

Appendix 1: Strategic Plan Progress Report (Six Month Monitoring)

| 01.01.01 To reduce inequalities | | | | |
|--|-----------------|----------|--------------------|--|
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 01.01.01a Ensure that the Council achieves level 5 of the revised Equality Standard. | Lutfur Ali | 31/03/09 | On target 50% | |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | Comments |
| Assessment extended by March 2009 | Michael Keating | 31/03/09 | On target 50% | On target. Preparations are currently being made in advance of the assessment in December by the IDeA on the revised Standard. |
| Level 5 self assessment review completed by November 2008 | Michael Keating | 28/11/08 | On target 50% | Preparations are underway for a self-assessment in advance of the formal assessment by the IDeA in December. |
| 01.01.02 Foster strong community cohesion | | | | |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 01.01.02a. The Development of the Cultural Olympiad | Stephen Halsey | 31/03/09 | On target (80%) | |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | Comments |
| Publication of 5 Borough Festival Brochure | Paul Martindill | 30/05/08 | Complete | |
| 5 Borough Olympic Art Project commissioned September 2008 | Paul Martindill | 30/09/08 | Complete | |
| Project scoped by September 2008 | Paul Martindill | 30/09/08 | Complete | Project scoped but some funding yet to be identified |
| Draft Framework completed by March 2009 | Paul Martindill | 31/03/09 | On target (80%) | Framework on target for March |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 01.01.02b. Develop and implement a programme to respond to the report of the Commission on Cohesion and Integration to include bridging communities work, inter faith, responding to new communities, etc. | Lutfur Ali | 30/06/08 | Completed | |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | Comments |
| Initial proposals developed by June 2008 | Michael Keating | 30/06/08 | Completed | The new Community Plan theme of 'One Tower Hamlets' encompasses the issues raised by the Commission with a focus specific to the borough. A report on how this works in practice is due to be reported to the TH Partnership Executive in November 2008. This seeks to address the delivery of specific cohesion and participation targets and proposes a framework for embedding this commitment in the delivery of the Community Plan. |
| 01.01.03 Provide strong community leadership and inclusive services | | | | |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 01.01.03a. Implement partnership structure and governance changes to strengthen decision making and accountability | Stephen Halsey | 30/09/08 | Overdue (90%) | Communication strategy delayed due to additional negotiations necessary to deliver the Local Strategic Partnership governance refresh. Strategy is in draft form. Work with the Communications team will enhance the further development of the strategy and action plan to ensure roll out in Jan 09 with the Community Plan. |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | Comments |
| LAP Action plans developed and agreed by September 2008 | Shazia Hussain | 30/09/08 | Overdue (70%) | Delayed until January 2009 to ensure it fits with the Core Strategy (LDF). |
| LSP revised information governance arrangements agreed September 2008 | Shazia Hussain | 30/09/08 | Complete | |
| New Participation and Engagement strategic work ready for roll out September 2008 | Shazia Hussain | 30/09/08 | Overdue (90%) | Framework to be agreed by Partnership Executive on 24/11/08 (90%) |
| Partnership Communications strategy developed. September 2008. | Shazia Hussain | 30/09/08 | Overdue (90%) | Delayed until January 2009 |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 01.01.03b. Modernise the Council's democratic structures. | Lutfur Ali | 30/01/09 | On target (20%) | 2 key milestones are overdue due to (i) delayed Government Guidance and (ii) other urgent work. However, work is now programmed to meet the overall deadline for the activity. A further report will be submitted to CMT/LAB in November 2008 on enhancing transparency; (ii) and in December (subject to receipt of final government guidance) on the Councillor Call for action. |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | Comments |
| Implement Councillor Call for action by October 2008 | John S Williams | 31/10/08 | Overdue (20%) | Government Guidance delayed. New target implementation date end December 2008. |
| Implement 'roving' Council or committee meetings in local venues - by October 2008. | John S Williams | 31/10/08 | Overdue (20%) | Initial paper has been submitted to CMT and LAB but further implementation has been delayed by competing demands on officer time coupled with sickness to key staff. Revised programme of work includes proposals for discussion in November 2008, leading to the development of a pilot programme by the end of January 2009 in line with the overall activity deadline. |
| Introduce web-casting of Council/Cabinet other meetings - pilot project by January 2009. | John S Williams | 30/01/09 | On Target (0%) | |

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| 01.02.01 Ensuring value for money across the Council | | | | |
|---|-----------------|----------|------------------|---|
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 01.02.01a. Further embed a strategic approach to efficiency and value for money. | Chris Naylor | 31/03/09 | On target (70%) | On target to achieve by the end of the financial year. |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Use Council's unit cost index to identify services for detailed efficiency review by June 2008. | Alan Finch | 30/06/08 | Complete | Identification of services for efficiency reviews has been undertaken and the work will be monitored through the Performance Review Group. |
| Develop approach to resource planning which links resource allocation more directly to strategic planning by March 2009. | Alan Finch | 31/03/09 | On target (50%) | |
| Develop project appraisal for all capital schemes and major procurements by March 2009. | Alan Finch | 31/03/09 | On target (50%) | This is being picked up as part of the review of the Capital Strategy which will be undertaken by the Asset Management and Capital Strategy Board. |
| Ensure that efficiency is appropriately reflected in all resource strategies by March 2009. | Alan Finch | 31/03/09 | On target (50%) | This will be achieved by working through the Performance Review Group and the three Boards (Assessment Management, Capital Strategy and Corporate Procurement Boards). |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 01.02.01b. Co-ordinate the Council's marketing and communications activity under the Brighter Borough theme to maximise impact and improve value for money. | Lutfur Ali | 30/06/08 | Overdue (80%) | Consumer research indicated that respondents did not favour the proposed "Bright end of London" strapline. Of several others tested, "The heart of London" and "The life in London" were preferred, although not conclusively. More research is recommended, in the form of an EEL readers' poll. The improving vfm and maximising impact issues are not directly related to the strapline issue but are very much part of better co-ordination and brand identity as detailed below. The EEL survey proposal is being discussed with the Leader w/c 27 October 2008. The activity is now due to be complete by January 2009. |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Review council-wide marketing activity and prepare report by June 2008 with recommendations for a corporate policy | Charles Skinner | 30/06/08 | Overdue (80%) | <p>There have been previous attempts over years to: identify the cost to the council of all the marketing communications material (publications, posters, DVDs, etc) it procures; and to ensure consistent brand and design standards by channelling such work through Communications Service. But these have foundered through the apparent reluctance of some commissioning directorates to make available sufficient details of such work. Indeed, the two most recent trawls for information last financial year and this resulted in inadequate returns. This has made quantifying the scale and cost of such work impossible. Communications have therefore worked with Procurement to try to identify data through their records, which is itself time consuming because of the sometimes ambiguous procurement coding used by some directorates. However, besides the welcome help and support of Procurement, work is proceeding well on better co-ordination of marketing through positive relationship building as evidenced by Communications' close working with relevant directorates on the anti-knife and recycling projects.</p> <p>The need for an overall corporate policy has now been given added impetus by being included in the savings options. The extensive research and other work we have undertaken (hence "80% complete) is now being used in developing a CMT report which, if approved, should result in directorates co-operating with new corporate marketing arrangements. This much fuller report than that originally envisaged by the target will follow in 4th quarter.</p> |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 01.02.01c. Improve the effective and efficient utilisation of our property portfolio. | Paul Evans | 31/03/09 | On Target (50%) | |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Review of maintenance and WLC strategies by December 2008 | Paul Evans | 31/12/08 | Overdue (50%) | Milestone date revised in order to allow input of Asset Management Board, it will now be completed by 31/3/09 |
| Update of joint AMP and capital strategy by December 2008. | Paul Evans | 31/12/08 | On Target (50%) | |
| Strategy for areas asset reviews agreed by March 2009. | Paul Evans | 31/03/09 | On Target (50%) | |

