

TOWER HAMLETS STRATEGIC ACTION PLAN 2015-2016

A Great Place to Live					
Strategic Priority 1.1: Provide good quality housing and tackle the crisis of affordability					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Increase the availability of affordable housing including family sized housing	Cabinet Member for Strategic Development Jackie Odunoye (D&R)	31/03/2016	On Target	44%	Ongoing priority. 44% of 15/16 milestones complete. Delivery of 1284 affordable homes is expected by the end of the financial year. 220 units were delivered in Q1 and 427 in Q2 totalling 647 units of which 466 were rented. Of the rented homes 235 were family rented units representing 50% of the total produced, and therefore well above the Council's policy target of 45%.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Prepare proposals and plans with developing RPs to agree the number, location, size and timing of their schemes	Jackie Odunoye (D&R)	30/09/2015	On Target	50%	Ongoing. Regular liaison meetings are being held with developing RPs.
Ensure that each planning application has as close to a policy compliant offer of affordable family sized homes	Jackie Odunoye (D&R)	31/03/2016	On Target	50%	Family sized affordable housing is a priority for the Council and as such officers try to achieve as close to a policy compliant mix on every planning application.
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)	31/03/2016	On Target	50%	This is being achieved and future meetings are programmed in diaries.
Participate at the East London Housing Partnership Chief Officer Group and the Housing Directors Meeting at London Councils	Jackie Odunoye (D&R)	31/03/2016	On Target	50%	The Council is represented at a senior level at all meetings of the ELHP.
Support RPs grant applications to the GLA ensuring that quantum of family homes is maximised and rents are affordable, where appropriate	Jackie Odunoye (D&R)	31/03/2016	On Target	50%	All applications are thoroughly checked against S106s and commented upon. Comments and expression of support on the 15-18 Funding Programme were submitted to the GLA within the given timeframes. This will continue with the GLA's Regular Market Engagement bids as part of the 15-18 Programme.
Work with RPs and Planning to increase the number of wheelchair accessible homes including large family sized housing as part of Project 120	Jackie Odunoye (D&R)	31/03/2016	On Target	50%	As part of P120 Occupational Therapists are giving advice on layouts at planning application stage and the P120 list is regularly monitored to ascertain the appropriate size of accessible home required.
Work with RPs and Planning to increase the delivery of affordable housing	Jackie Odunoye (D&R)	31/03/2016	On Target	50%	Delivery of 1284 affordable homes is expected by the end of the financial year. 647 units were delivered ending Q2 of which 466 were rented. Of the rented homes 235 were family rented units representing 50% of the total produced, and therefore well above the Council's policy target of 45%.
Lobby for stronger powers against overseas buyers and empty properties, including undertaking an assessment of the level of 'buy to leave' properties in the borough	Jackie Odunoye (D&R)	31/03/2016	Delayed	0%	Discussions to be held with the Mayor and Lead Member. New post arising from restructure will concentrate on private rented strategic and operational matters and is expected to be recruited to in November 2015.
Establish a Housing Commission focussing on affordability and support for innovative models, such as Community Land Trusts	Jackie Odunoye (D&R)	30/09/2015	On Target	50%	Panel membership and terms of reference broadly agreed. Legal advice on status of Commission as a Cabinet body is being sought, prior to Commission being launched.

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Plan effectively to deliver affordable housing and funding for infrastructure (including provision for education), whilst protecting green space and employment uses	Cabinet Member for Strategic Development, Owen Whalley (D&R)	31/03/2016	On Target	43%	Ongoing priority and 15/16 milestones on track. Cabinet adopted the South Quay masterplan as a SPD in October, delayed by a month due to new Mayoral Elections. The Local Plan preparations are on track. GLA-agreed TH Framework for affordable rent levels applied in all discussions with RPs, however a new Affordability Commission is reviewing affordable rent levels for the Borough. Regeneration schemes are progressed in accordance with Council and statutory requirements - CPO approvals for Bow Bridge, Burdett and Aberfeldy being sought and negotiations continue on the rights of light issues for City Pride / Island Point.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Adopt the South Quay Masterplan as a Strategic Planning Document	Owen Whalley (D&R)	30/09/2015	Completed	100%	This was approved by Cabinet on 6 October 2015.
Include policy reference to the safeguarding and provision of facilities for early years learning within the Local Plan, informed by an evidence paper	Owen Whalley (D&R) / Terry Parkin (CSD)	31/03/2016	On Target	30%	The Local Plan preparation is on schedule. An internal draft of the Local Plan policies will be produced by April 2016, this will include a reference to early years learning, which should be known and confirmed by March 2016.
Present report to DMT reviewing options for securing funding through the planning process for early years learning infrastructure/space	Owen Whalley (D&R)	31/03/2016	On Target	0%	Work will be commenced alongside other infrastructure funding planning due to take place in Q3 and Q4.
Update the planning process, work with developers and RPs to secure new affordable homes at rental levels which are genuinely affordable for those in housing need in Tower Hamlets	Jackie Odunoye (D&R)	31/03/2016	On Target	50%	Currently Framework Rent levels are applied in all discussions with RPs. Borough Framework agreed with GLA which allows flexibility over affordable rents. An Affordability Commission is being undertaken and the Council will decide on rental levels once the Commission is complete and it is understood what the options are.
Prepare, make (with Mayoral sign-off) and co-ordinate CPOs to facilitate land assembly for major regeneration by RP partners (for the delivery of new homes - across all tenures, a new school, new retail /commercial and community facilities)	Jackie Odunoye (D&R)	31/03/2016	On Target	40%	Statement of Reasons being drafted and further approvals being sought from Cabinet/Mayor and Commissioners for Bow Bridge, Burdett and Aberfeldy (Phases 3-6) CPOs.
City Pride / Island Point: subject to Mayoral approval, implement Town and Country Planning Act 1990 powers (s227, 233, 237) to close down rights of light to enable approved regeneration schemes; review requests from other developers	Jackie Odunoye (D&R)	31/03/2016	On Target	50%	Negotiations with affected parties ongoing, only 2 objectors remain.
Review existing planning policies on protecting green space as part of the new draft Local Plan	Owen Whalley (D&R)	31/03/2016	On Target	30%	The Local Plan preparation is on schedule. An internal draft of the Local Plan policies will be produced by April 2016, this will include a policy on protecting green space by March 2016.

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Engage actively with the LLDC to maximise local benefits from the Olympic Legacy and Fish Island Regeneration	Owen Whalley (D&R)	31/03/2016	On Target	50%	Ongoing activity. Objective is delivered through DM officer engagement in LLDC pre-application discussions, provision of formal observations to the LLDC on planning applications affecting Fish Island and Olympic Legacy Area, briefings for Lead Member (also LBTH rep on LLDC Planning Decisions Committee), bi-monthly liaison meetings with LLDC senior planning managers.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Represent the Council's interests in all emerging planning documents being prepared by LLDC	Owen Whalley (D&R)	31/03/2016	On Target	50%	This is on target for this quarter, and for 100% completion by 31 March 2016.
Set up quarterly liaison meetings with LLDC on local planning and regeneration matters	Owen Whalley (D&R)	31/03/2016	On Target	50%	This is on target for this quarter, and for 100% completion by 31 March 2016.
Ensure the Council's views are articulated on all neighbouring borough consultations through the planning application process	Owen Whalley (D&R)	31/03/2016	On Target	50%	This is on target for this quarter, and for 100% completion by 31 March 2016.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Support regeneration at Blackwall Reach and the Ocean Estate	Cabinet Member for Strategic Development Jackie Odunoye (D&R)	31/03/2016	On Target	52%	Blackwall Reach - First new homes occupied in Phase 1a, CPO confirmed for phases 1-3 and progress made on Certificate of Immunity from Listing for Robin Hood Gardens to enable Phase 2 & 3 redevelopment. Ocean for both Regeneration Legacy Management and Block H redevelopment progressing.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Blackwall Reach (BR) disposal of 1-104 Robin Hood Gardens and 1-22 Anderson House to Swan	Jackie Odunoye (D&R)	31/03/2016	On Target	75%	All tenants decanted, 9 homeowners remain inc. 7 in process of moving to new homes at Phase 1a.
BR - decant of council tenants and resident homeowners to 98 new affordable homes in Phase 1a	Jackie Odunoye (D&R)	31/12/2015	On Target	80%	All tenants decanted from Robin Hood Gardens West and Anderson House, some from RHG East and others invited. Resident homeowners with solicitors for Phase 1a new home purchase.
BR - CPO confirmation and vesting for land assembly to facilitate Phases 1b and 2 of regeneration	Jackie Odunoye (D&R)	31/03/2016	On Target	50%	CPO confirmed by Sec of State for Phases 1-3 August. Following JR period expiring 3 October, confirmation and vesting process to commence.
BR - start on site of 245 homes in Phase 1b	Jackie Odunoye (D&R)	31/03/2016	On Target	50%	All buildings vacant, license issued to Swan to demolish existing buildings
BR - submission of reserved matters planning application to enable demolition and start on site of 239 new homes for development of Phase 2	Jackie Odunoye (D&R)	31/03/2016	On Target	35%	Pre-app meetings in progress and dialogue maintained with Swan Housing and their representatives.
Ocean Regeneration Legacy Management (ORLM) - full fit-out and letting of 16 new retail units on Ben Johnson Rd	Jackie Odunoye (D&R)	31/03/2016	Delayed	30%	Letting agent appointed and offers to 8 former traders with right to return expected in Oct/Nov. Completion of fit-out and occupation expected to run into Qtr1 2016/17 due to adopting a new strategy to procure and deliver fit-out works to only those units accepted by former traders.
ORLM - all refurbishment contract end of year defects resolved and defect liabilities novated to THH	Jackie Odunoye (D&R)	31/03/2016	On Target	50%	Defects and contractor liabilities have been successfully handed over to THH. Novation remains to be completed.
Ocean Site H - ensure smooth delivery of Phase 2 Ocean regeneration, delivering 225 new homes (50% affordable housing) over 3 years	Jackie Odunoye (D&R)	31/03/2016	On Target	50%	The team have assisted with a number of legal and practical matters to enable demolition of three vacant blocks in preparation for redevelopment.

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Ocean Site H - ensure all legal and onsite matters resolved within first year of construction	Jackie Odunoye (D&R)	31/03/2016	On Target	50%	Licensing issues being discussed and ongoing negotiations for compensating leasehold properties acquired by CPO.
Ocean Site H - monitor the development process and expected overage payments required	Jackie Odunoye (D&R)	31/03/2016	On Target	50%	No major concerns raised.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Deliver a programme of new build Council housing, to deliver a target of 1,000 council homes by 2018	Cabinet Member for Strategic Development Jackie Odunoye (D&R)	31/03/2016	On Target	51%	1,000 Council homes will be delivered by the end of the Mayoral term in office, however programme delays are being experienced alongside the decisions to review / withdraw programmes. Options are being explored on the development of a of a Wholly Owned Company with direction from the Mayor.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Practical completion of Bradwell Street garages to deliver 12 units	Jackie Odunoye (D&R)	30/06/2015	Completed	100%	Handed over October 2015.
Secure planning permission for 7 microsites, part funded by Right to Buy receipts.	Jackie Odunoye (D&R)	31/12/2015	Withdrawn	0%	These sites were withdrawn by Cabinet 6/10/15.
Practical completion of 6 houses for Batch B Extensions Programme	Jackie Odunoye (D&R)	30/09/2015	Delayed	70%	6 Units - All scheduled properties now in planning. Current MPB forecast shows 31/34 units total in programme to be delivered at present.
Start on site of 25 units for Batch C Extensions Programme	Jackie Odunoye (D&R)	31/03/2016	On Target	70%	25 Units - All scheduled properties now in planning. Current MPB forecast shows 31/34 units total in programme to be delivered at present.
Schemes to Planning Committee for Hereford to deliver 54 units, Locksley to deliver 78 units, Baroness to deliver 22 units and Jubilee to deliver 26 units	Jackie Odunoye (D&R)	31/12/2015	Delayed	15%	This programme is now under review following cabinet report 6/10/15. Architects have been procured. EA framework now being sought. A refreshed resident consultation approach is being developed.
Decision on establishment of Wholly Owned Company (WOC)	Jackie Odunoye (D&R)	31/01/2016	Delayed	0%	This work is being refreshed under the new administration and will be presented to the Mayor in Autumn.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Increase the pace of regeneration in Poplar	Cabinet Member for Strategic Development Owen Whalley (D&R)	31/03/2016	On Target	88%	88% of 15/16 milestones complete. This activity is progressing on target as scheduled. However, following the successful announcement of Poplar Riverside Housing Zone which includes the Ailsa Street site, an SPD for Ailsa Street will not be produced, as this has been superseded by the work on the Housing Zone. The evidence on Ailsa Street will be used to inform the progress of the Housing Zone.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop draft Ailsa Street Masterplan for Member approval to take to consultation	Owen Whalley (D&R)	31/10/2015	On Target	75%	A draft document has been prepared. However, this target has changed following the successful announcement of Poplar Riverside Housing Zone which includes the Ailsa Street site. The draft document will be used as an evidence base to help progress the wider strategic ambitions of the Housing Zone. The document will not progress as an SPD or to consultation, as this would be an ineffective use of Council resource.

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Adopt the Ailsa Street Masterplan as a Strategic Planning Document	Owen Whalley (D&R)	30/06/2016	Withdrawn	0%	A draft document has been prepared. However, this target has changed following a review of the cost benefits following the successful announcement of Poplar Riverside Housing Zone. The document will not progress as an SPD or to consultation, as this would be an ineffective use of Council resource.
Assist in the development of a governance structure to support the delivery of the Poplar Riverside Housing Zone if GLA agrees to support the Housing Zone	Jackie Odunoye (D&R)	30/04/2015	Completed	100%	Governance structure agreed with lead Member and will be launched before formal agreement with GLA is entered into following due diligence of provisionally agreed Housing Zone proposals.
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 Strategic Development Ann Sutcliffe (D&R)	31/03/2016	On Target	92%	Project progressing well and programme targets on track, whilst 92% of activities due in 15/16 are complete, 75% of the scheme overall is now complete. Handover protocols for first phase housing units and the youth / community facilities agreed. Phase 1b - Poplar Baths residential is scheduled for handover in April 16.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Review of progress against programme targets via meetings scheduled with the developer, including clients departments (CLC & THH)	Ann Sutcliffe (D&R)	31/03/2016	On Target	60%	Progress meetings are ongoing and programme targets are on track.
Delivery of leisure centre - mobilisation process commencement	Ann Sutcliffe (D&R)	31/07/2015	Completed	100%	Mobilisation process commenced.
Delivery of a new youth / community centre - mobilisation process commencement	Ann Sutcliffe (D&R)	31/07/2015	Completed	100%	Mobilisation process commenced.
First phase of housing completions - Hand over protocol to be determined to manage snagging, defects and lettings with housing allocations	Ann Sutcliffe (D&R)	31/07/2015	Completed	100%	
Open youth / community facilities - Hand over protocol to be determined, building inspection and commissioning of building	Ann Sutcliffe (D&R)	30/09/2015	Completed	100%	
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Seek to mitigate homelessness and improve housing options	Deputy Mayor (Statutory) Housing, Faith Communities and Welfare Reform Jackie Odunoye, Jackie Odunoye (D&R)	31/03/2016	Delayed	25%	Ongoing priority. Some delays to in year milestones resulting from restructuring of services. However, a report will be presented to Cabinet in January 2016 on selective licensing for the private rented sector. The existing homelessness statement action plan is being revisited to be strengthened and more reflective of priorities.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Produce draft plan for possible interventions in the private rented sector for internal consultation, consult externally and present findings to Cabinet as appropriate	Jackie Odunoye (D&R)	30/05/2015	Delayed	0%	Day to day work in this continues. New post arising from restructure will concentrate on private rented strategic and operational matters and is expected to be recruited to in November 2015. A report on selective licensing for the private rented sector will go to Cabinet in January 2016.
Deliver the service change specification for an enhanced Housing Options Service as defined by the No Wrong Door project	Jackie Odunoye (D&R)	31/05/2015	Delayed	25%	Restructure proposal, which incorporates No Wrong Door Project and Lead Professional and which will contribute to enhanced Service delivery, is in draft and expected to be presented to the Directorate panel in November 2015.
Quarterly reporting to DMT on performance against published Homelessness Statement Action Plan	Jackie Odunoye (D&R)	31/03/2016	Delayed	0%	Original Homelessness Plan is being revised as original version was not fit for purpose

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In partnership with CLC take forward to consultation the proposed pilot private sector licensing scheme	Jackie Odunoye (D&R)	31/03/2016	On Target	50%	Consultation has been completed and a report on the outcome and options available will be presented to Cabinet in January 2016, led by CLC.
Support the London Living Rent Campaign, including exploring deliverability, and work with the GLA's London Rental Scheme and London Landlord Accreditation Scheme to improve regulation in the Private Rented Sector	Jackie Odunoye (D&R)	31/03/2016	On Target	50%	Day to day work in this continues. New post arising from restructure will concentrate on private rented strategic and operational matters and is expected to be recruited to in November 2015
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Deliver the Watts Grove project to time and within budget	Cabinet Member for Strategic Development, Ann Sutcliffe (D&R)	31/03/2016	On Target	83%	Project progressing to agreed timescales and within budget. Substructure to be complete in Feb 2016. Handover of full scheme is scheduled for February 2017, therefore the project overall is 30% complete. However, 83% of activities due in 15/16 are complete.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete asbestos removal	Ann Sutcliffe (D&R)	30/06/2015	Completed	100%	
Complete demolitions (with exception of telecommunications mast)	Ann Sutcliffe (D&R)	31/08/2015	Completed	100%	
Telecommunications mast decommissioned and temporary location	Ann Sutcliffe (D&R)	30/09/2015	Completed	100%	
Complete substructure	Ann Sutcliffe (D&R)	29/02/2016	On Target	30%	Work stage commenced in Sept 15 and on track for completion in February 16
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	Deputy Mayor (Statutory) Housing, Faith Communities and Welfare Reform Jackie Odunoye (D&R)	31/03/2016	On Target	70%	The 2015/16 Decent Homes programme is projected to cost circa £51million of which £13.2m is GLA funded as part of the additional funding secured for Y5. The Council is contracted with GLA to make 917 homes decent but the total for the programme will be 1650 which will reduce backlog non-decency to 5.8% and 11.82% for all Council housing stock by the end of the financial year. A total of 7,400 homes have been made decent since the programme started in 2011/12.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Commence Year 5 Decent Homes (DH) Programme using DHs contractors	Jackie Odunoye (D&R)	30/04/2015	Completed	100%	Contractors have started on site.
Ensure delivery of local community benefits targets	Jackie Odunoye (D&R)	31/03/2016	On Target	55%	Total apprenticeships delivered to date is 120. <u>Local workforce:</u> Local employment on site against 30% target was as follows: Chigwell 68%, Axis 24%, Breyer 35%, Keepmoat 32%. Together contractors achieved 36% for the period. <u>Local spend:</u> 11% spend against a target of 20%. Local spend will increase in the remaining two quarters as the programme gets into full swing.
Ensure the Official Journal of European Union limit for the Decent Homes Framework is not exceeded	Jackie Odunoye (D&R)	31/03/2016	Completed	100%	Decent Homes Framework will be within the OJEU procured limits.

