

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
A Great Place to Live					
Strategic Priority 1.1: Provide good quality affordable housing					
Activity	Lead Officer	Deadline	Status	% Comp	
Increase availability of affordable family sized housing	Alison Thomas (D&R)	31/03/2014	Completed	100%	72 affordable family homes were delivered this quarter, with 228 delivered over Q1-4. In percentage terms 39% of new affordable homes delivered in 13/14 were family sized.
Milestone	Lead Officer	Deadline	Status	%	Comments
Operate new Viability Assessment Framework Agreement.	Owen Whalley (D&R)	30/04/2013	Completed	100%	Completed
Support registered providers and developers to ensure that 45% of new rented homes are family sized.	Alison Thomas (D&R)	31/03/2014	Completed	100%	187 social and affordable rented family units were delivered in this financial year, which represents 48% of the total rented housing to be delivered
Ensure East London Housing Partnership allocate the maximum number of affordable homes from the Olympic site.	Alison Thomas (D&R)	31/03/2014	Completed	100%	LBTH were allocated 27 homes from the Triathlon Village this financial year. The agreed nominations protocol is that 40% would be for the host borough, 30% ELHP sub-region, 10% RP, 10% GLA and 10% LLDC, which in effect means LBTH will retain most of the homes in the Borough. Senior officers and Lead Member for Housing represent the Borough at the East London Chief Officers Meeting to advocate for nominations.
Liaise with the GLA to maximise grant to increase affordable housing delivery in Tower Hamlets.	Alison Thomas (D&R)	31/03/2014	Completed	100%	The Borough was successful in attracting grants from the London Mayor's Pipeline bid to enable the delivery of 65 new Council affordable homes in the Borough which will be managed by THH. These were Ashington House infills (53) and Bradwell Street Garages (12). In addition to these a further 11 schemes also attracted funding with the potential to deliver a further 600 affordable homes in the Borough. The outcome of the March 2014 GLA funding programme is still awaited. Officers will continue their work with the GLA, THH and RPs to enable appropriate affordable housing schemes to be developed in the Borough and be successful in attracting GLA grants.
Progress council new build through bringing forward sites from THH Estate Capacity programme and progress to design and development stage.	John Coker (D&R)	31/12/2013	Completed	100%	Ongoing - Bradwell Street - planning agreed and scheme is now on site. Ashington now has cabinet approval for capital estimates. Staff on site for March 2015. New GLA bids submitted for Locksley & Hereford estates.

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Deliver regeneration at Robin Hood Gardens and Ocean Estate	John Coker (D&R)	31/03/2014	Overdue	95%	Development in progress but CPO resolution from DCLG awaited for Robin Hood Gardens. Decent homes works complete for Ocean Estate and new affordable homes built but completions to follow for some of the units for sale.
Milestone	Lead Officer	Deadline	Status	%	Comments
Continue the development of Phase 1A of Robin Hood Gardens and progression of design and planning application for Phase 1B.	John Coker (D&R)	31/07/2013	Completed	100%	Phase 1a on target for completion March 2015. 1b design and planning progressing for submission of application in 2014/15.
Continue the programme of voluntary tenant and home owner decants and land assembly at Robin Hood Gardens.	John Coker (D&R)	28/02/2014	Completed	100%	Pre Allocations in place for secure tenants and homeowners to be rehoused to Phase 1a. 93 secure tenants now rehoused, 114 remaining. 21 home owner properties now acquired.
Progress confirmation of Compulsory Purchase Order for RHG, subject to Public Inquiry.	John Coker (D&R)	28/02/2014	Completed	100%	Public enquiry completed 22nd May 2014.
Complete the 4 year Decent Homes programme at Ocean Estate: 780 homes refurbished and the completion of 819 new homes, including 396 for target rent.	John Coker (D&R)	31/03/2014	Overdue	95%	All refurbishment works completed. All 396 new affordable homes completed, 88 private sale units (of a 423 total) yet to complete. These are being delivered by Bellway, who will complete next year. The revised completion timeline is due to Bellway's own build programme.
Activity	Lead Officer	Deadline	Status	% Comp	
Mitigate homelessness and improve housing options	Colin Cormack (D&R)	31/01/2014	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Comments
Adopt the Homelessness Statement	Colin Cormack (D&R)	31/07/2013	Completed	100%	Completed
Adopt the Overcrowding Statement as part of Housing Statement.	Alison Thomas (D&R)	30/06/2013	Completed	100%	Completed
Report progress to Homelessness Partnership Board.	Colin Cormack (D&R)	31/01/2014	Completed	100%	Completed

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Strategic Priority 1.2: Maintain and improve the quality of housing					
Activity	Lead Officer	Deadline	Status	% Comp	
Reduce the number of council homes that fall below a decent standard	John Coker (D&R)	31/03/2014	On target	75%	Over the Decent Homes (DH) Backlog Programme of 2011/12, 2012/13 and 2013/14 the Council made circa 3,385 homes decent. On the whole over 5000 have had DH works effectively preventing these homes from falling into non-decency. For 2013/14 alone a total of 1,785 homes have been made decent. This optimised delivery will favourably contribute towards halving non decency over the Mayoral term.
Milestone	Lead Officer	Deadline	Status	%	Comments
Commence Year 3 of Decent Homes programme.	John Coker (D&R)	30/04/2013	Completed	100%	Completed
Ensure delivery of local community benefits targets.	John Coker (D&R)	31/03/2014	On target	90%	<p>The Local Deliverables Programme has progressed well so far with some good results e.g.</p> <p>% LBTH Employment: Target = 30% - Achieved = 33%</p> <p>All staff = 373 of which 124 are LBTH based (33%)</p> <p>Apprentices = 57 achieved against a target of 56, broken down by as follows:</p> <p>24% of apprentices are female, about 63% of all apprentices represent BAME groups, all apprentices are LBTH residents and around 49% are council tenants (based on the data available).</p> <p>The breakdown of apprenticeships consists of:</p> <ul style="list-style-type: none"> • 8 Resident Liaison Officers • 10 Business Administrators • 6 Multi-trade • 3 Trainee Site Managers • 4 Carpenters • 8 Plumbers • 8 Electricians • 4 Painter and Decorators • 4 Trainee Quantity Surveyors • 1 Purchase order clerk trainee
Make 1774 homes decent.	John Coker (D&R)	31/03/2014	Completed	100%	A total of 1,785 homes have been made decent against a target of 1,774.

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Improve the quality of housing services	Alison Thomas (D&R)	31/03/2013	Overdue	75%	Good progress has been made on establishing the process for Members to deal with housing complaints, recommendations of which have been approved by DMT and the Tower Hamlets Housing Forum (THHF) Executive. However, the administration decided not to take the Mayor's Housing Statement forward, and a review of the Consolidated Action Plan is subject to the re-procurement of auditors, which is in progress.
Milestone	Lead Officer	Deadline	Status	%	Comments
Implement Democratic Filter for housing complaints and RP Regulation.	Alison Thomas (D&R)	30/04/2013	Completed	100%	Paper produced jointly by Strategic Housing and Legal and arrangements approved by DMT and THHF Executive
Adoption of Mayor's Housing Statement. (June 2013)	Alison Thomas (D&R)	30/06/2013	Discontinued	0%	Administration agreed not to take the Statement forward.
Review progress against the Leaseholders Consolidated Action Plan and undertake actions for 13/14.	John Coker (D&R)	31/03/2014	Overdue	50%	The Project Steering Group Chaired by the Lead Member for Housing has asked officers to re-procure auditors to review the progress of the implementation of the Consolidated Action Plan. Procurement of the Auditors is in progress.
Activity		Deadline	Status	% Comp	
Implement Tower Hamlets Energy Community Power (Energy Co-operative)	Abdul Khan (D&R)	31/03/2014	Completed	100%	T.H.E Community Power Energy Cooperative established and has been successfully up and running, the project has saved on average £130 per household in the borough.
Milestone	Lead Officer	Deadline	Status	%	Comments
Establish Tower Hamlets Energy Community Power as a Community Interest Company (CIC).	Abdul Khan (D&R)	30/06/2013	Completed	100%	More than 4,000 households have signed up to the Energy Co-operative
Establish the Energy Co-op management board and working group.	Abdul Khan (D&R)	30/06/2013	Completed	100%	Registration logged but not finalised as the Energy Co-operative is not the traditional Energy Co-operative Model. Its been agreed to keep the registration of the Co-op open.
Continue with resident sign-up and hold first auction to secure cheaper tariffs for residents.	Abdul Khan (D&R)	30/06/2013	Completed	100%	Board Established and meet quarterly
Continue with the Energy Co-op campaign and hold second auction.	Abdul Khan (D&R)	31/12/2013	Completed	100%	So far we have held four auctions and a further two are planned for June and November 2014. Average savings per household is £130.

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Provide a service to vulnerable households to assess the energy efficiency of their property and their eligibility for energy efficiency grants to help ensure they are able to keep warm and well.	Abdul Khan (D&R)	31/03/2014	Completed	100%	Energy efficiency assessment offered as part of the borough's RENEW 2 programme, two energy advisors now doing home visits where we receive requests from residents, an Energy Monitor loan scheme is now in place, with some of the Department of Energy and Climate Change money left we are piloting a Green Energy Doctor scheme for the most vulnerable households in the borough.
Undertake an assessment of the borough's housing stock to determine the potential for Green Deal and ECO (Energy Company Obligation) funding to undertake energy efficiency works.	Abdul Khan (D&R)	31/03/2014	Completed	100%	Through our planning policies we have secured various amount of carbon offsetting monies through s106 to be utilised for domestic and community energy projects. We also secured £23k to fund the borough's carbon offsetting strategy (identifying projects), this will include ECO and Green Deal opportunities. Consultants appointed to undertake study.

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Strategic Priority 1.3: Improve the local environment and public realm					
Activity	Lead Officer	Deadline	Status	% Comp	
Initiate Phase 1 of the Carbon Reduction Plan for council buildings	Abdul Khan (D&R)	31/03/2014	Overdue	93%	On course to meet the 2016 CMP targets of reducing council operational carbon emissions by 40% by
Milestone	Lead Officer	Deadline	Status	%	Comments
Connect voltage optimisation at Mulberry Place, saving 300 tonnes of CO2 and £55,000 a year in fuel costs.	Abdul Khan (D&R)	30/09/2013	Completed	99%	All technical works for installing the voltage optimiser completed, it is now just awaiting to be connected. No movement on the landlord's position and the attempts for connection continues to be actively blocked. We are working with his new agent. Should this project not go ahead we have identified switching off the decorative atrium lighting in Mulberry Place will save approx. £15,000 per annum and also sorting out the early morning spike in Mulberry Place energy use which has no affect on the building or its occupant could save an additional £30,000 per annum.
Deliver first phase of a staff engagement programme to reduce energy use in key council buildings, saving 500 tonnes of CO2 and £75,000 a year in fuel costs.	Abdul Khan (D&R)	31/12/2013	Completed	100%	All building managers can now log on and monitor the building energy consumptions, next phase of the programme is to use monitors to display energy use of key council buildings.
Deliver the RE: FIT programme across 15 of the council's top energy using buildings, saving 625 tonnes of CO2 and £100,000 a year in fuel costs.	Abdul Khan (D&R)	31/03/2014	Overdue	80%	The buildings list has been approved. Moving to a corporate landlord model makes this project much easier to implement. The project needs circa £450k to implement and so far has secured £116k. We have identified some Barkantine money held in reserves not required for a number of years which could be potentially used to finance the remainder of the project. The procurement framework has been agreed by legal and procurement, this project needs to be considered as part of the councils Invest To Save Programme. Project could be delivered by September 2014. In other areas of the Carbon Management Plan we have secured funding for an LED street lighting
Activity	Lead Officer	Deadline	Status	% Comp	
Protect and improve the local environment through engagement with major utility companies and Crossrail	Jamie Blake and Shazia Hussain (CLC)	31/03/2014	Completed	100%	Regular meetings with Crossrail, the operation of the London Permit Scheme and negotiation with Thames Water on the Tideway Tunnel have minimised disturbance to residents and local access from these projects.

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Continue to liaise with the Crossrail delivery contractors to ensure that the impact on the environment and local residents is minimised	Jamie Blake and Shazia Hussain (CLC)	31/03/2014	Completed	100%	Major works associated with Crossrail have been closely monitored and mitigating action has been delivered where required.
Deliver year 1 of the new street works permit scheme for utilities operations on highways with an aim to reduce the total number of openings.	Jamie Blake and Shazia Hussain (CLC)	31/03/2014	Completed	100%	The permit scheme has been fully implemented with significant improvements in managing and co-ordinating works on the public highway. Further quality checks are planned.
Support the community to lobby water utilities, their agents and contractors to minimise impact of the Thames Tideway Tunnel scheme on King Edward Memorial Park.	Jamie Blake and Shazia Hussain (CLC)	31/03/2014	Completed	100%	Save KEMP has been fully supported during the examination in public process and in the event of KEMP being the site for the planned works, a significant Section 106 payment has been agreed.