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| 01.02.02 Recruiting, supporting and developing an effective workforce | | | | |
|--|--------------|----------|------------------|--|
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 01.02.02. Develop a Workforce strategy to recruit and develop a workforce to deliver priorities and reflect the community. | Chris Naylor | 30/09/08 | Overdue (40%) | The WFTRC strategy, jointly with the PCT, identifies a number of key tasks and activities, many of which have started but yet to show the impact. Key to this is workforce data to set targets across both organisations. This is expected in January 2009 for the council (later in the PCT). Members are due to see proposals for the development of progression routes, management programmes and recruitment activity in February 2009 with a view of expanding positive action training schemes. The existing schemes are relatively new and therefore the impact and outcomes will take longer to become visible within the workforce. Positive actions have been taken to plan the implementation of the full WFTRC strategy with all activities complete by March 2009. A pilot project to attract local residents into work through a joint council and PCT 'talent pool' is live on the internet, with further technical development in 2009/10, aligned to business improvements in the recruitment process. |
| | | | | To improve representation at a senior level, the Joint Director of HR has responsibility for ensuring search and selection agencies are briefed to improve the representation of candidates from under-represented groups at a senior level. To better understand progression routes to improve the development of our own local staff, the council is currently undertaking a strategic equalities impact assessment into the positive action schemes and progression experiences of BME and disabled staff groups. In 2009, the council will work jointly with the PCT on raising the profile of opportunities and careers for the local community. The strategy is expected to demonstrate an improvement in the representation of various groups that reflect our community. Whilst no targets have been formally set, it is unlikely that this will be achieved within this financial year, but the council will demonstrate progress in 2008/09. The impact of the positive action schemes, and recruitment is expected to show greater representation and progression opportunities for local people throughout 2009. |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Complete consultation with PCT and other key partners by June 2008 | Deb Clarke | 30/06/08 | Complete | The PCT Board has approved the Workforce to Reflect the Community Strategy |
| Strategy approved by Cabinet and PCT Board September 2008. | Deb Clarke | 30/09/08 | Complete | Both the Cabinet and the PCT Board approved the strategy prior to September 2008. |

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| 01.02.03 Providing effective and joined up corporate services to ensure the delivery of Council priorities | | | | |
|--|----------------|----------|------------------|--|
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 01.02.03a. Develop an information Strategy to ensure the effective use of information across the Council and its partners. | Chris Naylor | 31/12/08 | On target (50%) | |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Strategy completed by December 2008. | Jim Roberts | 31/12/08 | On target (50%) | Terms of reference complete and submitted to CMT Sep 08. |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 01.02.03b. Create a community wide IT infrastructure Network that enables residents to have a greater access to services | Chris Naylor | 31/03/09 | On Target (10%) | |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Pilot Scheme approved by July 2008. | Jim Roberts | 31/07/08 | Overdue (25%) | On hold pending discussions with neighbouring local authorities and investment decisions in relation to 2012 Olympics. We will produce an alternative proposal by December 2008. |
| Pilot evaluated by March 2009 | Jim Roberts | 31/03/09 | On Target | |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 01.02.03c. Develop a Channel Strategy to ensure access to service is delivered in a manner that maximises customer satisfaction and reduces cost to serve. | Chris Naylor | 31/03/09 | On target (17%) | On target to be achieved by March 2009. Work continuing on project brief and initiation document for channel strategy, alongside continuing work with external assessors for Customer Service Excellence (formerly Charter Mark) accreditation. |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Achieve external accreditation of Customer Access by December 2008. | Claire Symonds | 31/12/08 | Overdue (20%) | External assessor appointed, data/evidence collection in progress and due to be complete by December 2008. Due to the diary pressures of the external assessors, the assessment will be undertaken by the end of January 2009. |
| Develop Strategy by March 2009 | Claire Symonds | 31/03/09 | On target (15%) | On target. The report was agreed at CMT on 23/09/08 |
| 02.01.01 Increasing the overall supply of housing for local people including a range of affordable, family housing | | | | |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 02.01.01. Through effective shaping policy, ensure supply of affordable and low cost home ownership. | Paul Evans | 31/03/09 | On target (20%) | Mid year progress against both milestones has been impacted upon by delays to completion of some schemes. However, we are unlikely to achieve end of year targets due to the impact of the economic downturn. We are currently working hard to adjust targets in light of the economic downturn, and subsequent impact on housebuilding. The Affordable Housing Development Team is meeting with RSL/Developers to review, on a scheme by scheme basis, any adjustments needed to forecast completion dates. As well as identify any other influences that may cause potential delays, and potential solutions. Targets will be revised as soon as is possible. |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| 45% of all new affordable rented housing to be family sized accommodation by March 2009. | Jackie Odunoye | 31/03/09 | On target (20%) | The target is not met as the bulk of delivery is in Q3 and Q4. It is unlikely that this target will be delivered because of the thirty schemes contributing to 2008/09 completions, only seven were given planning consent post-2005. This means that bulk of the schemes were given planning consent prior to the family-sized % ratio set out on key documents such London Plan and the initial LDF. Ability to achieve target is also sufficiently impacted by the economic down turn. [milestone is marked as on target, although expected not to achieve as it is not yet overdue and there are no more status options]. Please see Key Activity Update for further commentary. |
| Encourage and enable partner providers to created 1545 new affordable homes in line with the London Plan by March 2009. | Jackie Odunoye | 31/03/09 | On target (20%) | The figures are currently off target due to the main bulk of completions fall into quarter 3 and 4. Some schemes were expected to complete in Qtr2 but have now slipped into Qtr3. It is however anticipated that the new build unit target will not be met, and the Borough may be 250 units (approx) short of the target. [milestone is marked as on target, although expected not to achieve as it is not yet overdue and there are no more status options]. Please see Key Activity Update for further commentary. |