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Make 917 homes decent	Jackie Odunoye (D&R)	31/03/2016	On Target	25%	At the end of Q2, a total of 232 homes have been made decent against a rolling target of 232. Performance is on target.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Improve the quality of housing services offered to tenants, residents and homeless families	Deputy Mayor (Statutory) Housing, Faith Communities and Welfare Reform Jackie Odunoye (D&R)	31/03/2016	On Target	69%	Ongoing priority. 15/16 milestones on track for completion by year end. Performance monitoring of housing partners continues throughout the year of both THH and RP partners - via Tower Hamlets Housing Forum (THHF), Project 120 principles also continues to be a standing item on the THHF Development agenda. The Council continues to work with THH to improve communications and leaseholder satisfaction levels, this includes exploring and providing further clarity and payment support options for DHs (capped costs) and major works charges. The outcome of the two leaseholder audits will be published following Lead Member approval. Whilst work has already begun, it is proposed that an overarching Housing Strategy is produced in 2016/17 which will set out the Council's response to Government policy as well as further housing direction from the new Mayor of London following the May 2016 London election.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Ensure all outstanding partners with an applicable development programme are briefed/updated on progress of Project 120 and asked to confirm their participation	Jackie Odunoye (D&R)	30/06/2015	Completed	100%	Progress and issues affecting P120 is a standing item on Tower Hamlets Housing Forum Development sub-group, at meeting in June RPs were asked to forward appropriate contacts for their organisations. The P120 also has representatives from RPs as part of the working group. RPs are also reminded of P120 at their quarterly meetings in addition to the 10% requirement of wheelchair accessible homes as they bring developments through the planning process.
Agree and monitor the Tenant Federation Action Plan and provide appropriate support for their 'Cards on the Table' scrutiny activities	Jackie Odunoye (D&R)	31/03/2016	On Target	50%	Regular liaison meetings with Federation continue.
Develop a set of standards or scorecard to review performance - for tenants, for RPs and THH - and establish a regular monitoring system	Jackie Odunoye (D&R)	31/03/2016	On Target	75%	Ongoing throughout the year
Work with THH to improve the satisfaction of, and communication with, leaseholders, especially in regards to service charges and major works charges, taking account of the recommendations of the Leaseholder review	Jackie Odunoye (D&R)	31/03/2016	On Target	60%	LBTH is working with THH to improve the satisfaction of, and communication with, leaseholders, especially in regards to service charges and major works charges; A leasehold CAP was agreed for the 2015/16 DHs Programme; Payment Support Options to leaseholders for Major works are being revised - earmarked for Cabinet in Jan-2016; Two leasehold audits have completed publishing of which is awaiting - Lead Member approval; A "New Deal" for Leaseholders is being considered; an enhanced s.20 consultation regime was agreed by the Council to ensure clarity of works and their respective costs, and improve satisfaction
Explore ways to involve residents in challenging the performance of RPs and THH, including the option of developing a Housing Scrutiny Committee	Jackie Odunoye (D&R)	31/03/2016	Completed	100%	A Tenants Scrutiny Panel has been formed. They have undertaken 3 Scrutiny exercises supported by mentor. Rather than under take individual scrutiny reviews across RPs, they will now focus their energy into supporting the development of scrutiny panels and sharing best practice.
Work with Tower Hamlets Housing Forum Executive and Sub Groups on a range of service delivery and improvement issues	Jackie Odunoye (D&R)	31/03/2016	On Target	75%	Ongoing throughout the year

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Develop an overarching housing strategy to cover all tenures of housing, homelessness and lettings	Jackie Odunoye (D&R)	31/03/2016	On Target	25%	Work has begun on reviewing the Overcrowding/under occupation statement, private sector renewal grant policy, Homeless and Older Persons Statements. It is proposed that an overarching Housing Strategy is produced in 2016/17 which will set out the Council's response to Government policy as well as further housing direction from the new Mayor of London following the May 2016 London election.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Explore options to establish a not for profit lettings agency to improve standards for private renters	Deputy Mayor (Statutory) Housing, Faith Communities and Welfare Reform / Jackie Odunoye (D&R)	31/03/2016	Delayed	8%	Sub-regional discussions underway, project officer to be appointed by East London Housing partnership to work up proposals.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Review existing services offered via Tower Hamlets Home Finder to private landlords and produce proposals for enhancement in line with the findings of the Gold Standard Diagnostic Peer Review	Jackie Odunoye (D&R)	30/09/2015	Delayed	20%	Preliminary work undertaken but not yet formalised.
Undertake options appraisal of different Lettings Agency Models, incorporating Local, Sub Regional and Pan-London options	Jackie Odunoye (D&R)	30/09/2015	Delayed	10%	Preliminary discussions with ALMO have taken place, but awaiting recruitment of key personnel before formalising.
Undertake consultation on preferred Letting Agency options(s)	Jackie Odunoye (D&R)	31/12/2015	Delayed	0%	Likely slippage due to other work priorities and slow progress on options appraisal.
Produce draft proposals around the deliverability and implementation of a not for profit letting agency	Jackie Odunoye (D&R)	31/03/2016	On Target	0%	As above, in year slippages experienced and subject to options appraisal being drafted.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Identify and target sub-standard homes through the introduction of a landlord licensing scheme	Deputy Mayor (Statutory) Housing, Faith Communities and Welfare Reform, Deputy Mayor for Community Affairs and Cabinet Member for Community Safety Andy Bamber (CLC)	31/12/2016	On target	94%	Progressing towards a Member decision - IT provision has been and continues to be challenging.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete a review of the housing consultancy statistical analysis including identification of anti-social behaviour links	Andy Bamber (CLC)	28/02/2015	Completed	100%	Completed
Statutory consultation plan on the licensing of private landlord proposals developed and approved	Andy Bamber (CLC)	31/07/2015	Completed	100%	Completed
Complete consultation and resulting final licensing proposals presented for Cabinet approval	Andy Bamber (CLC)	31/12/2015	On target	75%	Report has been written and progress to Cabinet to commence on 22/10 via DMT
Complete a review of the licensing arrangements for Houses of Multiple Occupation (HMOs)	Andy Bamber (CLC)	31/03/2016	Completed	100%	Review undertaken and more licences being issued

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Tackle fuel poverty	Cabinet Member for Strategic Development, Cabinet Member for Resources Jackie Odunoye (D&R)	31/03/2016	On Target	44%	Fuel Poverty Strategy is now to be included under the overarching Climate Change Strategy. Collective energy switching scheme is being continued and the carbon fund provides a funding stream to deliver projects to alleviate fuel poverty.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Refresh and update the Fuel Poverty Strategy	Jackie Odunoye (D&R)	30/09/2015	Delayed	50%	Delayed - new target 31/12/2015. Fuel Poverty Strategy is now to be included under the overarching Climate Change Strategy which is being aimed for the March 2016 Cabinet, therefore the refresh of the Fuel poverty Strategy is now likely to be concluded by December 2015.
Continue with the Home Energy Efficiency Programme offering one to one tailored advice to residents focused on those at risk of fuel poverty including vulnerable residents and over 75s	Jackie Odunoye (D&R)	31/03/2016	On Target	30%	Energy data analysed and worst performing properties identified. Events planned to promote service in worst performing wards and sign up for assessments.
Identify and deliver domestic energy efficiency projects funded through the Carbon Mitigation Fund	Jackie Odunoye (D&R)	31/03/2016	On Target	20%	Analysis of projects currently being undertaken. Delivery of projects subject to receipt of finances through S106 process.
Evaluate the 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)	31/03/2016	On Target	75%	Successful auction held in May 2015. Second auction resident sign-up process underway with date set for October 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)	31/03/2016	On Target	70%	Carbon Mitigation Fund Strategy going to 1 December 2015 Cabinet, so far £5.9m secured for the carbon fund which will fund the delivery of the identified projects.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Submit Carbon Reduction Commitment reporting to Environment Agency	Jackie Odunoye (D&R)	31/07/2015	Completed	100%	CRC submitted in July 2015.
Cabinet approval of the Carbon Mitigation Fund Strategy and Guidance	Jackie Odunoye (D&R)	31/12/2015	On Target	80%	Scheduled for scheduled for Cabinet 1 December 2015.
Submit Green House Gas Emissions reporting to Department of Energy and Climate Change	Jackie Odunoye (D&R)	30/09/2015	Completed	100%	Submitted to DECC in accordance with reporting deadline for July 2015.
Agree outline delivery strategy and projects to be delivered by the Carbon Mitigation Fund on Council owned operational buildings	Jackie Odunoye (D&R)	31/03/2016	On Target	35%	Analysis of buildings being undertaken to identify appropriate buildings for interventions.
Refresh and update the Carbon Management Plan for 2016-2020	Jackie Odunoye (D&R)	31/03/2016	On Target	35%	Work being undertaken to review projects in CMP and identify key deliverables.

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Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Deliver the Council's Conservation Strategy	Cabinet Member for Strategic Development Owen Whalley (D&R)	31/03/2016	On Target	67%	This activity is progressing on target as scheduled.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete the borough-wide Tree Preservation Orders (TPO) survey	Owen Whalley (D&R)	31/08/2015	Completed	100%	The Borough wide TPO of trees on Council owned land is complete. This work has identified subsequent requirements, which will need to be delivered by resources outside the scope of this target.
Revise Local List	Owen Whalley (D&R)	31/03/2016	On Target	50%	This work is progressing, and will be boosted by a new grant for officer support from Historic England.
Reduce the number of buildings on the English Heritage buildings at risk register for Tower Hamlets	Owen Whalley (D&R)	31/03/2016	On Target	50%	This work is progressing, and will be boosted by a new grant for officer support from Historic England.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Enhance and protect the borough's biodiversity providing residents access to nature	Cabinet Member for Strategic Development Jackie Odunoye (D&R)	31/03/2016	On Target	45%	On target to meet the actions of the Local Biodiversity Action Plan.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Implement the Local Biodiversity Action Plan and produce an annual report on progress and achievements	Jackie Odunoye (D&R)	31/03/2016	On Target	50%	Annual report will be produced in December rather than November to tie in with Steering Group meetings.
Provide 1000 packets of wildflower seeds free to residents, community groups and schools	Jackie Odunoye (D&R)	31/03/2016	On Target	50%	We have the seeds and these are being distributed at events.
Create a kingfisher nesting bank in Victoria Park	Jackie Odunoye (D&R)	31/06/2015	Delayed	30%	Planning complete and all permissions in place. Work delayed due to need to avoid disturbing nesting birds. Completion expected in Q3.
Ensure that all major developments deliver biodiversity enhancements which contribute to LBAP targets	Jackie Odunoye (D&R)	31/03/2016	On Target	50%	Over 90 applications considered by the Biodiversity Officer. Almost all will contribute to LBAP if they are implemented.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Introduce a borough wide vehicle anti-idling regime in order to protect and improve the local environment	Cabinet Member for Clean & Green Andy Bamber, Simon Baxter (CLC)	31/03/2016	On target	66%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete the Tower Bridge anti-idling trial and publish the results	Andy Bamber (CLC)	30/09/2015	Delayed	85%	Signage installed, access to TFL bridge data an issue - need to switch signs on and advertise on air text service. TfL have finally supplied and installed the necessary equipment to enable us to house our equipment for detecting a bridge lift. Siemens facilitated the connection with TfL equipment for the project as they required undertakings that our connection won't compromise their systems so this was a technical issue the project had to deal with. We are aiming to launch around January 2016
Roll out anti-idling project roll out to borough hot-spots	Simon Baxter (CLC)	31/12/2015	On target	50%	
Implement whole borough anti-idling declaration and programme	Simon Baxter (CLC)	31/03/2016	On target	50%	

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Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Implement and promote awareness of a borough wide 20mph limit	Cabinet Member for Clean & Green Simon Baxter (CLC)	31/03/2016	Completed	100%	Experimental 20 mph limit started 13/4/2015. Will be reviewed in 2016/17 for consideration of making permanent by October 2016.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Implement the borough wide 20mph limit	Simon Baxter (CLC)	31/07/2015	Completed	100%	Experimental 20 mph limit started 13/4/2015. Will be reviewed in 2016/17 for consideration of making permanent by October 2016.
Three awareness initiatives completed by September 2015	Simon Baxter (CLC)	30/09/2015	Completed	100%	1. Bus back advertising complete 2. Lamp column banners complete 3. Community Speed Enforcement arrangement with Met Police
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Work in partnership to improve our public realm	Cabinet Member for Clean & Green Simon Baxter (CLC)	31/03/2016	On target	40%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop options to enhance public realm cleanliness, including ways to reduce fly tipping, reviewing bulky waste charges, and residential provider management	Simon Baxter (CLC)	31/03/2016	On target	50%	
Reproduce new waste management services, building in improved reporting and performance monitoring systems	Simon Baxter (CLC)	31/03/2016	On target	10%	Specification for Waste Disposal Services is in development. Specification for Interim Recycling Contract has been submitted to the GLA for review. Tender has been issued for the Commissioning Options review for long term delivery of waste services. Overall project timeline runs through until end September 2018.
Develop a programme of local streetscene improvements - agree design and complete consultation	Simon Baxter (CLC)	31/03/2016	On target	50%	Programme established and works programmed throughout the year for completion by March 2016.
Establish and maintain monthly meetings with Tower Hamlets Wheelers to improve cycling safety in the borough	Simon Baxter (CLC)	31/03/2016	On target	50%	4 meetings held to date - numbers limited due to Wheelers' availability. Future meetings arranged.

TOWER HAMLETS STRATEGIC ACTION PLAN 2015-2016

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Increase household waste sent for reuse, recycling & composting	Cabinet Member for Clean & Green Simon Baxter (CLC)	31/03/2016	On target	83%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete an evaluation of waste and recycling provisions for housing estates and high rise blocks, to help improve recycling levels	Simon Baxter (CLC)	31/08/2015	Completed	100%	Keep Britain Tidy evaluation of waste and recycling provision on estates is complete. Evaluation findings presented to the Council in evaluation report. Outcome of the evaluation is being used to inform the development and rollout of the campaign to promote recycling and <u>reduce residual waste</u>
Develop and commence a campaign to promote recycling opportunities to support the waste volume reduction project	Simon Baxter (CLC)	30/09/2015	Completed	100%	A number of pilots have been carried out on estates trialling different interventions to encourage greater participation in the communal recycling service and to decrease contamination. The successful interventions will be used in conjunction with the waste reduction project as the programme is rolled out across the borough. In addition, a borough wide contamination campaign has been planned and will be launched in the second half of the year to complement this project.
Develop the reuse and composting programme further, promoting opportunities and increasing participation in programme - deliver at least 20 events throughout the year	Simon Baxter (CLC)	31/03/2016	On target	50%	Eight events promoting and actively engaging residents in reuse and home composting activities have taken place so far this year. Community composting schemes are being researched and benchmarked with a view to re-developing the scheme to interest residents leading to increased take up.
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)	31/03/2016	On target	64%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop a parks growing scheme with local residents	Shazia Hussain (CLC)	30/09/2015	Completed	100%	Growing schemes have been developed and are being supported in: Victoria Park x 2, Mile End park, Ravenscroft Street Park, Baxendale Gardens and one further scheme is in development in Ropewalk Gardens which should be operational before the end of the year.
Deliver full range of improvement works to Trinity Square Gardens consisting of soft and hard landscaping works and installation of new benches and bins	Shazia Hussain (CLC)	30/09/2015	Completed	100%	A full range of improvements have been completed, some additional planting work is scheduled for the autumn planting season.
Deliver Phase 1 of improvement works to Shandy Park consisting of tree felling, installation of a temporary path for access to the mosque, new path from Harford Street entrance and cleansing of play surfaces	Shazia Hussain (CLC)	30/09/2015	Delayed	50%	Quotes obtained but prices will need to be reviewed to comply with procurement requirements and an RCDA will be submitted. Revised deadline for completion of works 31/03/2016.
Deliver external improvement and renovation works to Tower Hamlets Cemetery Lodge and secure additional funding for undertaking external works	Shazia Hussain (CLC)	30/09/2015	Completed	100%	The external works to walls, roof, eaves and replacement windows have now been completed. Additional monies have been identified for stage two internal work.
Prepare options and undertake public consultation on the King Edward Memorial Park improvement project	Shazia Hussain (CLC)	31/10/2015	On target	50%	Plans for consultation will be completed by the end of October and phase one will delivered before the end of the calendar year with additional stages to take place within the master planning process.

TOWER HAMLETS STRATEGIC ACTION PLAN 2015-2016

Complete the design details for the improvement works to Bartlett Park and commence phase one works	Shazia Hussain (CLC)	31/03/2016	On target	50%	Procurement for design team and Employer's Agents are currently being finalised. Awaiting T&Cs for tender contract being prepared by Legal Service. Design team will prepare detailed construction drawings and specification for the procurement of main works contractor. Due to central government directions procurement advise on the method of procurement has very recently changed. A new framework contract is being sourced by procurement and it is estimated the documents will on the portal by mid-December
Take forward the capital works programme for small parks and playground improvement projects delivering at least two site improvement schemes	Shazia Hussain (CLC)	31/03/2016	On target	50%	Albert Gardens works, including landscaping and new play facilities is close to completion. Awaiting the results of consultation on Ford Square and Cavell Street Gardens. Improvement work to Ropewalk Gardens near to completion including new growing scheme facility.
Deliver year two of the four year programme of tree planting on streets, parks and open spaces	Simon Baxter (CLC)	31/03/2016	On target	30%	Tree stock has been reserved with the nursery and planting will commence in November.
Undertake a review of the use of parks for commercial events	Shazia Hussain (CLC)	31/10/2015	On target	50%	A first draft of a briefing has been completed on commercial events in Victoria Park and is being expanded to include commercial events across the borough. A report will be scheduled for Cabinet.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Develop an Open Space Strategy	Cabinet Member for Culture Shazia Hussain (CLC)	31/03/2016	On target	55%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Produce an updated baseline mapping exercise of open space in the borough, including new spaces secured through the planning process	Shazia Hussain (CLC)	30/09/2015	Completed	100%	The baseline mapping exercise is in production. CLC is working with D&R to verify the new spaces listings.
Complete a qualitative audit of open space in the borough	Shazia Hussain (CLC)	31/12/2015	On target	50%	Specification prepared for procurement of consultants.
Model the impact of population growth on access to open space	Shazia Hussain (CLC)	28/02/2016	On target	50%	The updated baseline map will enable completion of this milestone.
Develop options for the creation of new pocket parks and open spaces, especially as new development comes forward	Shazia Hussain (CLC)	31/03/2016	On target	25%	Options for the development of pocket parks are in development with a target of four new parks by the end of the financial year, with each one housing some form of outdoor gym facility.
Review the provision of play spaces to ensure that all residents have access within an easy walking distance, jointly with Children's and Housing colleagues		31/12/2015	On target	50%	Play spaces in parks will be considered as part of the overall quality assessment for the open space strategy. Access to those sites is also a key factor in the development of the open spaces strategic approach. The strategic overview of play provision across the borough rests with Children's Services who will be consulted on the developing OSS along with Housing colleagues.