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Work in partnership to improve our public realm	Jamie Blake (CLC)	31/03/2014	Completed	100%	A successful year of innovative engagement projects have underpinned the improvements in service delivery standards.
Milestone	Lead Officer	Deadline	Status	%	Comments
Launch the Find It, Fix It, Love It (FIFILI) campaign.	Jamie Blake (CLC)	30/09/2013	Completed	100%	Initial awareness campaign closed. The FIFILI app was promoted through various mediums such as coffee mornings held by the Muslim Women's Collective, East End Life advertisements and the placement a 6ft banner in events across the borough. Marketing for FIFILI will be ongoing in 2014/15.
Undertake a borough wide deep clean.	Jamie Blake (CLC)	30/06/2013	Completed	100%	Two months remain of the 'Deep Clean' programme. The Mayor's funded programme has enabled the service to deploy extra resources in high footfall areas, including, litter pickers and graffiti/chewing gum removal teams. Borough cleanliness has improved on the previous year, as displayed by the results of the tranche surveys results from 2012/13 to 2013/14.
Develop further the Community Payback programme with new provider SERCO and deliver at least 50 projects.	Jamie Blake (CLC)	31/03/2014	Completed	100%	There have been 43 projects undertaken by Community Payback during 2013/14. This figure is slightly down on the predicted 50 due to staffing issues at SERCO and the reallocation of groups outside the borough. The current service provider, SERCO has decided to take the 'opt out' clause within their contract from April 2014 and will no longer deliver the service from October 2014. At this stage the effect this will have on the service is unknown, but constant communication between parties is hoped to minimise any disruption.
Plant over 50 new street trees.	Jamie Blake (CLC)	31/03/2014	Completed	100%	The Arboriculture section have planted in excess of 200 trees making Tower Hamlets a brighter and greener Borough for residents and visitors alike. We successfully gained match funding from the London Mayor's street tree planting initiative, for the planting of 110 of these trees.

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Increase household waste sent for reuse, recycling & composting	Jamie Blake (CLC)	31/01/2014	Completed	100%	In Quarter 3, the recycling rate [NI 192] was at 28.4% and recycling has continued to increase on last year. For this period, Tower Hamlets has the second highest reported dry recycling rate in inner London. The Council aims to increase household recycling recovered through community education and outreach activities, and by working in partnership with Veolia to deliver continuous service improvements.
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop a 'Lifecycle' media campaign to promote awareness of reuse, recycling & composting arrangements and opportunities.	Jamie Blake (CLC)	31/07/2013	Completed	100%	The Education and Outreach team delivered 'Recycle Right' campaign during 2013/14. New leaflets were also developed to promote the Reuse and Recycling Centre and clothes/household items reuse and recycling.
Encourage resident engagement and publish at least three articles on borough reuse, recycling & composting facilities (waste treatment centres).	Jamie Blake (CLC)	31/01/2014	Completed	100%	In addition to the above, at least 3 articles and adverts were published in East End Life alongside the regular 'Green Page'.
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Improve our parks and open spaces	Shazia Hussain (CLC)	31/03/2014	Completed	100%	A number of capital parks improvements have been made successfully; this includes bringing in additional external funds of multi-million pounds to make improvements on leisure facilities based in Parks.
Milestone	Lead Officer	Deadline	Status	%	Comments
Complete improvements to the changing facilities at Victoria Park.	Shazia Hussain (CLC)	31/03/2014	Completed	100%	Completed
Deliver carriageway and parking improvements at Victoria Park as part of the Heritage Lottery Fund supported improvement	Shazia Hussain (CLC)	31/01/2014	Completed	100%	The works are now complete and the car park area fully operational.
Commence implementation of Phase 1 of Bartlett Park Master Plan.	Shazia Hussain (CLC)	31/03/2014	Completed	100%	Completed

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Work with residents to develop a park improvement scheme for King Edward Memorial Park to support and safeguard the restitution of the park following completion of the Thames Tideway Tunnel project.	Shazia Hussain (CLC)	31/03/2014	Completed	100%	<p>Whilst maintaining our objections to the KEMP foreshore scheme, a package of works has been negotiated with Thames Water (TW) secured within the draft s106 agreement, should the works proceed. A draft master plan has been agreed and the contributions include:</p> <ul style="list-style-type: none"> • Landscaping Master Plan Contribution • Glamis Road Adventure Playground Works Contribution • Shadwell Basin Landscaping Works Contribution • Local Open Space Contribution • Section 106 monitoring Contribution <p>Further investment will be made by TW to remediate the grounds within the development area in accordance with the agreed master plan.</p>
Strategic Priority 1.4: Provide effective local services and facilities					
Activity	Lead Officer	Deadline	Status	% Comp	
Manage national planning changes effectively to deliver local priorities	Michael Bell (D&R)	31/01/2014	Completed	100%	Applications for round 1 and round 2 were determined at February Cabinet.
Milestone	Lead Officer	Deadline	Status	%	Comments
Cabinet determine first round of applications for Neighbourhood Forums.	Michael Bell (D&R)	31/07/2013	Completed	100%	as above
Cabinet determine second round of applications for Neighbourhood Forums.	Michael Bell (D&R)	31/01/2014	Completed	100%	as above
Activity	Lead Officer	Deadline	Status	% Comp	
Implement the Markets Strategy	Andy Bamber (CLC)	31/03/2014	Completed	100%	The Market Strategy is on-going and an action plan has been developed, as per the recommendations in the recent audit report, to give clear and smart timelines, actions and responsibilities for the implementation of the strategy. All milestones have been completed for this year.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
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Develop and agree the Food for Health standards for application at three key markets to encourage fruit, vegetable and fresh food trading.	Andy Bamber (CLC)	30/09/2013	Completed	100%	The required criteria has been set for successful applicants to sell fruit and vegetables. All temporary licences for the sale of fruit and vegetables will be pre-allocated in advance to successful applicants who attend an interview to confirm ability to meet required criteria. New traders are monitored in partnership with public health to ensure compliance of agreed criteria. The 'Mary Portas' pilot has also been developed and delivered, in identified markets, to improve the quality and business acumen of street traders.
Work with the Town Centre Scheme stakeholder groups to improve licensing and pre-allocation arrangements for pitches with an aim to reduce vacant pitches by 25%.	Andy Bamber (CLC)	31/03/2014	Completed	100%	The introduction of additional fruit and vegetable and hot food licenses have been granted reducing vacant pitches in some market areas. A new market IT solution is also being developed to assist with the roll out of pre-allocation of pitches. Vacant pitches have been reduced by 27%.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Implement footway improvements to extend off-road trading areas in Bethnal Green Road.	Jamie Blake (CLC)	31/03/2014	Completed	100%	Original plan to implement demonstration projects has been completed; in addition a detailed design for the entire corridor through the market area, has been produced ready for consultation. Markets, Parking and Highways issues have been addressed and TfL secured for start of works in October 2014 after extensive public consultation.
Activity	Lead Officer	Deadline	Status	% Comp	
Introduce the Tower Hamlets local Community Infrastructure Levy (CIL)	Anne-Marie Berni (D&R)	31/01/2014	Overdue	85%	The Examination in Public has been a real challenge to schedule, due to the availability of the inspector and our Counsel. It is therefore later than we would have liked. This has influenced the final 'go live' date.
Milestone	Lead Officer	Deadline	Status	%	Comments
Examination in Public (EiP) for LBTH CIL.	Anne-Marie Berni (D&R)	31/10/2013	Overdue	95%	The Examination in Public has been a real challenge to schedule, due to the availability of the inspector and our Counsel. It is therefore later than we would have liked. The EiP is now scheduled for 28th May 2014. This is a major milestone in this process.
Full Council Adoption of LBTH CIL.	Anne-Marie Berni (D&R)	31/01/2014	Overdue	85%	The Examination in Public has been a real challenge to schedule, due to the availability of the inspector and our Counsel. It is therefore later than we would have liked. This has influenced the final 'go live' date.
Activity	Lead Officer	Deadline	Status	% Comp	
Improve community facilities	Shazia Hussain (CLC)	30/06/2013	Completed	100%	The new Idea Store at Watney Market (ISWM) has seen very high visitor levels with 323,124 visits in the 10 months since it opened. Customer satisfaction in the One Stop Shop service at ISWM is also significantly higher than at other OSSs.(90% positive).
Milestone	Lead Officer	Deadline	Status	%	Comments
Open the Idea Store Watney Market and One Stop Shop.	Shazia Hussain (CLC)	30/06/2013	Completed	100%	see above
Activity	Lead Officer	Deadline	Status	% Comp	
Develop a Masterplan for Whitechapel	Owen Whalley (D&R)	30/11/2013	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Approve draft Whitechapel Masterplan Supplementary Planning Document (SPD) for statutory consultation.	Owen Whalley (D&R)	30/11/2013	Completed	100%	The draft Masterplan was approved for public consultation at September Cabinet.
Approve final Whitechapel Masterplan SPD.	Owen Whalley (D&R)	30/11/2013	Completed	100%	Approved at December 2013 Cabinet.

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Provide support for the improvement of faith buildings in the borough	Dave Clark (D&R)	31/12/2013	Completed	100%	Monitoring of Round 1 Schemes is ongoing. Round 2 applications have been received and assessed by officers but as yet not reviewed by the Corporate Programme Grants Board.
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop process for assessment, evaluation, publicity and allocation of the Round 2 of the Community Faith Buildings programme.	Dave Clark (D&R)	31/07/2013	Completed	100%	
Launch Round 2 of the grant application process.	Dave Clark (D&R)	30/09/2013	Completed	100%	
Announce Round 2 successful applicants.	Dave Clark (D&R)	31/12/2013	Completed	99%	Round 2 of the Scheme has been launched, applications received and assessed by officers. Officers assessments have as yet not been reviewed by the Corporate Grants Programme Board.
Activity	Lead Officer	Deadline	Status	% Comp	
Progress the Multi Faith Burial Ground proposal	Ann Sutcliffe (D&R)	31/07/2014	Completed	100%	Planning permission still to be secured
Milestone	Lead Officer	Deadline	Status	%	Comments
Select best two options on cost and location.	Ann Sutcliffe (D&R)	30/04/2013	Completed	100%	Completed
Enter negotiations and select preferred single site.	Ann Sutcliffe (D&R)	30/04/2013	Completed	100%	Completed
Negotiate final offer.	Ann Sutcliffe (D&R)	31/05/2013	Completed	100%	Completed
Award contract.	Ann Sutcliffe (D&R)	31/07/2014	Completed	100%	Lease / heads of terms agreed.

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Design and implement the People's History Plaque Scheme	Shazia Hussain (CLC)	31/03/2014	Completed	100%	The People's Plaque Schemes provides the community of Tower Hamlets the chance to honour the diversity of the voices which make the history of Tower Hamlets.
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop the Tower Hamlets History Plaque scheme to highlight key aspects of the borough's history and its people with scope and design of plaques agreed.	Shazia Hussain (CLC)	30/06/2013	Completed	100%	History plaque was successfully launched with advertising for nominations by the community placed in East End Life.
List of plaques developed, prioritised and agreed, along with the identification and investigation of locations.	Shazia Hussain (CLC)	31/08/2013	Completed	100%	Nomination forms and criteria developed and advertised with shortlisting panel created for the public to make final votes on.
Plaques in position from August 2013 with accompanying communications.	Shazia Hussain (CLC)	31/03/2014	Completed	100%	Seven plaques produced with media and communications developed to highlight the winners.
Strategic Priority 1.5: Improve local transport links and connectivity					
Activity	Lead Officer	Deadline	Status	% Comp	
Accelerate delivery of pothole repairs	Jamie Blake (CLC)	30/06/2013	Completed	100%	All roads inspected; 1700 potholes reported and repaired
Milestone	Lead Officer	Deadline	Status	%	Comments
All Tower Hamlets streets visited and potholes repaired.	Jamie Blake (CLC)	30/06/2013	Completed	100%	All roads inspected; 1700 potholes reported and repaired
Activity	Lead Officer	Deadline	Status	% Comp	
Deliver additional cycle improvements	Jamie Blake (CLC)	31/03/2014	Completed	100%	Improvements completed; in total 5 cycle pump bollards, 10 permeability projects and 50 new cycle parking spaces.
Milestone	Lead Officer	Deadline	Status	%	Comments
Deliver 50 new or improved cycle parking facilities.	Jamie Blake (CLC)	31/03/2014	Completed	100%	50 spaces provided as per milestone
Improve ten locations for cycle permeability.	Jamie Blake (CLC)	31/03/2014	Completed	100%	10 locations completed as per milestone
Install five cycle pump bollard installations and deliver two cycle safety awareness events.	Jamie Blake (CLC)	31/03/2014	Completed	100%	5 cycle pump bollards installed and 2 cycle safety awareness events, "Exchanging Places", held in June and July 2013.
Activity	Lead Officer	Deadline	Status	% Comp	
Support local transport	Jamie Blake (CLC)	31/03/2014	Overdue	98%	See delay to contract award below which has affected this result
Milestone	Lead Officer	Deadline	Status	%	Comments
Establish a framework for engagement with TfL on draft proposals for river crossings to ensure that the benefits for residents are maximised and potential impacts are minimised or prevented.	Owen Whalley (D&R)	31/03/2014	Completed	100%	Framework for engagement with TfL in place. This will be an ongoing project over the coming years.