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| 02.01.02 Provide decent homes in well designed streets and neighbourhoods | | | | |
|--|---------------------|-----------------|-------------------------|--|
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 02.01.02a. Develop and start to implement with key partners, major estate renewal programmes. | Paul Evans | 31/03/09 | On target (50%) | This activity refers to two major projects, Housing Regeneration of the Ocean Estate and the development of proposals for the regeneration of the Blackwall Reach area. Ocean Estate - Overall, there is good progress toward the development and implementation of the Ocean Estate physical regeneration, however current market conditions are beginning to impact. Many similar schemes across the country are already halting. At this point, however, we have one strong bidder, although not the three bids expected, the scheme is still on track. We will be monitoring the scheme closely. Blackwall Reach - The scheme has been delayed; although the application to give the Robin Hood Gardens buildings listed status was rejected, an appeal has been lodged. We are awaiting a government decision on the status (expected Jan 09), following this decision work can begin to regenerate the site. |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Interim Board for Ocean Regeneration Trust determined by May 2008 | Jackie Odunoye | 30/05/08 | Completed | |
| Resolution of landowners agreement process for Blackwall Reach by October 2008 | Jackie Odunoye | 31/10/08 | On target (10%) | |
| Competitive dialogue and selection of preferred partner for Ocean by January 2009 | Jackie Odunoye | 30/01/09 | On target (50%) | |
| Outline planning application for Blackwall Reach submitted by March 2009. | Jackie Odunoye | 31/03/09 | On target (10%) | |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 02.01.02b. Commission a strategic review of our retained housing stock. | Paul Evans | 31/07/08 | Overdue (75%) | This activity is progressing well. The overcrowding strategy and action plan was incorporated into the Housing Strategy. Discussions are on-going regarding the procurement strategy for the delivery of decent homes, it is likely to be completed in January 2009. |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Agreed 5 year housing investment programme by July 2008 | Jackie Odunoye | 31/07/08 | Complete | |
| Procurement strategy for delivery of decent homes by July 2008. | Jackie Odunoye | 31/07/08 | Overdue (20%) | The initial milestone was ambitious, discussions are on-going between the Council and Tower Hamlets Homes regarding the procurement strategy for the delivery of decent homes. The first stage is likely to be completed in Jan 09. A procurement strategy will be presented to Cabinet in Spring 2009. |
| 02.01.03 Planning new neighbourhoods with supportive services like primary schools, healthcare facilities and local parks | | | | |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 02.01.03a. Develop the Local Development Framework core strategy | Paul Evans | 31/03/09 | On target (50%) | Good progress has been made against this activity. However, some milestones dates will be revised. |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Draft Masterplans for public consultation prepared for Fish Island, Aspen Way and News International site by November 2008. | Jamie Ounan | 28/11/08 | On target (25%) | The draft Fish Island draft masterplan will be tabled at Cabinet in March 2009, following the development of the industrial land use study scheduled for completion December 09. Aspen Way is not on the work programme for 08/09. News International - discussions are on-going, although no decisions have been made as yet there. The milestone will be revised accordingly. |
| Draft core strategy preferred option by January 2009 | Jamie Ounan | 30/01/09 | Overdue (25%) | The draft core strategy of preferred options is likely to be completed by April 2009. This is due to more thorough work on localities. |
| Borough-wide infrastructure delivery plan by March 2009 | Jamie Ounan | 31/03/09 | On target (50%) | On target and expected to achieve. |
| Masterplans adopted by March 2009 | Jamie Ounan | 31/03/09 | On target (25%) | See comments referring to Fish Island, Aspen Way and News International above. |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 02.01.03b Engage in Olympic legacy masterplan process to secure maximum benefits for Tower Hamlets from legacy | Paul Evans | 31/03/09 | On target (50%) | The Borough through its 2012 Unit and D&R Strategic Planning teams have fully engaged in the Legacy Master Plan process including engagement in the various topic theme groups. Public consultations have been taking place including at events such as LAP panel events (e.g. Whitechapel Sports Centre in June 2008) and now that the initial options stage has been reached consultation is continuing during October. The Borough has identified issues of peripherally / connectivity around the south-western boundary of the Olympic Park and is continuing to work with and lobby the LDA and the Master Planners to ensure our views are heard. |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Consultation on Olympic Masterplan in October 2008. | Nick Smales | 31/10/08 | On target (80%) | |
| Borough views incorporated with acceptable Master plan by March 2009. | Nick Smales | 31/03/09 | On target (80%) | |

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| 02.01.04 Improving the quality of housing management and related services provided to tenants and leaseholders | | | | |
|---|-----------------|----------|------------------|--|
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 02.01.04. Refresh the housing strategy. | Paul Evans | 31/03/09 | On target (50%) | Activity is progressing well and on course to meet all milestones, the Housing Strategy is tabled for November 2008 Cabinet. |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Overcrowding strategy and action plan by January 2009 | Jackie Odunoye | 30/01/09 | On target (50%) | |
| Consultation on housing strategy by March 2009. | Jackie Odunoye | 31/03/09 | On target (50%) | |
| 02.02.01 Improving public transport networks and enabling more residents to walk and cycle safely | | | | |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 02.02.01. Complete project implementation plan for council's new Sustainable Transport Strategy - 'Making Connections' - towards a climate-friendly transport future 2008-2033. | Paul Evans | 31/12/08 | On Target (50%) | Activity progressing well against target. |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Draft project implementation plan completed by December 2008. | Owen Whalley | 31/12/08 | On Target (50%) | |
| 02.02.02 Bringing together communities to foster mutual understanding, a collective sense of wellbeing and avoid people being isolated | | | | |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 02.02.02. Develop a strategic commissioning approach to mainstream grants and other 3rd sector support | Paul Evans | 31/03/09 | Overdue (40%) | 2 milestones on target. Third milestone delayed. |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Review of assets to support third sector and local enterprise by December 2008. | Chris Holme | 31/12/08 | On target (75%) | |
| Mainstream grants commissioning process 2009-11 finalised by March 2009 | Chris Holme | 31/03/09 | On target (50%) | |
| Update of third sector strategy by March 2009. | Lufur Ali | 31/03/09 | Overdue (0%) | Revised completion date - June/July 09. Responsibility of ACE since October 08. Planning to appoint an internal secondment project director for the Third Sector and Community Empowerment - by middle of November 08. |
| 02.02.03 Ensuring communities have good access to a full range of facilities - including health services, schools and leisure | | | | |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 02.02.03. Improve uptake of out of school activities by young people to ensure cross-community engagement. | Kevan Collins | 31/03/09 | On target (40%) | Our participation data is collected once a year at the end of the year being tracked, and we have asked schools to provide us with information about their participation in Out of School Hours Learning. We should have a final figure for participation in 2007-2008, by the end of December 2008. Our interim projection of PAYS activities from this sector is that approx 54% of respondents in a four-week the borough engaged in positive activities. Additionally we will be installing e-YS with Junior Youth service to capture data on to MIS |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Link out of school management information systems with youth service to monitor uptake by March 2009. | Mary Durkin | 31/03/09 | On target (40%) | |
| 02.03.01 Providing first-class and well managed centres where people come together for business, shopping, leisure and recreation | | | | |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 02.03.01a Undertake a strategic review of indoor facility provision to inform the building schools for the future programme and developments within the Borough. | Stephen Halsey | 30/01/09 | On target (70%) | Demand and supply mapping completed. Feasibility study completed, cost plan under review. |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Demand and supply mapping completed on future population growth by June 2008. | Paul Martindill | 30/06/08 | Complete | |
| Feasibility study undertaken to determine potential swimming pool to be located at John Orwell centre by January 2009. | Paul Martindill | 30/01/09 | On target (50%) | |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 02.03.01b Develop a Playing Pitch Strategy for the Borough. | Stephen Halsey | 31/03/09 | On target (50%) | |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Strategy approved for public consultation by November 2008. | Paul Martindill | 28/11/08 | Overdue (50%) | Delayed until Feb 2009. Delayed in order to better link with Leisure Centre Strategy (under development). |
| Strategy finalised by March 2009. | Paul Martindill | 31/03/09 | On target (50%) | |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 02.03.01c. Develop a Public Arts Strategy. | Stephen Halsey | 31/03/09 | On target (50%) | |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Project scope agreed by September 2008 | Paul Martindill | 30/09/08 | Completed | |
| Consultation by January 2009 | Paul Martindill | 30/01/09 | On target (50%) | |
| Strategy completed by March 2009. | Paul Martindill | 31/03/09 | On target (50%) | |

