community Ward Forums and the Community Champions Programme	Mayor Shazia Hussain (CLC)	31/03/2015	Complete	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Use the LCWFs to support the scoping of the 'Play Streets' scheme in the borough	Shazia Hussain (CLC)	31/12/2014	Complete	100%	Initial scoping work is being undertaken
Establish and implement three additional Local Community Ward Forums following the implementation of ward boundary changes	Shazia Hussain (CLC)	31/03/2015	Complete	100%	
Implement a 3rd round of Community Champions recruitment with targeted recruitment of under-represented groups	Shazia Hussain (CLC)	31/03/2015	Complete	100%	
Develop a Community Champions Framework	Shazia Hussain (CLC)	31/03/2015	Complete	100%	

A Prosperous Community					
Strategic Priority 2.1: Improve educational aspiration and attainment					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Ensure sufficient places are provided to meet the need for statutory school places	Cabinet Member for Education & Children's Services Kate Bingham (ESW)	31/03/2015	Complete	100%	These milestones are complete
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Review annual projections and adjust short, medium and long term planning accordingly	Kate Bingham (ESW)	30/09/2014	Complete	100%	Annual review report submitted to Cabinet 3 September 2014
Review land and asset options to plan for growth of primary and secondary provision, including provision for children with SEN, and report to Cabinet on progress and further plans for implementation	Kate Bingham (ESW)	30/09/2014	Complete	100%	Scheme implementation on programme. 5 FE of additional primary capacity opened September 2014.
Complete implementation of existing expansion schemes and any temporary schemes to provide sufficient primary places	Kate Bingham (ESW)	31/03/2015	Complete	100%	Primary School places planned for the year 2014/2015 has been delivered. Further primary school expansion proposals are planned for recommendation to Cabinet in May 2015.
Plan for implementation of future expansion schemes, working with D&R on land and funding matters where required, and plan for use of capital resources (including s. 106 and CIL funds) to implement schemes	Kate Bingham (ESW)	31/03/2015	Complete	100%	Longer term strategic planning is ongoing
Develop proposals for new school sites, including working with developers/owners and seeking school proposers as required	Kate Bingham (ESW)	31/03/2015	Complete	100%	Longer term strategic planning is ongoing. A potential primary school at Wood Wharf has been included in an outline planning application.
Develop medium and long term strategy to meet projected pupil growth to 2024, taking into account any new free schools agreed by DfE	Kate Bingham (ESW)	31/03/2015	Complete	100%	Longer term strategic planning is ongoing
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Expand free early education places of high quality for disadvantaged two-year-olds	Cabinet Member for Education & Children's Services Monica Forty (ESW)	31/03/2015	Overdue	80%	An additional 814 places were created by September 2014. A further 552 places have been recommended for funding and awaiting approval from the Secretary of State. We are continuing to work with around 22 new provisions to offer further places. Additional places are on target to open between September and December 2015.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop access routes to support the expansion of early learning places for eligible 2 year olds	Monica Forty (ESW)	30/09/2014	Complete	100%	All families or parents with 2 year olds have received notification about the provision and eligibility of service. A high profile publicity campaign was conducted too. Links formed with Parks Service, East Thames Housing, and Poplar Harca Housing to identify additional premises. We are working closely with asset management to negotiate potential childcare places within 12 Local Authority premises. Projects are likely to be launched between September to December 2015.
Use capital and trajectory building allocation from Dedicated Schools Grant to develop new, and expand existing, provision for eligible 2 year olds	Monica Forty (ESW)	31/03/2015	Overdue	40%	Although £1,141,959 capital funding has been recommended for capital development projects to date to create a minimum of 552 new childcare places for funded 2 year olds; the programme has been delayed. Currently working to secure Secretary of State approval to allow these projects to be implemented and further projects developed - a further spend of approx £1.9 million is anticipated. Subject to Secretary of State approval of recommended funding awards, it is anticipated that the programme will be completed by March 2016.

Work with identified settings to ensure that they are of high enough quality to provide places for eligible 2 year olds - promoting shared use of buildings where possible	Monica Forty (ESW)	31/03/2015	Complete	100%	New legislation from the DfE now means that the Early Years Service no longer has a right to refuse two year old funding to new provision or those judged good or outstanding by Ofsted (whatever the LA view is on their quality of provision). However raising quality continues to remain a main focus of meeting the needs of young children, and work continues with Asset Management to find premises encouraging shared use of buildings.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Raise attainment and narrow the gap between the lowest 20% and the median of all children at the end of the Early Years Foundation Stage (EYFS)	Cabinet Member for Education & Children's Services Monica Forty (ESW)	31/07/2014	Complete	100%	Milestones have been completed. The moderation process has changed. Schools now receive three visits over the course of the year rather than the traditional annual visit. The third visit will be made in the summer term. Assessment training is on-going and includes NQTs and experienced school improvement officers visiting schools.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Roll out second year of Every Tower Hamlets Child a Talker (ECaT) Programme	Monica Forty (ESW)	31/07/2014	Complete	100%	Each setting has a named communication lead. A higher level of training is being provided. Training for the trainer has started.
Roll out of the mathematics programme, including by appointing a skilled teacher who can work with both schools and MPVI settings; beginning the programme in the summer term and using QA and review processes as for ECaT	Monica Forty (ESW)	31/07/2014	Complete	100%	The Maths programme has been rolled out despite recruitment difficulties. This work has been subsumed by the wider team.
Work with targeted schools, including by allocating a development worker to each school; agreeing a programme of work incorporating support for leadership skills, assessment, assessing using the characteristics of learning and planning for progress; reviewing EYFSP outcomes for each school	Monica Forty (ESW)	31/07/2014	Complete	100%	So far this term, all schools have been visited, where the Adviser helped head-teachers and Early Years Co-ordinators to analyse EYFS pupil data from last year, as well as this year's new pupil cohort. Following analysis of data, staff were supported in creating their plan of action.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Increase the number of children achieving 5 A* to C grades including English and maths grades at GCSE	Cabinet Member for Education & Children's Services Monica Forty (ESW)	30/09/2014		95%	Status for this activity has been set to Red as the target has not been achieved even though the milestones have all been completed. DfE Performance headlines published Jan 2105 for GCSE 2014 show Tower Hamlets has maintained higher than England 'all schools' average scores with our schools attaining 59.7% vs all schools at 53.4% - a lead of 3.2 points. This is in a context of changes to the curriculum and assessment where the bar is being raised, TH has maintained its position with other authorities. One school, however, submitted their pupils for assessment early. If we were to remove this cohort of pupils, we would have seen our comparative position improve. The Council's role is to broker support between schools and strengthen partnerships. There continues to be some slippage but remedial actions are in place.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Identify the distribution of underperformance across the borough schools at all key stages, with a particular focus on White UK pupils and Looked After Children; offer feedback to the schools; identify key schools to work with to improve the attainment levels of the underachieving pupils	Monica Forty (ESW)	31/07/2014	Complete	100%	The Tower Hamlets Equalities Steering Group met in November 2014 and set up a project group who meet monthly to develop research and to share data across council teams. So far information has gone to DMT and teams across the borough and improving educational outcomes for White UK pupils is now a major priority. The Institute of Education has been commissioned to conduct research into this group with the aim of informing bespoke activities for parental engagement. Youth work activities and providing a summer workshop for schools to share best practice in interventions for disengaged White UK pupils. The final recommendations report will be ready by Autumn 2015.

Undertake identification of specific barriers to achieving such as family issues, SEN, attendance, health and motivation	Monica Forty (ESW)	30/09/2014	Complete	100%	All schools identify barriers to educational achievement through pupil progress meetings and put in place mitigating measures/actions to address this. This information is shared with the School Improvement Team.
Offer targeted Key Stage 4 support to the worst performing schools to support improvement, including learning and family support interventions especially for Looked After Children	Monica Forty (ESW)	30/09/2014	Complete	100%	Target Intervention Group half-termly meetings take place for 'Schools Causing Concern'. School effectiveness in tackling issues is monitored by senior officers. Termly School Management Group meetings hold officers to account on progress indicators and identify action.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Bring A Level results above the national average	Cabinet Member for Education & Children's Services Monica Forty (ESW)	31/03/2015		95%	Status for this activity has been set to Red as the target has not been achieved even though the milestones have all been completed. A Level results are improving year on year and the gap between Tower Hamlets and the national average is closing - this is in a national context of a slight decline in results. A levels are being reformed over the next few years with a shift from modular AS and A2s to a linear A level with uncoupled AS levels. This is likely to impact on national measures; our schools are well placed to implement the new specifications but the whole post 16 sector is in a period of turbulence. Between 2015 and 2017 there will be a mixed system of old and new A Levels, so making year on year comparisons will be difficult.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Support all sixth forms to use ALPS data effectively in their planning to target support to Year 12 students	Monica Forty (ESW)	30/09/2014	Complete	100%	All schools are using the ALPS process to monitor and track their students. They also use ALPS to monitor the quality of AS and A levels against a national framework and all schools have received training on the best use of the system.
Offer targeted Key Stage 5 support to the worst performing schools to support improvement, including learning and family support interventions	Monica Forty (ESW)	30/09/2014	Complete	100%	Seven sixth form health checks made in the past year. These include learning walks, lesson observations, folder checks, focus groups with students/staff and a report back to the Head. This is an ongoing action. The secondary learning team focus on the educational needs of our schools, teachers and students by supporting them in their work with families and commission support from relevant agencies.
Fund and support the development of academic literacy, by providing one to one tuition for students and support for teachers which schools can access	Monica Forty (ESW)	31/03/2015	Complete	100%	We have supported the development of an academic literacy programme that is now in all of our sixth forms. This programme uses a network of tutors - often ex-teachers but also recent graduates - to provide 1:1 support for students. This has been very effective in helping students improve their grades. This project has developed a variety of resources and techniques that are highly effective. The latest initiative is for the tutors to coach teachers in schools on these techniques. This helps spread the 1:1 strategies more widely and will enable even more students to benefit from the programme.