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Award the highway construction and maintenance contracts.	Jamie Blake (CLC)	31/03/2014	Overdue	95%	Delays have arisen as a result of supplier questions and clarifications at tender stage. Tender evaluations completed and due diligence being carried out prior to award of contracts, now planned for May. Contingency plans have been put in place to extend existing contracts, to provide for the delay to the start of new contracts; which will now be 1st October 2014.
Deliver phase 2 of the £3m highway infrastructure improvement programme, ensuring that projects meet accessibility standards through relevant specification and contract management.	Jamie Blake (CLC)	31/03/2014	Completed	100%	Full programme complete
Strategic Priority 1.6: Developing stronger communities					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Develop a citizen centred local governance structure	Shazia Hussain (CLC)	31/03/2014	Completed	100%	A citizen centred local governance structure has been developed with the establishment of the Local Community Ward Forums. Over 80 Community Champion Coordinators (CCC) successfully recruited and trained with both Local Community Ward Forum meetings taking place. Each of the 17 forums successfully set themselves 3 local priorities each and over 50 local projects successfully commissioned.
Milestone	Lead Officer	Deadline	Status	%	Comments
Begin the roll out of the Local Community Ward Forum (LCWF) structure for all wards (from June 2013) with a programme of meetings established for each ward forum.	Shazia Hussain (CLC)	31/03/2014	Completed	100%	The LCWF structure was rolled out across all 17 wards in the borough and a programme of meetings held in December 2013 and February 2014 to select local priorities.
Create a sustainable framework to support residents in the LCWF meetings to prioritise, co-produce and commission activity.	Shazia Hussain (CLC)	31/03/2014	Completed	100%	A sustainable framework was created to support residents in the LCWF meetings to prioritise and commission activities to secure improvements to the local area.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Deliver the Partnership community offer through the Community Champion Programme	Shazia Hussain (CLC)	31/03/2014	Completed	100%	The Partnership Community offer is being delivered through the establishment of the Community Champions Programme.
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop an outreach framework to guide local Community Champion Coordinators (CCC) when engaging with the local community.	Shazia Hussain (CLC)	30/09/2013	Completed	100%	An outreach framework has been developed to guide and support the CCCs in engaging with the local community. This includes a bespoke training programme, training manual, and new workshops that the CCCs themselves requested on Delivering Projects.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Recruit, train and develop between 5-15 Community Champion coordinators per ward.	Shazia Hussain (CLC)	30/09/2013	Completed	100%	Whilst some CCCs have stepped down recently, to stand in the local elections, most, if not all, have expressed a wish to continue their involvement with the forums as residents.
Recruit and develop Community Champions for 3 key service areas.	Shazia Hussain (CLC)	31/03/2014	Completed	100%	CCC were recruited to help support the snowangel scheme, parks clearance and trained and supported the Money Matters scheme established through the Welfare Reform work.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Deliver the local governance structure for the Partnership	Shazia Hussain (CLC)	31/03/2014	Completed	100%	The local governance structure for the partnership has been delivered with the establishment of the LCWFs and the recruitment of the Community Champion Coordinators, and the completion of the review of the Partnership Executive Board.
Milestone	Lead Officer	Deadline	Status	%	Comments
Design and set up the Participatory Budgeting (PB) framework.	Shazia Hussain (CLC)	31/07/2013	Completed	100%	The participatory budget framework has been designed and implemented. This is still considered to be a leading scheme across the country for empowering local residents to participate in Local Budgets.
Commission PB activity against £10k per ward (minimum).	Shazia Hussain (CLC)	31/03/2014	Completed	100%	54 local projects have been commissioned against the £10k budget allocation per ward.
Further roll out of 10 Neighbourhood Agreements across the borough – subject to Community Cohesion Funding.	Shazia Hussain (CLC)	31/03/2014	Completed	100%	As funding is made available further Neighbourhood Agreements will be established.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Engage residents and community leaders in policy and budget changes	Shazia Hussain (CLC)	31/03/2014	Completed	100%	Over 150 non-executive members of the community successfully involved in 2 Mayor's Budgets.
Milestone	Lead Officer	Deadline	Status	%	Comments
Complete an assessment to determine the method of delivering the first Community Budget.	Shazia Hussain (CLC)	31/01/2014	Completed	100%	Framework created for setting up and delivering local community budgets through the LCWF. This was completed in February 2014 with over 50 local projects commissioned. This will continue in future years.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Develop a framework for engagement of borough-wide equality forums in the Partnership	Louise Russell (CE)	30/09/2013	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Proposals for framework presented to Partnership Executive.	Louise Russell (CE)	30/06/2013	Completed	100%	A report with proposals on involving third sector and equality forum representatives in the Community Plan Delivery Groups was considered and agreed by the Partnership Executive in June 2013.
Agreed framework in place.	Louise Russell (CE)	30/09/2013	Completed	100%	All CPDGs now have third sector representation.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	
Celebrate the achievements and contribution made by the local third sector	Dave Clark (D&R)	31/03/2014	Completed	100%	Framework for engagement with TfL in place. This will be an ongoing project over the coming years.
Milestone	Lead Officer	Deadline	Status	%	Comments
Scope programme for event.	Dave Clark (D&R)	31/10/2013	Completed	100%	Scoping complete.
Tender for delivery of event if required.	Dave Clark (D&R)	31/10/2013	Completed	100%	Procurement activities complete.
Appoint event deliverers.	Dave Clark (D&R)	30/11/2013	Completed	100%	
Implement event.	Dave Clark (D&R)	31/03/2014	Completed	100%	
Activity	Lead Officer	Deadline	Status	% Comp	
Deliver locally appropriate services through the 4 locality Hubs	Shazia Hussain (CLC)	31/10/2013	Completed	100%	The site of all 4 Locality Hubs have been established.
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop with the relevant communities a clear priority framework for each of the 4 Locality Hubs to improve the targeting of service delivery locally.	Shazia Hussain (CLC)	30/09/2013	Completed	100%	Established by the LCWF, Police ward forums and key partner working groups.
Establish integrated service delivery teams in at least three localised Hubs, including the co-location of police, public health, youth services and CLC frontline services.	Shazia Hussain (CLC)	31/10/2013	Completed	100%	Established at the Toby Club, Shadwell Centre and Onslow House.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
A Prosperous Community					
Strategic Priority 2.1: Improve educational aspiration and attainment					
Activity	Lead Officer	Deadline	Status	% Comp	
Ensure sufficient places are provided to meet the need for statutory school places	Kate Bingham (ESW)	31/03/2014	Completed	100%	Sufficient places available and offered for 2014/15 school year
Milestone	Lead Officer	Deadline	Status	%	Comments
Review land and asset options to plan for growth of primary and secondary provision and report to Cabinet on progress and further plans for implementation.	Kate Bingham (ESW)	30/09/2013	Completed	100%	Cabinet report 11 September 2013
Review annual projections and adjust short, medium and long term planning accordingly.	Kate Bingham (ESW)	30/09/2013	Completed	100%	Cabinet report 11 September 2013
Complete implementation of expansion schemes and any temporary schemes to provide sufficient primary places.	Kate Bingham (ESW)	31/03/2014	Completed	100%	Cayley School expansion completed on programme; Bonner, Stebon and Woolmore expansion schemes in progress and are on programme.
Plan for implementation of expansion schemes, working with D&R on land and funding matters where required, including implications for CIL and s. 106, and planning for use of capital resources to implement schemes.	Kate Bingham (ESW)	31/03/2014	Completed	100%	Development work ongoing. London Dock and Neptune Wharf sites - outline approval for schools obtained and option agreements signed.
Develop proposals for new school sites, including working with developers/owners and seeking school proposers as required.	Kate Bingham (ESW)	31/03/2014	Completed	100%	Ongoing development work
Develop medium and long term strategy to meet projected pupil growth to 2020.	Kate Bingham (ESW)	31/03/2014	Completed	100%	Ongoing development work towards 2014/15 review of projections and need.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	
Expand free early education places of high quality for disadvantaged two-year-olds	Anne Canning (ESW)	31/03/2014	Overdue	40%	The target remains extremely challenging as finding and setting up new childcare facilities is a complex and lengthy process. 398 places have been created with a further 248 opening in April 2014.
Milestone	Lead Officer	Deadline	Status	%	Comments
Use capital and trajectory building allocation from Dedicated Schools Grant to develop new and expand existing provision for eligible 2 year olds.	Anne Canning (ESW)	31/03/2014	Overdue	35%	200k was spent of capital by end March 2014. Capital funding will be carried forward. We have around 20 additional projects which we are working on which are at various stages of development. We will be continuing work throughout 2014/15. Schools Forum has approved a revenue to capital transfer of £2.5m. This is pending sign off by the DfE.
Implement early years funding and admissions proposals to support the expansion of early learning places for eligible 2 year olds.	Anne Canning (ESW)	30/09/2013	Completed	100%	Application process in place; eligibility checking service being used; panel established to review application for children in need. Processes regularly reviewed. Targeted advertising been carried out to families with two year olds.
Work with identified settings to ensure that they are of high enough quality to provide places for eligible 2 year olds.	Anne Canning (ESW)	31/03/2014	Overdue	80%	43 settings approved to take 2 year olds. There are 19 additional settings who theoretically could take two year olds but only 9 are interested and we are working with these groups. There are also 17 child-minders who are approved for funded two year old provision.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	
Raise attainment and narrow the gap between the lowest 20% and the median of all children at the end of the Early Years Foundation Stage (EYFS)	Anne Canning (ESW)	31/03/2014	Completed	100%	The EYFS curriculum and its statutory assessment were completely changed from September 2012. This change in legislation means that data cannot be collected and analysed as described in these activities. Because the curriculum has changed, the content of the assessment has also changed. It is highly unlikely that we will be able to map previous scores onto the new collection. The structure of the EYFSP was radically altered from September 2012 for the data year 2012-2013. This activity no longer reflects the statutory data collected by this and all other LAs. We have developed a robust approach to analysing the new data and have begun to work with schools and settings to improve outcomes further.
Milestone	Lead Officer	Deadline			
Support the implementation of the revised EYFS with a particular emphasis on reviewing and revising the assessment and reporting process for the EYFS profile.	Anne Canning (ESW)	31/07/2013	Completed	100%	The Early Years Service began preparing for the changes shortly after the report from Dame Clare Tickell. All curriculum and assessment training has included information about the changes from late 2011. The Standards and Testing Agency commended our preparations when they audited our readiness for moderating the new assessment in schools in 2013.
Identify children at the lowest 20% of attainment at the EYFS, using universal services as a gateway to targeted support.	Anne Canning (ESW)	31/07/2013	Completed	100%	We have identified the lowest achieving 20% of children using the new assessment. Schools use this information to plan the appropriate next steps for children. This is the first year of a new data collection and it is important not to over-estimate our success, but it does appear that whilst our children enter life as members of the most disadvantaged families nationally, their performance after 5 years is more comparable to that of children from more advantaged backgrounds.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Achieve improvements in EYFS results through continued, intensive support to improve the quality of provision in targeted schools and settings, learning from the lessons of 2012/13.	Anne Canning (ESW)	31/03/2014	Completed	100.00%	We have identified the key areas for work with schools and settings – environments and early language. We are delivering an in-depth language programme – Every Tower Hamlets Child a Talker. This is aimed at increasing children’s progress and attainment and at improving adult interactions with children. We hope to continue this programme by working to enable staff to support each other more effectively as they work with children. Environments are key in improving attainment overall and helping Tower Hamlets children catch up with their more advantaged peers. We have been working on this for some time through the Forest Schools programme and through Healthy Early Years. Both of these initiatives are showing that they help children catch up, support their parents in finding the most supportive ways of encouraging learning at home. We have used the ETHCaT programme. Healthy Early Years and the Forest Schools programme to target environments and staff skills across all sectors. We plan to extend EYFSP moderation to ensure that all schools are analysing their own data as early as possible to address under-achievement.
Activity	Lead Officer	Deadline	Status	% Comp	
Increase the number of children achieving 5 A* to C grades including English and maths grades at GCSE	Anne Canning (ESW)	31/03/2014	On target	75%	Continued improvement at GCSE: Tower Hamlets’ pupils now out-perform the national average. In 2013, 64.7% of Tower Hamlets pupils achieved 5 or more GCSE at grade A*-C (including English & Maths GCSE) compared to 51.8% in 2010 representing a 12.9% point improvement. The attainment of vulnerable groups is also improving: for example, looked after children in Tower Hamlets outperform their peers in other parts of the country in Key Stage 2 English and Maths and on the 5 A*-C GCSEs including English and Maths measure. Their performance against these measures has also improved in the last 3 years. No schools (mainstream LA maintained secondary schools) are below 45% in attaining 5 or more grades A*-C at GCSE or equivalent (including English and Maths).