TOWER HAMLETS STRATEGIC ACTION PLAN 2015-2016

Strategic Priority 1.4: Manage development pressure and provide effective local infrastructure, 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 Strategic Development Owen Whalley (D&R)	31/03/2016	On Target	58%	This activity is progressing on target as scheduled.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Cabinet determine fifth round of applications for Neighbourhood Forums	Owen Whalley (D&R)	31/12/2015	On Target	75%	These applications are progressing on schedule and are due to be approved by Cabinet on 1 December 2015.
Cabinet determine sixth round of applications for Neighbourhood Forums	Owen Whalley (D&R)	31/03/2016	On Target	50%	No applications have been received to date.
Input into Tower of London Future Thinking Plan to better manage the World Heritage Site	Owen Whalley (D&R)	31/03/2016	On Target	50%	Conservation Officers from the Place Shaping team have and continue to provide an input through correspondence and meetings.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Review the Council's Markets Strategy	Cabinet Member for Work & Economic Growth Andy Bamber, Simon Baxter (CLC)	31/03/2016	On target	45%	Procurement exercise for consultants is to be undertaken.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Agree and implement a programme of physical improvements to Watney Market	Andy Bamber (CLC) / Simon Baxter (CLC)	31/03/2016	On target	25%	Plan agreed
Business and trader public consultation complete with project ground works commenced	Andy Bamber (CLC)	30/09/2015	Completed	100%	
Draft Community Development Trust agreement for consultation	Andy Bamber (CLC)	30/09/2015	Delayed	0%	Subject to continuing discussions with the Executive and Lead Member.
Complete streetscene improvements in Wentworth Street Market	Simon Baxter (CLC)	31/03/2016	Completed	100%	The original +G67 footway and carriageway improvement project is completed. A further £100k has now been secured from TfL which allows the scope of the works to be extended - this work will complete by end of January.
Complete a feasibility study for the development of a Market Trust model	Andy Bamber (CLC)	31/03/2016	Delayed	0%	Subject to continuing discussions with the Executive and Lead Member.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Adopt the Tower Hamlets local Community Infrastructure Levy (CIL)	Cabinet Member for Strategic Development Owen Whalley (D&R)	31/01/2016	On Target	50%	The Borough CIL was adopted on 1st April 2015.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Live CIL Charging Schedule, as agreed by Full Council	Owen Whalley (D&R)	31/04/2015	Completed	100%	The Borough CIL was adopted on 1st April 2015.
Complete monitoring report on live CIL	Owen Whalley (D&R)	31/01/2016	On Target	0%	To be completed when there is CIL information to monitor. Due 31/01/2016.

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Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Develop the Whitechapel Vision	Cabinet Member for Strategic Development, Owen Whalley (D&R)	31/03/2016	On Target	80%	80% of in year activities have been completed. First draft of the place shaping guidance has been drafted with governance arrangements and delivery infrastructure in place. Whilst procurement delays affect drafting of the public realm and retail strategies, delivery of early win projects and the development of workspace offers are on track.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete the first draft of the Place Shaping Guidance for Whitechapel	Owen Whalley (D&R)	30/09/2015	Completed	100%	
Implement the governance and delivery infrastructure, including Delivery Plan, to underpin the delivery of the Whitechapel Vision	Owen Whalley (D&R)	31/10/2015	Completed	100%	
Complete first draft of the public realm strategy, and retail strategy for Whitechapel	Owen Whalley (D&R)	31/10/2015	Delayed	75%	Minor procurement delays identified, no other issues. Regular meetings with LBTH Procurement taking place to resolve delay. First drafts to be completed by 30 th November.
Define and commence delivery of the programme of early win projects	Owen Whalley (D&R)	31/12/2015	On Target	50%	
Develop Whitechapel workspace offer	Owen Whalley (D&R)	31/03/2016	On Target	75%	
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Refresh the Borough Local Plan	Cabinet Member for Strategic Development Owen Whalley (D&R)	31/03/2016	On Target	81%	81% of 15/16 milestones complete. This activity is progressing on schedule and engagement document is due to be approved for consultation by Cabinet on 1 December 2015.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop initial policy / direction including identifying and commissioning evidence base	Owen Whalley (D&R)	30/06/2015	Completed	100%	This has been developed with the input of DMT, CMT, the Mayor and Lead Member.
Report progress to senior management and Mayor	Owen Whalley (D&R)	31/07/2015	Completed	100%	The project PID and subsequently drafts of the document have been presented to DMT, CMT, the Mayor and Lead Member.
Publish Strategic Housing Market Assessment in order to support affordable housing requirements within the Local Plan	Jackie Odunoye (D&R)	30/06/2015	Completed	100%	Report now available but won't be published until Local Plan consultation begins.
Approval of Draft 'Engagement Document' by Cabinet to consult	Owen Whalley (D&R)	31/12/2015	On Target	75%	This is progressing on schedule and are due to be approved for consultation by Cabinet on 1 December 2015.
Consult on engagement document	Owen Whalley (D&R)	31/12/2015	On Target	75%	This is progressing on schedule and is due to be approved for consultation by Cabinet on 1 December 2015.
Develop final policy / direction and identify need for further evidence	Owen Whalley (D&R)	31/01/2016	Delayed	50%	The policies will be first drafted in April 2016 for internal review. The Draft Local Plan will be finalised in June 2016, to take to public consultation in Autumn 2016, and this target cannot be fully addressed until then.
Initiate senior management reporting cycle	Owen Whalley (D&R)	31/03/2016	Completed	100%	The project PID and subsequently drafts of the document have been presented to DMT, CMT, the Mayor and Lead Member.
Progress scrutiny recommendations on home extensions, including use of mansard roofs	Owen Whalley (D&R)	31/03/2016	On Target	50%	The 6 actions are progressing well. Actions 3 and 6 will be subject to consultation in November and December 2015, and the latter includes a specific guidance note on mansard roofs. Actions 1, 2, 4, 5 will be delivered as part of the Local Plan.

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Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Represent the Council and comprehensively input into the GLA's Isle of Dogs Opportunity Area Planning Framework	Cabinet Member for Strategic Development Owen Whalley (D&R)	31/03/2016	On Target	83%	This action is progressing on schedule.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete project set-up and governance, and agree delivery arrangements with GLA	Owen Whalley (D&R)	30/06/2015	Completed	100%	Officers contributed to this in advance of the meeting of the first OAPF Strategic Board in July 2015.
Start LBTH input on Initial Document Development: Develop initial policy / direction including identifying and commissioning evidence base	Owen Whalley (D&R)	30/06/2015	Completed	100%	Officers contributed to this in advance of the meeting of the first OAPF Strategic Board in July 2015.
Complete LBTH input on travelling draft 1	Owen Whalley (D&R)	31/03/2016	On Target	50%	Regular LBTH input is provided through the Strategic Board and officer working groups.
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	Completed	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete lease for the site	Ann Sutcliffe (D&R)	30/04/2015	Completed	100%	
Market the site	Ann Sutcliffe (D&R)	31/05/2015	Completed	100%	
Strategic Priority 1.5: Improve local transport links and connectivity					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Provide fair parking arrangements for businesses, residents and visitors	Cabinet Member for Clean & Green Simon Baxter (CLC)	31/03/2016	On target	50%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Review current parking policies, including car free zone developments and exemptions; visitor permits and the use of CCTV for parking enforcement	Simon Baxter (CLC)	31/03/2016	On target	50%	Parking policies are reviewed on a six-month basis with any major amendments being taken to Cabinet for decisions.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Support sustainable local transport including cycle improvements	Cabinet Member for Clean & Green Simon Baxter (CLC)	31/03/2016	On target	44%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop the Cable Street Vision for public consultation and delivery	Simon Baxter (CLC)	31/03/2016	On target	40%	Outline design complete and Members briefed. Public consultation in preparation.
Secure approval for the LBTH Cycle Strategy and 3 year Action Plan	Simon Baxter (CLC)	30/09/2016	Delayed	75%	Strategy developed. Out to public consultation November 2015. Plan to seek Cabinet approval January 2016.
Continue the free adult and children cycle training programmes	Simon Baxter (CLC)	31/03/2016	On target	50%	Programme spread throughout the year.

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Develop cycle superhighway 2 mitigation measures for consultation	Simon Baxter (CLC)	31/09/2015	Delayed	10%	Completion date is subject to completion of the CS2: We cannot finalise all proposals until the impacts of CS2 which is still in build are fully understood, this requires that traffic conditions settle - this programme has funding allocated over 2 years.
Implement year one of the two year cycle superhighway mitigation programme	Simon Baxter (CLC)	31/03/2016	On target	40%	2 scheme designs are ready for consultation.
Undertake a review into the provision of secure on-street cycle lockers	Simon Baxter (CLC)	31/03/2016	On target	50%	Pilot scheme included for approval in Cycle Strategy. Consultation on 3 sites being carried out in November to facilitate implementation by February as a quick win following adoption of the Cycle Strategy.
Strategic Priority 1.6: Developing stronger communities					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Improve transparency of decision making by engaging more residents and community leaders in policy and budget changes	Mayor, Cabinet Member for Resources Louise Russell, Kelly Powell (LPG), Shazia Hussain (CLC)	31/01/2016	On Target	70%	Community Budget Consultation Process reviewed and updated. Community engagement strategy under development.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Review local structures for engaging at a ward level	Shazia Hussain (CLC)	31/01/2016	On target	50%	Agreement with Mayor to look at options paper for the LCWF.
Develop a Transparency Protocol	Louise Russell (LPG)	30/09/2015	Completed	100%	Mayor's Transparency Protocol agreed by Cabinet in November 2015. The Overview and Scrutiny Transparency Commission will report in late-November.
Complete a review of the Partnership structures and roles for community volunteering	Robin Beattie (CLC)	30/04/2015	Delayed	50%	Preliminary engagement with key partners undertaken on future need for a LSP. Subject to further engagement and development with the Executive.
Raise awareness of, and engage residents in, the use of Council's budget consultation tools and channels	Louise Russell / Kelly Powell (LPG)	30/09/2015	Completed	100%	The Your Borough, Your Voice campaign was prepared during September 2015 and launched with the savings proposals for 2015/16 and full details of how residents could get involved on Oct 12. This was promoted through all of the council's communications channels, with a front page story in East End Life, a banner on the home page of the council's website, stories issued to local and BME media (including stories translated into Bengali) and information published and disseminated on social media. Communications is continuing to work with colleagues in Resources and SPP to prepare resident engagement activity around the budget setting process for next year.
Understand and provide public feedback on residents' priorities	Louise Russell / Kelly Powell (LPG)	31/12/2015	On target	25%	Responses to Your Borough, Your Voice savings proposals are being collated as they are returned. The consultation is due to run until 12 November at which point it will be possible to review all responses and feed these back to members and residents.
Set up public meetings across the borough to enable residents to meet and question the Mayor and Cabinet	Louise Russell (LPG) / Robin Beattie (CLC)	30/09/2015	Completed	100%	Structures are being agreed with the Mayor through the Partnership and Community Engagement refresh.

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Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Implement a framework for engagement of borough-wide equality forums	Mayor Louise Russell (LPG)	31/03/2016	On Target	20%	The revised Community Engagement Strategy will seek to address how we ensure this.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Review current arrangements through consultation with forums and stakeholders	Louise Russell (LPG)	01/10/2015	On Target	70%	Each of the borough wide equality frameworks has been reviewed in conjunction with the forums and their stakeholders and this has been used to move to a stronger commissioning based model based on outcomes. It is hoped that the new commissioning arrangements for all forums will be in place by early 2016.
Establish a revised framework to ensure Every Voice Matters	Louise Russell (LPG)	31/03/2016	On Target	20%	The revised Community Engagement Strategy will seek to address how we ensure this.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Review opportunities for localised service delivery	Mayor, Cabinet Member for Resources Andy Bamber (CLC)	28/02/2016	Withdrawn	0%	Work on this will be subject to further Executive discussion and direction.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete a review of the strategic opportunities for localising centralised service provision	Robin Beattie (CLC)	31/01/2016	Withdrawn	0%	See above.
Completion of a localisation plan	Robin Beattie (CLC)	31/03/2016	Withdrawn	0%	See above.
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	Deputy Mayor for Education & Children's Services & the Third Sector Kate Bingham (Resources, ASD & CSD)	31/03/2016	On Target	80%	The milestones within this activity are on track for delivery.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete implementation of existing expansion schemes and any temporary schemes to provide sufficient school places	Kate Bingham (Resources, ASD & CSD)	31/03/2016	On Target	75%	Sufficient school places were available for September 2015. This means that there were not any children without a school place.
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 (Resources, ASD & CSD)	31/03/2016	On Target	60%	Cabinet May 2015 agreed two new primary places projects. Initial discussions have taken place with the Canary Wharf Group on programme for primary school within the Wood Wharf development.
Develop proposals for new school sites, including working with developers/owners and seeking school proposers as required	Kate Bingham (Resources, ASD & CSD)	31/03/2016	On Target	50%	Discussions with developers as required are in progress.
Develop medium and long term strategy to meet projected pupil growth in all phases to 2025, taking into account any new free schools agreed by DfE	Kate Bingham (Resources, ASD & CSD)	31/03/2016	On Target	50%	The 'Annual Review of School Places' report was presented Cabinet in Sept 2015.

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Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Support high quality early years' provision, expand free early education places of high quality, including for disadvantaged two-year-olds	Deputy Mayor for Education & Children's Services & the Third Sector Terry Parkin (CSD)	31/01/2016	Delayed	70%	There are currently legal and procurement related barriers within the Local Authority (LA) that prevent the Early Years Service from opening childcare places at Children's Centres and other LA buildings. Action is in place at a senior strategic level to address this.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Undertake local marketing campaign to increase take up of disadvantaged 2 year old places	Terry Parkin (CSD)	31/05/2015	Completed	100%	The marketing 2014/15 campaign is completed. There was an increase of 23% in the take up of places. The 2015-16 plan is in place and work continues with HR to address recruitment to fill vacancies to take work forward, as there is a gap in staff. The marketing plan is focussing on volunteering and mentoring to improve parental understanding of early years of Early Learning years for two year olds.
Improve information and online access to information for parents to enable them to access places at local provisions and improve customer experience	Terry Parkin (CSD)	31/07/2015	Delayed	60%	Provision of information has improved. However, regarding online access, a large number of parents are unable to access IT equipment. There are language and IT literacy barriers for some which is a local issue. Action is in place to work with Children's Centres, Idea Stores and all nurseries to increase access. An online eligibility checker is ready to go live. We are planning a comprehensive update with an external consultant to assess and improve customer experience.
Create 800 additional places to offer disadvantaged 2 year olds	Terry Parkin (CSD)	31/01/2016	On Target	90%	A project to create the additional 800 places has been completed and in place. An action plan is in place to ensure that settings are refurbished and/or built. There has been a significant delay due to the Government Commissioner's directions, where they have not allowed for the places to be opened. In addition to this delay, any new childcare provision will need to be registered by Ofsted which can take up to 9-18 months. The challenge for the service is that they are unable to legally place children in new settings until it is registered by the regulatory authority - Ofsted.
Review early years' provision, (including, nurseries, pre-schools, childminders, children's centre services, and non-statutory provision delivered by the Early Year's Service), with a view to provide more services across the borough and reduce the cost of childcare to parents	Terry Parkin (CSD)	31/03/2016	On Target	50%	The stocktake of the Early Years Service is complete. This reviewed schools, private, voluntary and independent sectors, childminders and 2 year-old placements. The findings are currently being captured in a report. The stocktake of Children's Centres is about to start. Three reviews are being undertaken: 1. A "suitability of childcare provision" review is underway, which is being conducted in-house. This is checking the quality of childcare provision to ensure it meets legal requirements. 2. A review of "Special Educational Needs" is also being conducted in-house. 3. A "value for money" review has been tendered out. Talks are underway to involve Professor Edward Mullish - the creator of Children's Centres. Recommendations are likely to be available by the end of the financial year.

TOWER HAMLETS STRATEGIC ACTION PLAN 2015-2016

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Raise attainment of all children at the end of the Early Years Foundation Stage and narrow the gap between all children and those that receive Pupil Premium	Deputy Mayor for Education & Children's Services & the Third Sector Terry Parkin (CSD)	31/03/2016	On Target	60%	This activity measures two outcomes. 62% of all children in Tower Hamlets achieved a "good" level of development in 2014-15. The attainment of all children in this cohort has risen compared to the previous year when 56% achieved the standard. LBTH outturn compares to national figures of 60% and 66% respectively. The gap between all children and the lowest 20% of attaining children has narrowed by 1.9% points from last year and stands at 36.9% for 2014-15. Whilst these figures are higher than the national average of 32.1% (i.e. our gap is wider than the national gap), we were recently ranked 22nd out of 151 local authorities for effectiveness in making a difference to disadvantaged children (ranking carried out by Ofsted in 2013-14).
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Embed the second year of Every Tower Hamlets Child a Talker (ETHCaT) Programme	Terry Parkin (CSD)	31/03/2016	On Target	80%	The second year of the ETHCaT programme is on track. An action plan is in place. Schools, staff and settings have been trained about language development for free in the most disadvantaged wards. Training has been offered to everyone such as the statutory sectors and main Partners at a cost. Work is underway with schools to narrow the language development gap. Ofsted has confirmed that schools are dealing with a sharply falling baseline at entry level to nurseries. The next phase is underway - the 'National Literacy Framework Early Words Together' is being rolled out in early learning hubs and Children's Centres.
Develop 'Every Child a Mover' programme to develop gross and fine motor skills to support the development of writing skills	Terry Parkin (CSD)	31/03/2016	On Target	80%	Programme introduction completed on time. Teachers have been trained by health sector professionals -OTs and Physios - who will act as champions in selected hubs. The next stage is being planned.
Work with targeted schools, including by allocating a development worker to each school; agree a programme of work incorporating support for leadership skills, assessment, assess using the characteristics of learning and planning for progress; review EYFSP outcomes for each school	Terry Parkin (CSD)	31/03/2016	On Target	60%	Complete for 2014/15. The 2015/16 programme commenced in Sept 2015 and will run until July 2016.

TOWER HAMLETS STRATEGIC ACTION PLAN 2015-2016

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Increase the number of children achieving 5 A* to C GCSE grades including English and maths	Deputy Mayor for Education & Children's Services & the Third Sector Terry Parkin (CSD)	03/09/2015	Completed	100%	This Activity has been achieved for the 2014/ 2015 academic year. The overall provisional data shows that 63.5% pupils achieved 5 A* to C GCSEs. This is higher than the national average of 52.8%.
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	Terry Parkin (CSD)	31/07/2015	Completed	100%	Provisional Key Stage 2 outcomes for 2015: a) All Non – White British pupils (2800 pupils) are performing much better than White British (333 pupils) in the combined outcomes for reading, writing and maths at Level 4+ (8.4% difference) / Level 4b+ (6.8% difference). At the higher levels, the gap is closing to 2%; b) Looked After Children (LAC) pupils (5 pupils) – only x2 (40%) attained L4+ in the combined outcomes, and none achieved the higher Level 5; c) Primary Learning Achievement Team (PLAT) Team Plan identifies actions to address underperformance of groups of pupils; d) GCSE provisional data has been released. 63.5% pupils achieved 5 A* to C grades for their GCSEs. Visits by the Secondary Learning Achievement Team (SLAT) to School HeadTeachers this term is in progress to discuss the 2015 results. Currently working with 8 schools on White UK underachievement project. e) The Virtual School works with designated teachers in all schools who have our LAC on roll to promote their achievement. Where there are common issues relating to more than one LAC child at a given school , these are also discussed.
Undertake identification of specific barriers to achieving such as family issues, SEN, attendance, health and motivation	Terry Parkin (CSD)	30/09/2015	Completed	100%	The Institute of Education research was shared and published with schools and council teams in September 2015. The Steering Group will present findings and proposed strategies to future CMT/DMT management meetings. This research explored barriers in educational attainment for White British Pupils. The Virtual School completes an annual report on the educational outcomes for Looked After Pupils in the care of LBTH. The report identifies areas of concern and actions is being taken to address these. The Annual Report for 2014/2015 is currently in draft form and has been presented to DMT. It is due to be presented to CMT in October.
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	Terry Parkin (CSD)	30/09/2015	Completed	100%	The Virtual School meets the designated teachers in LBTH schools where we have LAC students on a termly basis with follow up email / phone contact between meetings. The focus of the meetings is to review the pupil's Personal Education Plan, and involves discussion of the progress and the wellbeing of the pupil and the impact of the interventions in place.