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Embed a Child Rights Approach in all of our commissioning for 2014/15	Cabinet Member for Education & Children's Services Monica Forty(ESW), Dorne Kanareck (ESW)	28/02/2015	Complete	100%	Milestones completed
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Ensure all our key partners sign up to the Mayor's Charter of Child Rights	Monica Forty (ESW)	30/04/2014	Complete	100%	A host of key organisations formally pledged to uphold the rights of children and young people in Tower Hamlets. The 'Tower Hamlets Mayor's Charter of Child Rights' was launched on March 11th 2014. Tower Hamlets Council was the first organisation to sign the Charter. Key partners signed up at the launch - Barts Health NHS Trust, the Metropolitan Police, East London Foundation Trust and some of the borough's head teachers.
Children and Families Partnership Board agree the joint child rights based commissioning framework	Monica Forty, Dorne Kanareck (ESW)	30/06/2014	Complete	100%	This was approved by the Children and Families Partnership Board on 20th May 2014
Provide training for colleagues undertaking commissioning in 2014-15	Monica Forty, Dorne Kanareck (ESW)	31/12/2014	Complete	100%	UNICEF training undertaken by the Project Group
Procurement processes completed	Monica Forty, Dorne Kanareck (ESW)	28/02/2015	Complete	100%	YBSM service was tendered using the child right's principles. The new service was established on 1st April 2014.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Assist more people into further education and to university, and continue to deliver the Mayor's Education Allowance (MEA) and Mayor's Higher Education Award (MHEA)	Cabinet Member for Education & Children's Services / Cabinet Member for Resources Monica Forty(ESW)	31/02/2015	Complete	100%	The activities below provide an update of progress
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Hold information sessions for parents about aspirational progression routes for young people leaving school, college or university	Monica Forty (ESW)	31/07/2014	Complete	100%	Providing information about various career routes after school, a project team has worked with the parental engagement team to produce a DVD for parents. A careers advisor holds a surgery at the annual Parent's Evenings at every secondary school, providing advice to Year 9 and 11. The Careers Service also participated in the Parent's Conference on the Labour Market and information about apprenticeships in March 2015.
Hold the annual Mayor's Education Achievement Awards to recognise the achievements of young people in the borough	Monica Forty (ESW)	30/11/2014	Complete	100%	This was a well attended event hosted by the Mayor of Tower Hamlets and Cabinet Member for Education and Children's Services and Olympic athlete Perri-Shakes Drayton. This event took place on the 25th November 2014.
Undertake publicity and advertise the MEA and MHEA schemes	Monica Forty (ESW)	31/12/2014	Complete	100%	Publicity exercise completed by Education and Comms
Apply the MEA and MHEA policy to determine applications	Monica Forty (ESW)	31/12/2014	Complete	100%	The MEA and MHEA Policy are being applied for all applications. Checks in accordance with the Policy have been completed.
Make payments	Monica Forty (ESW)	31/01/2015	Complete	100%	A total of 1101 first payments for MEA have been made. More may follow upon receipt of information from a number of colleges and sixth forms; awaiting responses. 400 offers have been made in respect of MHEA. Currently waiting for enrolment checks with Universities; payments will follow upon receipt. Some Universities require consent forms from students.

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Maintain investment in youth services and provision for young people	Deputy Mayor Andy Bamber (CLC)	03/03/2015	Overdue	66%	Overdue as review of administrative support functions has not been undertaken.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Redesign and implement a new grant allocation process	Andy Bamber (CLC)	31/08/2014	Complete	100%	
Review Youth Service provision following the implementation of the restructure	Andy Bamber (CLC)	31/10/2014	Complete	100%	
Undertake a review of administrative support functions	Andy Bamber (CLC)	31/03/2014	Overdue	0%	Progression is interdependent with any future re-shaping of services
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Provide effective support for parents and governors	Cabinet Member for Education & Children's Services Monica Forty (ESW)	31/03/2015	Complete	100%	Parent governors continue to have access to the Families Matter newsletter and are invited to termly Parent Governor Network and Parent and Carer Council meetings and exploring themes requested by families. This is ongoing work with the wider school council, networks and forums. In addition, the Parental Engagement Team deliver a range of projects to help with increasing and achieving educational attainment in the borough. Some of the activities involve a) providing support and help to secure employment through the Passport to Learning programme; b) Holding an Annual Parent Conference in March 2015 which was attended by more than 150 parents and carers; c) The Aspirations Programme has helped to make a DVD 'Looking to the Future, Raising Aspirations in Tower Hamlets'; d) More than 600 parents / carers have attended parenting programmes; e) More than 3000 parents have attended school based activities to support their child's learning; f) 15 parents trained as Healthy Families Parent Ambassadors; g) three Active Dad's Network events are held annually; h) Parent and Carer Council attended by 80+ parents held three times a year, and recently contributed to the Neglect strategy and pupil admissions consultation. Attendance at the Director's Meeting continues to be good with a mixture of regular and new attendances. Their feedback to their governing bodies has been positive.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Provide training in relation to governors' financial responsibilities including new responsibilities related to teachers' pay, to improve the governance framework	Monica Forty (ESW)	31/03/2015	Complete	100%	A workshop on governors' role in Pay Policy was delivered at the autumn term 2014 Director's Meeting with Governors by the Senior HR & WD Business Partner. Bespoke on-site finance training is available as part of the Governor Services SLA package and can be purchased separately. Schools with SLAs with Governor Services have access to an on-line training module on finance and non-SLA schools can purchase this package as a stand-alone. There is an article on finance in the April edition of the Director's Report to Governors. A finance workshop is planned for governors at the Director's termly meeting with governors in April. This will be delivered by an auditor and the Schools Finance Manager.
Ensure new governors in community schools undertake induction training; 50% of governors newly appointed in 2013/14 to attend the course within one year of being appointed	Monica Forty (ESW)	31/03/2015	Complete	100%	Combined attendance at the LBTH induction training for new governors in May and October was 48 out of 84, i.e. 57%. Governors who have not attended will be reserved places on a future induction course. 23 out of 28 governors (82%) attended February's induction course (spring term) Positive feedback on the quality and usefulness of the course scored at 100%.

Monitor the equality profile of governors and encourage the recruitment of under-represented groups	Monica Forty (ESW)	31/03/2015	Complete	100%	This is monitored and we have received a good response, as part of this voluntary return. It is an area we continue to work. All new governors are asked to complete an equalities monitoring form. Profiles are now available for 53% of governors. New Regulations introduced by government to take effect by 1st September 2015 will reduce the number of LA governors to one per governing body and hence the direct influence on appointments. New and re-appointed governors are asked to complete an equalities monitoring questionnaire but the percentage doing so has not increased. Governor Support Officers and independent Clerks will be asked to distribute the form to governors who have not provided equalities information and Chairs of Governing Bodies will be asked to support the initiative. This will take place during the summer and first half of the autumn term with a view to achieving 75% returns by the end of October 2015. A workshop on recruiting governors was held at the Director's meeting with governors in January at which the importance of having diverse governing bodies that reflect the community was discussed and the ways that this could be achieved.
Strategic Priority 2.2: Support more people into work					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Support residents into jobs through employment and skills programmes	Deputy Mayor / Cabinet Member for Health & Adult Services Andy Scott (D&R), Bozena	31/03/2015	Complete	100%	Employment rate shows a positive trend upwards again. The employment rate gap between TH and the London average has further reduced by 0.8pps since last quarters update. The employment rate at 68.7% is the highest it's been for the borough since recording began in 2004 with a 5.3pp increase since Dec 2013.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Support 750 Tower Hamlets residents into jobs	Andy Scott (D&R)	31/03/2015 and quarterly	Complete	138%	1037 directly delivered job starts through Employment brokerage (Skillsmatch) confirmed for year end.
Monitor and report the equalities profile of residents securing jobs to steer provision to targeted equality groups	Andy Scott (D&R)	31/03/2015	Complete	100%	Data collected to be analysed and to inform work planning
Establish a commercial recruitment agency for Tower Hamlets	Andy Scott (D&R)	31/03/2015	Complete	100%	The necessary preparatory work has been completed within year and external partners are agreed in principle on the way forward. Independent set up of company is expensive and does not have the necessary investment to underwrite the set up and first three years of trading. Alternative proposal to merge together the council's resourcing arrangement and Tower Skills recruitment agency has been delayed pending internal service area restructure finalisation. Once staffing is redesigned the additional model design and legal implications must be finalised to clarify the financial liabilities are outside of the council framework before a proposal is presented for approval. Following internal restructure, staff resources will be allocated to complete the processes required and present the work for agreement to proceed. It is expected that this will take some months to finalise the legalities of delivery and management. An update can be provided at the end of quarter 2 2015/16.
Create a new internal partnership arrangement based on a broad SLA with key partners including Job Centre Plus and other Economic Taskforce members	Andy Scott (D&R)	31/08/2014	Complete	100%	MoU agreed and signed in principle by Service Head for Economic Development and JCP.
Progress the first phase of the development of a new integrated employment centre	Andy Scott (D&R)	31/03/2015	Complete	100%	Phase one of the Integrated Employment Service is complete and was rolled out on 30th March. Phase one of the Integrated Employment Services (IES) is the outreach phase and will allow the service to learn and prescribe relevant service based on findings. Two IDEA Stores (Whitechapel and Chrisp Street) are involved in phase one and dedicated space has been identified for the IES to work from.