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Milestone	Lead Officer	Deadline	Status	%	Comments
Monitor and share best practice in tracking progress and provide good and better teaching and learning.	Anne Canning (ESW)	31/03/2014	Completed	100%	Visits to schools currently underway and picture emerging of best practice. Network meetings sharing in November. On-going 2014-15
Support schools to determine an appropriate curriculum offer.	Anne Canning (ESW)	31/03/2014	Completed	100%	Constant changes in the system make for challenges. However, post 16 understanding most complex. Preparation for KS4 is in place in all schools but much still to debate. On going 2014-15
Support the development of strong literacy improvement strategies.	Anne Canning (ESW)	31/03/2014	Completed	100%	Much good work underway at KS4 and post 16 with tutoring and group work with experts in place in all school providers. On going into 2014-15

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	
Bring A Level results above the national average	Anne Canning (ESW)	31/03/2014	Completed	100%	Tower Hamlets overall average point score per candidate is 627.6, down 17.3 points from the 2012 results. The performance of male pupils accounts for the entire decrease, with female performance in line with 2012. In England (all schools), the overall average point score per candidate is 724.3, down 8.7 points from the 2012 result. Tower Hamlets overall average point score per entry is 202.4, up 1.4 points from the 2012 result. In England (all schools), the overall average point score per entry is 213.7, up 0.9 points from the 2012 result. The DfE has changed the way that the Performance Tables are presented; academic and vocational subjects are now reported upon separately and there will be a range of further reporting or accountability measure over the coming years. A levels, together with GCSEs, are undergoing significant reforms over the next few years and the Secondary Learning Team is working with all our schools to manage the change.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Milestone	Lead Officer	Deadline	Status	%	Comments
Provide further training for schools in analysing results, and develop strategies to raise achievement.	Anne Canning (ESW)	31/03/2014	Completed	100.00%	Data development sessions have been held in schools and all Head teachers and Heads of Sixths are aware of the demands of the new DfE performance tables. All schools are supported through the Alps data system. All schools have had feedback on the Alps report and a synopsis of the main points and this has helped intervention strategies. Each school's Alps report is also being used to establish subject network groups that are being launched in July. This will enable schools to share good practice. All schools have access to an academic writing programme and this enables students to develop the appropriate writing style for achieving the top grades. Schools have established strong tracking and monitoring processes to make sure that students make appropriate progress towards their target grades. Targeted Intervention Groups have been established in schools where required. The Secondary Learning Team has carried out several sixth form health checks as well as running training sessions on the transition from year 11 to 12 and on the use of data in schools.
Develop robust understanding of post 16 offer and progression routes.	Anne Canning (ESW)	31/03/2014	Completed	100.00%	A post 16 curriculum map has been drawn up and this has led to a new curriculum offer developing across the borough. There is a better balance of vocational and academic courses emerging. There has been a lot of work carried out on developing different progression routes and the Careers Service has been more involved in sixth form related work. A quality assurance group has been established for monitoring alternative provision. There has also been a lot of development work carried out in raising awareness of the apprenticeship route.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Monitor A level average point scores by ethnicity and gender.	Anne Canning (ESW)	31/01/2014	Completed	100.00%	Gender and ethnicity achievement patterns have been researched and analysed for 2013. The emerging patterns have been analysed and reported upon. There is often a significant gap in favour of girls across most ethnic groups and there are distinct patterns across different groups. Schools are aware of the patterns and are targeting groups as appropriate. Some ethnic groups are very small in number so data has to be approached with some caution.
Activity	Lead Officer	Deadline	Status	% Comp	
Continue to deliver the Mayor's Educational Allowance	Chris Holme (Resources) & Anne Canning (ESW)	31/01/2014	Completed	100%	The Mayor's Educational Allowance is on target for delivery.
Milestone	Lead Officer	Deadline	Status	%	Comments
Place advertisement for the MEA Scheme and undertake publicity.	Chris Holme (Resources) & Anne Canning (ESW)	30/09/2013	Completed	100%	Activity complete
Apply the MEA Policy to determine applications.	Chris Holme (Resources) & Anne Canning (ESW)	31/12/2013	Completed	100%	We have received 2292 applications for the MEA in year 2013/2014. Out of the 2292 we have paid 1203 students their first payment.
Make payments.	Chris Holme (Resources) & Anne Canning (ESW)	31/01/2014	Completed	100%	The second payment list went out to the schools and colleges in March. Once we have received the details regarding attendance we can start issuing the second payments. Work is ongoing.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	
Maintain investment in Youth Services	Andy Bamber (CLC)	31/03/2014	Overdue	93%	<p>3 milestones completed 100%. (please see details below).</p> <p>In addition to milestone below, Youth Services generated income of £558,58 for 13/14 financial year. It is expected to generate £556K for 14/15 financial year.</p> <p>The service has been brought in-house, since then we have carried out:</p> <ul style="list-style-type: none"> • Developed and update business plan • Restructure of the service • Recruitment completed but waiting for Disclosure and Barring Service (DBS) and reference check
Milestone	Lead Officer	Deadline	Status	%	Comments
Complete the development of a service improvement programme for the Youth Service.	Andy Bamber (CLC)	31/12/2013	Completed	100%	
Include measures to ensure that the services are accessible and inclusive for groups that may not traditionally access them, including girls, LGBT young people and young people with disabilities.	Andy Bamber (CLC)	31/12/2013	Completed	100%	
Provide services in at least four locations per LAP area and each provision to deliver a minimum of four sessions per week.	Andy Bamber (CLC)	31/03/2014	Overdue	95%	The service have secured a minimum of 4 provisions in all LAP areas. Each provision delivered a minimum of four sessions per week, except in LAP 5 where venues could not be secured and where outreach work was delivered instead. In total 14 sessions instead of 16 sessions were delivered.
Provide services at new premises: St Andrew's Community Site (LAP 6), Skyline (LAP 8) and Youth Village (LAP 4), and maintain provision at the Haileybury Youth Club over the period of development for the new centre.	Andy Bamber (CLC)	31/03/2014	Overdue	25%	The service have secured a minimum of 4 provisions in all LAP areas. Each provision delivered a minimum of four sessions per week, except in LAP 5 where venues could not be secured and where outreach work was delivered instead. In total 14 sessions instead of 16 sessions were delivered

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	
Provide effective support for parents and governors	Anne Canning (ESW)	31/03/2014	Completed	100%	A wide range of provision has been delivered to parents in schools and early years settings through a traded service model. Programmes aim to increase parental engagement to raise standards, improve outcomes and contribute to the school development plan. There are two targeted parenting programmes for parents currently living in the refuge. All governors have access to the central training programme provided by the LA and are invited to the termly meetings with the Director and workshops at the meeting dealing with topics requested by governors. A wide range of provision has been delivered to parents in schools and early years settings through a traded service model. Programmes aim to increase parental engagement to raise standards, improve outcomes and contribute to the school development plan.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Milestone	Lead Officer	Deadline	Status	%	Comments
Expand holiday childcare provision for working parents to include children up to the age of 13 years.	Anne Canning (ESW)	31/07/2013	Completed	100%	The holiday childcare scheme provided an additional 32 spaces during the summer scheme 2013, resulting in 145 spaces being available each day. The scheme continues to be oversubscribed with waiting lists for places in each age band. The 'teen-space' for children up to the age of 13 has been welcomed by parents and is now embedded within the scheme.
Develop a parent workshop to inform and empower parents and carers to become actively involved in the post 16 decision making process.	Anne Canning (ESW)	31/07/2013	Completed	100%	"Moving Up" Workshop developed and delivered at Parents Conference March 13. Workshop offered to all secondary schools.
Increase access to information, advice and signposting to family services through drop-in and outreach provision for parents, carers and families.	Anne Canning (ESW)	30/09/2013	Completed	100%	There has been a 38% increase in Family Information Service enquiries compared to the same period in 2012. There has also been a steady increase in the Tower Hamlets Family Services Directory usage, (with a dip in August enquiries which could be due to the holiday period). The breadth of information given has widened with the FIS becoming the first point of contact for Early Learning for 2 year olds in September 2013. The FIS drop in service has extended from one day a week to 5 days a week in September 2013 and are providing first point of contact to the Dads' Network. Work has commenced on outreach in children's centres, housing offices and with the voluntary sector. We are also following up outreach opportunities in schools and with health
Recruit and train Healthy Families Parent Ambassadors in 4 school clusters.	Anne Canning (ESW)	31/03/2014	Completed	100%	Target completed by March 2014.
Promote, support and celebrate parental engagement in children's learning and attainment through the Annual Parent Conference, Fathers Event, Family Learning / Parent Week and school based events (600 parents participating).	Anne Canning (ESW)	31/03/2014	Completed	100%	150 parents attended the Annual Parents Conference, five fathers events have taken place since February 2013 under the umbrella of the Dads' Network. More than 70 dads and male carers have joined the Dads' Network to date. More than 650 parents/ carers participated in Family Learning or Parents' Week activities supported by the Parental Engagement Team.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Provide training for governors to support the development of their role in involving parents and carers in school life and children's learning.	Anne Canning (ESW)	31/12/2013	Completed	100%	The Annual Conference for School Governors took place in the autumn term. The workshop "Parental Engagement and School Governance" was delivered twice and was attend by approximately 70 governors. Further training planned for Spring Term 2014.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Provide training in the autumn term for governors conducting Headteacher appraisals.	Anne Canning (ESW)	31/12/2013	Completed	100%	This training was provided on 12 October 2013. 65 governors signed up for the course
Ensure new governors undertake induction training and monitor take-up: 50% of governors newly appointed in 2012/13 to attend the course within one year of being appointed.	Anne Canning (ESW)	31/03/2014	Completed	100%	Places on the LA induction course are reserved for all new governors. 41% of LA governors and 48% of parent governors appointed in 2012/13 have attended induction training to date. Governors unable to attend are offered induction sessions with Governor Support Officers and alternative dates for the course.
Monitor the equality profile of governors and encourage the recruitment of under-represented groups.	Anne Canning (ESW)	31/03/2014	Completed	100%	This continues to be work in progress. Partnership work with the Collective of Bangladeshi School Governors and Ocean Somali Community Association will continue. Where LA vacancies arise, governing bodies are asked to consider equalities issues as well as skills sets needed. LA governor appointments are decided by the General Purposes
Activity	Lead Officer	Deadline			
Deliver the Mayor's University Grant	Anne Canning (ESW)	31/12/2013	Completed	100%	This activity is complete
Milestone	Lead Officer	Deadline			
Incorporate Mayor's University Grant into Council Discretionary Awards Policy.	Anne Canning (ESW)	31/05/2013	Completed	100%	This activity is complete
Publicise awards to Tower Hamlets students.	Anne Canning (ESW)	31/12/2013	Completed	100%	This activity is complete
Distribute awards according to eligibility criteria.	Anne Canning (ESW)	31/12/2013	Completed	100%	This activity is complete