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| 02.03.01d. Develop Borough-wide Town Centre strategy. | Paul Evans | 31/12/08 | On target (60%) | The Borough-wide town centre strategy is expected to be completed by December 2008. Roman Road Town Centre Implementation is progressing well, although there was no formal launch. Activity is on-going. |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Launch Roman Road Town Centre Implementation Plan by September 2008. | Owen Whalley | 30/09/08 | Completed | |
| Borough-wide Town Centre strategy and action plans completed by December 2008. | Owen Whalley | 31/12/08 | On target (50%) | |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 02.03.01e. Progress the High Street 2012 concept including public realm improvements, improved provisions for pedestrians, reductions in street clutter and accessibility improvements. | Paul Evans | 30/09/08 | Overdue (75%) | The High Street 2012 Vision Study commenced in April and will now report in early November. The reason for slippage beyond the September reporting date has been the need to extend the Community Consultation and stakeholder engagement activities within the study due to the high level of interest in the initiative. The vision study will provide a framework for public realm improvements along the route and detailed briefs for projects at Altab Ali Park, Whitechapel Market, Mile End Waste, Ocean Green and Bow flyover. On the back of the vision study a bid for £1 million from English Heritage to support Historic Buildings façade improvements in key locations along the route will be made in January 2009. |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Vision study completed by September 2008. | Nick Smales | 30/09/08 | Overdue 75% | The vision study is now due to be completed in November 2008. |
| 02.03.02 Supporting and improving open spaces | | | | |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 02.03.02. Complete master planning and options prioritisation for Victoria Park Heritage Lottery bid. | Stephen Halsey | 31/10/08 | Complete | the progress of this project is closely related to the time scales and deadlines set by the Heritage Lottery Fund (HLF) for the parks for People Programme, within the current programme there were two remaining deadlines for submission of bids, 31 March 2008 and 30 September 2008. The project is split into two phases development and implementation. It is not a matter of progressing slower than originally anticipated it is more that we have altered the project timetable to increase the chance of success of the bid with HLF, this will mean for example that the start of implementation has been changed by six months but the length of the implementation phase will remain the same. The alteration to the bid submission deadline (LAB were advised that the 31 March 2008 deadline could be achieved if they so wished) from March 2008 to September 2008 permitted the following to take place: development of more detailed documentation, further consultation with HLF, Cabinet approval of the projected Capital and Revenue Commitment and additional large scale community consultation about the proposals. The report which was submitted to the September 2008 Cabinet outlined the revised project time scales. |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Detailed scheme design completed by October 2008 | Paul Martindill | 31/10/08 | Complete | The two initial milestones are superseded by one milestone which is "Submission of Stage 1 Lottery Bid by 30 September 2008. The decision to amend the progress milestone was authorised by Steve Halsey the Corporate Director at LAB meeting on 13th March 08. |
| Heritage Lottery Fund decision on Support for progress to Phase 2 by September 2008. | Paul Martindill | 30/09/08 | Complete | As above. |
| 02.03.03 Improving street lighting and reducing graffiti and litter | | | | |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 02.03.03. Prepare and implement a Public Realm Cleanliness improvement plan. | Stephen Halsey | 31/07/08 | Complete | |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Project Board in Place April 2008. | Jamie Blake | 30/04/08 | Complete | |
| Outline Improvement Plan by May 2008 | Jamie Blake | 30/05/08 | Complete | |
| Final detailed improvement plan completed by July 2008. | Jamie Blake | 31/07/08 | Complete | |

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| 02.04.01. Reducing energy use and using more renewable energy sources | | | | |
|--|------------------|----------|------------------|---|
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 02.04.01. Prepare a Public realm Management Plan to improve the coordination of environment services and better target scarce resources. | Stephen Halsey | 30/01/09 | On target (70%) | Delays to the introduction of the ALMO and to identification of key partnership roles and responsibilities under the revised Local Strategic Partnership have delayed implementation until December 2008. New management/governance arrangements are now in place in Public Realm (PR). A PR sub group is meeting on 4th December to develop the draft. It will than be approved by January 2009. |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Project scoped by September 2008. | Jamie Blake | 30/09/08 | Complete | |
| Draft Management Plan by October 2008. | Jamie Blake | 31/10/08 | Overdue (60%) | |
| Plan finalised by January 2009. | Jamie Blake | 30/01/09 | On Target (50%) | |
| 02.04.02. Focusing on reusing wherever possible and recycling more | | | | |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 02.04.02a. Develop and Implement the recycling Improvement Plan. | Stephen Halsey | 31/10/08 | Complete | |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Procurement of integrated recycling contract April 2008. | Jamie Blake | 30/04/08 | Complete | Recycling Improvement Plan continues to be implemented. Collection of food waste started 1 September. |
| Recycling Improvement Plan for Tower Hamlets approved October 2008. | Jamie Blake | 31/10/08 | Complete | Corporate Recycling Campaign launched 7 October. |
| Revised Recycling scheme approved October 2008 | Jamie Blake | 31/10/08 | Complete | |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 02.04.02b. Develop the Municipal Waste Strategy. | Stephen Halsey | 31/10/08 | Overdue (50%) | Due to additional time required to consider procurement and legal options, the Municipal waste Strategy has been delayed. Consultants are engaged and currently working on the 1st phase report of Strategic Options at this stage. It is anticipated that the Strategy report will go to CMT & Lab in December/ January and to cabinet planned for June/July 2009. |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Municipal Waste Management Strategy Report agreed October 2008. | Jamie Blake | 31/10/08 | Overdue (50%) | Delayed to June/July 2009. |
| 03.01.01 Investing in the under 5s whose development provides the best possible foundation for long term success | | | | |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 03.01.01. Ensure all children have the opportunity to attend high quality early education provision | Kevan Collins | 30/09/08 | Completed | |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Early Years foundation Stage training programme in place each term for settings and providers Annual Programme published July 2008. | Helen Jenner | 31/07/08 | Completed | |
| Settings Support Evaluation reviewed in line with the Early Years foundation Stage by end July 2008. | Helen Jenner | 31/07/08 | Completed | |
| Monitor attendance to ensure that all settings have received training to prepare them for the implementation of the Early Years Foundation Stage by September 2008. | Helen Jenner | 30/09/08 | Completed | |
| 03.01.02 Providing high quality schools, so that young people acquire the knowledge and skills they need to fulfil their full potential | | | | |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 03.01.02a. Target pupils at risk of not achieving level 5 in both English and Mathematics by age 14, and those at risk of not achieving A-C grade or better in both English and Mathematics by age 16 but whose prior attainment suggests that they would be capable of achievement at this level. | Kevan Collins | 31/03/09 | On target (50%) | |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Support schools with identification of pupils in Y8 and Y9 unlikely to achieve attainment levels without extra intervention through analysis of assessment data, by December 2008. | Carmel Littleton | 31/12/08 | On target (50%) | |
| Training provided for schools in appropriate intervention strategies and materials, including the use of Study Plus strategy, by March 2009. | Carmel Littleton | 31/03/09 | On target (50%) | |
| Training provided for schools with Question level Analysis and appropriate intervention strategies/materials to be used with identified pupils, by March 2009. | Carmel Littleton | 31/03/09 | On target (50%) | |