Deliver integrated employment support services from each of the Idea Stores	Shazia Hussain (CLC)	31/03/2015	Complete	100%	
Support more people aged 18-69 with learning disabilities and mental health needs into employment	Bozena Allen (ESW)	31/03/2015	Complete	100%	These placements are brokered in collaboration with Tower Project JET and Workforce Development. These placements are one day a week for one year. Training is provided which can lead to a qualification in NVQ Level 1 in Business Admin or Social Care. One person is currently placed at Age UK. Outside of the Council, Tower Project is commissioned by the Council to broker work placements. As at the end of Q1 we have 23 people with learning disabilities in paid employment (more than 4 hours but less than 16 hours per week). We are awaiting Q2 figures to come back from Tower Project JET, so this number should increase.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Provide high quality support and training to assist young people into sustainable employment	Deputy Mayor / Cabinet Member for Health & Adult Services Andy Scott (D&R), Diana Warne (ESW), Andy Bamber (CLC)	31/03/2015	Complete	100%	A Snapshot of the Careers Service IYSS database as at 31st March 2015 shows we have assisted 819 (Tower Hamlets Residents) onto Apprenticeships providing a mixture of Careers Guidance, mentoring, submission and placing support as well as aftercare to sustain placements.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Increase and improve the labour market information provided to young people, schools and parents, focusing on growth areas	Dianna Warne (ESW), Andy Scott (D&R)	31/07/2014 and quarterly	Complete	100%	First Labour Market Information (LMI) report is provided by Economic Development and handed over to the Careers Service. So far developed: 1. An LMI overview for young people and their parents. 2. An LMI overview for teachers. 3. A Powerpoint presentation pack for use by teachers and advisers. 4. A specific sector overview dedicated to IT.
In partnership with TH EBP, develop a clear and high quality standard of work experience for young people in school for employers to sign up to	Dianna Warne (ESW)	30/09/2014	Complete	100%	Work experience JDs and expectations in place. Establishment of EBP 500 Club to provide 500 high quality work experience places Appointment of apprentice to Secondary Learning and Achievement team to have a role in liaising with schools, LA and EBP to identify types of WE required, monitor offer and take up.
Provide a minimum of 2 job fairs during the year for NEETs	Andy Bamber (CLC)	31/03/2015	Complete	100%	
Provide a Level 2 Award in Leadership for 200 young people	Andy Bamber (CLC)	31/03/2015	Complete	100%	

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Maximise local employment and economic benefits from the Council's procurement and planning processes	Deputy Mayor Andy Scott (D&R)	31/03/2015	Delayed	93%	Currently 95 contracts with secured economic and community benefits obligations. Contracts forecast data now being reviewed to prepare work plan for upcoming procurements. Templates schedules and guidance notes supplied to contract managers directly and via Procurement. Training package for contract managers related to the securing of economic benefits, assessment of submissions an tracking and monitoring of related KPIs will be rolled out from June 2015.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Introduce cross-Council coordination of reporting on employment and enterprise agenda	Andy Scott (D&R)	30/09/2014	Delayed	80%	Cross council reporting paper of Dec 14 to be amalgamated with Integrated employment service paper for return to CMT in June 2015 thus delayed implementation.
Review existing contracts list to identify and secure additional benefits	Andy Scott (D&R)	31/12/2014	Complete	100%	A process has been implemented to both look at new contracting and to review existing contracts. This is a lengthy piece of ongoing work which will continue to glean additional obligations and opportunities for discussion around social investment from external companies. Currently there are now 95 contracts with secured economic and community benefits obligations. Contracts forecast data now being reviewed to prepare work plan for upcoming procurements. Templates schedules and guidance notes supplied to contract managers directly and via Procurement. Training package for contract managers related to the securing of economic benefits, assessment of submissions and tracking and monitoring of related KPIs will be rolled out from June 2015. Review of existing contracts not securing EB to begin 2015/16 and this is expected to be in excess of 10,000 contract documents.
Introduce coordinated processes to increase and capture opportunities from procurement and planning processes	Andy Scott (D&R)	31/03/2015	Complete	100%	Temporary officer now in post and developing this area of work whilst service restructures finalised and recruitment undertaken.
Continue to embed London Living Wage as a requirement in contracts, throughout the Council's supply chain.	Chris Holme (RES)	31/03/2015	Complete	100%	London Living Wage Accreditation was attained in May 2015. The London Living Wage is now standard clause in contracts over £25k. For those contracts awarded before May 2015, Contract managers are encouraged to open a dialogue with existing contractors in order to explore the possibility to include LLW as a variation of the contractual terms. It is recognised that the implementation such variation may have legal constrains.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Support English for Speakers of Other Languages (ESOL)	Cabinet Member for Education & Children's Services / Deputy Mayor Shazia Hussain (CLC)	31/03/2015	Complete	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop the performance framework to enhance monitoring arrangements for the uptake and performance of Idea Stores Learning ESOL provision	Shazia Hussain (CLC)	30/09/2014	Complete	100%	
Carry out a review of funding options for ESOL in the borough and implement a new structure for the delivery of a sustainable ESOL programme	Shazia Hussain (CLC)	31/12/2014	Complete	100%	

Strategic Priority 2.3: Manage the impact of welfare reform on local residents and maximising incomes					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Implement the Welfare Reform Temporary Accommodation Support Fund	Cabinet Member for Housing & Development Colin Cormack (D&R)	31/10/2014	Complete	100%	Fund likely to last now until 31/3/15
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Report on fund's 6-month spend, using this data to assess fund's likely duration and number of households involved	Colin Cormack (D&R)	30/04/2014	Complete	100%	Fund likely to last now until 31/3/15
Report on measures requiring adoption to prevent over-spend of fund	Colin Cormack (D&R)	30/06/2014	Complete	100%	
Delivery of adopted measures for all capped households	Colin Cormack (D&R)	31/10/2014	Complete	100%	Existing measures adopted
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Optimise use of existing funding and maximise prospects for future funding	Mayor Dave Clark (D&R)	30/03/2015	Complete	100%	The 2012-15 MSG programme has been extended to 31 August 2015. The new MSG programme, including the new theme specifications and the management processes and procedures was approved on 22nd April 2015.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Refine and develop grant management systems to improve productivity, management information and effectiveness of contract compliance monitoring	Dave Clark (D&R)	30/09/2014	Complete	100%	The Grant Officers Manual is now in operation and being used for the MSG extension period. Projects running from April - August 2015 will be monitored according to these procedures. The revised on-line application form, on-line monitoring form and revised offer letter template have been developed for use with the new MSG Programme.
Develop the Main Stream Grants future funding programme	Dave Clark (D&R)	31/03/2015	Complete	100%	The new Main Stream Grants (MSG) programme was considered by the Commissioners at a public meeting on 22 April 2015. The programme comprises five Themes - Children, Young People & Families; Jobs, Skills & Prosperity, Prevention Health & Wellbeing; Third Sector Organisational Development; Community Engagement, Cohesion & Resilience. There is an updated application form, guidance and assessment process. Now approved, the new programme will be launched.
Launch round 3 of the European Social Fund community grants programme	Dave Clark (D&R)	31/03/2015	Complete	100%	Round 3 of the Mayors ESF Community Grants Programme has been launched
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Drive the ongoing partnership wide programme around welfare reform	Cabinet Member for Housing & Development / Cabinet Member for Resources Louise Russell (LPG)	31/10/2014	Complete	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete research into impact of welfare reform on local people	Louise Russell (LPG)	31/07/2014	Complete	100%	
Increase supply of specialist welfare benefits advice provision to support residents affected by changes in welfare benefits.	Andy Scott (D&R)	31/08/2014	Complete	100%	Project commissioned through full procurement process - 2 new welfare benefits contracts started in June 2014 and on target to provide specialist welfare benefits advice to 400 residents by June 2015. Additional pro bono and trainee solicitor project commenced in Oct 2014 .
Develop proposals to respond to Local Support Services Framework	Louise Russell (LPG)	31/10/2014	Complete	100%	A Memorandum of Understanding has been signed with JCP and work is being progressed in line with the Integrated Employment Service
Develop a partnership approach to promote digital inclusion including provision of free WIFI areas	Louise Russell (LPG), Andy Scott (D&R)	31/12/2014	Complete	100%	

Take forward recommendations of welfare reform research	Louise Russell (LPG)	31/01/2015	Complete	100%	An action plan has been developed, agreed by Cabinet in October and key activity is being delivered
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Support local businesses	Deputy Mayor Andy Scott (D&R)	31/03/2015	Complete	100%	2014/15 has seen the completion of the successful "Fit for Legacy" project across East London, but with particular benefits for Tower Hamlets businesses, and, following successful bids, the commencement of New Homes Bonus projects which will extend achievements in 2015/16 and future years.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Interim report on 'fit to supply' provision	Andy Scott (D&R)	01/09/2014	Complete	100%	Report complete and informed successful New Homes Bonus bid
Increase local business database entries to 3500	Andy Scott (D&R)	30/09/2014	Complete	100%	Database entries at the end of quarter 4 exceed 7000
Increase local business database entries to 7000	Andy Scott (D&R)	01/03/2015	Complete	100%	Database entries at the end of quarter 4 exceed 7000
Develop forward plan for 'fit to supply' provision and business start-up initiatives	Andy Scott (D&R)	01/03/2015	Complete	100%	Report complete and informed successful New Homes Bonus bid
Distribute 3 quarterly e-newsletters via Tower Hamlets business database	Andy Scott (D&R)	31/03/2015	Complete	100%	Three newsletters have been produced and circulated generally
Deliver Business Forum event and three further targeted events	Andy Scott (D&R)	31/03/2015	Complete	100%	All four events have been arranged, and have taken place
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Work collaboratively across London to enhance investment and opportunity	Cabinet Member for Resources Andy Scott (D&R)	31/03/2015	Complete	100%	There has been effective and productive work facilitated by LBTH Economic Development Service involving partner agencies such as the LLDC, London & Partners, the GLA and London Councils.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Secure inward investment by delivering contractual arrangements with organisations across borough boundaries or external to the borough	Andy Scott (D&R)	30/09/2014	Complete	100%	All contractual obligations have been delivered to secure a high level of inward investment.
Engage with, and promote the 6 Growth Boroughs unit, to bring benefits for Tower Hamlets	Andy Scott (D&R)	30/03/2015	Complete	100%	There has been full involvement with Growth Boroughs work to maximise benefits for Tower Hamlets.
Engage with and develop appropriate proposals for growth alongside the emerging London Local Enterprise Panel	Andy Scott (D&R)	30/03/2015	Complete	100%	Proposals for growth were incorporated in the successful New Homes Bonus bid under the name "Tower Hamlets Growth Sectors", for which collaboration with the work of the London Local Enterprise Panel was a precondition
A Safe and Cohesive Community					
Strategic Priority 3.1: Focus on crime and anti-social behaviour					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Deliver the partnership 'Violence Against Women & Girls' (VAWG) programme	Cabinet Member for Community Safety Andy Bamber (CLC)	31/03/2015	Complete	100%	
Milestone	Lead Officer	Deadline	Status	100%	Comments
Develop and analyse new performance indicators to support the anti-VAWG partnership work of the Council	Andy Bamber (CLC)	30/04/2014	Complete	100%	
Ensure that female residents have continued access to in-borough provision of Rape Crisis Services (Advice, Counselling and Advocacy)	Andy Bamber (CLC)	30/04/2014	Complete	100%	
Implement a multi-agency strategic approach to training and awareness raising in the borough for existing (VAWG) professionals	Andy Bamber (CLC)	31/03/2015	Complete	100%	
Develop a dedicated curriculum and VAWG training programme for young people in schools	Andy Bamber (CLC)	31/03/2015	Complete	100%	