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Strategic Priority 2.2: Support more people into work					
Activity	Lead Officer	Deadline	Status	% Comp	
Work with mainstream providers to maximise employment	Andy Scott (D&R)	31/03/2014	Completed	100%	Joint working has been maximised and continual liaison has allowed access to a wider range of opportunities for local residents mandated to the Work Programme. Due to the contractual nature of Work Programme the Council can only assist those individuals referred to the services. Whilst the Work Programme is generally underperforming there have been joint work for some clients. Skillsmatch have been associated closely with clients from all three Work Programme providers but any referrals are heavily weighted toward accessing the free services provided by the council. The Careers Development Group (CDG) as been the most prolific and the Dodds Street office is the highest performing of all CDG delivery. Jobs fairs opportunities and access to vacancies have been circulated to the organisations and they have referred into the vacancies with some success. There is a need to continue to develop the relationships which are commercially limited by DWP contracting arrangements. Joint marketing and pre employment training in place to assure those Work Programme clients from Tower Hamlets have access to LBTH vacancies and opportunities. Invitations to jobs fairs events have brought job ready clients to be introduced to job vacancies.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Milestone	Lead Officer	Deadline	Status	%	Comments
Establish a Tower Hamlets Economic Development Taskforce, bringing together key providers and stakeholders.	Andy Scott (D&R)	30/06/2013	Completed	100%	
Hold at least four meetings of the Tower Hamlets Economic Development Taskforce in the year.	Andy Scott (D&R)	31/03/2014	Completed	100%	Key partners from the Economic Task Group have met to develop the identified strands of work. Stakeholders across business, skills and employment have held workshop discussions to identify specific areas for development and the early ideas for tasks which link to both Council objectives and the findings of the recent Fairness Commission. To date four meetings have been held. This work will be collated to report at the next meeting which will include formalising chairing and structural arrangements with the expectation of updating the Partnership Executive following the local elections in May 2014.
Begin implementation of Raising Aspirations – a geographically targeted programme.	Andy Scott (D&R)	30/09/2013	Completed	100%	
Activity	Lead Officer	Deadline	Status	% Comp	
Support residents into jobs through employment and skills programmes	Andy Scott (D&R)	31/03/2014	Completed	100%	The revised Employment & Skills structure has delivered a 25% increase in output for the year and will continue to build its partnerships. Early coordination of programmes across the Council including those supporting young people, NEETs, apprenticeships, women and those leaving care will be critical groups as the service moves toward a review and redesign as part of the recommendations of the Fairness Commission.
Milestone	Lead Officer	Deadline	Status	%	Comments
Support 150 Tower Hamlets residents into jobs.	Andy Scott (D&R)	30/06/2013	Completed	100%	Completed
Support 340 Tower Hamlets residents into jobs.	Andy Scott (D&R)	30/09/2013	Completed	100%	
Support 530 Tower Hamlets residents into jobs.	Andy Scott (D&R)	31/12/2013	Completed	100%	

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Support 750 Tower Hamlets residents into jobs.	Andy Scott (D&R)	31/03/2014	Completed	100%	788 job outcomes achieved through Employment & Skills programmes with further evidence still being collected.
Monitor equality profile of those supported into employment.	Andy Scott (D&R)	31/03/2014	Completed	100%	Equalities profile monitored and will be used for analysis and to input into programme design going forward. Current early findings are: 56.2% aged 16-24. 49.2% Asian, or Asian British or Bangladeshi. 27% White British/Irish/Other. 62.1% male, 36.7% female. Provision of service is directly related to groups who are disproportionately represented in the disadvantaged or claimant rate statistics.
Activity	Lead Officer	Deadline	Status	% Comp	
Maximise the benefits of the Olympic Legacy	Andy Scott (D&R)	31/03/2014	Completed	100%	Ongoing liaison and discussion with the London Legacy Development Corporation (LLDC) on training and access to jobs. This work will continue to join together the aspirations of local residents, the skills needs required by business and the route way to access these jobs by local TH people. TH Employment and Skills Team have built and managed close relationships with employers in the park and the recruiting managers from both existing organisations as well as those who are known to be moving into the park.
Milestone	Lead Officer	Deadline	Status	%	Comments
Implement a working model for access to vacancies in partnership with London Legacy Development Corporation (LLDC).	Andy Scott (D&R)	30/06/2013	Completed	100%	Completed
Provide training provision to 150 Tower Hamlets residents to support them in accessing Olympic Legacy vacancies.	Andy Scott (D&R)	31/03/2014	Completed	100%	TH Employment and Skills Programmes have assisted over 159 local people in Business admin, retail NVQ, ICT, Security SIA licenses, and other related training associated with the employers' needs on the park transformation and longer term delivery of the site. This includes over 125 construction trade based training certificates in 2013/14.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Review progress of local residents in accessing Olympic Legacy jobs.	Andy Scott (D&R)	31/03/2014	Completed	100%	There are a number of sectors that have recruited from the TH population. The Copper Box recruitment involved close liaison with Skillsmatch and LLDC colleagues to produce a 90% TH workforce. Construction Desk produced 134 job output for 2013-14 with some gaining early experience and then going onto a full time role. Additional funding of £75k was secured by TH from LLDC to specifically train 41 local residents. Due to its success TH are revisiting LLDC funding to explore the possibility of continuation of the programme.
Activity	Lead Officer	Deadline	Status	% Comp	
Increase the number of apprenticeships available to local residents and support them to take up these opportunities	Andy Scott (D&R)	31/03/2014	Completed	100%	The targets set for achievement in 2013-14 have all been met and work continues to improve both the quality and quantity of apprenticeship opportunities within the borough, as well as to maximise opportunities for TH residents to access opportunities outside the borough. Officers are working closely with the procurement and planning to maximise contractual obligations across a range of services. TH is leading London on generation of opportunity through the Procurement Pledge. Alongside the recent National Procurement Award, TH Officers Chair the London Councils Apprenticeship Sub Group to maximise coordination of generation and delivery across the capital and exploit the regional opportunities presenting themselves.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Milestone	Lead Officer	Deadline	Status	%	Comments
Launch the Tower Hamlets Homes Decent Homes (THHDC) Apprenticeship Programme.	Andy Scott (D&R)	30/04/2013	Completed	100%	Completed
Establish the Apprenticeship Task Group.	Andy Scott (D&R)	30/06/2013	Completed	100%	Completed
Support 10 apprenticeships in local creative industries.	Andy Scott (D&R)	31/03/2014	Completed	100%	The programme will achieve its overall target to deliver 120 months of apprenticeship learning and employment. Thirteen Creative Apprenticeship starts, with nine currently sustained and ongoing and will continue to completion in September 2014 and February 2015. The programme has generated interest from the Arts Council and their local delivery partner, A New Direction. Further discussions are underway to extend this programme further into 2014/15 however this will depend on securing matched funding for the programme.
Support 200 Tower Hamlets residents into apprenticeships.	Andy Scott (D&R)	31/03/2014	Completed	100%	
Monitor equality profile of local people supported to take up apprenticeships.	Andy Scott (D&R)	31/03/2014	Completed	100%	THHDC = 24% of apprentices are female, about 63% of all apprentices represent BAME groups, all apprentices are LBTH residents and around 49% are council tenants (based on the data available).
Activity	Lead Officer	Deadline	Status	% Comp	
Introduce 'TH Personnel' as a mechanism for recruiting local residents into temporary opportunities	Andy Scott (D&R)	31/03/2014	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Establish an operational TH Personnel Temp Desk.	Andy Scott (D&R)	30/04/2013	Completed	100%	Completed
Develop referral routes into external temporary agencies across East London businesses and agencies.	Andy Scott (D&R)	30/06/2013	Completed	100%	Completed
Create talent pool of at least 50 local residents with at least 15 placed into temporary opportunities.	Andy Scott (D&R)	30/09/2013	Completed	100%	Completed
Progress report on 50 temporary placements and monitor equality profile of those supported and placed.	Andy Scott (D&R)	31/03/2014	Completed	100%	First progress report received. Full evaluation will take place at year end.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	
Support English for Speakers of Other Languages (ESOL)	Shazia Hussain (CLC)	31/03/2014	Completed	100%	ESOL programmes in place. 1,713 learners in programme funded through Skills Funding Agency.
Milestone	Lead Officer	Deadline	Status	%	Comments
Support employability through the 2013/14 academic year curriculum with a focus on courses, training and formal entry level qualifications.	Shazia Hussain (CLC)	30/09/2013	Completed	100%	Employability links within the programmes developed. "Aspire" programme in place to support progression to higher levels of qualification.
Map and create progression routes (including employability) for ESOL learners at all levels in both the 3 rd and public sectors via the External Partners Advisory Group (EPAG).	Shazia Hussain (CLC)	31/03/2014	Completed	100%	Progression routes in place and identified. Regular meetings of EPAG group to monitor the delivery.
Deliver a consistent offer for ESOL, with quality assessments and standards, through use of a consistent Advice & Information toolkit by all ESOL providers.	Shazia Hussain (CLC)	31/03/2014	Completed	100%	Assessment standardised and validated by OFSTED. Achieved grade 2 "good".
Measure uptake and performance of ESOL for different groups (including analysis by ethnicity, age and gender) to support progression through ESOL qualifications.	Shazia Hussain (CLC)	31/03/2014	Completed	100%	The data on outcomes (available through the Idea Store Learning Management Information System) is being incorporated in 2014-15 action plan to support ongoing progression through ESOL qualifications.
Strategic Priority 2.3: Manage the impact of welfare reform on local residents					
Activity	Lead Officer	Deadline	Status	% Comp	
Implement the new council tax support and local social fund scheme	Roger Jones (Resources)	31/03/2014	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
New council tax support scheme operational.	Roger Jones (Resources)	30/04/2013	Completed	100%	
New support & crisis grant scheme (Local Social Fund) operational.	Roger Jones (Resources)	30/04/2013	Completed	100%	In the first 6 months to the end of September, we received almost 6,000 applications for Crisis and Support Grants, and made 3,000 payments totalling just under £600,000.
Ensure 100% of the support & crisis grant is utilised to support residents.	Roger Jones (Resources)	31/03/2014	Completed	100%	The latest figures for 2013/14 show that over 99% of the funding was utilised.
Activity	Lead Officer	Deadline	Status	% Comp	
Implement Welfare Reform Temporary Accommodation Support Fund	Colin Cormack (D&R)	31/03/2014	Completed	100%	TASF disbursements being made to affected households.
Milestone	Lead Officer	Deadline	Status	%	Comments
Formalise criteria for administering fund, aligning this with other emergency funding.	Colin Cormack (D&R)	30/06/2013	Completed	100%	Completed
Identify most vulnerable residents who will receive fund.	Colin Cormack (D&R)	31/07/2013	Completed	100%	Completed
Monitor residents who require the fund and feed back to Welfare Reform Task Group.	Colin Cormack (D&R)	31/03/2014	Completed	100%	Completed

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	
Develop a Partnership wide programme of information and awareness raising around welfare reform	Louise Russell (CE)	31/03/2014	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Provide targeted communications to those affected by the benefit cap including additional local community events to coincide with local implementation.	Louise Russell (CE)	30/09/2013	Completed	100%	Five engagement events have been held over the summer. A targeted poster was produced and communications campaigns were undertaken.
Deliver on-going briefings and training for frontline staff as changes are introduced.	Louise Russell (CE)	31/12/2013	Completed	100%	Briefings and training provided, with a specific focus on staff in Education Socialcare and Wellbeing.
Engage with housing providers through the Welfare Reform Task Group and Tower Hamlets Housing Forum to ensure a co-ordinated approach to welfare changes.	Louise Russell (CE)	31/12/2013	Completed	100%	Regular (six weekly) Taskgroups held, with representation from housing providers. Regular sharing of best practice around supporting residents affected by welfare reform.
Work with the Task Group to monitor the impact of welfare reform and review the impact on services and policies as required.	Louise Russell (CE)	31/03/2014	Completed	100%	Regular monitoring completed and the Centre for Social Inclusion commissioned to provide an overview of the current and future impact and to make proposals for how services and support could be delivered in future
Activity	Lead Officer	Deadline	Status	% Comp	
Optimise use of existing funding and maximise prospects for future funding	Andy Scott (D&R)	31/03/2014	Overdue	50%	Optimising use of existing funds and maximising prospects for future funding continues into 2014/15. Building an evidence base and evaluating the effectiveness of currently funded provision will be done before future programmes are defined. Testing of the online monitoring tool is scheduled for Q1 of 2014/15 and whilst the launch of round 3 European Social Fund (ESF) / Community grants continues, no additional ESF / Community Grant packages have