TOWER HAMLETS STRATEGIC ACTION PLAN 2015-2016

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Bring A Level results above the national average	Deputy Mayor for Education & Children's Services & the Third Sector Terry Parkin (CSD)	31/03/2016	On Target	90%	Two out of three milestones for this activity are completed. Discussions are taking place with headteachers and heads of sixth forms about alternative approaches to Level 3 provision. The local provisional data results are 690 points. The national results have not yet been reported.
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	Terry Parkin (CSD)	30/09/2015	Completed	100%	ALPs training and Inset held for all schools. Schools are using the framework for monitoring and tracking students and for targeted intervention.
Offer targeted Key Stage 5 support to the worst performing schools to support improvement, including learning and family support interventions	Terry Parkin (CSD)	30/09/2015	Completed	100%	Subject networks are now established to provide support for all schools. Poorly performing subjects have been targeted as part of this process. The School Improvement Team has taken part in several parent conferences. We have worked with parent groups on promoting apprenticeships and post-16 education/training routes.
Fund and support the development of academic literacy, by providing one to one tuition for students and support for teachers which schools can access	Terry Parkin (CSD)	31/03/2016	On Target	75%	Teachers have been funded and supported in developing the academic literacy programme. This has been done using literacy coaches who have worked with teachers in developing skills and knowledge around the 1:1 literacy support programme.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Embed the UNICEF UK Child Rights programme across the Children and Families Partnership	Deputy Mayor for Education & Children's Services & the Third Sector Kate Bingham (Resources, ASD & CSD)	31/03/2016	On Target	50%	These milestones are on track for delivery.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Evaluate the pilot and agree next steps in the development of the Child Rights based approach	Kate Bingham (Resources, ASD & CSD)	31/03/2016	On Target	50%	The Substance Misuse Needs Assessment pilot will be discussed at the Children & Families Partnership Board in late Autumn. The Children's Commissioning Team are currently reviewing the benefits that the model brought to children and young people accessing substance misuse services. The Directorates' Resources PCCI Team will be reviewing the model in its entirety and report back to the Children & Families Board early 2016.
Develop a Child Rights workforce development programme to embed Child Rights within service delivery across the partnership	Kate Bingham (Resources, ASD & CSD) / Simon Kilbey (Resources)	31/03/2016	On Target	30%	A full evaluation of the current project needs to be undertaken to identify what to do for the next stage of the pilot. We are working with UNICEF at the moment to develop a training package around the commissioning model, which has been piloted here and in Glasgow. But there is a more general gap around a training package for both staff and members on CRBA.
Develop a new Children and Families Plan in Partnership with the Children and Families Board, embedding UNICEF's Child Rights approach.	Kate Bingham (Resources, ASD & CSD)	31/03/2016	Completed	100%	A draft needs assessment to inform the Plan has been developed using a child-rights based approach. A draft was submitted to the October Children and Families Partnership Board and the final version is due to be signed off at the next meeting in December. A plan is in place and on track to develop the Children and Families Plan by March 2016.

TOWER HAMLETS STRATEGIC ACTION PLAN 2015-2016

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Assist more people into further education and to university, and deliver the Mayor's Education Allowance (MEA) and Mayor's Higher Education Award (MHEA) over the next academic year.	Deputy Mayor for Education & Children's Services & the Third Sector / Cabinet Member for Resources Terry Parkin (CSD)	31/01/2016	On Target	60%	Whilst existing award holders will receive the second and final year of their award, it was decided not to open the scheme to new applicants.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Hold information sessions for parents about aspirational progression routes for young people leaving school, college or university	Terry Parkin (CSD)	31/07/2015	Completed	100%	A parents conference was held in March 2015 with the theme ' <i>Widening Horizons –Raising Aspirations</i> '. Workshops were targeted at parents of children across all phases. This was attended by more than 160 parents. The following actions have been taken: • A design and delivery schedule of an Aspirations programme for parents in primary and secondary schools to be completed by March 2016. • Expanded secondary aspiration programme within SLA offer and targeted schools due to be completed by March 2016.
Work with schools and other stakeholders to develop, and implement, a model for the recognition of educational and wider achievements of young people	Terry Parkin (CSD)	31/03/2016	On Target	50%	This milestone replaces the previous annual Mayors Education Awards Ceremony from the previous Mayoral administration. Schools already celebrate educational achievement through a range of activities. A discussion meeting involving schools will be scheduled as to how this will proceed in the future.
Undertake publicity and advertise the MEA and MHEA schemes	Terry Parkin (CSD)	31/12/2015	On Target	75%	The Tower Hamlets Education Award Scheme is now advertised and forms are available through the Councils website. Whilst existing MHEA award holders will receive the second and final year of their award, it was decided not to open the scheme to new applicants.
Apply the MEA and MHEA policy to determine applications	Terry Parkin (CSD)	31/12/2015	On Target	75%	The MEA is on track. Whilst existing MHEA award holders will receive the second and final year of their award, it was decided not to open the scheme to new applicants.
Make payments	Terry Parkin (CSD)	31/01/2016	On Target	30%	The application and assessment stage tends to take place between September to December. The awards lists are sent to colleges in the last week of January. First payments are scheduled to be due in February 2016 and second payments in April 2016. This is not reflected in the milestone date.
Review the current MHEA scheme to understand who currently benefits and develop options on possible alternative schemes to support young people into employment for the start of the 2016/17 Academic year	Terry Parkin (CSD)	31/03/2016	On Target	30%	A review paper to be presented to the Government Commissioners in October 2015, providing an options appraisal for financial support.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Maintain investment in youth services and provision for young people	Deputy Mayor for Education & Children's Services & the Third Sector Andy Bamber (CLC)	31/03/2016	On target	50%	The Haileybury Centre has been open since October.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Undertake full review of all youth provision and youth centres (including a health and safety audit) to support the development of improvement plans	Andy Bamber (CLC)	31/03/2016	On target	50%	Health & Safety audit completed, devising improvement action plan to ensure compliance and development.

TOWER HAMLETS STRATEGIC ACTION PLAN 2015-2016

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Provide effective support for parents and governors	Deputy Mayor for Education & Children's Services & the Third Sector Terry Parkin (CSD)	31/03/2016	On Target	50%	Two training sessions were delivered to parent governors on 20th October 2015. The training session included the subject of safeguarding children, with a specific reference to the 'Prevent' agenda and the role that governors can contribute towards it.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Review and update the recruitment arrangements for local authority governors to ensure commitment to the principles of One Tower Hamlets	Terry Parkin (CSD)	31/09/2015	Delayed	50%	Resourcing issues and competing priorities has delayed the delivery of this milestone. This has now been prioritised to be completed by 31.3.2016 and a range of activities have been identified to take this work forward.
Continue to offer and support governors to take up a range of courses to enable them to undertake an effective role	Terry Parkin (CSD)	31/03/2016	On Target	50%	A range of courses and learning continues to be offered to governors to support them in their role.
Ensure new governors in community schools undertake induction training; 50% of governors newly appointed in 2015/16 to attend the course within one year of being appointed	Terry Parkin (CSD)	31/03/2016	On Target	50%	New governors continue to be offered induction training. This is not mandatory, and is dependent on take up rates from the new governors.
Monitor the equality profile of governors and encourage the recruitment of under-represented groups	Terry Parkin (CSD)	31/03/2016	On Target	35%	Over the last year, government requirements have reduced the number of governors, with a net reduction of 200 governors since September 2014. This has affected the profile of parent governors. We continue to ask governing bodies to consider equalities and diversity issues in addition to skills when recruiting potential governors.
Review the current structures for governors to present their views to the Council, investigate ways to strengthen these, including exploring the possibility of developing a Governors' Forum	Terry Parkin (CSD)	31/03/2016	On Target	40%	A survey will be undertaken with governors in the Director's Spring Term report on current structures, how to improve them and options going forward, including looking at how to fund these. The review is expected to be outlined by end of March 2016.
Review the existing Parents Forum for Children's Centres, and investigate ways to strengthen it	Terry Parkin (CSD)	31/03/2016	On Target	75%	All Children's Centres have now established parent forums. The four localities have stakeholder groups which have a minimum of 2 parent forum representatives. Next steps are to provide ongoing training for parent forum representatives to become more of a critical friend. We will undertake a parent forum audit to continue to explore any arising issues and areas for improvement as part of the review.

TOWER HAMLETS STRATEGIC ACTION PLAN 2015-2016

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Implement the Children and Families Act 2014 to support children with special educational needs	Deputy Mayor for Education & Children's Services & the Third Sector Terry Parkin (CSD)	31/03/2016	On Target	50%	Remedial action is in place to deliver the Activity overall.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Convert SEN statements into Education Health and Care (EHC) Plans in a timely fashion, according to the national timeframes set out with at least 45% converted by September 2015	Terry Parkin (CSD)	31/09/2015	Delayed	12%	Programme managed effectively and conversion of statements are underway. Currently 12% of statements have been converted to Education, Health and Care (EHC) Plans. There are a number of issues causing delays in conversion, mainly due to high cases of conversion and the length of time it takes to complete a Plan. This time factor has been acknowledged and accepted by the DfE who has twice increased the time allowed for completion of conversions, first from 14 to 16 weeks, and then up to 20 weeks. These increases were as a result of issues raised by a significant number of authorities also experienced problems completing the conversions within specified national deadlines. Additionally, Tower Hamlets has a significantly higher ratio of the number of statements to SEN staff compared to other authorities (including its geographical neighbours) and it makes the targets difficult to achieve.
Review the quality of EHC plans	Terry Parkin (CSD)	31/03/2016	On Target	40%	Currently developing a scope to undertake a SEN review with a view to improving the delivery of SEN statements.
Complete improvements to local offer and launch communications strategy	Terry Parkin (CSD)	31/03/2016	On Target	90%	The Local Offer has been developed, it is a live project and as such is subject to continuous improvements in this reporting period.
Strategic Priority 2.2: Support more people into work					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Bring together public sector employment and job brokerage services, create a new integrated employment centre and undertake a review of Skillsmatch	Cabinet Member for Work & Economic Growth Chris Holme (D&R)	31/03/2016	On Target	79%	79% of 15/16 milestones complete. Alongside the restructure the Integrated Employment Support pledge is being further developed across a number of work strands: roll out of Raising Aspirations pilot supporting those furthest from the labour market, integration of cross council employment support and MSG delivery, development of web based CRM system, Skillsmatch Outreach at Ideas Stores, implementation of ESF Growth Boroughs programmes.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Phase 1 – Deploy staff resources to begin triage work in Idea Stores	Chris Holme (D&R)	30/04/2015	Completed	100%	Staff located in Whitechapel and Crisp Street Ideas Stores.
Evaluate early resident take up	Chris Holme (D&R)	30/06/2015	Completed	100%	Initial evaluation report completed.
Develop service demand options on barriers to work in first phase	Chris Holme (D&R)	30/09/2015	Completed	100%	Initial evaluation report completed and will now feed into the ongoing development of the integrated employment service.
Undertake a review of Skillsmatch	Chris Holme (D&R)	31/03/2016	On Target	15%	Scoping completed and review underway.

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Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Support residents into jobs through employment and skills programmes	Cabinet Member for Work & Economic Growth, Chris Holme (D&R), Luke Addams (ASD)	31/03/2016	On Target	60%	Ongoing priority. 60% of 15/16 milestones complete. LBTH jobs stats for quarter 2 = 320 (58%) against a pro rata target of 187. JCP estimated jobs 505 (27%) against an off flow figure of 1,872.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Support more people aged 18-69 with learning disabilities and mental health needs into employment	Luke Addams (ASD)	31/03/2016	On Target	70%	We are continuing to provide our successful apprenticeship scheme for people with Learning Disabilities in partnership with the Tower Project. Training is provided which can lead to a qualification in NVQ Level 1 in Business Admin or Social Care. As at the end of Q4, we had 33 people with Learning Disabilities in paid employment through this scheme. For Q1, 2015, 31 clients were in work placements.
Complete a full development grant application for a social impact bond to help adults with learning disabilities into employment	Luke Addams (ASD)	31/03/2016	On Target	50%	Social impact bonds (SIBs) are designed to help reform public service delivery, and is a government initiative. SIBs improve the social outcomes of publicly funded services by making funding conditional on achieving results. Investors pay for the project at the start, and then receive payments based on the results achieved by the project. Locally, work has begun to complete the grant application for a social impact bond.
Complete full appraisal to establish viability of scheme and set up if viable	Luke Addams (ASD)	31/03/2016	Delayed	0%	Appraisal work will begin to establish viability of scheme once the above grant is received.
Evaluate pilot services in outreach sites and recommend next phase of development	Chris Holme (D&R)	30/09/2015	Completed	100%	Initial evaluation report completed.
Deliver an increase in employment and apprenticeship opportunities for disabled residents including within the local authority, doubling the number of apprenticeships at the Council to 20 per year	Chris Holme (D&R) / Simon Kilbey (RES)	31/03/2016	On Target	50%	Target in relation to internal apprenticeship creation not relevant until restructure and consequent transfer of Workforce Development staff has been implemented.
Monitor and report the equalities profile of residents securing jobs to steer provision to targeted equality groups particularly young people and women	Chris Holme (D&R)	31/03/2016	On Target	50%	Equalities data is collated as a matter of course when registering and working with clients. Further, NOMIS data on employment and equalities is regularly reviewed and will be reported to THESG.
Revise 2015/16 internal partnership arrangements based on a broad SLA with key partners including Job Centre Plus and other Economic Taskforce members	Chris Holme (D&R)	31/03/2016	On Target	50%	Developing as part of Integrated Employment Support Services. Assessment, referral and tracking processes developed and being piloted internally and by MSG awardees. Procurement process underway.
Develop new measures for economic activity and outputs	Chris Holme (D&R)	31/03/2016 and quarterly	On Target	50%	To be informed by review work.

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Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Improve support and training to assist young people into sustainable employment	Cabinet Member for Work & Economic Growth, Cabinet Member for Education and Children's Services Chris Holme (D&R), Terry Parkin (CSD), Andy Bamber (CLC)	31/03/2016	On Target	50%	Support is available for young people to choose, access and sustain employment. Careers Guidance offer mentoring, development of employability and career management skills, social and cultural capital alongside practical placing support to opportunities and aftercare to ensure sustainability. Young people and their parents are made aware of current and future opportunities with increased labour market information. Apprenticeship events are held to allow immediate placement on to opportunities. Regular Labour Market Information (LMI) updates provided by Economic Development Service and translated into fact sheet by Careers Service for use in schools and elsewhere. 91 apprenticeship starts in the last 2 quarter and a further 138 apprenticeship places created via planning, procurement and internal LBTH placements. Apprenticeship Group continues to develop opportunities through policy and partnership development. A key focus of the MSG specification for the Jobs , Skills and Prosperity Theme was to support young people and awards reflect this. Implementation of the restructure and the transfer of WD team will allow ED to further develop this agenda.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
In partnership with TH Education Business Partnership, develop a clear and high quality standard of work experience for young people in school for employers to sign up to	Terry Parkin (CSD)	30/09/2015	Completed	100%	Quality standards are in place although they are also currently under review.
Increase the labour market information provided to young people, schools and parents, focusing on growth areas including the apprenticeships offer	Terry Parkin (CSD), Chris Holme (D&R)	31/03/2016	On Target	90%	Our Localised LMI briefing is provided to young people and their parents. This briefing is also provided to schools and information simplified through delivery of PowerPoint presentations. Sessions have been delivered at the a) Parents Conference in March 2015, and at b) Careers Network and C) 14-19 Group. Materials produced include: 1. An LMI overview for young people and their parents updated in September 2015; 2. An LMI overview for teachers updated in September 2015; 3. A PowerPoint presentation pack for use by teachers and Careers advisers produced and circulated. Work is in progress to develop occupationally specific LMI (e.g. Careers in IT) and subject specific LMI (e.g. Careers using STEM subjects). Future development will focus on an employment rights pack for young people along with support materials for teachers and parents.
Facilitate local residents into apprenticeship opportunities in partnership with key stakeholders	Chris Holme (D&R)	31/03/2016	On Target	50%	91 apprenticeship starts in the last 2 quarters and a further 138 apprenticeship places created via planning, procurement and internal LBTH placements. Apprenticeship Group continues to develop opportunities through policy and partnership development.
Provide a minimum of two job fairs during the year for NEETs, with one delivered by September	Andy Bamber (CLC)	30/09/2015 & 31/03/2016	On target	50%	

TOWER HAMLETS STRATEGIC ACTION PLAN 2015-2016

Provide a Level 2 Award in Leadership programme for 200 young people, with at least 100 females having completed the programme by September	Andy Bamber (CLC)	30/09/2015 & 31/03/2016	On target	50%	
Create a Mayor's Apprenticeship Grant, working with large businesses	Chris Holme (D&R)	31/03/2016	Withdrawn	0%	This milestone is to be discussed with the Executive prior to any work commencing.
Support young people to overcome hidden barriers into work, including developing a job readiness qualification, recognised by employers	Chris Holme (D&R), Terry Parkin (CSD)	31/03/2016	On Target	50%	Support for young people to overcome barriers and develop job readiness is in place, although no agreed qualification is in place. Whilst work is carried out with employers to support them in their recruitment and staff development needs, we want to prepare local young people for potential employment.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Maximise local employment and economic benefits from the council's processes and capture the opportunities	Cabinet Member for Work & Economic Growth Chris Holme (D&R)	31/03/2016	On Target	35%	Significant progress has been made in this area with the development of a generic economic benefits schedule and comprehensive guidance notes for inclusion in tender packs, but without additional resources work is slow to progress in terms of training for contract managers and the long term tracking and monitoring of economic benefits. The ED restructure includes resources to deliver this area of work, and should be finalised in the next month so recruitment can take place.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Implement cross Council communication to monitor and report on collective economic outputs	Chris Holme (D&R)	31/03/2016	Delayed	20%	Cross council monitoring is continuing to report on high level collective outputs. Further development of this work is reliant on the Economic Development restructure which needs to be confirmed and implemented before resources can be recruited and work can progress in this area. Expected date for restructure implementation is now Nov 1st 2015. Recruitment process being drafted for immediate release.
Implement economic benefits protocols through procurement processes	Chris Holme (D&R)	31/03/2016	On Target	50%	Economic Benefits through contracts and procurement continuing to generate opportunity. A review and development of this work is reliant on the Economic Development restructure.
Continue to embed London Living Wage as a requirement in contracts, throughout the Council's supply chain	Zena Cooke (Resources)	31/03/2016	On Target	80%	LLW is incorporated in all appropriate contracts, as a standard clause. Since April 2015 a further 38 contracts have been awarded with LLW. At the end of quarter two of FY15/16 88% of contracts include LLW. This represent approx. 15% increase since March 2015.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Deliver the Women and Health employment programme focusing on the priority of maternity and early years	Cabinet Member for Work & Economic Growth Chris Holme (D&R)	31/03/2016	On Target	50%	Some delays in initiating the programme due to staff sickness leave. Recovery plan has been actioned and the rescheduled programme is now delivering well and is back on target. Employer engagement and client in-work support is an integral part of the programme. Progression is an anticipated outcome for 100% of participants.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Quarterly steering group meetings	Chris Holme (D&R)	31/03/2016	On Target	50%	Up to date.
Mid-term review to identify further developments required	Chris Holme (D&R)	31/03/2016	On Target	50%	On target.