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Manage the night time economy	Deputy Mayor Andy Bamber (CLC)	31/03/2015	Complete	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop an options paper for the implementation of Late Night Levies	Andy Bamber (CLC)	30/06/2014	Complete	100%	
Complete a detailed review of the costs and benefits of the adoption of early morning restriction orders	Andy Bamber (CLC)	31/03/2015	Complete	100%	
Develop a community alcohol partnership scheme to reduce sales of high strength drinks	Andy Bamber (CLC)	31/03/2015	Complete	100%	
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
With our partners, deliver the Partnership Community Safety Plan	Cabinet Member for Community Safety Andy Bamber (CLC)	31/03/2015	Overdue	85%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete the strategic review and equality analysis of Crime and ASB	Andy Bamber (CLC)	28/02/2015	Completed	100%	
Annual review of the Community Safety Plan	Andy Bamber (CLC)	31/03/2015	Completed	100%	
Ensure that the Integrated Offender Model is embedded within the Community Safety Partnership Plan	Andy Bamber (CLC)	31/03/2015	Completed	100%	
Increase the number of hate crime pledges signed, and the number of reports made by hate crime third party reporting sites	Andy Bamber (CLC)	01/03/2015	Overdue	60%	Although we are not currently receiving reports from the third party reporting sites, they have recently been retrained and relaunched and we are hoping to see reports increase. We are currently recruiting a new staff member (12 month post) so this work should be completed within the next 6 months.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Work with the Police and Mayor for London to maintain and improve enforcement, CCTV and deployment of local police to improve community safety, including deployment of a mobile police centre	Cabinet Member for Community Safety Andy Bamber (CLC)	31/03/2015	Complete	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Implement and embed a new ASB tasking and coordination process with the police for assigning community safety resources	Andy Bamber (CLC)	30/04/2014	Complete	100%	
Continue the commitment to provide additional uniformed Police presence through the continuation of funding for Partnership Task Force resources and 20 additional officers; 1 per Ward, maintaining the focus on the Dealer a Day programme.	Andy Bamber (CLC)	30/09/2014	Complete	100%	
Launch a mobile Police centre so residents can report crimes and raise concerns face to face with police officers	Andy Bamber (CLC)	30/10/2014	Complete	100%	
Deliver 6 joint safer transport operations between April to December 2014	Andy Bamber (CLC)	31/12/2014	Complete	100%	
Deliver 10 Joint Automatic Number Plate Recognition CCTV operations	Andy Bamber (CLC)	31/03/2015	Complete	100%	

Strategic Priority 3.2: Reduce fear of crime					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Improve the responsiveness and visibility of our ASB services	Cabinet Member for Community Safety Andy Bamber (CLC) Jackie Odunoye (D&R)	31/03/2015	Complete	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Implement the new ASB 'Trigger' process in line with new legislation and MOPAC guidance	Andy Bamber (CLC)	31/10/2014	Complete	100%	
Revise ASB Landlords' policy and procedures and present them to Members	Jackie Odunoye (D&R) Andy Bamber (CLC)	31/10/2014	Complete	100%	
Review and refresh ASB Strategy to take into account new ASB legislation	Andy Bamber (CLC)	31/12/2014	Complete	100%	
Commence ASB procedures review	Andy Bamber (CLC)	31/01/2015	Complete	100%	
Work with RSLs to develop and implement agreements for the provision of additional THEO resources to tackle estate based ASB	Andy Bamber (CLC)	31/03/2015	Complete	100%	
Strategic Priority 3.3: Foster greater community cohesion					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Celebrate our diversity with community events every month	Cabinet Member for Culture Shazia Hussain (CLC), Louise Russell (LPG)	31/03/2015	Complete	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Support and deliver 120 community events with an attendance of over 100	Shazia Hussain (CLC)	31/03/2015	Complete	100%	
Deliver a programme of events which celebrate the diversity of the local community including:	Louise Russell (LPG)				
Black History Month		30/09/2014	Complete	100%	There were around 85 events plus exhibitions across the borough. 16 venues took part, 4 of which had not taken part before. 26 organisations were involved and many others participating in Black History Month with funding from sources other than the Council.
Interfaith Week		30/11/2014	Complete	100%	Stall set up and broader events publicised
International Day for Disabled People		31/12/2014	Complete	100%	A number of events were delivered, including: New York Knicks Training Day Event, Breaking Down Barriers (participants completed work as part of the Hospitality and Catering Diploma), Lord Mayor Show, Barclays and RBS employability event, Arts event - music production. These events were successful - with over 400 disabled residents attending.
LGBT History Month		20/02/2014	Complete	100%	A number of events were delivered throughout the year and were well attended, with over 500 people attending the events held. Key events included a Holocaust memorial day – linking in with an online resource to look at the impact of the Nazi era on LGBT life, Q&A evenings with key LGBT figures, plays and music evenings.
International Women's Week		31/03/2015	Complete	100%	A total of 15 events were delivered throughout March. The events were very well attended, with a total of 1,223 attending. Events delivered include Q&A sessions with leading women in public life and gender employability events with speakers from perceived male dominated sectors such as the Fire Brigade, Police and Construction.
Support the celebration of World Food Day on October 16th as part of the annual events programme.	Shazia Hussain (CLC)	31/12/2014	Withdrawn	0%	This was subject to identification of funding and Mayoral approval

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Deliver the Mayor's One Tower Hamlets Fund scheme	Mayor Louise Russell (LPG)	31/12/2014	Complete	100%	Delayed due to DCLG Directions and Commissioner appointment. Programme was awarded at the end of May.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete evaluation of 2014 One Tower Hamlets Fund and present to the Tower Hamlets Equalities Steering Group	Louise Russell (LPG)	31/10/2014	Complete	100%	Evaluation completed. Delays due to slippage in delivery of projects. Report was presented to THESG in May.
Advertise One Tower Hamlets Fund	Louise Russell (LPG)	30/11/2014	Complete	100%	
Evaluate and award funding	Louise Russell (LPG)	31/12/2014	Complete	100%	
A Healthy and Supportive Community					
Strategic Priority 4.1: Reduce health inequalities and promote healthy lifestyles					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Develop and implement a Women and Health employment programme focusing on the priority of Maternity and Early Years	Deputy Mayor / Cabinet Member for Health & Adult Services Andy Scott (D&R)	31/03/2015	Overdue	80%	Budget committed. Project is proceeding but implementation has been delayed by a lack of key staff, following delays to the recruitment process. Project Manager has now been appointed and implementation of first tranche of clients is imminent (June/July 2015). Conditions for eligibility have been agreed. To compliment this work we are also finalising additional external investment in a Parental Engagement Programme which is on track to begin May 2015.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Introduce programme Steering Group monthly meetings	Somen Banerjee (Public Health)	30/06/2014	Complete	100%	This activity is complete and well established
Recruit 100 women	Andy Scott (D&R)	31/01/2015	Overdue	80%	Budget committed. Project is proceeding but implementation has been delayed by a lack of key staff, following delays to the recruitment process as discussed with the Mayor and Lead Member. Project Manager has now been appointed and implementation of first tranche of clients is imminent (June/July 2015 as reported to MAB in March 15). Conditions for eligibility have been agreed with Lead member, Mayors office and Women's adviser. To compliment this work we are also finalising additional external investment in a Parental Engagement Programme which is on track to begin May 2015.
Ensure 100 training courses started	Andy Scott (D&R)	31/01/2015	overdue	80%	As above
Deliver 100 placements started	Andy Scott (D&R)	31/03/2015	Overdue	80%	As above
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Support young people to live healthy lives	Cabinet Member for Education & Children's Services / Cabinet Member for Health & Adult Services Monica Forty (ESW)	31/03/2015	Delayed	90%	This activity is marked as delayed because 90% target for looked after children attending health assessments and dental checks has not been met. The vast majority of these activities have been completed, however the implementation of the CCG Review for LAC remains incomplete. The Healthy Living programme is commissioned from the Public Health Grant.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Ensure 90% of Tower Hamlets schools have registered with the GLA's Healthy Schools London Award Scheme	Monica Forty (ESW)	01/03/2015	Complete	100%	100% of Tower Hamlets schools have registered with the GLA's Healthy Schools London Award Scheme
Deliver healthy eating and physical activity training to 150 school staff	Monica Forty (ESW)	31/03/2015	Complete	100%	This activity has been completed. 150 school staff have received healthy eating and physical activity training.