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Milestone	Lead Officer	Deadline	Status	%	Comments
Define a robust programme and funding case for fully integrated community engagement and employment development activity to enhance the employability of workless adults, including BME women and disabled residents.	Andy Scott (D&R)	30/04/2013	Overdue	25%	Original work to identify potential project led by the former Head of Third Sector team in conjunction with the Employment & Enterprise team failed to come to fruition. The aim of a fully integrated community engagement and employment development activity has now been incorporated into the wider programme development for 2014/15 and beyond. Building an evidence base and evaluating the effectiveness of currently funded provision to be done before future programmes will be defined. A decision on whether to proceed with Main Stream Grants 2015-18 programme for project start in April 2015 or delay and rollover funding while further work is still to be taken.
Monitor the effectiveness of organisations to collect and present equalities data on beneficiaries of grant funded community, economic and social welfare advice.	Andy Scott (D&R)	31/03/2014	Overdue	45%	The use of online monitoring forms by grant recipients will enable collation and reporting of equalities information. Test by sample external projects has been delayed until Q1 2014/15 (April - June).
Develop a comprehensive information base on which to strategically determine from where and how Third Sector funds should be attracted and deployed.	Andy Scott (D&R)	30/09/2013	Overdue	40%	Analysis of existing funding (Community Chest, Community Events, MSG) continuing, including geographical data, target groups and outcomes. Comprehensive evidence base and evaluation of whether existing funds are meeting the needs of residents to be completed. A review of the Community Chest fund presented to Corporate Grants Programme Board in April. A review of MSG to take place when monitoring information up to March 2014 received in Q1 2014/15.
Develop a Partnership framework for welfare advice and initiatives with JCP, housing providers and voluntary sector groups on supporting residents through welfare reform.	Andy Scott (D&R)	31/12/2013	Completed	100%	
Refine and develop grant management systems to improve productivity, management information and effectiveness of contract compliance monitoring.	Andy Scott (D&R)	31/12/2013	Overdue	55%	3 groups receiving MSG Community & Economic Engagement funding stream identified to test the on-line monitoring form. Revision of on-line monitoring form carried out with support from Buzzacott. Testing due to take place in July on Q1 2014/15 (April - June).
Secure ESF/Community Grant packages and other opportunities to increase funding available to help alleviate the adverse impacts of welfare reform.	Andy Scott (D&R)	31/03/2014	Overdue	50%	The Tower Hamlets Mayor's ESF Community Grants programme continues with Round 3 (the final round) being launched. No additional ESF / Community Grant packages have been secured.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Strategic Priority 2.4: Foster enterprise and entrepreneurship					
Activity	Lead Officer	Deadline	Status	% Comp	
Implement a programme of information to third sector and social enterprises to support commercial independence	Andy Scott (D&R)	31/03/2014	Completed	100%	Activity/objective transferred to THCVS for implementation as part of their £200k per year Grant Agreement. Progress is monitored on a quarterly basis in line with current project assurance processes and procedures.
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop and commission programme of information to third sector and social enterprises.	Andy Scott (D&R)	30/06/2013	Completed	100%	CVS have now prepared a comprehensive support programme and implementation plan. However work is behind schedule due to protracted restructure of the Third Sector Team. TH planning work however, is completed.
Begin implementation of programme.	Andy Scott (D&R)	30/09/2013	Completed	100%	
Produce an interim review of programme effectiveness.	Andy Scott (D&R)	31/03/2014	Completed	100%	

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	
Support growth sectors in the context of Tower Hamlets as a central London economy	Andy Scott (D&R)	31/03/2014	Completed	100%	Developed route ways to work within the key sectors and designed client journey including specialised skills in partnership with sector employers.
Milestone	Lead Officer	Deadline	Status	%	Comments
Identify relevant growth sectors	Andy Scott (D&R)	30/06/2013	Completed	100%	Completed
Engage with key stakeholders	Andy Scott (D&R)	30/06/2013	Completed	100%	Completed
Develop training route-ways for identified sectors	Andy Scott (D&R)	31/12/2013	Completed	100%	Completed
Review of progress in support for growth sectors	Andy Scott (D&R)	31/03/2014	Completed	100%	Continued provision on pre-employment training and brokerage across a number of sectors including construction, security, teaching assistants, hospitality, catering and business admin. Continued development in digitech alongside ICT training with key partners and linkages to Tech City and tech City Stars programme.
Activity	Lead Officer	Deadline	Status	% Comp	
Support enterprise activity in the borough's town centres and commercial districts	Andy Scott (D&R)	30/09/2014	Completed	100%	Business information delivered alongside a wider Business Forum event. Small business Saturday promotional events held in four areas and a comprehensive series of promotional material distributed to promote the shop locally campaign. Also two new shopping guides for Burdett Road and Bethnal Green Road.
Milestone	Lead Officer	Deadline	Status	%	Comments
Appoint an officer with responsibility for operational enhancements in Roman Road town centre.	Andy Scott (D&R)	30/09/2013	Completed	100%	
Local business promotional campaigns underway in Bethnal Green and Brick Lane.	Andy Scott (D&R)	31/12/2013	Completed	100%	
Establish effective partnership mechanisms for engagement with Roman Road businesses.	Andy Scott (D&R)	31/03/2014	Completed	100%	Economic Assessment completed alongside promotional events. The 'Town Centre Audit' or Assessment will form part of the future discussion with local residents and businesses to identify future potential delivery or provision.
Undertake competitiveness analysis for Roman Road.	Andy Scott (D&R)	31/03/2014	Completed	100%	
Carry out town centre audit for Brick Lane.	Andy Scott (D&R)	31/03/2014	Completed	100%	

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Local business promotional campaign underway in Burdett Road, linked to launch of new market.	Andy Scott (D&R)	31/03/2014	Completed	100%	Economic Assessment completed alongside Christmas Market events, and Small Business Saturday promotional day. The 'Town Centre Audit' or Assessment will form part of a much wider discussion on potential action plan tasks in association with the Roman Road Town Centre Team and local businesses.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
A Safe and Cohesive Community					
Strategic Priority 3.1: Focus on crime and anti-social behaviour					
Activity	Lead Officer	Deadline	Status	% Comp	
Further develop the Tower Hamlets Enforcement Officer (THEO) service	Andy Bamber (CLC)	31/03/2014	Completed	100%	Dog handler services have been added to the THEO team to develop the THEO service further across the borough.
Milestone	Lead Officer	Deadline	Status	%	Comments
Increase the number of THEOs with ten additional uniformed officers operating across the borough.	Andy Bamber (CLC)	31/08/2013	Completed	100%	Total recruitment programme has been completed and all THEO posts are now full.
THEOs operating in 4 localities, supporting the new local ward forums and their priorities for reducing Anti-social Behaviour (ASB).	Andy Bamber (CLC)	31/03/2014	Completed	100%	THEOs are now based at John Onslow House, the Shadwell Centre and the Toby Club and support the new local ward forums.
Activity	Lead Officer	Deadline	Status	% Comp	
Develop a partnership 'Violence Against Women & Girls' (VAWG) approach	Andy Bamber (CLC)	31/03/2014	Completed	100%	The new post, the VAWG strategy manager, commenced in December 2012 and is funded for a 3 year period by the Council. Funding has also been received for 4 years from MOPAC for a VAWG Training & Awareness Officer to work directly with young people, schools & agencies to provide training in the VAWG strands which include new training on subjects such as Honour Based Violence, FGM, Prostitution, Sexual Exploitation & Forced Marriage. New developments for 2014-2015 will be to develop 3rd party reporting centres for all VAWG disclosures.
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop an anti-Violence Against Women and Girls Forum.	Andy Bamber (CLC)	30/04/2013	Completed	100%	The quarterly DV Forum has now been developed to include all the 8 VAWG strands.
Facilitate a VAWG Day to forge links with specialist organisations, develop joint working and review and develop the VAWG action plan.	Andy Bamber (CLC)	30/04/2013	Completed	100%	This was facilitated in July 2013. All agencies have signed up to committing to the VAWG Action Plan and a comprehensive VAWG training programme has been developed and commenced providing training to agencies.
Develop and provide a programme of VAWG training to key statutory and voluntary organisations.	Andy Bamber (CLC)	31/03/2014	Completed	100%	We have developed a comprehensive VAWG training programme to agencies and have a new post of a VAWG training & awareness officer funded by MOPAC for 3 years specifically to complete this piece of work.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	
Manage the night time economy	Andy Bamber (CLC)	31/12/2014	Completed	100%	The policies detailed below have enabled further controls to be exerted on the night time economy, where necessary. Members are now able to consider saturation of licensed premises within the Cumulative Impact Zone, Sexual Entertainment Venues are now able to be licensed to address some concerns raised by the public during the consultation and the Licensing Policy has been reviewed and refreshed to detail to licensees the standards that are expected to reduce nuisance and ASB due to alcohol sales.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Milestone	Lead Officer	Deadline	Status	%	Comments
Adopt a Cumulative Impact Policy (Saturation Policy) to provide stronger controls around the licensing of additional premises in the Brick Lane area (subject to the outcome of consultation findings and approval by Full Council).	Andy Bamber (CLC)	31/03/2014	Completed	100%	Completed and is now being implemented. The Cumulative Impact Policy gives a presumptive rebuttal to any further alcohol or late night refreshments licences being granted within the zone.
Adopt additional legislative powers to better control the impact of Sex Entertainment Venues.	Andy Bamber (CLC)	31/12/2014	Completed	100%	Agreed by full Council; to be implemented 1st June 2014
Complete a review of the council's Licencing Policies.	Andy Bamber (CLC)	31/12/2014	Completed	100%	Completed and implemented.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	
With our partners, deliver the Partnership Community Safety Plan	Andy Bamber (CLC)	31/03/2014	Completed	100%	The CSP Plan 2013-16 was approved at Full Council on 26th March 2014 and was adopted by the CSP in March 2014. The Partnership has been working towards the actions and priorities within this plan and have recently carried out their annual review of the Plan, which is a statutory duty of the Partnership.
Milestone	Lead Officer	Deadline	Status	%	Comments
Continue the commitment to provide additional uniformed Police presence through the Partnership Task Force (PTF) initiatives PTF 1 (to July 2013) and PTF2 (to September 2015).	Andy Bamber (CLC)	31/07/2013	Completed	100%	35 Police officers have been purchased with an additional 5 officers contributed by the Met Police. PTF 1 and 2 are being tasked fortnightly at the safer communities operations group.
Further develop the Tower Hamlets Enforcement Officers (THEOs) via generic working to improve the effectiveness of Police deployment.	Andy Bamber (CLC)	31/08/2013	Completed	100%	Joint Police/THEO patrols are now taking place in ASB hot-spot areas. THEO's are also being tasked to patrol more ASB areas so that police resources can be used on more serious crime issues, such as drug dealing.
Complete a review of joint Police / officer teams and their quarterly and end of year reports.	Andy Bamber (CLC)	31/08/2013	Completed	100%	The first 6 month report has been received, we are now waiting for the next 6 month report.
Complete the strategic review of Crime and ASB.	Andy Bamber (CLC)	31/12/2013	Completed	100%	The Community Safety Partnership (CSP) Strategic Assessment completed and signed off by Community Safety Partnership at meeting on 12th March 2014. The Assessment and Executive Summary are now in the process of being reviewed and redacted where necessary before it can be published.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Review and update the Community Safety Plan for 2014/15.	Andy Bamber (CLC)	31/03/2014	Completed	100%	The CSP Plan 2013-16 (year 2 onwards), was presented to the CSP on 23rd April for final approval. The CSP requested two minor amendments which will be made before it is published by the partnership on member websites, after Purdah ends following the local elections in May 2014.
Strategic Priority 3.2: Reduce fear of crime					
Activity	Lead Officer	Deadline	Status	% Comp	
Improve the responsiveness of our ASB services	Andy Bamber (CLC)	31/03/2014	Completed	100%	Projects to streamline the responsiveness of the ASB service have been implemented. This has resulted in a joint Premise Closure Order being undertaken by the new ASB process, with a further closure being considered.
Milestone	Lead Officer	Deadline	Status	%	Comments
Implement the THH ASB response service following the success of the pilot project.	Andy Bamber (CLC)	31/07/2013	Completed	100%	Implemented as above.
Develop and implement the revised ASB Policy.	Andy Bamber (CLC)	31/01/2014	Completed	100%	The new ASB Policy will be implemented in May.
Complete the redesign of the ASB call handling process for greater efficiency including a revised out of hours service and embedded triage arrangements (subject to funding).	Andy Bamber (CLC)	31/03/2014	Completed	100%	All ASB calls are now handled by the CCTV staff from the CCTV room, this is now a landline number rather than a Freephone 0800 service. 101 publicity continues as a central number for all ASB reporting. Adverts are now in ethnic media papers and continue to be in East End Life.
Strategic Priority 3.3: Foster greater community cohesion					
Activity	Lead Officer	Deadline	Status	% Comp	
Support the delivery of a wide range of community events	Shazia Hussain (CLC)	31/03/2014	Completed	100%	Community events supported and delivered with audience of over 120. This included the successful relocation of the Mela to Victoria Park and a new events contract for 10 events in Victoria Park.
Milestone	Lead Officer	Deadline	Status	%	Comments
Support the successful delivery of the 2013 Film Festival.	Shazia Hussain (CLC)	31/08/2013	Completed	100%	Completed
Tender the events contract for commercial events in Victoria Park.	Shazia Hussain (CLC)	31/12/2013	Completed	100%	Successfully tendered for a 3 year contract for ten event days in Victoria Park to commercial event organisation Lovebox. This has enabled the council to maximise income potential and bring continuity to events there.
Support the delivery of a programme of events which celebrate the contribution of diverse communities to building 'One Tower Hamlets' including disabled people, LGBT communities and older people.	Shazia Hussain (CLC)	31/03/2014	Completed	100%	Completed