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Support 100 women through training courses and placements	Chris Holme (D&R)	31/03/2016	On Target	48%	(2015-16 target = 50) 24 women currently in training and a further 22 placements secured for November which will increase. Places will be filled in November.
Develop progression routes for end of placement	Chris Holme (D&R)	31/03/2016	On Target	50%	Employer engagement and in-work support is an integral part of the programme. Progression is an anticipated outcome for 100%
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Optimise use of existing funding and maximise prospects for future funding of the third sector	Deputy Mayor for Education & Children's Services & the Third Sector Chris Holme (D&R)	31/03/2016	On Target	51%	Overall this activity is progressing reasonably well. Once the new MSG Programme is underway effort will focus on bringing all milestones up to target
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Launch and administer ongoing Mayor's Community Events funding programme	Chris Holme (D&R)	30/04/2015	Delayed	35%	At the Commissioners meeting in May there was a direction that further consultation was required prior to agreement of the new Tower Hamlets Community Fund. Since then a consultation questionnaire has been developed and made available to the sector. Analysis of the results and preparation of a report to Commissioners is scheduled for the meeting on 2 nd December 2015.
Launch inward investment strategy and action plan	Chris Holme (D&R)	30/04/2015	Delayed	0%	Due to staff being fully committed to working on the closure of the 2012/15 MSG Programme and launching/administering the 2015/18 Programme, no work has begun on this activity.
Complete administration of 2015/18 MSG Programme	Chris Holme (D&R)	30/09/2015	Delayed	90%	The final part of the initial administration of the MSG programme, the completion of Grant Offer Letters is now scheduled to be achieved by 13 November for projects that have a start date in September or October 2015. Projects due to start in January 2016 will have Grant Offer Letter signed by 11 December.
Implement process for on-line submission of project monitoring reports	Chris Holme (D&R)	31/12/2015	On Target	80%	New processes and procedures are being established to come into effect for the first monitoring period of the new MSG Programme - which will be September to December 2015. The first draft of the on-line monitoring form has been completed. All technical adjustments to the GIFTS database and testing is due to be completed by 18 December 15, ready for monitoring forms to be returned by 15 January.
Review the third sector strategy and grants process	Chris Holme (D&R)	31/03/2016	On Target	50%	We have undertaken the initial consultation with internal Council staff (25/08/15), the Voluntary and Community Sector (VCS) (04/09/15) and elected members (22/10/15) in order to inform the content of the revised strategy. This has also included the development of an online survey for those that couldn't attend the sessions. We are now in the process of drafting the strategy which should be completed by the 30th November 2015. The draft strategy will then be consulted on by the VCS, elected members and internal Council staff before it goes to Cabinet for approval.

TOWER HAMLETS STRATEGIC ACTION PLAN 2015-2016

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Support English for Speakers of Other Languages (ESOL) and Community Languages Provision	Deputy Mayor for Education & Children's Services & the Third Sector, Deputy Mayor Shazia Hussain (CLC)	31/03/2015	On target	40%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop a Skills for Life integrated framework for Idea Store Learning	Shazia Hussain (CLC)	31/10/2015	Delayed	15%	The funding for Skills for Life has not yet been determined by the Skills Funding Agency for 2016. This should be clearer in November 2015 when the outcomes of the spending review are published.
Track the impact of the new funding options for ESOL in the borough and the delivery of a sustainable ESOL programme	Shazia Hussain (CLC)	31/03/2016	On target	25%	New curriculum in place. Last year's funding targets achieved. Awaiting further ESOL qualifications to be released.
Remodel the Community Languages service to include attainment in English and Maths along with Community Languages	Shazia Hussain (CLC)	31/12/2015	Delayed	50%	Community Languages Service review of quality and safeguarding in place. A best value review is being completed for the service before any modelling can be introduced for English and Maths to the CLS offer.
Develop a Quality Plan for teaching and learning for Community Languages	Shazia Hussain (CLC)	31/12/2015	On target	70%	Plan in place.
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
Drive the ongoing partnership wide programme around welfare reform	Deputy Mayor (Statutory) Housing, Faith Communities and Welfare Reform, Cabinet Member for Resources Louise Russell (LPG)	31/03/2016	On Target	50%	THHF contributes towards the Council's Welfare Reform priorities in mitigating the impacts of reforms.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Roll out a communication and awareness raising programme for residents in relation to Universal Credit	Louise Russell (LPG)	30/04/2015	Completed	100%	Undertaken but targeted, as roll out was limited. We will continue as roll out expands.
Develop local support and triage arrangements	Louise Russell (LPG)	30/09/2015	Completed	100%	DHP Protocol in place to establish referrals and contact.
Ensure integrated local support for the roll out of Universal Credit	Louise Russell (LPG)	01/03/2016	Completed	100%	Delivery Partnership Agreement with JCP signed and in place to deliver local support.
Develop activity to support disabled residents with transition to Personal Independence Payments	Louise Russell (LPG)	31/03/2016	On Target	20%	To be included within welfare reform task group action plan and delivered with colleagues in Adults Services
Ensure that THHF receives timely reports and contributes towards the Council's Welfare Reform Task Group	Jackie Odunoye (D&R)	31/03/2016	On Target	25%	Ongoing.

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Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Implement the Digital Inclusion Strategy	Deputy Mayor (Statutory) Housing, Faith Communities and Welfare Reform, Cabinet Member for Resources Louise Russell (LPG)	31/03/2016	On Target	50%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Launch event for Digital Inclusion Strategy to raise awareness	Louise Russell (LPG)	31/05/2015	Completed	100%	The launch of the Strategy was held during Spring Online week in April.
Oversee implementation of the Digital Inclusion Action Plan	Louise Russell (LPG)	31/03/2016	On Target	50%	
Review options to complete issue of procurement of WIFI provision contract	Chris Holme (D&R)	31/03/2016	On Target	25%	Feasibility report received from consultants.
Strategic Priority 2.4: Fostering enterprise and entrepreneurship					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Support local businesses through information sharing, training and events	Cabinet Member for Work & Economic Growth, Chris Holme (D&R)	31/03/2016	On Target	58%	See below
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Identify independent panel and first cohort of entrepreneurs	Chris Holme (D&R)	30/09/2015	N/A	0%	This was a part of the New Enterprise Support project, but the Council Commissioners have required that, instead of providing this service in house we should contract with an external organisation to do so. This milestone has therefore been supervised by alternative instructions.
Implement New Enterprise Support training programme	Chris Holme (D&R)	31/03/2016	On Target	50%	Subject to the agreement with the GLA being concluded, and the tender being advertised through OJEU, the target will be achieved on time.
Procurement of supply chain contracts	Chris Holme (D&R)	30/09/2016	Delayed	25%	Subject to the agreement with the GLA being concluded, and the tender being advertised through OJEU, the target will be achieved.
Implement the supply chain development programme	Chris Holme (D&R)	31/03/2016	On Target	10%	Subject to the agreement with the GLA being concluded, and the tender being advertised through OJEU, the target will be achieved on time.
Distribute e-news sheet to businesses	Chris Holme (D&R)	30/06/2015	Completed	100%	The e-news sheet has been completed and distributed.
Distribute further 2 quarterly e-info sheets via Tower Hamlets business database	Chris Holme (D&R)	31/03/2016	On Target	50%	The e-news sheets will be completed and distributed.
Develop strong partnerships with businesses and develop options for events to promote and consult local businesses.	Chris Holme (D&R)	31/12/2015	On Target	75%	A number of events have taken place, together with regular communications with LBTH businesses.
Promote social enterprises and co-operatives	Chris Holme (D&R)	31/03/2016	On Target	50%	This is happening on an on-going basis, and will be a specific feature of the implementation of the New Enterprise Support programme.

TOWER HAMLETS STRATEGIC ACTION PLAN 2015-2016

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Develop a refreshed Economic Growth Strategy including new Enterprise and Employment Strategies	Chris Holme (D&R)	31/03/2016	On Target	48%	Statistical information for refresh of the Economic Strategies is being collated and a first draft of the overview narrative will be completed by early November.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Explore start-up centres to nurture new businesses and creative industries in empty council / office buildings	Chris Holme (D&R)	31/03/2016	On Target	75%	Launch of co-working space at Quay House held on 14 October.
Develop draft Employment and Enterprise elements for the Strategy	Chris Holme (D&R)	31/03/2016	On Target	20%	Statistical information for refresh of the Economic strategies is being collated and a first draft of the narrative will be completed by early November.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Develop opportunities for growth and sustainability in local commercial districts	Cabinet Member for Work & Economic Growth, Chris Holme (D&R)	31/03/2016	Delayed	23%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Review economic information for business areas	Chris Holme (D&R)	30/09/2016	Delayed	10%	There is a programme of work on Town Centres with funding secured through NHB top slice. The Economic Development Restructure needs to be confirmed and implemented before resources can be recruited and work can progress in this area. The restructure is expected to be implemented on Nov 1st and recruitment released immediately to progress this work.
Develop High Street indicators	Chris Holme (D&R)	31/02/2016	Delayed	10%	
Develop Healthy High Street policy and take action to restrict pay day loan companies and betting shops	Chris Holme (D&R)	31/03/2016	Delayed	10%	
Work with local residents and traders to develop a vision for high streets/town centres in Roman Road West, Watney Market, Chrisp St, Brick Lane, Bethnal Green Rd and Whitechapel, including exploring what resources are required for implementation	Chris Holme (D&R)	31/03/2016	Delayed	10%	
Develop a shop local campaign	Chris Holme (D&R)	31/03/2016	On Target	75%	
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Work collaboratively across London to enhance investment and opportunity	Mayor, Chris Holme (D&R)	31/03/2016	On Target	50%	Ongoing priority with 50% of 15/16 milestones complete. Secured £8.5m Growth Boroughs ESF bid over 2 years. £7.2m NHB Top Slice GLA funding over three years.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Engage with and develop any appropriate proposals for growth alongside the London Local Enterprise Panel	Chris Holme (D&R)	31/03/2016	On Target	50%	£7m over three years secured from GLA (NHB Top Slicing) to deliver LEP priorities.
Secure inward investment by delivering contractual arrangements with organisations across borough boundaries or external to the borough	Chris Holme (D&R)	31/03/2016	On Target	50%	Secured £8.5m in ESF award for 6 Growth Boroughs. Discussion on proportionate funds and delivery targets is underway to finalise.
Engage with, and promote, partnership arrangements including the Growth Boroughs unit	Chris Holme (D&R)	31/03/2016	On Target	50%	100% attendance at partnership meetings on GBU, Thames Tideway project, London Councils.

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	Deputy Mayor for Community Affairs and Cabinet Member for Community Safety Andy Bamber (CLC)	20/12/2015	On target	88%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Recruit and train 25 professional & community VAWG Champions	Andy Bamber (CLC)	30/06/2015	Completed	100%	
Deliver 12 multi-agency VAWG training sessions	Andy Bamber (CLC)	30/09/2015	Completed	100%	
Ensure that all third party reporting centres are trained specifically to enable them to respond appropriately to VAWG referrals	Andy Bamber (CLC)	20/12/2015	On target	65%	
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Tackle and prevent hate crime through a zero tolerance approach	Deputy Mayor for Community Affairs and Cabinet Member for Community Safety Andy Bamber (CLC)	31/03/2016	On target	88%	Partnership structures for addressing hate crime have been maintained with all monthly HIP and quarterly NPFHF meetings convened to date. For all referrals support and protection put in place for victims, victim support offered and enforcement action taken against identified perpetrators. The council's commitment and zero tolerance approach to hate crime has been reflected and communicated in all training delivered include the TPR training, RSL training, Hestia etc., Freshers Week at QMU in partnership with police and Victim Support. An article was placed in East End Life 05/10/15 edition to mark Hate Crime Awareness Week and reaffirm the council's commitment to address hate crime.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Ensure quarterly steering groups are up and running for all existing (11) third party reporting sites with all sites making referrals	Andy Bamber (CLC)	30/06/2015	Completed	100%	Quarterly No Place for Hate Forum exists and is ongoing where TPR Centre leads are invited. Participating centres have been retrained and referral received.
Establish four new operational third party reporting centres	Andy Bamber (CLC)	31/12/2015	Completed	100%	Centres have been retrained and relaunched at a conference on 19/03/15 and expressions of interest invited from new organisations. A new reporting centre has been set up at Maryam Women's Service at East London Mosque. Discussions are ongoing to establish TPR at Queen Mary University and to involve RSLs. A presentation was made to the RSL ASB Forum on 17/9/15. Further options being explored.
Review and re-launch No Place For Hate pledge and Hate Crime Champions project	Andy Bamber (CLC)	31/03/2016	On target	65%	The NPFHF Pledge has been distributed at outreach events and meetings attended by staff. NPFHF Youth Pledge sign up target of 10 secondary schools and 15 youth centres to be trained.

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Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Manage the night time economy	Deputy Mayor for Community Affairs and Cabinet Member for Community Safety Andy Bamber (CLC)	31/03/2016	On target	85%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop and provide an inspection programme for late night inspections	Andy Bamber (CLC)	30/04/2015	Completed	100%	Inspection plan completed and ongoing.
Extend the pilot Best Bar None scheme from the Brick Lane area across the borough	Andy Bamber (CLC)	31/10/2015	Completed	100%	Programme extended with 20 new applicants.
Complete the annual review of the statutory Food Law Enforcement Plan	Andy Bamber (CLC)	31/12/2015	Completed	100%	Sign off with Cabinet on 6/6/15.
Carry out a programme of joint inspections at licensed premises with the Police	Andy Bamber (CLC)	31/03/2016	Completed	100%	Joint visits undertaken and tasked through the Licensing Enforcement Forum.
Develop an options appraisal on the introduction of Early Morning Restriction Orders (EMROs)	Andy Bamber (CLC)	31/03/2016	On target	50%	Report to be considered after the Late Night Levy considerations are resolved.
Develop an options appraisal on the introduction of a Late Night Levy (LNL)	Andy Bamber (CLC)	31/03/2016	Completed	100%	Options have been developed in discussion with Lead Members.
Undertake a review of our enforcement instruments and powers to investigate further ways to reduce negative impacts of the night time economy and take firm action against irresponsible businesses	Andy Bamber (CLC)	31/03/2016	On target	50%	Discussions with partners ongoing.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
With our partners, deliver the Partnership Community Safety Plan	Deputy Mayor for Community Affairs and Cabinet Member for Community Safety, Andy Bamber (CLC)	31/03/2016	On target	10%	The Community Safety Partnership Plan will be produced once the Strategic Assessment 2015 has been completed as the findings of the Strategic Assessment are used by the CSP to review the existing Plan and its priorities prior to the development of the new CSP Plan.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete the strategic review and equality analysis of Crime and ASB	Andy Bamber (CLC)	28/02/2016	On target	10%	The CSP Strategic Assessment is scheduled to commence after the CSP Meeting on 28th October once the CSP Subgroups have reviewed and agreed their priority performance indicators which performance against will then be analysed. Production Process has been agreed by the Partnership and will take place from 1st November - 31st December 2015 as the period analysed in 1st October 2014 - 30th September 2015 and it can take a while for the data holding agencies to collate and release their data to partners
Annual review of the Community Safety Plan	Andy Bamber (CLC)	31/03/2016	On target	10%	The Community Safety Partnership Plan 2013-16 will be reviewed as part of the new Plan production Schedule once the Strategic Assessment has been produced. This is due to commence early February 2016, once the content of the Strategic Assessment 2015 has been approved by the CSP in January 2016.

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Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Work with the Police and Mayor for London to effectively combat crime and ASB	Deputy Mayor for Community Affairs and Cabinet Member for Community Safety, Andy Bamber (CLC)	31/03/2016	Completed	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Further increase the number of Tower Hamlet Enforcement Officers (THEO) through generic working practices and by combining all uniformed enforcement activities within Safer Communities	Andy Bamber (CLC)	31/03/2016	Completed	100%	
Undertake a review of the deployment and performance of the Partnership Police force and future options .	Andy Bamber (CLC)	31/10/2015	Completed	100%	An options paper has been presented to the Mayor resulting in an outcome to grant PTF 3 which will be made of 5 Police Constables and 1 Sergeant.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Work with partners in the community to target resources to reduce crime and tackle ASB	Deputy Mayor for Community Affairs and Cabinet Member for Community Safety, Andy Bamber (CLC)	31/03/2016	On target	63%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Review the current ASB and Noise Nuisance service to ensure it provides a 24 hour weekend service, with options for developing a 24/7 service	Andy Bamber (CLC)	31/03/2016	On target	75%	
Work with Community Champions to help identify local community concerns and hot-spot areas for crime and ASB response services, including targeted use of CCTV	Andy Bamber (CLC) / Shazia Hussain (CLC)	31/03/2016	On target	75%	
Deliver phase two of the street lighting improvement programme replacing a further 500 columns including brighter, low energy LEDs	Simon Baxter (CLC)	31/03/2016	On target	50%	Approx. 250 new lamp columns have been erected and now have low maintenance, energy saving LED lanterns. We have taken delivery of the materials to start the next areas and are on target to complete by 31/03/15.
Work with residents and partners to develop local safety area action plans for crime hotspots; at least one Local Area Action Plan completed	Andy Bamber (CLC)	31/03/2016	On target	50%	

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Strategic Priority 3.2: Reduce fear of crime					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Review and improve the responsiveness and visibility of local ASB services	Deputy Mayor for Community Affairs and Cabinet Member for Community Safety, Andy Bamber (CLC)	31/03/2016	On target	81%	We have started to implement the Command & Control system with new call handlers. This has already resulted in quicker response times from uniformed officers to complaints about ASB & Noise Nuisance, reducing the average response time from 35 minutes to 20 minutes.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Appoint a Command and Control Project Manager with project plan developed	Andy Bamber (CLC)	30/09/2015	Completed	100%	
Implement restructure recommendations with a new joint Responsiveness and Investigation team	Andy Bamber (CLC)	30/09/2015	Completed	100%	
Develop new case management procedure manual and implement Civica improvements with training provided to staff	Andy Bamber (CLC)	30/09/2015	Completed	100%	
Develop Command and Control system within the Council's 24-hour Control Centre to join together all enforcement and ASB responsive services to better coordinate action	Andy Bamber (CLC)	31/03/2016	On target	50%	
Develop dog handler patrols (K9) and noise nuisance response to target identified crime & ASB hot-spots, and improve responsiveness and visibility	Andy Bamber (CLC)	31/03/2016	On target	75%	
Implement case management system update to enable faster investigation and evidence gathering for cases of serious ASB which require court proceedings	Andy Bamber (CLC)	31/03/2016	On target	70%	
Complete a review of the Council and wider Partnership approach to tackling ASB	Andy Bamber (CLC)	31/03/2016	On target	75%	
Strategic Priority 3.3: Foster greater community cohesion					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Strengthen Community Leadership to enable key individuals and organisations to challenge extremist ideology	Deputy Mayor for Community Affairs and Cabinet Member for Community Safety, Andy Bamber (CLC)	31/03/2016	On target	40%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Continue to commission London Tigers to deliver theological intervention service, identifying and supporting young people at risk through workshops and one to one mentoring	Andy Bamber (CLC)	31/07/2015	Delayed	10%	Home Office Prevent grant funding was received in September 2015. Legal has advised that the Home Office Prevent grant funding will require sign off by the Commissioners before LBTH can issue a contract to London Tigers (including other providers). A briefing report, on the Home Office Prevent grant funding allocation, has been drafted for the Commissioners which is expected to be signed off in November 2015. London Tigers have commenced preliminary project activities, e.g. development of materials and project promotion.
Develop the 6 th form working group to roll out school teaching curriculum materials to help safeguard young people from radicalisation and extremism with all schools	Andy Bamber (CLC)	31/12/2015	Completed	100%	Prevent curriculum materials have been developed by the Prevent Education Officer and agreed by the 6th form working group. The materials are now being rolled out to schools across the borough.