Provide healthy eating and physical activity support to 25 schools	Monica Forty (ESW)	31/03/2015	Complete	100%	36 schools have received support around healthy eating and physical activity - this is above target.
Support 15 schools to achieve Advanced Healthy School Status	Monica Forty (ESW)	31/03/2015	Complete	100%	25 schools are working towards achieving or maintaining Advanced Healthy Schools Status - this is above target.
Develop a new model of Tier 2 mental health support to schools, children's centres, colleges and youth services, in partnership with Tower Hamlets CCG	Monica Forty (ESW) /Somen Banerjee (Public Health)	31/03/2015	Complete	100%	In February 2014, the HWBB approved the borough's Mental Health Strategy, outlining a 5 year plan. This aims to improve outcomes for children and young people, adults of working age, and older people. The business case for the Tier 2 model has been completed. The project to re-design services for children and young people with a mental health issue has begun. A project advisory group and project team has been formed with support from North East London Commissioning Support Unit to develop an outcomes based approach. A series of co-production workshops with children and young people to help develop outcomes were held during Winter 2014. CCG are intending to invest additional resources into 2015/2016 into preventative services.
Ensure the provision of focused contraception and sexual health services and the delivery of SRE in school and community settings	Somen Banerjee (Public Health)	31/03/2015	Complete	100%	This is complete and the service has been recommissioned
Implement the CCG review of health support services for Looked After Children and increase the proportion of LAC attending health assessments and dental checks to 90%	Steve Liddicott (ESW)	31/03/2015		60%	We have not yet met the 90% target. This is partly due to the increase in children age 15 and above in the cohort who decline suggestions by their carers and social workers to attend health assessments. Processes have been simplified, but the benefits are yet to bed in. Health have just appointed a second CLA nurse to undertake health assessments, so the performance solutions are likely to progress. The Head of Service will be meeting with the CLA manager to develop a service improvement plan.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Embed integrated governance arrangements through the Tower Hamlets Health and Wellbeing Board to maximise health and wellbeing outcomes	Mayor / Cabinet Member for Health & Adult Services Louise Russell (CE), Dome Kanareck (ESW), Somen Banerjee (Public Health)	31/03/2015	Complete	100%	This is tied to the function of the Board which is an ongoing piece of work. The milestones below have been embedded into the HWBB's work programme for 2014/15 and the Board continues to monitor its progress. The HWBB Delivery Action Plans were approved in March 2015 by the HWBB.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Provide support in the embedding of the commissioned Healthwatch service	Louise Russell (CE), Somen Banerjee (Public Health)	31/03/2015	Complete	100%	Support provided throughout the year and revised SLA for 2015/16 with stronger focus on strengthening core activities including consultation and having an impact on health outcomes for the borough.
Use the Tower Hamlets Health and Wellbeing Board meetings to track NHS proposals and changes that will impact Tower Hamlets residents and devise plans with health partners to mitigate adverse consequences	Louise Russell (CE), Somen Banerjee (Public Health)	31/03/2015	Complete	100%	The HWBB Delivery Action Plans were approved in March 2015 by the HWBB, and will continue to be monitored
Work with Tower Hamlets CCG to target the use of the Better Care Fund on preventative services that reduce unnecessary hospital admissions	Somen Banerjee (Public Health) and Luke Addams (ESW)	31/03/2015	Complete	100%	Since the Better Care Fund (BCF) Plan was submitted to NHS England on 19th September 2014, the Plan has received executive sign off. It has now been integrated in to the HWBB Delivery Action Plans for implementation.
Deliver a programme of co-production with local residents initiated around type 2 diabetes and cardiovascular disease	Somen Banerjee (Public Health)	30/06/2014	Complete	100%	These screenings are delivered as part of the Health Checks work programme. Additional health checks were delivered in 2014/15 at lunch clubs. This is a commissioned service and therefore requires on-going monitoring.

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Use Public Health expertise within a Council and Partnership-wide approach to reduce health inequalities for all sections of the community	Mayor / Cabinet Member for Health & Adult Services, Somen Banerjee (Public Health), Louise Russell (LPG), Andy Bamber (CLC)	31/03/2015	Overdue	80%	Public Health oversees the HWBB and works with Law, Probity and Governance Directorate on the oversight of the delivery of the HWB Strategy. The HWBS action plans have now been refreshed and approved by the HWBB in March 2015. A permanent Director for Public Health was appointed in March 2015. There remains a delay in the delivery of the 'Fit 4 Life' contract.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop, agree and implement a 'food for health' action plan	Andy Bamber (CLC)	31/07/2014	Complete	100%	Action Plan agreed with Public Health (the commissioners) and is being delivered
Identify roles and responsibilities across the Council for Public Health Outcomes Framework indicators and align with JSNA and Health and Wellbeing Strategy	Somen Banerjee (Public Health) Louise Russell (LPG),	31/03/2015	Complete	100%	The PHOF indicators have been added into the HWBB Strategy and also informed the development of the HWBB Delivery Action Plans
Support 2900 people to quit smoking.	Somen Banerjee (Public Health)	31/03/2015	Complete	100%	For Q1 -Q3 (April - December) the total number of smokers setting a quit date, and therefore supported, was 2636 (90.8%). The total number of quits was 997 (34.2%). Provisional data for Quarter 4 would suggest that we will achieve this milestone. Final data to be released in June 2015.
Tender and award Public Health commissioned services	Somen Banerjee (Public Health)	31/06/2014	Overdue	80%	Most services / contracts have been tendered, awarded and are being mobilised. The remaining set of contracts relate to the award of 'Fit 4 Life' (Adult weight management). This is awaiting final sign-off.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Invest in the borough's leisure facilities and playing pitches	Cabinet Member for Health & Adult Services Shazia Hussain (CLC)	31/03/2015	Overdue	90%	Improvements in the borough's leisure facilities and playing pitches have progressed with some delays. Remaining improvements will be completed by December 2015.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Enhance existing provision including: replacing artificial turf (Stepney Green Park and John Orwell Sports Centre), resurfacing tennis courts (St. John's Park) and replacing floodlights (Stepney Green Park, St. John's Park and John Orwell Sports Centre)	Shazia Hussain (CLC)	31/03/2015	Overdue	70%	Artificial turfing at John Orwell Sports Centre and floodlight replacement remain outstanding due to procurement issues. Improvements will now be completed by June 2015.
Complete improvements at Victoria Park, including to changing rooms and cricket wickets	Shazia Hussain (CLC)	31/03/2015	Overdue	60%	Delay caused due to earlier procurement issues. Improvement works are now out to procurement and works due for completion in October 2015.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Deliver free school meals for all primary pupils in the borough through supplementing the government's Universal Infant Free School Meals programme	Cabinet Member for Health & Adult Services Kate Bingham (ESW)	31/07/2014	Complete	100%	Every pupil in years Reception to Year 2 is now receiving a free hot school meal. This meets or exceeds the Government's nutritional and food based guidelines (as part of the Coalition Government's Universal Free School Scheme). In addition to the Government's scheme, all pupils in Years 3-6 are also receiving free school meals if they are not already entitled under the statutory scheme.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Assess catering staffing needs on school by school basis	Kate Bingham (ESW)	31/07/2014	Complete	100%	Whilst initial staffing needs were assessed ahead of the start of the project, there will be a continuous review of staffing levels throughout the coming months.
Recruit additional staff through Skillsmatch	Kate Bingham (ESW)	31/07/2014	Complete	100%	81 new staff were recruited. Not all are in post as yet as references and DBS checks are still being sought.
Publicise scheme to parents of all Primary children	Kate Bingham (ESW)	31/07/2014	Complete	100%	Letter was sent to all schools for onward distribution to all parents. Articles published in East End Life. The new menu for November 2014 will feature a parents pack which will explain the scheme again in detail.

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Work with people with drug and alcohol dependencies to break the cycle of substance misuse	Cabinet Member for Community Safety Andy Bamber (CLC)	31/03/2015	Overdue	65%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Review the commissioned services with Public Health, taking account of any significant variation in treatment outcomes for equality groups	Andy Bamber (CLC) / Somen Banerjee (Public Health)	31/05/2014	Complete	100%	
Complete Drug & Alcohol Service re-provisioning	Andy Bamber (CLC) / Somen Banerjee (Public Health)	31/01/2015	Overdue	25%	Authorisation to proceed now granted via Cabinet. Some budget issues still outstanding and advert delayed due to application of new procurement regulations but expected to be advertised imminently. Procurement to be completed by end August and recommendations will then progress through committees for agreement.
Strategic Priority 4.2: Enable people to live independently					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Improve support to Carers	Cabinet Member for Health & Adult Services Luke Addams / Dorne Kanareck (ESW)	31/03/2015	Complete	100%	A new Carers Plan for 2015/16 has been developed. This references the changes required under the Care Act 2014 such as a) improved information and advice; b) an increased focus on prevention; c) the introduction of personal budgets and direct payments; d) access for one off direct payments and care replacement through statutory carers assessments; e) the replacement of emergency carers cards with improved contingency planning and f) an urgent response facility. The Carers Centre will support self directed carer assessments, provide advice and information and, where appropriate, refer to Social Work for a fuller statutory carer assessment. The majority of contracts have been recommissioned. The 'carers break' contracts will be part of the recommissioned domiciliary care framework anticipated to go live in three months time.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete the commissioning actions within the Carers Three Year Plan – including improving access to employment for carers	Luke Addams/ Dorne Kanareck (ESW)	30/09/2014	Complete	100%	Since this milestone was written, the landscape has changed due to the Care Act. Apart from the carers breaks which are expected to be in place by the end of the calendar year, all recommissioning has been completed with contracts starting 1st April 2015. As above, carers breaks will be part of the new domiciliary care contract anticipated to be in place in three months.
Review the introduction of carers' budgets to give carers control over the services they choose to receive in the context of the Care Bill	Luke Addams/ Dorne Kanareck (ESW)	31/03/2015	Complete	100%	Carers one-off Direct Payments have been very successful in supporting carers to maintain their caring role. As an integral part of the Care Act workstream, these will be further developed and promoted through the social work assessment. Similarly, direct payments and personal budgets for carers will be developed and promoted.