Appendix 1: Strategic Plan Progress Report (Six Month Monitoring)

| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
|---|---------------------|-----------------|-------------------------|--|
| 03.01.02b. Implement school capital improvement programmes. | Kevan Collins | 31/07/08 | Completed | |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Complete consultation on vision for primary school investment by April 2008. | Isobel Cattermole | 30/04/08 | Completed | |
| Launch primary strategy for change (primary school capital investment programme) by June 2008. | Isobel Cattermole | 30/06/08 | Completed | |
| Select preferred bidder for Building Schools for the Future (Secondary school capital improvement programme) by July 2008. | Isobel Cattermole | 31/07/08 | Completed | |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 03.01.02c. Implement action plan to improve educational outcomes for looked after children. | Kevan Collins | 28/11/08 | Completed | |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Develop a quality assurance system for personal education plans by April 2008. | Kamini Rambellas | 30/04/08 | Completed | |
| Develop a protocol to ensure priority school admissions for looked after children resident in the local authority areas by September 2008. | Kamini Rambellas | 30/09/08 | Completed | |
| Review progress and predictions for every looked after child in years 2 and 11 by November 2008. | Kamini Rambellas | 28/11/08 | Completed | |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 03.01.02d. Develop new ways of communication and engagement with children and young people, parents, families and partners. Use this to promote take-up and access to services, and inform service design and delivery. | Kevan Collins | 28/11/08 | Overdue (0%) | We have had other urgent priorities in particular the major new Find Your Talent programme which we got Govt funding for as a national trailblazer. We have replanned our work programme to do the strategy by end of the year. We have put in place a number of communications initiatives to ensure that children, young people and their families are fully engaged in the development of our services. This includes an innovative consultation programme on cultural activities and to inform the development of our new Children and Young People's Plan. |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Develop a communications strategy and framework April 2008. | Anthony Walters | 30/04/08 | Overdue (0%) | Comms strategy is now being developed by end of December 08. |
| Develop a communication plan for all stakeholders July 2008. | Anthony Walters | 31/07/08 | Overdue (0%) | This will completed in line with our Comms Strategy by the end of December 08. |
| Develop a draft engagement and commissioning strategy for children & young people by November 2008. | Anthony Walters | 28/11/08 | Overdue (0%) | Draft engagement and Communications strategy is being drafted by end of November before completion and launch by end of December 08 |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 03.01.02e. Increase the participation of children and young people in decision making and community life. | Kevan Collins | 31/03/09 | On Target (65%) | Total attendance: at TH Youth Partnership has been 145 young people. The target for the end of the year is 180, which means 80.5% of the annual target has been achieved. Three AMPLIFIED pages have been published in EEL between April - September 2008 and additional articles on young people's projects have been regularly featured in EEL. A revised format for the pages has been established with a new journalism training programme for young people in partnership with Headliners starting in November 2008. Content produced by young people through this training programme will be updated to the newly relaunched AMP website |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Redeveloped AMP website for children and young people launched by June 2008. | Mary Durkin | 30/06/08 | Complete | |
| Over 5000 young people vote in the Young Mayor elections by February 2009. | Mary Durkin | 27/02/09 | On Target (55%) | |
| Over 180 young people engaged in the Tower Hamlets Youth partnership, though activities held in LAP area by March 2009. | Mary Durkin | 31/03/09 | On Target (70%) | |
| 03.01.03 Providing continuous learning opportunities, so everyone can learn basic and new skills at any age | | | | |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 03.01.03a. Complete a refresh of the Idea Store Strategy | Stephen Halsey | 30/11/08 | Overdue (50%) | |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Report finalised November 2008. | Robin Beattie | 28/11/08 | Overdue (50%) | Delayed until May 2009. CMT have decided to include a more detailed evaluation of the future of the Lifelong Learning Service and some additional decision making and review stages. |
| Initial scoping completed May 2008. | Robin Beattie | 30/05/08 | Complete | |
| Consultation completed September 2008. | Robin Beattie | 30/09/08 | Overdue (90%) | Delayed till End December. Following decisions to change methodology from citizens panel to on the street survey. The methodology was changed to match the resources available to complete the task |

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| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
|--|---------------------|-----------------|-------------------------|--|
| 03.01.03b. Reduce the number of young people who are not in employment, education or training (NEET) and commission a range of "taster" and introductory activities to engage young people not in employment, education or training (NEET) and offer 200+ young support through New Start programmes. | Kevan Collins | 31/03/09 | On Target (75%) | |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Implement early identification of young people at risk of becoming NEET by November 2008. | Mary Durkin | 28/11/08 | Complete | This is about identifying 10 most at risk young people in each school. |
| Commission a range of "taster" and introductory activities to engage young people not in employment, education or training (NEET) and offer 200+ young people support through New Start programmes by March 2009. | Mary Durkin | 31/03/09 | On target (50%) | |
| 03.02.01 Helping families escape poverty, by providing employment support and advice on debt management | | | | |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 03.02.01. work through our network of Children's Centres and childcare providers to support parents into work. Audit current childcare provision and full and part-time places in nursery classes/schools and work with the financial Services Authority to pilot a financial guide to support parents who wish to return to work. | Kevan Collins | 31/07/08 | Complete | |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Review existing employment projects operating in Children's Centres by May 2008. | Helen Jenner | 30/05/08 | Complete | |
| Develop a strategic plan for supporting parents into work through Children's Centres, bringing together relevant partners and funding streams by July 2008. | Helen Jenner | 31/07/08 | Complete | |
| 03.02.02 Identifying and removing barriers to employment for target groups | | | | |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 03.02.02a. Increase employment opportunities for vulnerable people | John Goldup | 31/03/09 | On target (30%) | |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Overarching employment strategy for the borough for vulnerable adults and for those with disabilities developed by July 2008. | Deborah Cohen | 30/06/08 | Overdue (0%) | The Prosperous Community community plan delivery group met for the first time in a October. The draft employment strategy for those with disabilities will be considered at the next meeting in January 09. |
| Increase proportion of adults in contact with secondary mental health services in employment by 7% by March 2009. | Deborah Cohen | 31/03/09 | On target (50%) | |
| Increased numbers case managed by services referred to employment projects (over 07-08 numbers) by 50% by March 2009. | Deborah Cohen | 31/03/09 | On target (50%) | |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 03.02.02b. Update evidence base and develop an economic development strategy to better inform key priorities for the borough. | Paul Evans | 30/09/08 | Overdue (75%) | The Employment Strategy paper has been drafted, however the wider economic strategy paper is now part of the economic development strategy paper and timescales have been revised. |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Employment strategy paper drafted for consultation by July 2008. | Sue Hinds | 31/07/08 | Complete | |
| Wider economic development strategy paper drafted by September 2008. | Sue Hinds | 30/09/08 | Overdue (0%) | Subsumed into wider economic assessment - dates are being revised accordingly. |
| 03.02.03 Helping people to get employment by ensuring there is support and training before and after they get a job | | | | |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 03.02.03a. Implement and commence a delivery of City Strategy Single Point of Access pilot programme integrating Council led employment activities such as Extended schools provision, Children's Centres, Community Hubs and Ideas Stores. | Paul Evans | 31/03/09 | On target (50%) | This activity is on target and expected to achieve, over 300 residents have been employed through the programme so far this year. |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| 600 workless residents into employment, 100 from workless families by March 2009. | Sue Hinds | 31/03/09 | On target (50%) | |
| Evaluate the activities within the pilot to determine future priorities by March 2009. | Sue Hinds | 31/03/09 | On target (50%) | |
| Integrated approach to debt management agreed by March 2009. | Sue Hinds | 31/03/09 | On target (50%) | |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 03.02.03b. Develop joint partnership programmes of employment interventions to augment/improve mainstream provision. | Paul Evans | 28/11/08 | On target (50%) | The activity is on target and expected to achieve, already the concept for the Community Recruitment and Training Centre has been agreed (although physical build work will take some time). But, due to the ongoing WNF discussions, it is likely that the strategy for community hubs development will be delayed. |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Report of key interventions to CPAG in July 2008. Quarterly updates provided to relevant CPAG. | Sue Hinds | 31/07/08 | Complete | This is an on-going activity, quarterly updates are provided to CPAG. |
| Strategy for community hubs development agreed by October 2008. | Sue Hinds | 31/10/08 | Complete | This is an on-going activity, quarterly updates are provided to CPAG. |
| Development of construction related recruitment and training centre on major development site agreed by November 2008. | Sue Hinds | 28/11/08 | Complete | Development of community related recruitment and training centre on major development site agreed by November 2008 |