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity		Deadline	Status	% Comp	
Embed the learning from the 2012-13 Mayor's One Tower Hamlets fund into the 2013-14 scheme	Louise Russell (CE)	31/03/2014	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Evaluation report submitted to Tower Hamlets Equalities Steering Group and Partnership Executive.	Louise Russell (CE)	31/05/2013	Completed	100%	A report was produced and presented to the Partnership Executive in June 2013.
Launch 2013/14 Mayor's One Tower Hamlets Fund.	Louise Russell (CE)	30/06/2013	Completed	100%	The fund was launched in October 2013.
Review of project delivery submitted to Tower Hamlets Equalities Steering Group	Louise Russell (CE)	31/03/2014	Completed	100%	A report was submitted to Tower Hamlets Equalities Steering Group as part of the Equality Framework for Local Government self-assessment documentation in January 2014.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
A Healthy and Supportive Community					
Strategic Priority 4.1: Reduce health inequalities and promote healthy lifestyles					
Activity	Lead Officer	Deadline	Status	% Comp	
Deliver free school meals for all reception and year 1 pupils	Kate Bingham (ESW)	31/07/2013	Completed	100%	All Reception and Year 1 pupils are now entitled to a free school meal - either a Statutory Free School Meal (FSM) or a Mayor's FSM.
Milestone	Lead Officer	Deadline	Status	%	Comments
Assess catering staffing needs on school by school basis.	Kate Bingham (ESW)	30/04/2013	Completed	100%	This was completed initially ahead of the start of the project. There will be an on-going review of staffing needs over the coming months.
Recruit additional staff through Skillsmatch.	Kate Bingham (ESW)	31/07/2013	Completed	100%	A recruitment exercise through Skillsmatch was carried out in early November to support teams in schools and fill vacant kitchen assistant posts across the service. Between April 2013 to March 2014, we have supported 50 people into employment, 38 permanent staff who live in LBTH.
Publicise scheme to parents of Reception and Year 1 parents.	Kate Bingham (ESW)	31/07/2013	Completed	100%	A letter was sent to each parent from the Mayor via schools explaining the process and the project was advertised on the April menu which was distributed to all primary parents and will also feature on the November menu which has the same distribution. Further coverage was included in EEL and also following the official Mayor's launch.
Activity	Lead Officer	Deadline	Status	% Comp	
Support young people to live healthy lives	Anne Canning (ESW)	31/10/2013	Completed	100%	This activity is complete
Milestone	Lead Officer	Deadline	Status	%	Comments
Provide healthy eating and physical activity support to 25 schools.	Anne Canning (ESW)	31/07/2013	Completed	100%	Healthy eating and physical activity support provided to 33 schools through renewal of Healthy Schools Award, Advanced Healthy schools, Pupil Led Projects and workshops in schools.
Run healthy lives champions project in 12 primary schools to carry out targeted work with pupils identified as overweight or obese.	Anne Canning (ESW)	31/07/2013	Completed	100%	13 schools have delivered the Healthy Lives Champions Project with targeted pupils.
Support 10 schools to achieve Advanced Healthy School Status.	Anne Canning (ESW)	31/07/2013	Completed	100%	16 schools have now achieved Advanced Healthy Schools Status.
Develop a year 6 lesson plan; deliver to 150 pupils and model effective drug education for teachers.	Anne Canning (ESW)	31/10/2013	Completed	100%	Lesson plan completed. We work in academic years so from September 2012 until now we have delivered to 730 pupils.
Develop a key stage 3 alcohol lesson plan and deliver to 150 pupils and model effective alcohol education to secondary school teachers.	Anne Canning (ESW)	31/10/2013	Completed	100%	Lesson plan completed. We work in academic years so from September 2012 until now we have delivered to 995 students.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	
Ensure that integrated governance arrangements are in place to maximise health outcomes	Deborah Cohen (ESW), Somen Banerjee (Public Health)	30/09/2013	Overdue	91%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Agree the Health and Wellbeing joint implementation plan.	Deborah Cohen (ESW), Somen Banerjee (Public Health)	30/09/2013	Completed	100%	The shadow Health and Wellbeing Board has agreed the Towards a Healthier Tower Hamlets Strategy and delivery plan.
Provide support to embed the newly commissioned Healthwatch.	Louise Russell (CE)	30/09/2013	Completed	100%	
Identify via the Health and Well-being Board, 3 locally appropriate interventions to co-produce with residents in a locality.	Somen Banerjee (Public Health)	30/06/2013	Overdue	75%	The first piece of work of a coproduction work on diabetes in the Aberfeldy Estate has been completed and reported to the Health and Wellbeing Strategy Officers Group. This has provided the basis for a successful approach which we will seek to replicate in other locations in the borough. It has also provided the basis for the establishment of a Diabetes Alliance which we plan to launch in October/November 2014. The initial plan was changed in order to develop a new approach to engagement and coproduction based on participatory research (training and involving local people to do research). This required a longer period but the approach was successful and could be used for a range of health and non health issues across the council.
Activity	Lead Officer	Deadline	Status	% Comp	
Embed the Public Health function into the council	Somen Banerjee (Public Health)	31/03/2014	Overdue	88%	This is complete for 13/14. Further work and review is incorporated into the wider plans for restructure of ESCW
Milestone	Lead Officer	Deadline	Status	%	Comments
Align emerging Public Health Outcomes Framework indicators with JSNA and Health and Wellbeing Strategy.	Somen Banerjee (Public Health)	31/03/2014	Completed	100%	The HWBS strategy contains priority PHOF indicators. For 14/15 we have identified leads for each indicator and plan a Council-wide session on the PHOF with leads.
Deliver the Public Health commissioning milestones as set out in the January 2013 Cabinet paper.	Somen Banerjee (Public Health)	31/03/2014	Overdue	75%	The process is largely on track with the majority of contracts having reached the point at which successful providers have been identified. However, we are awaiting Mayoral consultation on a number of key contracts before we can proceed to award stage.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	
Invest in the borough's leisure centres and playing pitches	Shazia Hussain (CLC), Ann Sutcliffe (D&R), Stephen Halsey (CLC)	31/03/2014	Overdue	85%	A programme of works has been carried out with the addition of 2 million being levered in from external funders. Although planning permission was secured in January 2014 on the Poplar Baths development, financial closure on this project has been delayed due to continuing queries from funders / banks, thus delaying start on site of construction work.
Milestone	Lead Officer	Deadline	Status	%	Comments
Complete improvement works to multi-use facilities at St. George's Pool.	Shazia Hussain (CLC), Stephen Halsey (CLC)	31/03/2014	Completed	100%	These works are complete with an improved facility.
Complete improvement works to cricket and football pitches at Victoria Park and Millwall Park.	Shazia Hussain (CLC), Stephen Halsey (CLC)	31/03/2014	Completed	100%	Improvements made to the Victoria Park cricket pitches with designs and works commencing for the football pitches scheduled to ensure there is minimal impact made to the football season, with continued maintenance work at Millwall Park.
Install a replacement 3G sports surface at Stepney Green along with improved changing accommodation.	Shazia Hussain (CLC), Stephen Halsey (CLC)	31/03/2014	Completed	100%	Completed
Complete the procurement and associated legal and licence agreements to re-open Poplar Baths as a local leisure centre.	Shazia Hussain (CLC), Stephen Halsey (CLC)	31/08/2013	Completed	100%	
Poplar Baths – Planning application approved.	Ann Sutcliffe (D&R)	30/09/2013	Completed	100%	Planning permission was granted in January 2014
Poplar Baths – Preferred partner financial close.	Ann Sutcliffe (D&R)	31/08/2013	Overdue	97%	Delays on closing due to continuing queries from funders / banks.
Start construction of the new Poplar Baths development, including to deliver 100 socially rented housing units.	Ann Sutcliffe (D&R)	31/12/2013	Overdue	0%	Delayed pending Financial Close.
Activity	Lead Officer	Deadline	Status	% Comp	
Implement our Substance Misuse Strategy	Andy Bamber (CLC)	31/03/2014	Completed	100%	A large amount of preparation work has been completed to move the boroughs treatment system forward to deliver better outcomes and efficiencies.
Milestone	Lead Officer	Deadline	Status	%	Comments
Facilitate the effective transfer of, and review on-going arrangements for, comprehensive contractual management of all substance misuse services as part of the Public Health transition process.	Andy Bamber (CLC)	31/03/2014	Completed	100%	The effective transfer of contract management arrangements has been offered and review completed.
Implement action plan for improving drug and alcohol treatment recovery rates across the borough, including for younger adults, Bangladeshi women, people with disabilities and LGBT residents.	Andy Bamber (CLC)	31/03/2014	Completed	100%	Current re-procurement work has taken this on board and new service arrangements will be specifically designed to take account of previous limitations. The evidence base (i.e. Needs Assessment and Service Review have clearly highlighted how these issues can be resolved going forward).
Deliver the dealer a day programme.	Andy Bamber (CLC)	31/03/2014	Completed	100%	The dealer a day programme continues; we are currently waiting for arrest and operations data.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete a programme of activities to encourage people to give up smoking.	Andy Bamber (CLC)	31/03/2014	Completed	100%	Programme completed
Strategic Priority 4.2: Enable people to live independently					
Activity	Lead Officer	Deadline	Status	% Comp	
Improve support to Carers	Bozena Allen, Deborah Cohen (ESW)	31/03/2014	Completed	10%	This activity is complete.
Milestone	Lead Officer	Deadline	Status	%	Comments
Introduce a new health check for carers project linked to the development of the carers three year plan (subject to evaluation).	Bozena Allen, Deborah Cohen (ESW)	30/11/2013	Completed	100%	This has been commissioned by social care for a further year. The forward plan is that it becomes part of the wider Health check programme that Public Health is currently commissioning for 14/15 onwards. Health checks currently continue to progress via GP surgeries.
Introduce and expand carers' budgets to give carers control over the services they choose to receive.	Bozena Allen, Deborah Cohen (ESW)	30/11/2013	Completed	100%	Now that the Carers Plan has been agreed by Cabinet, carers budgets have been taken forward by the Work stream 4 of the Carers Programme Board. Carers are receiving an allocated budget to meet their eligible needs.
Implement the commissioning actions within the Carers Three Year Plan.	Bozena Allen, Deborah Cohen (ESW)	31/03/2014	Completed	100%	All new contracts have been awarded
Activity	Lead Officer	Deadline	Status	% Comp	
Improve the customer journey by embedding the principles of choice and control	Bozena Allen, Deborah Cohen (ESW)	31/03/2014	Overdue	75%	Slight delays have meant this will not be completed for 2013/14 deadlines however work expected to be successfully completed at the start of 2014/15.
Milestone	Lead Officer	Deadline	Status	%	Comments
Launch the e-marketplace to enable people to purchase health and social care services over the internet.	Bozena Allen, Deborah Cohen (ESW)	30/06/2013	Overdue	80%	Sign-off requirements necessitated by new strategic partnership with Agilysis have meant the implementation has been delayed, but contract now signed by Agilysis and implementation in progress. Launch expected end of May 2014.
Implement the new 'Customer Journey' for the community learning disability service.	Bozena Allen, Deborah Cohen (ESW)	31/10/2013	Overdue	90%	Currently going through final stages of Consultation period for new Community Learning Disability Service structure and customer journey which is scheduled to end on the 9th of May. New Community Learning Disability Service structure and customer journey arrangements will come in to operation from end of June 2014.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop a Quality Standards Framework for non-regulated services.	Bozena Allen, Deborah Cohen (ESW)	31/12/2013	Overdue	75%	Collaborative project across East London Solutions. Overall project on track. Implementation of initial phase being progressed in LBTH to coincide with implementation of e-Marketplace. East London Solutions boroughs have agreed to fund the project for a further two years, to January 2016, and a new project plan, widening the scope of the framework and ensuring it is embedded in business as usual practice across East London.
Refresh market position statement and approach to social care market locally in line with requirements in the Care and Support Bill with support from the Department of Health.	Bozena Allen, Deborah Cohen (ESW)	31/12/2013	Completed	100%	Market position statement refreshed January 2014. Next iteration to include Children's Services, to be released October 2014.
Redesign and recommission community services for older people and other adults to improve the ability of services to support people to live independently.	Bozena Allen, Deborah Cohen (ESW)	31/03/2014	Overdue	70%	At request of the Mayor we have been asked to delay this until 2014-15.