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Improve the customer journey by embedding the principles of choice and control	Cabinet Member for Health & Adult Services Bozena Allen/ Luke Addams/ Dorne Kanareck (ESW)	31/03/2015	Complete	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete the implementation of the new 'Customer Journey' for the community learning disability service	Luke Addams/ Dorne Kanareck (ESW)	30/06/2014	Complete	100%	<ul style="list-style-type: none"> The Adult Customer Journey was implemented approximately 2 years ago with the aims of improving access to services and offering increased choice and control in delivery of care services. There has been a significant drive and evidenced performance improvements in the uptake of personal budgets. The principle of 'choice and control' is in place and checked at assessments and reviews. With the Care Act, changes are likely. An action plan is in place for Winterbourne actions and implemented at reviews. HWBB received a presentation about post Winterbourne compliance in January 2015. A series of recommendations were agreed.
Complete the refresh on the market position statement and approach to social care market locally in line with requirements of the Care and Support Bill	Luke Addams/ Dorne Kanareck (ESW)	31/07/2014	Complete	100%	This piece of work will be re-visited in 2015/16 to reflect the new Care Act requirements and the wider work on the ESCW Blueprint / Vision. Replanned publication date November 2015.
Launch the e-marketplace to enable people to purchase health and social care services over the internet	Luke Addams/ Dorne Kanareck (ESW)	30/09/2014	Complete	100%	The e-marketplace system is now live to providers for them to create their listings
Implement phase 2 of the development of a Quality Standards Framework for non-regulated services	Luke Addams/ Dorne Kanareck (ESW)	30/12/2014	Complete	100%	Frameworks, materials and tools for the Ensuring Quality scheme have been developed. Training is now being rolled out.
Review take-up of self directed and direct support in giving users control over the services they choose to receive	Luke Addams/ Dorne Kanareck (ESW)	31/03/2015	Complete	100%	The approach to self directed support is changing with the introduction of the Care Act 2014. All new service users are expected to go through the 'Personal Budget' route, and therefore in the future we expect 100% of new service users to be given access to self-directed support. As existing clients are reviewed, it is expected that they will be transferred to self directed support.
Re-commission mental health services to improve their ability to enable people to live safe, independent and fulfilled lives in the community	Luke Addams/ Dorne Kanareck (ESW)	30/03/2015	Complete	100%	A refreshed service model has been recommissioned and will be procured in Summer 2015
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Enable personalised support for the borough's most vulnerable residents	Cabinet Member for Health & Adult Services Luke Addams / Dorne Kanareck (ESW)	31/03/2015	Overdue	80%	Personalised support for the borough's most vulnerable residents has improved. We have developed and implemented a mental health strategy in the borough. There has been a delay in setting up an equipment demonstration centre to support independence and wellbeing: There are two options for delivering the demonstration centre which are explored further below.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop a strategic framework to address the issues of social inclusion and health and within this context review open access/prevention services including the Borough's network of lunch clubs and tea dance events.	Dorne Kanareck / Somen Banerjee (ESW)	31/12/2014	Complete	100%	A strategic review of lunchclubs has been undertaken, looking at the contribution they make to address social isolation, good health and well-being. The review looked at the spread across the borough and addresses areas of inequity. The approach has been endorsed by DMT and will now contribute to the Corporate Review of Mainstream Grants. The first of four planned tea dances has taken place, which was very successful, attended by over 600 people.
Create an equipment demonstration centre to support independence and wellbeing	Luke Addams (ESW)	31/12/2014	Overdue	60%	This milestone is overdue because joint funding discussions with Hackney Council stalled. There are now two options which are being investigated for the delivery of a the demonstration centre. The Council will continue to explore a joint funding venture with Hackney Council.

Implement the strategy on the development of new supported accommodation for people with mental health needs who need high end support	Dorne Kanareck (ESW)	31/03/2015	Complete	100%	<p>The HWBB approved the borough's Mental Health Strategy in February 2014. Delivery of the strategy's commitments are underway until 2016.</p> <p>The final year of the Council's and CCG's accommodation strategy for working age adults with a mental health problem has come to an end. This Strategy was to improve in-borough supported accommodation so that people can move from out of borough residential care. This project has a £1.6m savings attached to it, as part of the Council's current savings plan. Two new supported accommodation schemes for people with MH problems opened during 2014. This means more people are supported to live locally in borough rather than out. As of October 2014, there 88 people living in residential care compared to the baseline of 135 in 2009/10.</p> <p>This project has come to an end. End of year spend is currently being validated, and it seems the strategy commitments have been delivered.</p>
Implement the Mental Health Strategy with emphasis on addressing mental health inequalities and establishing a life course approach to mental health	Dorne Kanareck (ESW)	31/03/2015	Complete	100%	The HWBB approved the borough's Mental Health Strategy in February 2014. The strategy will be delivered by 2016. A progress report was presented to the HWBB on 9th December 2014 by the CCG Lead Commissioner for Mental Health. This noted considerable progress of key deliverables for 2014/15 which are on track.
Strategic Priority 4.3: Provide excellent primary and community care					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Deliver integrated working between health and social care	Cabinet Member for Health & Adult Services Somen Banerjee (Public Health) / Luke Addams (ESW)	31/03/2015	Complete	100%	S75 has been drawn up between the Council and the Health and Wellbeing Board in March 2015 and has been signed off.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Work with health partners to establish the governance for the integrated care programme and agree the role of the local authority	Somen Banerjee (Public Health) / Luke Addams/ Dorne Kanareck (ESW)	30/09/2014	Complete	100%	This was done in advance of submitting the BCF plans on the 19th September 2014.
Work with Tower Hamlets Health and Wellbeing Board members to implement an action plan on addressing housing as a wider social determinant of health	Dorne Kanareck (ESW)	30/09/2014	Complete	100%	The action plan has been fully implemented and the relationship between Health, Housing and Social Care is being taken forward alongside the Care Act Programme.
Agree Council Policy on integrated care pathways	Somen Banerjee (Public Health), Dorne Kanareck (ESW)	31/12/2014	Complete	100%	The Better Care Fund Plan supported by the finalised section 75 agreement with the CCG and the Council's involvement with the Tower Hamlets Integrated Provider Partnership (THIP) provide a framework for the continuing development of integrated care pathways locally. During 2016/17 this framework will be further developed into a set of policy proposals for discussion and agreement with the administration to cover integrated service provision and potential pooling funds to support the <u>implementation of capitated budgets</u> .
Utilise the Better Care Fund to provide integrated health and social care services to service users	Somen Banerjee (Public Health), Dorne Kanareck (ESW)	31/03/2015	Complete	100%	Service users are now benefiting from closer integration of health and social care i.e social workers allocate to GPs

Strategic Priority 4.4: Keep vulnerable children, adults and families safer, minimising harm and neglect					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Work together to protect vulnerable adults	Cabinet Member for Health & Adult Services Luke Addams(ESW)	31/03/2015	Complete	100%	The milestones are complete for this activity.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Establish a working relationship between SAB and the HWBB; including the establishment of a written protocol	Kate Bingham (ESW)	30/09/2014	Complete	100%	A Protocol in support of the relationship between the Tower Hamlets Health and Wellbeing Board, the Tower Hamlets Local Safeguarding Children Board and the Tower Hamlets Local Safeguarding Adults Board was agreed at a HWBB meeting on 24th March 2014. This is on the Council's website.
Continue to develop the Safeguarding Adults Board role in monitoring and reviewing the multi agency response to safeguarding vulnerable adults	Kate Bingham (ESW)	31/03/2015	Complete	100%	Work continues to be ongoing through SAB's regular meetings. Although it has met the Care Act 2014 requirements, the procedures are likely to change once the Pan London final guidance is published in June 2015.
Ensure local agencies comply with the Winterbourne Actions	Kate Bingham (ESW)	31/03/2015	Complete	100%	An annual update paper and post Winterbourne implications paper was presented to the HWBB in January 2015. A project plan is to be developed for a "one year on" review of Winterbourne.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Provide proportionate support to vulnerable children and families	Cabinet Member for Education & Children's Services Steve Liddicott (ESW)	31/03/2015	Delayed	95%	Good progress has been made on this activity, with all but one milestone completed. As a result we have secured continuing improvement in our support for vulnerable children and their families. The outstanding milestone will be completed by July 2015.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Implement the revised Public Law Outline and Court Work procedures to ensure that care proceedings take an average of 26 weeks	Steve Liddicott (ESW)	30/09/2014	Complete	100%	<p>The national Family Justice review revised the way the family courts work by simplifying it into a single court service. The local response was to set up the Court Work Project Board in 2013 to reduce the duration of our care proceedings. This Board has overseen the review of the family service through the revision of templates and reviewing procedures, with the object of increasing the quality of care proceeding applications and reducing the time. The practice change means that social work statements and the quality of 'live' evidence has improved the depth of social work practice through a social work culture change programme.</p> <p>The performance of care cases that are at risk of being delayed or are delayed is managed with other partners such as CAFCASS, the judiciary and the court case management system. Materials have been developed to improve children representation and participation in the court process. Internally, a Project social worker and the legal team track delays in performance on a monthly basis, and check accuracy, and this is presented to the Project Board on a bi-monthly basis for performance monitoring.</p> <p>In Oct 2014, the length of time that care proceedings takes is down to 30 weeks. At the end of March 2015, the average stands at 32 weeks, although 49% of cases are completed within 26 weeks- a marked improvement compared to East London Family Courts figures of 35 weeks, and England & Wales 30 weeks and Central Courts 37 weeks. This improvement is largely due to the Project Social Worker role of simplifying procedures and improved joint collaboration with the legal teams. He has implemented a new system of evidence templates (where many boroughs may still need to revise or introduce them). The Board has consolidated its work, is focussed and continually revises its business plan with new developments.</p>