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Support enhanced teaching and safeguarding standards of local madrasahs through delivery of the Faith Associates 'Connecting the Next Generation Project' course	Andy Bamber (CLC)	31/03/2016	On target	10%	Due to the delay in obtaining the Home Office grant agreement and issuing a contract to Faith Associates (the specified Home Office supplier to deliver the Mosque and Madrasah Resilience project), Faith Associates has not as yet commenced project activities. As LBTH and Faith Associates have an existing positive relationship with local mosques and madrasahs, we are confident that project deliverables will be met despite the tight timescales.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Support a thriving local cultural offer	Cabinet Member for Culture Shazia Hussain (CLC),	31/11/2015	On target	70%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete a review of the options for returning 'Old Flo' back to the borough	Shazia Hussein (CLC)	30/11/2015	On target	80%	Old Flo working group set up and led by the Lead Member. Options for the location with a risk analysis being considered.
Explore with schools options to enable young people to visit a museum / art gallery	Shazia Hussein (CLC) / Terry Parkin (CSD)	31/03/2016	On Target	50%	Children in all our primary schools will visit a museum or art gallery as part of our work with cultural partners.
Promote the borough's cultural offer through a cultural communications campaign	Shazia Hussein (CLC) / Kelly Powell (LPG)	31/11/2015	On target	50%	Early indication and directions being explored with the Mayor in order to design a communications campaign.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Celebrate our diversity with community events	Cabinet Member for Culture Shazia Hussain (CLC), Louise Russell (LPG)	31/03/2016	On Target	75%	We have continued to promote the borough's cultural events and activities through the council's existing communications channels, including summer activities, sporting events and the programme of activities offered at the borough's Idea Stores. The next stage for this work will be the delivery of a strategic campaign to promote the borough's overall cultural offer. This is currently being developed with a view to implementation in early 2016.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Deliver or support at least one community event every month.	Shazia Hussain (CLC)	31/03/2016	On Target	50%	To date this target has been achieved and projections for the remainder of the year indicate the overall target will be met.
Deliver a programme of events which celebrate the diversity of the local community including: Black History Month		30/09/2015	Completed	100%	In 2015 there were a total of 91 events in the brochure in terms of calendar dates; these includes some activities which are repeated each week throughout October. 41 of the events listed in the brochure are arranged by Tower Hamlets Council, either Libraries and Idea Store activities, Local History & Archives events, Youth Arts focussed activities ('A' Team) and an exhibition at the Brady Arts Centre. Of the remaining 50 or so events, there are 30 separate external organisations who have participated, at least 9 of which have taken part for the first time in 2015. This is an increase in the number of events overall compared to 2014 (79) and the number of external organisations taking part in 2014 (20).
Interfaith Week		30/11/2015	On target	20%	An event is planned for interfaith week which begins on 13th November. The Tower Hamlets event takes place on 19th November and is hosted by the Tower Hamlets Interfaith Forum. London Tigers are running this event as part of their work commissioned by the One Tower Hamlets (OTH) Team. RE Today are supporting the event with a range of work in schools as part of their commissioned work from the OTH Team.

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International Day for Disabled People		31/12/2015	On target	20%	Three events are planned as well as a series of pop up market stalls. Tower Project are commissioned by the One Tower Hamlets Team within the Council to deliver this.
LGBT History Month		20/02/2016	On target	10%	This project is contracted to a community organisation. This is being recommissioned with the new contract set to run from January 2016. Existing organisations have been informed and given an opportunity to contribute to the process. A specification has been drafted. The commissioning is on track to date.
International Women's Week		31/03/2016	On target	10%	This project is contracted to a community organisation. This is being recommissioned with the new contract set to run from January 2016. Existing organisations have been informed and given an opportunity to contribute to the process. A specification has been drafted. The commissioning is on track to date.
Deliver and promote Altab Ali Day	Shazia Hussain (CLC)	31/12/2015	On target	50%	The planning for the event has been completed and the 4th May 2016 has been reserved for an event in Altab Ali Park.
Review the arrangements for the Mela, including its location	Shazia Hussain (CLC)	31/01/2016	On target	75%	Year 3 Independent Panel has been confirmed with options for delivery of the Mela being considered by the Mayor and members.
Review the provision and location of the firework displays	Shazia Hussain (CLC)	31/03/2016	Completed	100%	A tendering process for the Firework display in Victoria Park has been completed and the company "Titanium", who have produced the opening of the Rugby World Cup, London New Years and many other large events have been appointed

A Healthy and Supportive Community					
Strategic Priority 4.1: Reduce health inequalities and promote mental and physical wellbeing					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Ensure every child has a healthy start	Deputy Mayor for Education & Children's Services & the Third Sector, Cabinet Member for Health & Adult Services (Public Health, Adults' Services Directorate)	31/03/2016	On Target		These milestones are on track to delivery.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Increase the number of parents and carers with good physical and mental health before, during and after pregnancy	Somen Banerjee (PH, ASD)	31/03/2016	On Target	50%	New parent and infant wellbeing programme has been commissioned. Four contracts have been awarded. The mobilisation phase is now complete (there was a delay due to Ramadan and school summer holidays). Recruitment of the first batch of peer supporters is underway and the training programme agreed. The multi-agency steering group is established and met in June and October. An evaluation framework is currently being developed.
Successfully bring the commissioning of early years (0-5) public health services into the local authority.	Somen Banerjee (PH, ASD)	31/03/2016	On Target	80%	Additional funding has been secured to cover premises costs. 'Deed of Novation' has been agreed and signed off by NHS, Barts Health NHS Trust and the Council. The responsibility for the commissioning of the Health Visiting Service and a Family Nurse Partnership transfers to the Council on 1st October 15. The contract has been 'novated' as it sits with NHS England until 2016, and the existing contract has passed to the Council's Public Health team. In addition, the contract for 2016/17 has gone out to tender to identify a suitable provider for the Health Visiting and Family Nurse Partnership.
Increase the percentage of children achieving good levels of development at the end of reception	Somen Banerjee (PH, ASD)	31/03/2016	On Target	50%	Public Health and Early Years are strengthening partnership working to provide the pre-school offer for children. This includes implementing an integrated 2-year review across Early Years and Health Visiting. Implementation commenced in September 2015. Five cohorts of early years practitioners and Health Visiting Service staff will be offered a rolling programme of training. Cohort 1 is scheduled for delivery in autumn 2015 (Children's Centre 2 year old leads, Community leads and their link Health Visiting service staff). Cohorts 2-5 year olds will be offered training in the spring of 2016 (2 year old leads in early years settings and their link Health Visiting staff).
Achieve an increase in the number of 0-5s who are breast fed and establishing of health eating habits	Somen Banerjee (PH, ASD)	31/03/2016	On Target	50%	A new contract has been awarded for the 'Baby Feeding' service (formerly know as Breastfeeding Support service). There has been no increase in the proportion of new babies where breastfeeding has been initiated. 6 to 8 week data is not available. Additional performance meetings (to the standard quarterly performance meetings) have been arranged to review lack of improvement. A new programme of early years nutrition training is being developed for health visitors and children's centre staff. Research on early year nutrition is being planned with UCLP.

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Reduce dental decay in 0-5 year olds	Somen Banerjee (PH, ASD)	31/03/2016	On Target	50%	Fluoride varnish programme is being delivered in 88% of nursery and primary schools. 'Brushing for Life' programme is being delivered by the health visiting team.
Increase 0-5s developing physically and socially through play	Somen Banerjee (PH, ASD)	31/03/2016	On Target	60%	A new 3 year contract for active play and healthy eating has been awarded and mobilised. The programme of action targets children from vulnerable families to support healthy eating, and encourage active play. This contributes to overall early child development and a child's health.
Increase the number of 0-5s living in environments free from the health harms of alcohol, tobacco and drugs	Somen Banerjee (PH, ASD)	31/03/2016	On Target	60%	The performance indicator on smoking in pregnancy has been agreed with Barts Health NHS Trust. Training has been undertaken with mid-wives and referral targets agreed for pregnant smokers.
Improve the rate of 0-5 year olds who are fully immunised	Somen Banerjee (PH, ASD)	31/03/2016	On Target	70%	Over the past year there has been a slight dip in the coverage levels for the childhood immunisation programme. However, data for Quarter 2 (July - Sept) is showing an improvement as indicated below using these vaccinations as a proxy for the 0-5yrs programme: a) 1st yr: DTaP/IPV/Hib 93.8% (June 15) 95.3 (Aug 15) b) 2nd yr: MMR 1 91.3% (June 15) 92.5%(Aug 15) c) 5th yr MMR: 2 89.6%(June 15) 90%(Aug 15) Population and targeted communications campaign has been undertaken to improve uptake of childhood immunisations. Recovery plans have been implemented in primary care. Additional immunisations undertaken in primary care. Immunisation rates amongst 0-5's year olds has increased with herd immunity levels reached in a number of primary care networks.
Undertake a 'beginning of life review' of all services to improve integration and outcomes for early years' health	Somen Banerjee (PH, ASD)	31/03/2016	On Target	50%	Partnership work is underway to review and strengthen the impact of Children's Centres and integration with health visiting service. This is to increase positive health outcomes and ensure better integration with Early Years Service, Children Centres and other services. Locality Parent and Infant Wellbeing Coordinator plus a team of peer supporters / volunteers to provide support for local parents and carers during pregnancy and the first year of the baby's life. Primary focus is on promoting maternal mental health, supporting secure emotional attachment, parent/infant communication, sensitive attuned parenting and peer support, programme also links to other key influences on parent and infant health (e.g. parental smoking and substance misuse, parental and infant nutrition, oral health and injury prevention) to ensure a holistic approach.

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Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Support children to live healthier lives	Deputy Mayor for Education & Children's Services & the Third Sector, Cabinet Member for Health & Adult Services Somen Banerjee (PH, ASD)	31/03/2016	On Target	70%	These milestones are on track to delivery.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Undertake a campaign to ensure children are registered with a GP and dentist	Somen Banerjee (PH, ASD)	31/03/2016	On Target	50%	The Chief Operating Officer for the THCCG, and the Director of Public Health will be submitting a paper to the Health & Well-being Board in late 2015, about this milestone and GP registration.
Mobilise School Health (nursing) Contract	Somen Banerjee (PH, ASD)	31/03/2016	Completed	100%	A new contract has been mobilised. Before mobilisation, extensive work included sorting out premises, information systems and a new service model which was ready for implementation. Next steps will now involve implementing the new service model. This includes a named nurse for every school, closer partnership working, and training school nurses about children's emotional and health well-being needs. Evidenced based, preventive, early intervention programme is now available for vulnerable young first time mothers (aged under 19 years) and fathers. It offers intensive and structured home visiting, delivered by specially trained nurses, from early pregnancy until the child is aged two.
Develop new specification for Healthy Lives Team	Somen Banerjee (PH, ASD)	31/03/2016	Completed	100%	This has been completed. Schools have signed up to the new specification. This includes : a) integration of oral health programmes, b) taking a holistic approach to Healthy Eating, and c) mindfulness training in schools in Tower Hamlets for children aged 12-16 years. This is seen as a key developmental window for self-regulation and a period when young people need to negotiate many academic and social stressors for the first time. Mindfulness based interventions in schools appear to have some promise for addressing this. Programme will in the first instance allow a cohort of teachers and other relevant professionals to participate in a recognised mindfulness intervention, subsequently followed by train the trainer sessions, in order for teachers to be equipped to deliver sessions to students.
Implement and deliver Healthy Schools Programme	Somen Banerjee (PH, ASD)	31/03/2016	On Target	50%	Tower Hamlets currently has the highest number of gold, silver, and bronze GLA Healthy School Awards across London. "Mental Health Training and Transformational change programme" is delivered to school nurses and nursery nurses to help them develop skills and confidence in promoting emotional wellbeing and good mental health in Children and Young People. Will be achieved through providing both training and supervision.
Continue enforcement of underage sales of tobacco and alcohol	Somen Banerjee (PH, ASD)	31/03/2016	On Target	60%	Public Health commission enforcement actions through tobacco control alliance service contract with CLC. Work undertaken has included sniffer enforcement work on illegal/ illicit tobacco and also work on singles. Current awareness campaign nationally and locally on new smoking in cars legislation is underway.

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Develop the School Health Forum	Somen Banerjee (PH, ASD)	31/03/2016	On Target	90%	A new forum has been established. It meets termly during the academic year of 2014/15. Feedback from participants has been positive. The three thematic meetings during 2014/15 were: a) scoping the role of the group, b) children and young people's emotional health and c) wellbeing and healthy weight.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Support adults to live healthier lives	Cabinet Member for Health & Adult Services, Somen Banerjee (PH, ASD)	31/03/2016	On Target	70%	These milestones are on track to delivery.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Implement redesigned adult weight management programme	Somen Banerjee (PH, ASD)	31/03/2016	On Target	50%	Mobilisation underway - expect delivery from January 2016. This is being taken forward by the Healthy Trainers Team on a locality basis.
Implement and evaluate the health trainers programme	Somen Banerjee (PH, ASD)	31/03/2016	Completed	100%	Annual review completed, found to be satisfactory and health trainer programme contracts renewed.
Provide universal and targeted tobacco cessation with focus on high prevalence groups	Somen Banerjee (PH, ASD)	31/03/2016	On Target	50%	Cessation services continue to be provided through council commissioned services in Primary Care and specialist services. Cessation services are being widened and embedded into other PH contracts and a core part of 'Making Every Contact count' initiative. Tobacco awareness campaigns will be delivered throughout 2015/16.
Increase the identification of Sexually Transmitted Infections (STIs) and HIV; increase the uptake of contraception; and continue to develop integrated sexual health pathway.	Somen Banerjee (PH, ASD)	31/03/2016	On Target	60%	STI screening is provided through primary care, community and acute providers. There continues to be an increase in identification of STIs with effective treatment. Awareness campaigns run throughout 2015/16.
Deliver the NHS Health Checks programme with a particular focus on monitoring equity and responding to inequalities in access	Somen Banerjee (PH, ASD)	31/03/2016	On Target	80%	An equity analysis has been undertaken by CEG, which showed that uptake of the programme is representative of our population. We are currently reviewing contracts to agree priorities for next year.
Reduce undiagnosed hepatitis B and C through awareness raising	Somen Banerjee (PH, ASD)	31/03/2016	On Target	70%	Love your liver awareness campaigns undertaken in Idea Store; funding bid for increased case finding in acute settings developed and submitted.
Develop our approach to 'Making every contact count' in health and social care consultation with emphasis on prevention and self	Somen Banerjee (PH, ASD)	30/09/2015	Completed	100%	This programme focuses on prevention rather than self-management. This year we are exploring ways of mainstreaming last year's pilot with
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Making Tower Hamlets a healthier place to live	Cabinet Member for Health & Adult Services, Somen	31/03/2016	On Target	70%	These milestones are on track to delivery.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Continue to work around the Local Development Framework to ensure development maximises potential health gains	Somen Banerjee (PH, ASD)	31/03/2016	On Target	70%	Public Health and Development & Renewal work with the Local Plan team to ensure that health provision and facilities is factored into any housing/residential development scheme plans.

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Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Promote positive mental health and wellbeing across the council and community	Deputy Mayor for Education & Children's Services & the Third Sector, Cabinet Member for Health & Adult Services Luke Addams/Karen Sugars (ASD)	31/03/2016	On Target	60%	These milestones are on track to delivery.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Review the current community pathways for older adults with a functional mental health problem	Luke Addams/Karen Sugars (ASD)	30/06/2015	Completed	100%	The Review has been completed.
Develop and implement a refreshed service model for child and adolescent mental health services, including promoting mentoring and counselling in schools	Karen Sugars (ASD), Nasima Patel, Terry Parkin (CSD)	30/09/2015	Delayed	70%	The Council and the CCG are undertaking a joint project to develop outcomes based commissioning. A shared outcomes framework for children and young people's mental health was agreed in May 2015 and the project is currently developing outcomes measures and systematically reviewing the scope for introducing these to existing contracts. This phase of work is due to complete at the end of November 2015, with a report and recommendations. As part of this project, a survey of schools' views was undertaken at the end of last year. Tower Hamlets will be a pilot area for a national training programme to develop and improve the links between schools and specialist CAMHS, when this is formally announced later this year.
Develop a family orientated approach to mental health across the partnership for parents with a mental health problem	Karen Sugars (ASD) Nasima Patel (CSD)	31/12/2015	On Target	50%	The shared outcomes framework (see above) will include a family approach to measuring outcomes for children. The existing contracts under review include support to families where improvement of children's mental health and wellbeing is an objective.
Review the design of support for people with a dual diagnosis including a serious mental illness and a substance misuse and/or alcohol problem	Luke Addams/Karen Sugars (ASD)	31/03/2016	On Target	50%	This review has been completed by the Drugs, Alcohol and Action Team (DAAT).
Strengthen preventative strategies to increase emotional resilience and provide advocacy	Luke Addams/Karen Sugars (ASD)	31/03/2016	On Target	50%	Education Psychology (Public Health funded) 3 elements of Education Psychology Programme: 1. Work with parents and families of school aged children (targeted to parents of children who have complex or additional needs (such as speech and language difficulties, social communication disorders or particularly challenging behaviour/emotional needs) or parents who are experiencing mental health or emotional difficulties; 2. Targeted support for pupils attending the Pupil Referral Unit (PRU); 3. Counselling sessions for up to ten local disabled adolescents.
Implement the Mental Health Strategy in partnership with the NHS	Karen Sugars (ASD)	31/03/2016	On Target	50%	This is led by the Clinical Commissioning Group (CCG) and progress is reported back to the Health & Well-being Board.