Appendix 1: Strategic Plan Progress Report (Six Month Monitoring)

| 03.03.01 Providing incentives that encourage both business and social entrepreneurship | | | | |
|---|-----------------|----------|------------------|--|
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 03.03.01. Work with key partners to develop a coordinated approach to facilitate business growth for local SMEs. | Paul Evans | 31/03/09 | On target (50%) | The activity is progressing well and is on-target to achieve. The enterprise task group of the CPDG and the business forum executive group have been formally integrated although they have not met yet. A strategy for enterprise support has been drafted and will be launched on Monday 27th October. |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Action plan for enterprise support, including social enterprise, agreed by September 2008. | Jackie Odunoye | 30/09/08 | Complete | |
| Cultural industries strategy agreed by February 2009. | Jackie Odunoye | 27/02/09 | On target (50%) | |
| £8m worth of contracts secured by local SMEs through the East London Business Place programme by March 2009. | Jackie Odunoye | 31/03/09 | On target (50%) | |
| 03.03.02 Maximising the opportunities for local businesses to benefit from key growth sectors, and the Olympic and Paralympics Games | | | | |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 03.03.02. Develop a 5 Borough strategy to use the Olympic Games as a catalyst for economic development as a first step to developing a sub-regional partnership in response to new Government guidance. | Paul Evans | 31/12/08 | On target (75%) | Activity is on target and expected to achieve, the 5 borough business plan was agreed by Borough Leaders and Mayors in June 2008. |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| 5 Borough business plan developed by September 2008. | Nick Smales | 30/09/08 | Completed | |
| Integrate into strategies supporting enterprise growth, tackling worklessness and improving skills - by December 2008. | Nick Smales | 31/12/08 | On target (50%) | |
| 03.03.03 Promoting Tower Hamlets businesses and encouraging growth and tourism, with particular emphasis on the Olympics and Paralympics | | | | |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 03.03.03. Develop a Cultural Industries Strategy | Stephen Halsey | 31/12/08 | Overdue (20%) | Delayed until February 2009 in order to better link with the emerging Local Development Framework. |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| final Draft Strategy by March 2008. | Paul Martindill | 31/03/08 | Overdue (50%) | |
| Project Scope Agreed by July 2008 | Paul Martindill | 31/07/08 | Overdue (20%) | Delayed until January 2009. |
| Consultation by December 2008 | Paul Martindill | 31/12/08 | Overdue (20%) | Delayed until February 2009. |
| 04.01.01 Providing responsive and appropriate services for adults which promote independence, choice, security and community | | | | |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 04.01.01a. Progress Implementation of agreed programme for integrating commissioning and service provision across health and social care. | John Goldup | 31/03/09 | Overdue (40%) | Likely to be slippage largely due to service review within PCT. Unlikely to be completed by the end of the year and so therefore will be rolled over to 2009/2010 - with an expectation completion date of March 2010. |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Integrated commissioning teams established in AHWB and PCT by June 2008. | Helen Taylor | 30/06/08 | Complete | Phase 2 of development work through to March 2009 |
| Joint Strategic Needs Assessment completed by September 2008. | John Roog | 30/09/08 | Overdue (0%) | This has been delayed due to the service review within the PCT. |
| Proposals for integrated provider services structure and care pathways developed by September 2008. | John Roog | 30/09/08 | Overdue (0%) | As above. |
| Integrated services for older people and people with long term conditions in place by March 2009. | Helen Taylor | 31/03/09 | Complete | Foundation report produced for consultation |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 04.01.01b. Develop systems, processes and cultures that empower individuals to determine how their care, support, and citizenship needs are met. | John Goldup | 31/03/09 | On target (50%) | |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Project Initiation Document and outline project plan agreed by April 2008. | Helen Taylor | 30/04/08 | Complete | |
| Detailed plans for years 2 and 3 of the strategy to achieve total transformation developed by December 2008. | Helen Taylor | 31/12/08 | On Target (70%) | |
| Tower Hamlets Resource Allocation system (RAS) developed by March 2009. | Helen Taylor | 31/03/09 | On target (50%) | |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 04.01.01c. Improve support and information for carers. | John Goldup | 31/10/08 | Overdue (60%) | |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Action plan to meet LAA target agreed with TH Partnership by October 2008. | Helen Taylor | 31/10/08 | Complete | |
| Revised carers strategy agreed following consultation by October 2008. | Helen Taylor | 31/10/08 | Overdue (60%) | New lead officer appointment causing slight delay. Consultation happening during October 2008. Revised strategy by December 2008. |