Implement the use of the Signs of Safety tools across all agencies to ensure that an effective risk analysis is made to enable families to receive proportionate support at an early stage	Steve Liddicott (ESW)	30/09/2014	Complete	100%	Tower Hamlets, together with seven other local authorities and Eileen Munro (through Munro, Turnell and Murphy Child Protection Consulting) has been successful in a bid to the DfE Innovations Fund to take forward the implementation of the Signs of Safety Practice Framework. This project is underway and funded by DfE until March 2016. Signs of Safety steering group oversees project implementation. Two health and nine social care staff completed a five day residential training programme to champion practice improvements. Signs of Safety grant bid was successful to support whole systems implementation. A Signs of Safety conference was successfully launched in November 2014. The Principal Social Worker continues to lead on this piece of work. The Steering Group has authorised the recruitment of a project manager, and two practice leaders to move this work forward. Evaluation of this project has started.
Complete the evaluation of the impact of the Tower Hamlets Multi-Agency Safeguarding Hub (MASH) and the impact of using the thresholds identified in the revised Family Wellbeing Model	Steve Liddicott (ESW)	31/12/2014	Delayed	90%	The evaluation has been delayed and will start at the beginning of the new financial year. It is likely to be completed at the end of July 2015.
Implement the recommendations from the Children with Disabilities Joint Strategic Needs Assessment	Steve Liddicott (ESW)	31/03/2015	Complete	100%	Recommendations have been commissioned in line with JSNA. The SEND strategic group addresses Education and Health Care plan implementation (as part of the SEN reforms). The continence service was launched last year by Barts. The CCG approved the short break training post in CCNT and this is being recruited to. CAMHS review is on schedule and we are seeking to improve communication between services to improve casework practice. Housing and Adults are now members of the CWD strategic governance group and progress with the cases of concern have been addressed through improved communication with a housing panel. Health are adopting personal budget approach with social care. Children and adult social care have approved the decision to service children up to 25 years as a transition service that remains with children for continuity of approach. The strategic action plan for transition has been actioned, with a dedicated commissioners post (funded via ECH grant).
Integrate the learning from the Troubled Families Programme into Service Plans for 2014/15 to achieve one or both of the following outcomes: social work assessments and plans to include evidence that wider family needs had been considered eg. community or environmental factors; a reduction in the number of different professionals working with families through collective responsibility to meet the needs of children	Steve Liddicott (ESW)	31/03/2015	Complete	100%	The Borough has gained its place on the Phase two programme and so work can continue with a wider eligibility criteria. Some delay due to rigidity of identification targets in Phase one.
Develop a Gangs strategy to keep our young people away from gang culture	Steve Liddicott (ESW)	31/03/2015	Complete	100%	The Ending Groups, Gangs and Serious Youth Violence Strategy has been completed. It has been approved by CMT. CMT have agreed to secure funding for a EGGSYV Co-ordinator post as per the recommendation of the strategy.

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Introduce improvements to the adoption system	Cabinet Member for Education & Children's Services Steve Liddicott (ESW)	31/03/2015	Delayed	95%	This activity is marked as delayed because whilst the milestones have been delivered, the average number of days for adoption target has not been met.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Reduce the number of children awaiting permanent adoption through adoption, special guardianship or long-term fostering	Steve Liddicott (ESW)	31/03/2015	Complete	100%	A monitoring process was recently begun where the Council is working with the East London Family Court Service to reduce the duration of care proceedings through case tracking and monthly monitoring. The service is seeking four active placements. This is a marked improvement from double digit figures at April 2014 down to single digit figures.
Achieve an increase in the pool of adopters through contributing to the pan-London recruitment campaign	Steve Liddicott (ESW)	31/03/2015	Complete	100%	LBTH is an active member of the pan-London recruitment of adopters campaign. The service is awaiting approval for the go-ahead with its financial contribution to fund national adverts through media such BBC London and ITV. In the past year LBTH have approved 26 adopters.
Reduce the average number of days between Tower Hamlets receiving court authority to place a child for adoption and then deciding on a match to an adoptive family to less than 100 days	Steve Liddicott (ESW)	31/03/2015		95%	This milestone is marked as red because although the milestone has been completed, the target has not been met. This is a small cohort of children with a high level of complex needs and our performance is in-line with our statistical neighbours. However, work is underway to reduce the average number of days in matching a child to an adopter. There are a number of events planned to promote and match children to potential adopters. Events taking place for children include: Adoption Register Exchange Event in London, Adoption Activity Day in London, and Consortium Exchange Event in Stratford. This is ongoing work. The service faces a challenge to find appropriate adopters for "hard to place" children. The impact of recent case law has meant that there has been delays in the court processes and negotiating placement orders. As a result, the number of appeals from birth families against these placement orders has increased and impacted on internal processes. The activity has been completed although the figures are not as high as the service would have liked due to external developments as a result of the case law.

One Tower Hamlets					
Strategic Priority 5.1: Reduce inequalities					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Employ a workforce that fully reflects the community it serves	Deputy Mayor Simon Kilbey (RES)	31/03/2015	Complete	100%	Good progress is being made against the Workforce to Reflect the Community targets despite the challenge of austerity with reduced budgets and the Council's workforce scaling down
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Deliver on the Workforce to Reflect the Community targets	Simon Kilbey (RES)	31/03/2015	Complete	100%	Good progress is being made against the Workforce to Reflect the Community targets despite the challenge of austerity with reduced budgets and the Council's workforce scaling down. The position for each of the performance indicators for BME, women and disabled staff at LP07 and above at the end of the financial year is higher than it was at the beginning. All of the indicators have achieved the standard target set and the measures for women and ethnic minority staff are just under stretch target.
Introduce the 'Take a Chance Scheme' new recruitment initiative	Simon Kilbey (RES)	31/03/2015	Complete	100%	Scheme has been introduced
Support the Navigate programme with progression or development for 50% of participants, encouraging participation from all groups to reflect the workforce	Simon Kilbey (RES)	31/03/2015	Complete	100%	100% of Navigate members possess career development plans and have had 1-2-1 feedback of their psychometric assessments. Cohort 1 and 2 members have received development interventions as follows: Emerging talent development - personal development day & networking day, Management pool - Networking day & SMDC, Leadership pool - Executive coaching sessions, CMN. 50% of overall cohorts have gained progression or workplace experience e.g. promotion, secondments and/or projects.
Support 50 apprentices in vocational training by identifying placements across directorates, encouraging participation from all groups to reflect the community	Simon Kilbey (RES)	31/03/2015	Complete	100%	A total of 55 apprentices were recruited at level 2 and level 3 spanning a range of frameworks. Out of these, 31 completed, 2 withdrew and a further 22 will be finishing this year.
Increase the proportion of temporary workers resourced from the local community by utilising Tower Hamlets in-house temporary resourcing service (ITRES) and encouraging participation from all groups to reflect the community	Simon Kilbey (RES)	31/03/2015	Complete	100%	The ITRES service has continued to actively promote posts to local community organisations so that local people have access to the opportunities. As a result we have increased the number of people to reflect the local community.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Double the number of pre apprenticeships at the Council for disabled residents from 10 to 20 each year	Deputy Mayor Simon Kilbey (RES)	31/03/2015	Complete	100%	The latest cohort started with the Council in March.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Two recruitment campaigns to take place on an annual basis for disabled residents to support them into employment or vocational studies	Simon Kilbey (RES)	31/03/2015	Complete	100%	The latest cohort started with the Council in March.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Coordinate and support the implementation of the recommendations arising from the Tower Hamlets Fairness Commission	Mayor Louise Russell (LPG)	31/12/2014	Complete	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Council response to the Fairness Commission recommendations presented at Cabinet	Louise Russell (LPG)	30/04/2014	Complete	100%	
Progress report on implementation of the Fairness Commission recommendations presented at Cabinet	Louise Russell (LPG)	31/12/2014	Complete	100%	Completed ahead of schedule - due to November Cabinet

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Refresh our strategies around diversity and cohesion	Mayor Louise Russell (LPG)	31/12/2014	Complete	100%	New Single Equality Framework agreed March 2015
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Report on response of recommendations of the EFLG to CMT	Louise Russell (LPG)	30/09/2014	Complete	100%	
Review of our cohesion and equality strategies to CMT	Louise Russell (LPG)	31/03/2015	Complete	100%	
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Ensure that 'Every Voice Matters'	Cllr Aminur Khan Louise Russell (LPG)	31/03/2015	Delayed	90%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Identify areas where disabled people will be involved in co-designing responses to areas of inequality for disabled people agreed through the Local Voices work programme	Louise Russell (LPG)	30/04/2014	Complete	100%	Through the Local Voices Steering Group. Three areas were identified for 2014: 'getting out and about', social care, and welfare reform.
Present Local Voices progress report to Tower Hamlets Equalities Steering Group	Louise Russell (LPG)	31/03/2015	Delayed	90%	Progress report scheduled for 13 May 2015 THESG
Refresh mechanisms for involving local LGBT residents in the design, delivery and scrutiny of local services	Louise Russell (LPG)	31/03/2014	Delayed	50%	Rainbow Census and Change Matters programme commissioned in addition to work by the LGBT Forum. Change Matters programme specifically looking at service scrutiny and improvement. Due for completion in 2015/16.
Review mechanisms for involving local faith communities	Louise Russell (LPG)	31/03/2014	Complete	100%	
Strategic Priority 5.2: Work efficiently and effectively as One Council					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Work with managers to improve and reduce staff sickness absence	Cabinet Member for Resources Simon Kilbey (RES)	31/03/2015		100%	The activity is red because although the milestones have been completed, the sickness absence targets have been missed. HR have worked closely with managers to support them in managing sickness. Unfortunately sickness levels have risen to 7.93 days against a target of 6.1 days. The main reason given for absence is stress. Occupational Health have been providing training and briefings for staff and managers about handling stress, work life balance and resilience, to address the increase in absence due to stress.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Ensure that Directorate People Panels (DPPs) meet monthly to effectively review absence data	Simon Kilbey (RES)	31/03/2015	Complete	100%	
Support managers to review staff sickness absence statistics in conjunction with HR business partners and begin taking formal action under the policy	Simon Kilbey (RES)	31/03/2015	Complete	100%	This is happening regularly.
Work with the People Board Operations group to identify specific actions to support managers in areas of high sickness absence to ensure best practice is shared	Simon Kilbey (RES)	31/03/2015	Complete	100%	
Monitor and support managers to access the HR self service to record sickness absence data and take appropriate action	Simon Kilbey (RES)	31/03/2015	Complete	100%	This is on-going.