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Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Improve early detection and awareness of long-term conditions and cancer	Cabinet Member for Health & Adult Services Karen Sugars, Somen Banerjee (PH, ASD)	31/03/2016	On Target	70%	NHS Healthchecks are identifying undiagnosed cases of diabetes and hypertension. Public Health are working with the CCG on a early detection programme. Commissioned programmes are being delivered to raise awareness about symptoms of cancer. This is to increase self-knowledge about symptoms to improve early detection. The CCG are the key service providers for this area.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop our approach to 'Making every contact count' in health and social care consultation with emphasis on prevention and self management of conditions	Somen Banerjee (PH, ASD)	30/09/2015	Completed	100%	This has been completed.
Increase the uptake of breast, bowel and cervical screening	Somen Banerjee (PH, ASD)	31/03/2016	On Target	70%	The results of the recovery plan for breast screening will not be available until the next screening round. Bowel cancer screening is under review.
Improve cancer waiting times so that residents do not wait longer than 62 days from urgent GP referral for suspected cancer to first treatment	Somen Banerjee (PH, ASD)	31/03/2016	On Target	50%	<p>There are long-standing issues of poor performance for the 62 day Urgent GP (62/7GP) referral Cancer Waiting Times standards. The 62/7GP performance not met since Q3 2013/14. The 62/7GP standard has not been met in London since September 2013 and nationally since May 2014. In response to this poor performance, the tripartite (TDA, Monitor and NHS England) have established a system of weekly reporting of the 62 day Cancer patient tracking list. In response to sustained poor performance, commissioners have taken a number of actions, these include:</p> <ul style="list-style-type: none"> • Serving a Contract Performance Notice (CPN) on 3 June 2015 as Barts Health NHS Trust had not demonstrated that they had rectified internal operational issues. • In response a Remedial Action Plan (RAP) was developed by the Trust; this was initially rejected however after a considerable re-write this has been has recently been agreed (18 September 2015). • RAPs have also been developed for RTT and Diagnostics and these, together with Cancer, report to the BH National Standards Performance Committee/Contract Review Group (CRG) where senior level representation from WEL CCGs, the TDA, NHSE Specialised Commissioning and the CSU hold the Trust to account. • Cancer speciality 'Deep Dive' meetings have been held. These meetings are a forum where those cancer speciality teams that are most challenged on meeting CWTs present their plans to improve 2WW and 62/7GP performance.

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Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Use Public Health expertise within the Council and Partnership-wide approach to reduce health inequalities for all sections of the community	Mayor, Cabinet Member for Health & Adult Services Somen Banerjee (PH, ASD), Andy Bamber (CLC), Shazia Hussain (CLC), Simon Baxter (CLC)	31/03/2016	On Target	50%	These milestones are on track to delivery.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop a new Partnership Substance Misuse Strategy for 2016-2018	Andy Bamber (CLC)	31/03/2016	On Target	15%	Consultation commenced prior to drafting a strategy
Deliver a community led healthy walks programme	Shazia Hussain (CLC) / Somen Banerjee (PH, ASD),	31/03/2016	On Target	25%	Parks will carry out a review of existing walks and past schemes in order to inform the development of walks across the borough, both group opportunities and individual routes with information points.
Consult with stakeholders, as part of the refresh of the Health and Wellbeing Strategy	Somen Banerjee (PH, ASD), Louise Russell (LPG)	31/10/2015	Completed	100%	A programme of consultation is being led by Corporate Strategy. 3 workshops are planned for Oct to set priorities, in November to discuss the framework and in January to decide how this will be implemented.
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)	31/03/2016	On target	30%	Works have started on site for both the Victoria Park changing pavilion and John Orwell Sports Centre Astro-turf Replacement.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete the renewal of the all weather playing surface at Mile End Stadium	Shazia Hussain (CLC)	31/03/2016	Delayed	20%	Work has commenced on site for the replacement of the all weather playing surface at John Orwell Sports Centre. With good weather, it is estimated that the works will be complete by December 2015. To prevent two all weather pitches being out of use simultaneously, the Mile End Astro-turf pitch replacement has been rescheduled to take place during the Summer of 2016.
Complete the sports facility improvements at Victoria Park including the changing room and cricket wicket upgrades	Shazia Hussain (CLC)	31/03/2016	On target	50%	All three artificial pitches and practice nets in Victoria Park have been repaired and resurfaced. The refurbishment of the changing rooms commenced in Sept 2015.
Review current leisure provision and explore new facilities, including a Lido in Victoria Park	Shazia Hussain (CLC)	31/03/2016	On target	20%	Specification for leisure centre condition survey is complete and commissioning of the service is imminent.

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Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Deliver free school meals for all primary pupils in the borough	Deputy Mayor for Education & Children's Services & the Third Sector Kate Bingham (Resources, ASD & CSD)	31/03/2016	On Target	70%	All primary children are receiving free school meals regardless of year group through two schemes. Since September 2014, the Government's 'Universal Infant Free School Meals' scheme has been in operation providing free school meals to all infant children who are not otherwise entitled under the existing statutory free school meal scheme. Also from this date, in a Tower Hamlets' initiative, all junior aged pupils are entitled to a free school meal through the Mayor's 'Universal Junior Free School' scheme if not entitled under the existing statutory free school meal scheme. These schemes are open to all schools across the borough including a handful which have made their own catering arrangements.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Ensure parents of children entitled to Free School Meals under the Government's national scheme continue to claim for this	Kate Bingham (Resources, ASD & CSD)	31/03/2016	On Target	60%	Schools have been provided with template letters for parents, explaining the importance to the school to continue to claim statutory free school meals if they are entitled to them as it will protect the Pupil Premium for schools.
Ensure that Free School Meals deliver the Healthy Food Standard	Kate Bingham / Somen Banerjee (PH, ASD)	31/03/2016	On Target	60%	From July 2015 - Contract Services - the in-house catering provider for all but 5 schools across the borough, have provided the 'Soil Association's Food For Life GOLD Catering Mark' meals to all primary pupils. This independent assessment is the benchmark for healthy and nutritious school meals and only a very small number of authorities have been able to achieve such a huge standard across England.
Work with schools with a lower uptake rate in order to identify how this can be improved	Kate Bingham (Resources, ASD & CSD)	31/03/2016	On Target	60%	The Children's Food Trust (as part of the School Food Plan funding) will continue until the end of the year. The Trust supports schools with consultant visits to try and identify ways to increase uptake in the lower performing schools, though in Tower Hamlets there are very few schools that are not performing as originally anticipated. Each school catering team is supported by an experienced Catering Operations Manager from the Contract Services team.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Work with people with drug and alcohol dependencies, commissioning effective treatment provision, to break the cycle of substance misuse	Deputy Mayor for Community Affairs and Cabinet Member for Community Safety, Andy Bamber (CLC), Somen Banerjee (PH, ASD)	30/09/2015	Delayed	25%	The process has been delayed by budget decisions, discussions relating to service specification, and a restarted PQQ process following issues with bids submitted. Legal advice being sought regarding award process.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete Drug & Alcohol Service re-provisioning	Andy Bamber (CLC) / Somen Banerjee (PH, ASD)	30/09/2015	Delayed	25%	The process has been delayed by budget decisions, discussions relating to service specification, and a restarted PQQ process following issues with bids submitted. Legal advice being sought regarding award process.

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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/Karen Sugars (ASD)	30/09/2016	Completed	100%	This activity is complete.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Commission a suitable service that delivers carers assessments as per the Council's duty under the Care Act	Luke Addams/Karen Sugars (ASD)	30/06/2015	Completed	100%	The Carer's Centre was commissioned to deliver carer's assessment in order to comply with the Council's statutory responsibilities under the Care Act 2014. The Carer's Centre now carry out Carer's assessments to the same standard as social workers - it is a 'person centred, person led' approach. The Centre has received positive feedback to date.
Develop a new Carers Plan with monitoring mechanisms put in place	Luke Addams/Karen Sugars (ASD)	30/06/2015	Completed	100%	A new Plan for Carers 2015-16 has been developed by Adult Social Care. It sets out how adult social care will support carers between 2015 and 2016 in partnership with THCCG, third sector and others. This is now published and available on the Council's website. Monitoring mechanisms have been developed.
Work with the voluntary sector to provide employment, wellbeing and respite support for carers	Luke Addams/Karen Sugars (ASD)	30/09/2015	Completed	100%	We provide awareness raising sessions at the Carers Centre to help carers understand the support that assistive technology can give them, giving them information that will help them to engage in the assessment process. Carers have the opportunity to raise issues during their social work / carer's assessment process. The aim is to alleviate stress for carers, by helping them to maintain a good quality of life, which might include enabling them to continue working by using appropriate assistive technology. Respite support has been built into the assessment process which identifies planning for service user and carer's support needs. The Adult's Social Work Practice Framework explores respite care as part of a contingency planning process, and which facilitates the dialogue to support carers with their needs.
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/Karen Sugars (ASD), Shazia Hussein (CLC)	31/03/2016	On Target	50%	The delivery of this activity is on track.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Work with local health partners to deliver an Integrated Personal Commissioning budget for service users	Karen Sugars (ASD)	31/03/2016	On Target	50%	This is year one of a three year pilot. A programme team is in place, hosted by the CCG, and the work is progressing on schedule. Joint commissioning arrangements for a Direct Payment / Personal Health Budgets Support Service are being considered with the CCG.
Utilise the identified site to roll out an equipment demonstration centre to support independence and wellbeing	Luke Addams (ASD)	31/03/2016	On Target	50%	Plans for the Demo Centre have been developed and agreed. RCDA has been signed. Works are due to commence on the development of the Demo Centre.

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Deliver new initiatives to help address social isolation and loneliness	Karen Sugars (ASD)	31/03/2016	On Target	50%	The recent Mainstream Grant process, under the theme - Prevention Health and Wellbeing - sought applications from Third Sector organisations based in Tower Hamlets that bring about improved health and wellbeing outcomes for vulnerable adults, including older people, and those with disabilities including mental ill health, and carers living in Tower Hamlets. It also sought to enhance the lives of people who are experiencing social isolation, or losing their independence, through the provision of services that support improved health - for instance, through activities such as healthy eating and health awareness, physical exercises and community cohesion
Undertake strategic review of free homecare to understand its impact in the light of the Care Act	Karen Sugars (ASD)	31/03/2016	On Target	50%	The free homecare strategic review is currently work in progress, and a report on its findings and recommendations will be presented to Members by January 2016, and the lead Cabinet Member for Health and Adults Services.
Undertake a review of home care contracts, to consider how they can the Unison Ethical Care charter, in relation to visit times, contract type and payment for travel time	Karen Sugars (ASD)	31/03/2016	On Target	75%	This work is progressing on schedule and will form part of a wider proposal to the Mayor in Cabinet in February 2016 regarding future commissioning arrangements for domiciliary care.
Develop and promote options to enable library access for those unable to visit in person	Shazia Hussein (CLC)	31/03/2016	On target	25%	On-line resources are being promoted through the Idea Store website. Initial work to develop a "friends and carers" offer for housebound adults and children has started.
Strategic Priority 4.3: Provide excellent primary and community care					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Develop further integrated working between health, social care and housing	Cabinet Member for Health & Adult Services Karen Sugars, Luke Addams, Somen Banerjee (PH, ASD)	31/03/2016	On Target	50%	These milestones are on track for delivery.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Use the Health and Wellbeing Board to bring together partners to address environmental determinants of health (e.g. pollution, food environments, supportive environment for physical activity) and to continue to develop strong community networks supporting health and wellbeing	Somen Banerjee (PH, ASD)	31/03/2016	On Target	50%	This is work in progress through partnership work with the Local Plan Team.
Define the local authority's role in the delivery of the Borough's integrated care programmes	Karen Sugars/Luke Addams (ASD)	30/09/2015	On Target	50%	The Director for Adult Social Care is putting in place a range of measures to strengthen the council's role in the delivery of the borough's integrated care programmes. These include the production of regular reports to the Departmental Management Team on key issues regarding health and social care integration being dealt with in partnerships and joint working groups, and the re-establishment of an officer-level working group, chaired by the Acting Service Head - Commissioning and Health, to oversee the delivery of the Better Care Fund within the council and plan future investment. Regular monitoring reports on the Better Care Fund will be produced for the Integrated Care Board, which oversees the BCF programme.

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Utilise the Better Care Fund to provide integrated health and social care services to service users and embed the schemes submitted to NHS England	Luke Addams/Karen Sugars (ASD)	31/03/2016	On Target	50%	An Integrated Care 'BCF & S75 agreement' paper in Feb 2015 states that the planned expenditure covered by the BCF is £21.57 million for 2015/16. The overall budget holder is the CCG. The Fund is being utilised in four main schemes: 1.A 7 day hospital discharge service; 2. Integrated Community Teams for healthcare; 3.Rehabilitation and Re-ablement which looks at joint working with people who need both; 4. Co-ordinate Independent Living. The AT Project, funded by BCF, includes the evaluation and development of an Independent Living Service (ILS) which will look at the integration of a number of teams to rationalise processes and improve service provision, to assist service users to remain living independently in their own homes.
Develop a multi agency approach with health partners when treating service users with both mental and physical health conditions	Somen Banerjee/Karen Sugars/Luke Addams (ASD)	31/03/2016	On Target	50%	This is work in progress.
Explore opportunities, with housing colleagues, to tackle poor health through housing related interventions on new and existing developments	Somen Banerjee (PH, ASD)	31/01/2016	On Target	50%	A briefing paper was presented to the Health and Well-being Board in September 2015 titled 'Housing and the Integrated care agenda'. This paper presented a fictionalised case study to highlight the opportunities and barriers for greater integrated working between the social housing and health sector.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Implement the Care Act	Cabinet Member for Health & Adult Services Karen Sugars, Luke Addams (ASD)	31/03/2016	Completed	100%	This activity is complete and work is on-going.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Implement the prevention and information advice requirements of the Care Act 2014 placed as a statutory obligation on local authorities.	Somen Banerjee (PH, ASD)	30/09/2015	Completed	100%	Under the prevention element, a strategic approach to raising awareness among residents and commissioning services will be developed through the HWBB for the Council, Health and other partners. The commissioning service supports a range of activities to promote healthy lifestyles and reduce social isolation. These include befriending schemes, fitness and lunch clubs. 'Making Every Contact Count' is an ongoing training programme that equips frontline staff with skills to hold conversations with people about improving their health and wellbeing, at suitable points. These could be about eating healthily, weight management, smoking cessation and other preventative measures. Under information, residents will have access to up-to-date information about health and social care via the corporate website. Residents will also be able to find and access health and social care services from a range of providers, through the Community Catalogue.

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Address the Care Act's funding reforms and implement an appropriate finance system for tracking service user spend on care services	Karen Sugars/Cath Scholfield (ASD)	31/03/2016	Withdrawn	0%	<p>Work had begun to look at the Care Act's funding reforms which sought to introduce a cap on care costs. The cap on the amount self-funders would have to contribute to their care costs was due to be introduced from April 2016. Costs were to be limited to £72,000 for over 65s and younger adults with disabilities.</p> <p>In July 2015, the Government announced its intention to postpone the implementation of these reforms until 2020, amid concerns over cost of implementation.</p> <p>Two other key reforms have also been postponed until April 2020:</p> <ul style="list-style-type: none"> •A duty on councils to meet the eligible needs of self-funders in care homes at their request and; •A more generous means test for residential care that the government estimated would have benefited an extra 23,000 people in 2016-17 alone. <p>Therefore these requirements to track service user spend for the Care Account is not needed at this stage.</p>
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 with partner agencies to protect vulnerable adults	Cabinet Member for Health & Adult Services Luke Addams (ASD)	31/03/2016	On Target	50%	The delivery of this activity is on track.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Ensure the Safeguarding Adults Board meets the requirements of the Care Act; publishing a 3 year Strategic Plan and Annual Report	Luke Addams (ASD)	30/09/2015	Completed	100%	The Safeguarding Adults Board has produced its Annual Report for 2014/15 and this will be published shortly (within the next quarter). The Board has also produced a 4 year strategy for 2015-19 and this will be published shortly. It was agreed by SAB in September 2015. The business plan/work programme will deliver this new Strategy.
Deliver a partnership wide workforce development programme to promote adult safeguarding, including e-learning and the annual safeguarding month	Luke Addams (ASD)	30/10/2015	On Target	50%	The sub-group structure of the SAB is currently under review and this will help to inform how an integrated workforce plan will be developed. The review is likely to be completed by the end of October 2015. The publication of the regional Pan-London policy and procedures has been delayed until later on in 2015. A range of events are being planned during November which is the annual promotion of safeguarding during this 'safeguarding' month. Work is underway to update the Council's Adult's safeguarding webpages.
Continue to develop our working relationship between SAB and the HWBB; including the establishment of a written protocol	Luke Addams (ASD)	31/03/2016	On Target	25%	The SAB lead will arrange to meet with the HWBB lead to discuss next steps.
Continue to develop the Safeguarding Adults Board role in monitoring and reviewing the multi agency response to safeguarding vulnerable adults	Luke Addams (ASD)	31/03/2016	On Target	50%	New terms of reference has been developed for the SAB. Work is underway to develop an integrated multi-agency performance monitoring and quality assurance framework and identify where joint training is needed.

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Ensure local agencies comply with the Winterbourne Actions	Luke Addams (ASD)	31/03/2016	On Target	50%	An annual update paper and post Winterbourne implications paper was presented to the HWBB in January 2015. A project plan has since been created to measure progress. A draft Charter of Rights has been developed in consultation with 'Have Your Say' Service User Group in June and the Learning Disabilities Partnership Board in September. The Board discussed in detail progress to date and how these will be reported in the future.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Provide proportionate support to vulnerable children and families	Deputy Mayor for Education & Children's Services & the Third Sector Nasima Patel (CSD)	31/03/2016	On Target		
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	Nasima Patel (CSD)	01/06/2015	Delayed	50%	We are fully compliant with the revised Public Law Outline and have revised policies and procedures to support reduction in care case duration. The average of 29 weeks is an improvement from the 2014/15 performance which stood at 35 weeks. Service continuing with its aim to get the number of weeks down to an average of 26. We are fully compliant with the revised Public Law Outline and have revised policies and procedures to support reduction in care case duration. Our social work practice has developed markedly in response to the PLO changes & the Children & Families Act 2014.
Implement the use of the Signs of Safety tools to ensure that an effective risk analysis is made to enable families to receive proportionate support at an early stage	Nasima Patel (CSD)	01/06/2015	Completed	100%	Tower Hamlets, together with nine other local authorities, are working in partnership with Munroe, Turnell and Murphy (MTM) to implement the Children's Signs of Safety Practice framework. The project team is in place and funded by the DfE until March 2016. The Signs of Safety Steering Group, which is chaired by the Service Head (Nasima Patel), oversees implementation of the Framework. 80 social care staff have received advanced training and are acting as practice champions to embed the model across the service.
Fully implement the Groups, Gangs and Serious Youth Violence Strategy (GGSYVS)	Nasima Patel (CSD)	31/03/2016	On Target	50%	Recruitment for a 'Ending Groups, Gangs and Serious Youth Violence' Co-ordinator [FTC vacancy for 24 months] is in progress. Interviews are scheduled for 20th October 2015. The co-ordinator post will be guided, and priorities directed by the multi agency strategic action group that brings together all the contributing agencies to reduce serious youth violence. Work is in progress to setting up the strategic action group which will report to the Troubled Families Board. A resource has been identified to complete a self assessment of the Council's Partnership, recommended by the Home Office. The Strategy is also now linked with the City Of London Corporation's approach to EGGSYV.