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| 04.01.02 Protecting children from harm and neglect | | | | |
|---|---------------------|-----------------|-------------------------|---|
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 04.01.02a Following the implementation of the Common Assessment Framework to further develop the role of the Lead professional and the team around the Child, developing the potential of our Children's Centres and Extended Schools to offer early support for families at risk. | Kamini Rambellas | 31/10/08 | Overdue (50%) | |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| eCAF pilot to be operational by May 2008. | Helen Jenner | 30/05/08 | Complete | |
| Annual CAF progress report to be submitted to Safeguarding Board by October 2008. | Helen Jenner | 31/10/08 | Overdue (0%) | The original deadline has been missed, however the annual CAF progress report to the safeguarding board is scheduled for March 09 not October 08 - so not yet due. I am not sure how this date got in here - the CAF implementation plan and CIP says March 09 to inform planning for 09/10. |
| Think Family Project to be established in Children's Centres by October 2008. | Helen Jenner | 31/10/08 | Complete | |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 04.01.02b. Develop systems of multi-agency referral, assessment and service delivery through an intensive whole-family model of support with an emphasis on early intervention and prevention. The work will be steered by a Think family group with high level representation from agencies across Tower Hamlets | Kamini Rambellas | 31/12/08 | On Target (40%) | |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Think family Terms of Reference and membership to be agreed by June 2008 | Helen Jenner | 30/06/08 | Complete | |
| New Family Intensive project referral structures and programme delivery to be in place by September 2008. | Helen Jenner | 30/09/08 | Complete | |
| Audit and review of staying safe elements of family support and Parental Engagement of Strategy to be completed by December 2008. | Helen Jenner | 31/12/08 | On Target (0%) | |
| 04.01.03 Preventing and reducing homelessness, and helping more people into settled homes and employment | | | | |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 04.01.03. Further reduce the incidence of homelessness in the borough and improve support to individuals and families experiencing homelessness. | John Goldup | 31/03/09 | Overdue (40%) | This expected date for completion will be during 2009.2010 as there is now new milestones in the implementation plan of the Homeless Strategy |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Revised homelessness strategy agreed by Cabinet by July 2008. | Colin Cormack | 31/07/08 | Complete | |
| 10% fall in homelessness acceptances in 2008/2009 compared to 2007/8 by March 2009. | Colin Cormack | 31/03/09 | Overdue (0%) | A 16% reduction from 2006/7's 864 acceptances secured just 729 acceptances in 2007/8. Although the number of acceptances is again predicated at being lower, it is doubted that a further 10% can be achieved against last year's "all time low" until planned changes to the Allocation Policy remove any incentive to the making of a homeless application to the advantage of any 2009/10 target. |
| Numbers in temporary accommodation reduced to 2100 by March 2009. | Colin Cormack | 31/03/09 | On target (10%) | Although the Service continues to deliver top quartile performance in preventing homelessness, the Council has been less successful in moving people from temporary to permanent accommodation. Dialogue with Tower Hamlets Homes in this regard will continue but it is unlikely that we will be back on target before the end of the year |
| 04.01.04 Improving support for children and young people with disabilities and their families | | | | |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 04.01.04. Improve access to and quality of support to children and young people with disabilities and their families. | Kevan Collins | 30/09/08 | Overdue (70%) | Consultation on the eligibility criteria has been completed by the independent person. The outcome will be finalised by end of November, with a view to placing it on the Tower Hamlets website. Delay was due to needing to meet various parent groups that meet infrequently. This activity is overdue because Senior manager posts in CAMHS and Eva Armsby were vacant responsible for delivering the positive parenting programme. Post holders are now in place and are driving the recruitment process. Service specification is finalised and the team is being recruited to. Service will be operational within three months. |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Develop eligibility criteria for short breaks by July 2008. | Kamini Rambellas | 31/07/08 | Overdue (80%) | Consultation on the eligibility criteria has been completed by the independent person. The outcome will be finalised by end of November, with a view to placing it on the Tower Hamlets website. Delay was due to needing to meet various parent groups that meet infrequently. |
| Implement a positive parenting programme for parents of children with disabilities to assist in achieving sustainable care in the home, with SLA in place with CAMHS and Eva Armsby Centre by July 2008. | Kamini Rambellas | 31/07/08 | Overdue (60%) | Project specification approved. Recruitment underway. SLA should be in place by end of January 2009 |
| Recruit transition worker to develop person centred planning for transition to Adults Services by September 2008. | Kamini Rambellas | 30/09/08 | Complete | |
| To produce and distribute leaflets to promote direct payments and complete staff training by September 2008. | Kamini Rambellas | 30/09/08 | Complete | The leaflets were distributed via the Children's Information Service and the Lead Professional for Young People. |

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| 04.02.01 Reducing crime and promoting successes effectively to reduce fear of crime | | | | |
|---|----------------|----------|------------------|--|
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 04.02.01. Introduce Neighbourhood Enforcement Officers to provide a 'joined up' and high visibility presence providing a front line response to anti-social behaviour. | Stephen Halsey | 04/08/08 | Complete | |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Project report to Director by 14th July | Andy Bamber | 14/07/08 | Complete | |
| CLC Call over by 22 July. | Andy Bamber | 22/07/08 | Complete | |
| LAB 1 by 4th August. | Andy Bamber | 04/08/08 | Complete | |
| 04.02.03 Making crime prevention a key element of all service planning - and improving community trust and engagement in strategic planning and service development | | | | |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 04.02.03. To set up a Remand Fostering (RF) provision to impact on the number of young people remanded into custody by the courts. | Kevan Collins | 31/03/09 | On Target (50%) | Difficulties in recruitment and approval of Foster Carers has put back the start date when in-house Remand Foster Carers can take young people. The Remand Foster Project is a partnership between the Youth Offending Team and Fostering Teams and Access to Resources Team within Children's Social Care. There is a stringent vetted procedure for Foster Carers to be assessed by Children's Social Care Social Workers, which ensures only the most appropriate carers are selected. It is anticipated that the 1st Remand Foster Carer should be approved by panel before January 2009. However, 'spot purchasing' of out of borough places can be made available through agreement with a 3rd sector provider. Nevertheless we intend to meet our target for the recruitment of RF carers by the end of March 09 with an interim analysis framework also in place by that date. |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| In house provision to be set up by July 2008 | Mary Durkin | 31/07/08 | Overdue (50%) | |
| Project group to receive initial analysis of RF cohort by March 2009. | Mary Durkin | 31/03/09 | On target (10%) | |
| 04.03.01 Improving parental engagement and support | | | | |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 04.03.01. Create a coherent parenting support offer, inclusive of family learning and parenting programmes. | Kevan Collins | 31/03/09 | On target (50%) | Four new posts have been created to co-ordinate the support for extended schools in delivering the core offer to parents. Appointments made. Meeting with schools planned for 4th December 08. |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Integrate parenting support provision into localised planning through LAP and extended service cluster groups by September 2008. | Helen Jenner | 30/09/08 | Overdue (50%) | Four new posts have been created to co-ordinate the support for extended schools in delivering the core offer to parents. Appointments made. Meeting with schools planned for 4th December 08. |
| Develop a shared Quality Assurance framework for Family Learning and Parenting programmes, including ensuring all programmes are inclusive of families living with learning difficulties and/or disabilities by December 08. | Helen Jenner | 31/12/08 | On target (25%) | |
| Offer joint training for staff working with parents related to the National Occupational Standards by March 2009. | Helen Jenner | 31/03/09 | On target (10%) | School-Home Support commissioned to deliver parent pathway of the SWIS course. start date delayed until January 09. Recruitment will be completed by Dec 08. |
| 04.03.03 Tackling the causes of crime by working with 'at-risk' groups, to nip problems in the bud | | | | |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 04.03.03 To set up a Commission into the Public Safety of children and young people in Tower Hamlets to address the dual issues of violence by groups of young people and the safety of the local community, particularly of young people themselves. | Kevan Collins | 31/03/09 | On target (50%) | Two of the six sessions of the commission completed; on target for completion in mid December, with report and strategy to be written by the end of March 09. |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Commission to be set up by September 2008 | Mary Durkin | 30/09/08 | Complete | |
| Commission concluded by December 2008. | Mary Durkin | 31/12/08 | On target (45%) | |
| Action plan agreed by March 2009 | Mary Durkin | 31/03/09 | On target (10%) | |