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Develop the strategic ICT partnership	Cabinet Member for Resources Shirley Hamilton (RES)	31/03/2015	Overdue	85%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop and publish a 3 year ICT Strategy (2015-2018) and Strategic Implementation Plan agreed by the Strategic Partnership Board	Shirley Hamilton (RES)	31/03/2015	Overdue	65%	Draft strategy will be shared and discussed with new Head of Customer Access & ICT in May 2015 for agreement on direction and as a result this milestone has rolled over to the 15/16 Strategic Plan.
Stabilise the Council's ICT environment working in conjunction with Agilisys, fully embedding the VDI system and any future migration	Shirley Hamilton (RES)	31/03/2015	Complete	100%	Plans to stabilise the ICT environment are complete and methodology in place. This will be reviewed at Strategic Operations Board and the Strategic Partnership Board. Additionally progress will be reviewed monthly by the ICT Client Team & Agilisys. A detailed 30 month review was undertaken in November and December of 2014. The resulting action plan and continuous service improvement plans have both bought about significant progress and evidenced improvement across the board in our KPIs.
Ensure compliance with the new national PSN ICT security requirements and minimise disruption to Council services	Shirley Hamilton (RES)	31/03/2015	Complete	100%	PSN compliance achieved for 2015. Annual re-accreditation will be due in January 2016.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Improve revenue collection	Cabinet Member for Resources Roger Jones (RES)	31/03/2015	Delayed	90%	The delayed milestone is scheduled to complete by the end of the Q1 2015/16.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Implement the Optimisation Programme that will focus on improving collection of debt, data management and managing growth with improved yield from the rate base and tax base	Roger Jones (RES)	31/03/2015	Delayed	80%	This is complete for both Council Tax and Business Rates with both making significant improvements in collection and identifying growth. There remains the report on data sharing across all directorates which will be presented to DMT in May 2015 outlining the potential of implementing a shared data service.
Implement the Council Tax Discount award scheme, to support low income households who are entitled to partial council tax support	Roger Jones (RES)	31/05/2014	Complete	100%	This has been implemented
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Develop Progressive Partnerships to further the Mayor's social objectives	Cabinet Member for Resources Zamil Ahmed (RES)	31/03/2015	Overdue	83%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Introduce smarter sourcing practices to support SMEs, deliver savings and increase compliance	Zamil Ahmed (RES)	31/03/2015	Complete	100%	Detailed procurement expenditure analysis of third party spend has been completed for 13/14 and 14/15. New Directorate Procurement Spend Dashboards have been developed and will go live following Competition Board approval on 27 April 2015. A number of cross directorate procurement savings is already in progress including the implementation of a new Dynamic Purchasing Framework for all Design and Print expenditure to improve compliance, engage local SME's and ensure better value for money from the Councils overall procurement expenditure.
Launch the local supply chain initiatives to stimulate the local economy	Zamil Ahmed (RES)	31/03/2015	Complete	100%	Milestone is being progressed as part of the workstream to ensure 50% of Council contracts with local businesses by 2018. A Local Supply Chain Development project is underway to increase local SME engagement. New local supplier portal aligned with internal procurement threshold & Transparency Code requirements is underway. To date 789 local suppliers have now been set up on the portal.

Promote ethical sourcing and sustainability: aim to achieve WWF Silver Status for the purchasing of sustainable timber products	Zamil Ahmed (RES)	31/03/2015	Overdue	50%	London Living Wage Accreditation has been attained and work is underway to progress the WWF Sustainable Timber Silver Status. Requirement will be progressed as part of the New Procurement Strategy.
Develop a 'Business Charter' for Tower Hamlets through which local businesses commit to 'buy local, employ local, support local'	Andy Scott (D&R)	31/03/2015	Complete	100%	Business Charter announced at Mayor's Business Forum, 28 October 2014. Recruitment of Charter Champions ongoing.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Improve customer satisfaction and value for money	Cabinet Member for Resources Keith Paulin (RES)	31/03/2015	Overdue	86%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop improved transparency and reporting mechanisms in line with the Code of Recommended Practice on Data Transparency & Local Audit & Accountability Bill	David Galpin (LPG) / Kevin Miles (RES)	31/12/2014	Overdue	80%	With regard to the Local Audit and Accountability Bill: information needed and have produced most of the information required has been identified. We are awaiting payment information for the fourth quarter, which will be collated and published shortly. With regard to the Code of Recommended Practice on Data Transparency, the Council has identified and published most of the data. We are concluding a piece of work on a new web 'landing page' to assist in the ease of access. Work is also ongoing with HR and directorates to comply with the full requirement on staff structure and responsibilities.
Maintain customer satisfaction levels with reduced budget	Keith Paulin (RES)	31/03/2015	Overdue	50%	End of year satisfaction down due to high demand / reduced resources / high Q4 sickness and Q4 ICT issues.
Develop self-service online options to reduce demand and cost, including implementing an online process for housing benefits and parking permits	Keith Paulin (RES)	31/03/2015	Complete	100%	Benefits on line applications in place. Parking on line applications live from April 6th 2015.
Develop methods of measuring satisfaction with automated/online services	Keith Paulin (RES)	31/03/2015	Complete	100%	Satisfaction survey for self-service customers now in place and being monitored
Monitor how staff are dealing with customers and provide training where appropriate	Keith Paulin (RES)	31/03/2015	Complete	100%	Improved individual staff monitoring in place and regular six monthly customer care and related training sessions established.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Make better use of our buildings and other public assets	Cabinet Member for Resources Ann Sutcliffe (D&R)	31/03/2015	Overdue	70%	A report is going to Cabinet in May 2015 seeking endorsement to a revised asset strategy, Cabinet has also approved a range of disposals which the service is taking to market in Summer 2015. However, delays have been experienced with progressing the Corporate Landlord Model and implementation of the client / provider structure.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Implement the Corporate Landlord Model	Ann Sutcliffe (D&R)	30/04/2014	Overdue	75%	In year delays experienced in the implementation of the CLM following the transfer of resource allocations. Structure revisions drafted and consultation with staff and unions began on 5/3/15 and closed 20/4/15 with responses to unions due on 12/4/15. Consultants engaged to assist with implementation of operating model.
Renew Asset Strategy	Ann Sutcliffe (D&R)	31/05/2014	Delayed	80%	In year delays due to the delayed progress on the CLM, alongside the PWC audit. This is now scheduled to be progressed, in line with the requirements of the Commissioners. A report is going to Cabinet in July 2015 seeking endorsement to a revised asset strategy and resultant work streams.
Commence work on Civic Centre	Ann Sutcliffe (D&R)	30/06/2014	Complete	100%	Purchase the old Royal London Hospital site has completed, however in year delays were caused by Barts NHS and their governance process for approving the disposal of the site. Soft market testing on procurement options have now commenced.
Implement client / provider structure	Ann Sutcliffe (D&R)	30/09/2014	Overdue	90%	This has been delayed due to the lack of progress on the CLM, due to lack of commitment to the model by some Directorates. Structure revisions have now been drafted and consultation with staff ended on 20/4/15.

Commence disposal strategy of surplus assets	Ann Sutcliffe (D&R)	30/09/2014	Complete	50%	This is an ongoing service function. Cabinet approved a range of disposals in February and the service is taking these to market in Summer 2015.
Commence soft market testing on procurement options for Civic Centre	Ann Sutcliffe (D&R)	30/09/2014	Complete	100%	
Ensure the impact on the statutory provision of childcare places is considered in the development of the Council's asset strategy	Ann Sutcliffe (D&R)	30/09/2014	Overdue	0%	No progress, individual service delivery plans still to be developed in order to include statutory provision of childcare places
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Tackle misuse of public assets and generate income from proactive anti-fraud work	Cabinet Member for Resources Minesh Jani (RES)	01/03/2015	Delayed	95%	This activity is marked as delayed as it is over 90% complete.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Recover 40 social housing properties used fraudulently	Minesh Jani (RES)	31/03/2015	Complete	100%	In addition, 13 RTB applications were stopped and 1 conviction achieved
Achieve 160 sanctions and prosecute 40 cases of housing benefit fraud	Minesh Jani (RES)	31/03/2015	Overdue	86%	For the financial year, there were 137 sections and 26 convictions. There have been a number of vacancies in the team, which are being recruited to, and a further 28 investigations awaiting prosecution by Legal Services.
Develop pro-active fraud awareness campaign - focusing on reporting and data matching between services in the Council	Minesh Jani (RES)	31/03/2015	Complete	100%	Data matching carried out for all tenanted properties managed by THH - results are being disseminated for further investigation
Roll out e-learning modules to all staff, including on the Bribery Act 2010	Minesh Jani (RES)	31/03/2015	Complete	100%	E-learning module developed and rolled out for all staff to complete by the end of June 2015
Deliver the internal audit plan to ensure key strategic risks are adequately evaluated	Minesh Jani (RES)	31/03/2015	Overdue	97%	Some planned audit work could not be completed and scheduled by Mazars due to requests for information from clients not being serviced on time, deferral of audits and staff unavailability
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Prioritise frontline services whilst delivering the Council's budget strategy during a period of declining resources	Cabinet Member for Resources, Chris Holme, Barry Scarr (RES)	30/11/2014	Complete	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop a package of deliverable efficiency opportunities to ensure a balanced budget for 2015/16	Barry Scarr (RES)	30/09/2014	Complete	100%	The Budget Star Chamber process identified a package of proposals that would be reported to Cabinet in December.
Review economic growth opportunities and their implication for the Council's medium term financial strategy to 2018	Barry Scarr (RES)	30/09/2014	Complete	100%	Economic growth prospects have been remodelled, and the result of the review was analysed in the MTFP report to Cabinet in December. Generally, there will be a positive impact on the resource base of the Council.
Maintain strong and effective financial management and control, supported by ongoing budget manager training	Barry Scarr (RES)	30/11/2014	Complete	100%	Training has been commissioned and delivered during the year, and the Council is not currently reporting any major variations to its overall financial position