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Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Introduce improvements to the adoption system by having a clear improvement plan and ensure the requirements of the Education and Adoption Bill are met	Deputy Mayor for Education & Children's Services & the Third Sector Nasima Patel (CSD)	31/03/2016	On Target	60%	These milestones are on track to delivery. This Bill has only just passed its second reading in the Lords. The Bill in relation to adoption states, "to make provision about joint arrangements for carrying out Local Authority adoption functions in England". There continues to be a focus on reducing time scales in relation to placing children in adoptive placements. Children continue to be "tracked" in order to ensure there is no drift in family finding or the care planning. The adoption team continue to be involved at an early stage of the child's journey. The team are using Fostering to Adoption and also Regulation 25a, giving temporary fostering status to approved adopters, to ensure placements are made without delay.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Reduce the number of children awaiting permanent adoption through adoption, special guardianship or long-term fostering	Nasima Patel (CSD)	31/03/2016	On Target	60%	All children whose care plan is adoption are currently either matched or a family identified for matching. There continues to be a strong emphasis on using consortium partners and Adoption Link for identifying families.
Achieve an increase in the pool of adopters through contributing to the pan-London recruitment campaign	Nasima Patel (CSD)	31/03/2016	On Target	60%	There are currently four prospective adopters in assessment and a "pool" of 12 adopters. The recruitment strategy is focussed on finding families who will consider older children, sibling groups, children with special needs and developmental uncertainty, and children from ethnic minorities.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Complete the independent review into Child Sexual Exploitation and ensure the findings of the review are implemented	Deputy Mayor for Education & Children's Services & the Third Sector Nasima Patel (CSD)	31/03/2016	On Target	90%	This Activity is on track. The CSE Review has been completed and signed off by the Local Safeguarding Children's Board in September 2015. THCSB is refreshing the CSE Action Plan to incorporate the recommendations in partnership with the LSCB CSE subgroup (strategic group).
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Increase awareness of child sexual exploitation through training and learning events	Nasima Patel (CSD)	31/03/2016	On Target	90%	The Children Social Care CSE lead along with the Violence Against Women Group (VAWG) team have delivered a programme of CSE training, workshops, and seminars throughout the year, this schedule is ongoing. The VAWG team has developed a 'whole school' programme, working from governor level, down to parental engagement teams tackling all forms of abuse, including CSE. In the past 12 months, 350 teaching and non-teaching staff have received training on CSE, domestic abuse, forced marriage, gender, female genital mutilation and over a 1000 young people have received training and workshop on all strands of gender based violence. Safer Communities were requested to target the voluntary sector to deliver their MOPAC funded CSE training awareness training.

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Improve the identification of those vulnerable to exploitation to ensure that they are protected	Nasima Patel (CSD)	31/03/2016	On Target	60%	The Multi-Agency Sexual Exploitation Panel (MASE) was updated following the publication of the pan-London CSE Protocol and as a result of the findings of the CSE review, there is now a comprehensive CSE framework in place covering operational to strategic oversight. The operation group identify and respond to young people at risk of CSE, the data is coordinated with missing people and gangs information so that trends are analysed by the MASE panel and responded to by the LSCB strategic CSE group. In the past year, 'suspicion' referrals to the police has increased moving the borough from second lowest to fourth highest when compared to the London profile.
Support children / young people in a exploitative relationship to achieve positive outcomes	Nasima Patel (CSD)	31/03/2016	On Target	70%	The VAWG team have overseen a range of projects aimed at supporting young people to become peer supporters. For example, over an 8-week programme they developed a leaflet for young people that highlighted the issue of abuse covering topics such as healthy relationships, sex and consent, CSE, and Forced Marriage.

One Tower Hamlets

Strategic Priority 5.1: Reduce inequalities and poverty

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Employ a workforce that fully reflects the community it serves	Mayor Simon Kilbey (RES)	31/03/2016	On Target	60%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Deliver on the Workforce to Reflect the Community targets as set by Council	Simon Kilbey (RES)	31/03/2016	On Target	60%	The WFTRC targets are currently under review. However, a number of the current targets are either on target or have already been achieved.
Support 50 apprentices in vocational training by identifying placements across directorates, encouraging participation from all groups to reflect the community	Simon Kilbey (RES)	31/03/2016	On Target	50%	25 apprentices have been recruited and will start in November. A further recruitment of 25 apprentices will take place within the last quarter.
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)	31/03/2016	On Target	50%	The iTRES service moved into D&R on 1 st November to ensure employment activities are aligned.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Refresh our strategies around diversity and cohesion	Mayor Louise Russell (LPG)	30/06/2016	On Target	90%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop and deliver an Action Plan to ensure the Council is a supportive employer of lesbian, gay, bisexual and transgender staff and is recognised as such	Louise Russell (LPG)	31/03/2016	On target	75%	Action plan in place. Ongoing activities include refreshed training e-learning module on LGBT equality delivered. LGBT Heroes campaign recognising public and staff contribution to local LGBT life and culture.
Finalise the Single Equality Framework and develop key equality measures	Louise Russell (LPG)	30/06/2015	Completed	100%	Completed for 2015/16.
Refresh One Tower Hamlets vision within new Community Plan	Louise Russell (LPG)	30/06/2015	Completed	100%	Community Plan agreed September 2015 including activities relating to One Tower Hamlets.
Establish a Cabinet Commission to develop the Council's approach to social cohesion	Louise Russell (LPG)	30/09/2015	Completed	100%	Deputy Mayor leading work and stakeholder seminar held September 2015. Action Plan now being developed.

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Establish a Cabinet Commission to better understand and support the Somali community	Louise Russell (LPG)	30/09/2015	Completed	100%	Membership and ToR agreed. Broad representation on Somali reference group with agreed thematic meetings on health and wellbeing, services for young people and reducing offending, educational attainment and employment and housing and welfare reform.
Strategic Priority 5.2: Work efficiently and effectively as One Council, Work more in Partnership					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Implement the Best Value Strategy and Action Plan (<i>other milestones are reflected within the relevant strategic priority</i>)	Mayor, Cabinet Member for Resources Zamil Ahmed (RES), Dave Clarke/Steve Hill (RES), Ann Sutcliffe (D&R)	28/02/2016	On Target	40%	Overall this activity is progressing well.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop a corporate approach to contract management to ensure best value and effectiveness from supply chain through better relationship management	Zamil Ahmed (RES)	31/01/2016	On Target	50%	New central Supplier and Contract Management function incorporated as part of the new Central Procurement Service. Supplier quality assurance systems to monitor and review key supplier performance will be implemented as part of the new three year Corporate Procurement Strategy.
Commission programme evaluations for all grant regimes to support robust evaluation of impact	Dave Clarke/Steve Hill (RES)	30/09/2015	Delayed	70%	The evaluation brief has been completed and the process commissioning to appoint a suitable organisation or individual to undertake the evaluation is now due to commence.
Review grant monitoring activity and implement improved arrangements	Dave Clarke/Steve Hill (RES)	28/02/2016	On Target	70%	Grant monitoring processes and procedures were reviewed and revised arrangements established as of December 2014. These new arrangements are now undergoing further updating for the start of the 2015/18 MSG Programme commencing September 2015. Due to the delay in finalising the MSG Grant Offer Letters this is now a month behind schedule. Still on track to meet February 2016 deadline.
Test compliance with new Asset Management Protocols	Ann Sutcliffe (D&R)	31/05/2015	Delayed	0%	To be incorporated into the Council's Annual Audit Plan.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Deliver the Communications Action Plan	Mayor, Louise Russell (LPG)	31/03/2016	On Target	80%	Good progress is being made against the Communications Action Plan and in addition the council is currently undergoing an external review of the council's communications activity which will complement the work undertaken as part of this plan to date.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Relaunch Communications Code and provide mandatory training to all relevant staff	Louise Russell (LPG)	31/04/2015	Completed	100%	The Code was reviewed and agreed by CMT in April 2015 and re-launched in May. Training sessions were held with relevant Mayor's Office staff. Refresher awareness training for all staff will be undertaken this month (November).
Review of options for East End Life refreshing value for money assessment	Louise Russell (LPG)	31/04/2015	Completed	100%	Review completed, submitted to Commissioners in April and subsequently shared with all members for information. An additional review was requested by the Mayor and undertaken by the Communications Team in August 2015. Both of these reviews have been made available to the LGA for consideration as part of their review of communications activity.

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Develop a digital communications strategy	Louise Russell (LPG)	30/06/2015	Completed	100%	Digital Communications Strategy completed.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Create an environment that fosters a healthy and effective workforce	Mayor, Simon Kilbey (RES), Simon Baxter (CLC)	31/12/2015	On Target	60%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete the process of introducing Learning Disability Champions and Mental Health First-Aiders across the Council	Simon Kilbey (RES)	30/06/2015	Delayed	50%	This programme has been combined with the Your Voice Ambassadors programme, which provides a diverse training package to provide holistic equalities champions across the organisation. The Your Voice Ambassador programme is led by Corporate Communications.
Deliver equality (including unconscious bias) training to managers and resilience training to staff	Simon Kilbey (RES)	30/09/2015	Completed	100%	Equalities training was delivered as part of the mandatory managers essentials training within quarter 1. Additional training sessions have formed part of the corporate training programme and are delivered every quarter.
Investigate and improve surveys and data collection tools to gather quantitative and qualitative information	Simon Kilbey (RES)	30/09/2015	On Target	90%	The Stonewall LGBT survey is currently available on the intranet for staff to complete. A disability survey was undertaken within quarter 1 and the research is currently underway to provide options for an all staff survey.
Deliver a 3-month publicity campaign to increase awareness of mental health issues including promotion of positive role models and success stories, promotion of LBTH well-being schemes and those of related organisations and voluntary groups	Simon Kilbey (RES)	31/12/2015	On Target	90%	LGBT role models have been publicised within TH Now and the LGBT heros campaign has been undertaken with staff and residents. A series of success stories have been published through TH Now and disability awareness events are taking place within November in various council buildings
Achieve ISO9002 Quality Management Systems standard for the Green Team	Simon Baxter (CLC)	31/03/2016	On target	50%	On target. Timetable may need reviewing subject to future restructure proposals.
Review current activity and develop further proposals under the Time to Change pledge	Simon Kilbey (RES)	31/03/2016	On Target	50%	Evaluation of counselling and resilience training offered through occupational health is currently underway to determine whether additional initiatives are required to embed the Time to Change principles.

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Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Develop the strategic ICT partnership	Cabinet Member for Resources, Sean Green (RES)	30/06/2015	Delayed	80%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Publish a 5 year ICT strategy (subject to approval)	Sean Green (RES)	30/06/2015	Delayed	80%	The initial document was drafted and ready for sign off in June 2015. This is being revised to include a Digital Strategy, Technology Roadmap and Business Intelligence Framework. All these documents should be published and signed off by end of February 2016, with the first being the Digital Strategy now due by 16/12/15.
Complete XP Migration Project	Shirley Hamilton (RES)	30/06/2015	Delayed	60%	The XP programme is proceeding. 870 work boxes, 570 desktops and 650 laptops have been deployed to date. The remaining work is now going through the smallest sites and specialist equipment, this will go through until early 2016. Changes to the original timescale were at LBTH's request on proportioning resources across projects. This milestone is now due to be complete by 15th January 2016.
Complete phase 1 of the programme on public use network infrastructure development (including developing network infrastructure for Idea Stores, One Stop Shops and Skillsmatch)	Shirley Hamilton (RES)	30/06/2015	Delayed	80%	All major rebuilds and components in place, site surveys for Wi-Fi completed, go live for all 9 public sites w/c 9/11/15. This provides compliant security, Wi-Fi, and internet access management predominantly for Ideas Stores, libraries, Archives. This milestone is now due to be complete by end of November 2015.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Maximise potential income from our rate base and our council tax base	Cabinet Member for Resources Roger Jones (RES)	31/03/2016	On Target	80%	The in year collection rate for council tax is currently 0.7% up on last year. The new software for student reviews has now been fully tested and work will begin on this review in November 2015. The procurement of Rating Specialists is now complete and this together with the restructure of the Business Rates Team has enabled us to identify significant opportunities for growth in the Rate base
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)	31/03/2016	On Target	25%	We are continuing to look at options with suppliers with a view to starting some pilots on data management and system alignment. Systems are in place looking at improving the yield from the Rate base and with the appointment of Rating Specialists, work in this area is going well and will continue. The Student Review will start in November and it is anticipated that a large number of current exemptions will end.

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Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Develop Progressive Partnerships	Cabinet Member for Resources Jackie Odunoye, Chris Holme (D&R)	31/03/2016	Delayed	25%	Continue to explore partnership arrangements which benefit local residents. These include cross borough work, funding partnerships and agreements with key stakeholders in the area. Partnership work with THHF continues, and remaining action plans of work being finalised.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Work in conjunction with the 8 Sub Committees of THHF to develop their action plans and ensure they reflect the Council's priorities	Jackie Odunoye (D&R)	30/06/2015	Delayed	75%	Outstanding action plans to be finalised.
Ensure the Council is represented at and presents the Council's position and contributes fully to the THHF Executive and 8 sub Committees	Jackie Odunoye (D&R)	31/03/2016	On Target	25%	Ongoing. Council officers attend every THHF meeting.
Work with THHF on the delivery of at least 2 partner seminars or conferences	Jackie Odunoye (D&R)	31/03/2016	On Target	25%	THHF to agree subject areas.
Finalise and implement the inaugural Tower Hamlets Business Charter with Business Charter Champions	Chris Holme (D&R)	31/03/2016	Delayed	10%	Economic Development Restructure needs to be confirmed and implemented before resources can be recruited and work can progress in this area.
Establish a private sector living wage taskforce to promote the living wage to a wide range of businesses in the borough	Chris Holme (D&R)	31/03/2016	Delayed	10%	Discussion and promotion will be picked up as part of the developing Business Charter programme of work. Economic Development Restructure needs to be confirmed and implemented before resources can be recruited and work can progress in this area.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Develop the Council's approach to procurement	Cabinet Member for Resources Zamil Ahmed (RES)	31/03/2016	On Target	85%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Promote the use of local suppliers through improved supplier market development	Zamil Ahmed (RES)	31/03/2016	On Target	70%	Supplier briefings have been implemented on all high value contracts and in opportunities where there are large number of local suppliers. To date, 10 suppliers briefings has been held with a total number of 254 suppliers in attendance. As part of the Best Value Procurement Action Plan further improvements to the Council's Procurement practices will be implemented to help achieve the objective.
Develop new Procurement Strategy 2016-19	Zamil Ahmed (RES)	31/03/2016	On Target	80%	The draft Procurement Strategy has been developed and reviewed by Strategic Competition Board on 01/09/2015. Commissioning and Procurement workshop agreed with the Mayor to take place in November to inform and finalise new strategy.
Embed category management and cross-departmental collaboration to achieve better procurement outcomes	Zamil Ahmed (RES)	31/03/2016	On Target	80%	Category Management strengthened and embedded resulting in increased transparency, reduced off-contract spend and savings opportunities from third party expenditure delivering better value for money. New Procurement Dashboards implemented and monitored quarterly to ensure and enforce compliance.

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Strengthen the Council's ethical code of conduct and promote sustainable and ethical sourcing	Zamil Ahmed (RES)	31/03/2016	Completed	100%	A new Supply Chain Ethical Code of Conduct has been developed and approved by 3 November Cabinet.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Maintain high levels of customer satisfaction with residents when they contact the Council	Cabinet Member for Resources Keith Paulin (RES)	31/03/2016	On Target	75%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop self-service online options to reduce demand and cost, including implementing an online process for housing benefits and parking permits	Keith Paulin (RES)	30/09/2015	Completed	100%	On line processes for parking permit and housing benefit applications now in place. Continuing to work with services to improve take-up and monitor impact on telephone and face-to-face contact.
Review accreditation for Louder than Words charter mark	Keith Paulin (RES)	31/12/2015	On Target	75%	Review is due during Q3 and on track for completion within the deadline.
Maintain high levels of customer satisfaction during a period of declining resources	Keith Paulin (RES)	31/03/2016	On Target	50%	Despite the downward trend in overall satisfaction, the performance of Contact Centre advisers remains high. Satisfaction with staff helpfulness is at 96% and satisfaction with staff politeness is at 97%. The key driver for the drop in overall satisfaction is therefore likely to be increased call queue times as a result of reduced staff resources. An action plan is in place to reduce wait times by reallocating resources to peak demand times and to reduce call volumes by moving further services on-line and these measures should see improvement by Q4.
Monitor how staff are dealing with customers and provide training where appropriate	Keith Paulin (RES)	31/03/2016	On Target	50%	On-going monthly staff monitoring systems in place.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Make better use of our buildings and other public assets	Mayor, Ann Sutcliffe (D&R)	30/09/2015	Delayed	67%	This is an ongoing priority. However, in year milestones are delayed. Additional work directed by the Mayor continues on exploring a feasible Civic Centre option. A Civic Centre update will be presented to Cabinet in November 2015 followed by the Asset Strategy in December 2015.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete the transfer of all assets, staff and budgets to D&R for the Corporate Landlord Model	Ann Sutcliffe (D&R)	30/04/2015	Completed	100%	
Civic Centre - Undertake a review of cost, procurement and service delivery locations and secure Cabinet decision	Ann Sutcliffe (D&R)	31/07/2015	Delayed	75%	Additional work commissioned by Mayor and presented to all political parties in October, report to be presented to Cabinet in November 2015.
Civic Centre - appoint design and technical team	Ann Sutcliffe (D&R)	31/05/2015	Delayed	0%	Delayed Cabinet decision.
Commence the update of the Asset Strategy also informing the Disposal Strategy	Ann Sutcliffe (D&R)	30/06/2015	Delayed	75%	Awaiting Cabinet approval in December 2015.
Community Buildings - establish charging and letting policy	Ann Sutcliffe (D&R)	30/09/2015	Delayed	75%	In discussion with Lead Members and the Mayor.
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)	30/09/2015	Delayed	75%	Asset strategy to go to Cabinet in December 2015.

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Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Tackle misuse of public assets and generate income from pro-active anti-fraud work	Cabinet Member for Resources Minesh Jani (RES)	31/03/2016	On Target	50%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Recover 40 social housing properties used fraudulently	Minesh Jani (RES)	31/03/2016	On Target	25%	13 recoveries, 1 mutual exchange stopped, 1 right to buy prevented. Actions in place to improve statistics include engagement of dedicated Team Leader, further engagement with Tower Hamlets Homes and services to enhance good quality referrals, number of cases in pipeline via legal both Civil and Prosecution teams.
Achieve 133 sanctions and prosecute 33 cases of housing benefit fraud	Minesh Jani (RES)	31/03/2016	On Target	95%	On target overall to hit 133 Sanctions. Currently at 95 with 20 Prosecutions achieved thus far. There are a number of Prosecutions in the pipeline, expected to be close to target before transfer to the DWP on 1 February 2016
Continue the Council's pro-active fraud awareness campaign - focusing on reporting and data matching between services in the Council	Minesh Jani (RES)	31/03/2016	On Target	50%	Call credit activity ongoing. Data matching exercise with Cabinet Office to be commenced in November 2015. Anti-fraud engagement with TAs to be facilitated in November and key amnesty with Tower Hamlets Homes.
Deliver the internal audit plan to ensure key strategic risks are adequately evaluated	Minesh Jani (RES)	31/03/2016	On Target	40%	Progress in line with the audit plan.
Prioritise frontline services whilst delivering the Council's budget strategy during a period of declining resources	Cabinet Member for Resources Zena Cooke, Barry Scarr (RES)	31/03/2016	On Target	50%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop a package of deliverable efficiency opportunities to ensure a balanced budget for 2016/17	Barry Scarr (RES)	30/09/2015	Completed	100%	Savings proposals are out for consultation and were considered at Overview and Scrutiny on 2 November. The result will inform budget proposals in January.
Develop a strategic financial planning response to the next government's spending review	Barry Scarr (RES)	31/03/2016	On target	25%	Modelling work has started on early announcements, but the Spending Review will not be announced until 25 November. The result of this, and the Local Government Finance Settlement, will be included in the Mayor's budget proposals in January.
Undertake an equality screening and analysis exercise for all savings proposals developed during 2015/16	Louise Russell (LPG)	31/03/2016	On target	35%	Initial screening of all proposals completed. Currently working with directorates to complete all relevant EAs.