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| 05.01.01 Reduce the use of tobacco | | | | |
|--|-----------------|----------|------------------|--|
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 05.01.01. Reduce the take up of smoking, drugs and alcohol and ensure prompt access to treatment and support for young people who misuse substances. | Kevan Collins | 31/03/09 | On target (55%) | All milestones are on target for completion by the end of the financial year. We have reviewed our practice on discharge from treatment for substance misuse but not yet seen an improvement in performance on the percentage of young people discharged in a |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Review treatment and discharge protocols to increase the percentage of young people who leave substance misuse treatment in a planned way by September 2008. | Anthony Walters | 30/09/08 | Overdue (60%) | Practice has been reviewed and changes implemented, although we have not yet seen an improvement in the percentage of young people exiting treatment in a planned way. We would expect improvements in the figure for the third quarter of the financial year which will mean the milestone will be achieved by December 2008 (October-December 08). |
| Increase access to appropriate and highly quality substance misuse services, so that the number of young people under 18 accessing drug treatment rises by 3% over the next year by March 2009 | Anthony Walters | 31/03/09 | On target (50%) | Six monthly figures indicate that we are expected to achieve a 3% uplift by March 09. |
| Roll out the pilot peer led stop smoking intervention project (ASSIST) to remaining year 8 schools in the Borough by March | Anthony Walters | 31/03/09 | On target (50%) | On track |
| 05.01.02 Reducing the rates of diabetes, high blood pressure and cholesterol | | | | |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 05.01.02. Ensure schools encourage children to eat healthy and exercise regularly. | Kevan Collins | 31/03/09 | On target (50%) | With the exception of performance information for 2 hours or more physical activity which is currently overdue, all other milestones are either completed or on track for completion within timescales. |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| School Nutritional Awards assessments by July 2008. | Mary Durkin | 31/07/08 | Complete | Not applicable to Healthy Schools. Within nutritional consultancy by the PH Dietician, development of Food or Healthy Eating Policies for the nurseries has been encouraged. Further information to explain why this milestone is not applicable has been requested. |
| Increase percentage of children having 2 or more hours of PE a week to 85% by August 2008. | Mary Durkin | 29/08/08 | Overdue (90%) | Performance information not yet available. |
| Increase proportion of schools with a whole school food policy to 50% by March 2009. | Mary Durkin | 31/03/09 | On target (50%) | There are 25 schools that are being reaccredited as Healthy Schools by Dec 09 and are updating their whole school food policy. Of these 20 have completed this update and the other 5 are working towards the December target. The remaining 5 plus an additional 3 new healthy schools that are about to self evaluate should bring the target up to 65% by December 09 |
| 05.01.03 Slow down the increase in obesity | | | | |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 05.01.03a. Develop an Olympic sports Legacy Development Programme. | Stephen Halsey | 30/09/08 | Complete | |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Identify a package of sports courses and competitions for Olympic branding by June 2008. | Paul Martindill | 30/06/08 | Complete | |
| Complete a feasibility study to secure leisure water in the Olympic Aquatics Centre as in partnership with London Development Agency and London Borough of Newham by September 2008. | Paul Martindill | 30/09/08 | Complete | |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 05.01.03b. To introduce targeted programme to improve the health of adults by increasing the number who undertake regular physical activity (3X30 minutes per week). | Stephen Halsey | 31/10/08 | Overdue (70%) | Three new programmes have been introduced - for older people, for women and girls, and one focussing on the areas of lowest participation. A change in the management arrangements for the service has lead to a delay in reviewing the structure. This will now be completed by March 2009. |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| To review the structure and programmes of the sport and physical activity team to focus on adults who have lowest levels of physical activity by September 2008. | Paul Martindill | 30/09/08 | Overdue (50%) | Delayed until Mar 09. Interim managerial arrangements currently in place in Cultural Services have delayed the review of the structure. However, 2 programmes have been launched for increasing physical activity by adults. |
| to deliver a programme that targets the areas within the Borough with the lowest levels of physical activity by October 2008. | Paul Martindill | 31/10/08 | Complete | |
| 05.01.04 Improving sexual health | | | | |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 05.01.04. Implement ASPIRE pilot project with year 9 & 10 to prevent unplanned pregnancy, doing targeted work with girls at risk, to improve educational achievement and boost self-esteem. | Kevan Collins | 31/03/09 | On Target (50%) | |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Work with girls at risk by March 2009. | Mary Durkin | 31/03/09 | On Target (50%) | 39 young women on SIP targeted (39), 18 signed up; 16 completed NLP ASPIRE Workshops, 12 workshop sessions (Vision for Your Life, Self Esteem & Values, Female Sexuality, Risky Behaviour, Money Management, Action Planning for a successful life) delivered over summer 2008, 2 ASPIRE How to Coach Your Child workshops completed, Life Coaching 1-2-1 sessions in progress (9 sessions completed to date), New Start Mentors also working with young people |

Appendix 1: Strategic Plan Progress Report (Six Month Monitoring)

| 05.02.01 Providing high-quality accessible services | | | | |
|---|-----------------|----------|------------------|---|
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 05.02.01a. Prevention and early intervention and improved access to emotional health services for children. | Kevan Collins | 30/09/08 | Complete | 2 out of three milestones completed. Third (SEAL implementation in primary schools) is 99% completed as 67 out of 68 schools have implemented SEAL. |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Transition worker support programme extended to support 20% more young people by June 2008. | Helen Jenner | 30/06/08 | Complete | |
| SEAL implemented in all Primary schools by July 2008. | Helen Jenner | 31/07/08 | Complete | SEAL has been implemented in 67 out of 68 schools within the milestone deadline. The last school is now engaged. They were delayed due to staff shortages. |
| Extend amount of early intervention mental health support delivered through schools and Children's Centres by September 2008. | Helen Jenner | 30/09/08 | Complete | |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 05.02.01b. Promote the recovery agenda across adult and mental health community services. | John Goldup | 31/03/09 | On Target (50%) | |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Establish a Community Services Forum by September 2008. | Deborah Cohen | 30/09/08 | Complete | |
| 20% increase in the numbers worked with by the newly established Rehab and Recovery Team during 2008-09 | Deborah Cohen | 31/03/09 | On Target (20%) | |
| Strategies for Community Services in place by March 2009. | Deborah Cohen | 31/03/09 | On Target (0%) | |
| 05.03.01 Improving access to GPs, developing out-of-hospital services and improving access to high quality maternity care | | | | |
| Activity | Lead Officer | Deadline | Mid Year Status | Mid Year Comments |
| 05.03.01. Ensure the Health Scrutiny Panel work programme helps the Council and PCT to achieve their shared objective to reduce the gap in health inequalities. | Lutfur Ali | 31/03/09 | On Target (50%) | |
| Progress Milestone | Lead Officer | Deadline | Milestone Status | |
| Develop proposals to incorporate the LINKs into the work of Health Scrutiny by September 2008. | Michael Keating | 30/09/08 | Overdue (25%) | Urban Inclusion Network have been commissioned as hosts of the local Network but no formal structures are yet in place for Health Scrutiny to feed into. The host organisation is undertaking the creation of governance structures between August 2008 and March 2009. Part of tis work will include the production of a planning cycle that will be submitted in November 08. |
| Deliver year 3 of four year work programme by March 2009. | Michael Keating | 31/03/09 | On Target (50%) | The Panel has agreed a work programme for this municipal year with a focus on reducing the gap in health inequalities. The work programme is on target to be completed by the end of this municipal year. |