Re-commission statutory mental health services to improve their ability to enable people to live safe, independent and fulfilled lives in the community.	Bozena Allen, Deborah Cohen (ESW)	31/03/2014	Overdue	75%	Consultation on Mental Health Strategy closed on 10th October and the commissioning plan was approved at the Health and Wellbeing Board meeting in December. Implementation of this plan will be over the period to 31st March 2015 - reflecting dates some contracts expire and members wishes to delay procurement of day services (which is a significant part of this programme).
Support more people aged 18-69 with learning disabilities and mental health needs into employment.	Bozena Allen, Deborah Cohen (ESW)	31/03/2014	Completed	100%	7.9% of LBTH Adult Social Care Clients with a Learning Disability are in full time employment whilst 5.7% of people who use secondary mental health services in the borough are currently in employment.
Activity	Lead Officer	Deadline	Status	% Comp	
Improve Accommodation and Equipment	Bozena Allen, Deborah Cohen (ESW)	31/03/2014	Overdue	75%	Current delays in developments, work expected to be completed at the start of 14/15
Milestone	Lead Officer	Deadline	Status	%	Comments
Present the Hostels Strategy to Cabinet.	Bozena Allen, Deborah Cohen (ESW)	30/06/2013	Completed	100%	Hostels Strategy was presented to Cabinet in July 2013.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Create an equipment demonstration centre to support independence and wellbeing.	Bozena Allen, Deborah Cohen (ESW)	30/09/2013	Overdue	75%	The equipment demonstration centre plan has been put on hold and is currently with the Mayor for a decision as to whether to proceed or not. The design for this has been done and the works tendered however Hackney Council, our partner in the project, is not willing to contribute to operational costs of the demonstration centre and as such finances are currently being worked out.
Develop a new range of accommodation for people with learning disabilities, and establish a pathway in the new customer journey for learning disability services.	Bozena Allen, Deborah Cohen (ESW)	31/03/2014	Overdue	0%	This piece of work was delayed for a number of reasons and will need to be carried forward into next year.
Develop new supported accommodation for people with mental health needs, requiring high end support in the borough.	Bozena Allen, Deborah Cohen (ESW)	31/03/2014	Overdue	80%	Broadly in line with the 4 year strategy. Slight delay currently on one of the two new developments, awaiting planning consent. First unit opened February 2014 and second due to open in June 14.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Strategic Priority 4.3: Provide excellent primary and community care					
Activity	Lead Officer	Deadline	Status	% Comp	
Ensure effective partnership working across health and social care	Bozena Allen, Deborah Cohen (ESW)	31/03/2014	Overdue	75%	This is part of a larger piece of work that is currently ongoing and will carry over into 2014/15.
Milestone	Lead Officer	Deadline	Status	%	Comments
Work with health partners to establish the governance for the integrated care programme and agree the role of the local authority.	Bozena Allen, Deborah Cohen (ESW)	30/06/2013	Completed	100%	Governance arrangements in place.
Agree council policy on integrated care pathways.	Bozena Allen, Deborah Cohen (ESW)	30/09/2013	Overdue	75%	Currently working in partnership with health to agree on integrated care pathways. Work will be continued, milestone should be carried over to next year
Develop and publish the Mental Health Strategy for Tower Hamlets with an implementation plan.	Bozena Allen, Deborah Cohen (ESW)	30/09/2013	Completed	100%	Strategy now complete.
Identify and implement further opportunities beyond the virtual ward for health and social care joint delivery.	Bozena Allen, Deborah Cohen (ESW)	31/03/2014	Overdue	75%	Ongoing discussions with health on the delivery of a more integrated approach. This will be delivered through the Better Care Fund programme. This will be carried over to 2014/15.
Strategic Priority 4.4: Keep vulnerable children, adults and families safer, minimising harm and neglect					
Activity	Lead Officer	Deadline	Status	% Comp	
Deliver the Adults Safeguarding work programme	Bozena Allen (ESW)	31/12/2013	Completed	80%	Activity complete
Milestone	Lead Officer	Deadline	Status	%	Comments
Introduce an inter-agency approach to managing risk in relation to hard to reach groups.	Bozena Allen (ESW)	30/09/2013	Completed	100%	A safeguarding risk panel has now been established introducing an inter-agency approach to managing risk in relation to hard to reach groups.
Ensure service user and community views are represented in the work of the Safeguarding Adults Board.	Bozena Allen (ESW)	30/09/2013	Completed	100%	The Safeguarding Adults Board (SAB) work plan for 2014-2015 includes a sub group on service user feedback on safeguarding processes and outcomes. Discussions are ongoing about peer research and also audits. The new safeguarding conclusion form includes questions for service users/their advocates about how they experienced the process and how they felt about the outcome. This year's SAB report will include an analysis of their responses
Develop a public communications strategy to raise awareness of safeguarding and how to make a safeguarding referral.	Bozena Allen (ESW)	31/12/2013	Completed	100%	The communications sub group is an ongoing group of the SAB. During the last year it agreed the need to raise awareness of safeguarding issues directly with the public through the media. Safeguarding adults was advertised on a wrap of East End Life and four further pages have been purchased for the coming year to keep the agenda live in people's minds.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	
Provide proportionate support to vulnerable children and families	Steve Liddicott (ESW)	31/08/2013	Completed	100%	Activity complete
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop a Tower Hamlets Multi-Agency Safeguarding Hub (MASH), in partnership with the police and NHS.	Steve Liddicott (ESW)	30/06/2013	Completed	100%	Work complete, the Tower Hamlets Multi-Agency Safeguarding Hub (MASH) was formally launched in February at the Town Hall. It brings local agencies involved in child protection together into a single team, so they can share intelligence and work in partnership to inform better decision making on responding to risk and the needs of vulnerable children and families. It co-locates the Metropolitan Police with Tower Hamlets Council's social workers, Youth Offending Team and Family Intervention Project as well as officers from health, education and housing along with staff from probation, mental health services and the Bart's NHS Trust.
Extend and develop the Family Wellbeing Model to ensure that children receive support commensurate to their level of need (early help, team around the child, social care intervention) and assess the impact of those services.	Steve Liddicott (ESW)	31/08/2013	Completed	100.00%	Agreed in January 2014 at the Local Safeguarding Children Board, work to extend and develop the FWM has now been completed.
Activity	Lead Officer	Deadline	Status	% Comp	
Introduce improvements to the adoption system	Steve Liddicott (ESW)	31/12/2013	Completed	100%	Improvements to the system have been made and new targets met. However there are still some issues with adopters that need to be worked on due to new system in place. Work will take place in 14/15.
Milestone	Lead Officer	Deadline	Status	%	Comments
Commission an independent, diagnostic review of the adoption process and implement any changes recommended.	Steve Liddicott (ESW)	30/06/2013	Completed	100%	Diagnostic review undertaken in January 2013. Recommendations arising out of the review have been implemented as part of the Adoption Improvement Plan.
Improve the processes for the identification, introduction, assessment and approval of prospective adoptive families with a target of no more than 6 months from application to approval.	Steve Liddicott (ESW)	30/09/2013	Completed	100%	With the introduction of the two stage adopters assessment in July 2013, all adopters assessments have to be completed in 6 months. We have met this target for this new adoption process, however there were still some assessments from the previous process (8 month target) that we did not meet, due to issues that needed to be worked on with the adopters. Work will carry over into 14/15.
Increase the proportion of looked after children from BME backgrounds that are placed for adoption to the same level as that for other children, through broadening engagement with community groups and targeted recruitment campaigns.	Steve Liddicott (ESW)	31/12/2013	Completed	100%	The Adoption Scorecard, due to be published in November 2013, will show that the rate of adoption for children from BME backgrounds is similar to that for other children.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
One Tower Hamlets					
Strategic Priority 5.1: Reduce inequalities					
Activity	Lead Officer	Deadline	Status	% Comp	
Employ a workforce that fully reflects the community it serves	Simon Kilbey (Resources)	31/03/2014	Overdue	97%	This is an ongoing activity, however, the majority of milestones for 13/14 were achieved. The only milestone not achieved relates to apprentices and is due to apprentice recruitment being delayed. The delay was to allow work to be put in place to expand the focus of apprenticeships, to widen their scope and look at including more professional roles. Recruitment of apprentices will happen in July 2014 for them to start in September 2014.
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop profiles of Navigate members to enable identification of learning and development needs and career pathways.	Simon Kilbey (Resources)	30/06/2013	Completed	100%	Profile completed for all current members on the Navigate scheme. 41 new members on the programme from September 13.
Carry out a training needs analysis following the annual PDR process.	Simon Kilbey (Resources)	31/07/2013	Completed	100%	
People Board identify development opportunities for Navigate members as job opportunities arise.	Simon Kilbey (Resources)	31/10/2013	Completed	100%	Development of opportunities is ongoing.
Quarterly reporting to People Board and DMTs on progression of Navigate members.	Simon Kilbey (Resources)	31/10/2013	Completed	100%	Reporting is ongoing
25% progression or development of Navigate members.	Simon Kilbey (Resources)	31/03/2014	Completed	100%	48% progression of Navigate Members has been achieved.
Business partners develop workforce plans with service managers, including approach to succession planning and establishment of local targets to improve BME representation in more senior roles.	Simon Kilbey (Resources)	31/03/2014	Completed	100%	Ongoing as workforce planning is embedded into business as usual. The WFRC action plan includes a new recruitment initiative to build on the talent within the organisation.
Support 50 Apprentices in vocational training by identifying apprenticeship placements across directorates.	Simon Kilbey (Resources)	31/03/2014	Overdue	80%	40 apprentices have been placed across the directorates. The full 50 placements have not been achieved due to apprentice recruitment being delayed. The delay was to allow work to be put in place to expand the focus of apprenticeships, to widen their scope and look at including more professional roles - thus 80% has been achieved. Recruitment of apprentices is due to happen in July 2014 for them to start in September 2014.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	
Increase the number of temporary workers resourced from the local community	Simon Kilbey (Resources)	31/03/2014	Completed	100%	Work continues to source temporary workers from the local community.
Milestone	Lead Officer	Deadline	Status	%	Comments
Implement the Tower Hamlets in-house temporary resourcing service by setting up a database of available staff.	Simon Kilbey (Resources)	30/04/2013	Completed	100%	
Work with local SMEs to increase the external supply of agency staff sourced from the community.	Simon Kilbey (Resources)	31/10/2013	Completed	100%	
Produce monitoring information on all temporary staff including by equality strands, residency and proportion of business procured through local SMEs.	Simon Kilbey (Resources)	31/03/2014	Completed	100%	Reports being produced monthly.
Activity	Lead Officer	Deadline	Status	% Comp	
Coordinate and support the delivery of the Tower Hamlets Fairness Commission report and recommendations	Louise Russell (CE)	31/03/2014	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Commission evidence gathering completed.	Louise Russell (CE)	30/06/2013	Completed	100%	Three evidence gathering days took place looking at different themes - housing, income & poverty and safety nets.
Final report and recommendations produced.	Louise Russell (CE)	31/12/2013	Completed	100%	Report was launched in September 2013.
Response to report presented to Cabinet.	Louise Russell (CE)	31/03/2014	Completed	100%	
Activity	Lead Officer	Deadline	Status	% Comp	
Launch a mechanism for engaging local disabled people in design, delivery and scrutiny of local services	Louise Russell (CE)	31/07/2013	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Review current arrangements for engaging disabled people in service design and delivery.	Louise Russell (CE)	31/07/2013	Completed	100%	The Local Voices project reported in June 2013 with a number of recommendations on how to improve engagement of disabled people in service design and delivery. An action plan has been developed and agreed by the Tower Hamlets Equalities Steering Group and the next phase of Local Voices has been commissioned for a further two years to enable the engagement of disabled people with a range of topics including Welfare Reform; getting out and about; and negative attitudes to disabled people.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Strategic Priority 5.2: Work efficiently and effectively as One Council					
Activity	Lead Officer	Deadline	Status	% Comp	
Work with managers to improve and reduce staff sickness absence	Simon Kilbey (Resources)	31/03/2014	Completed	100%	This is ongoing but a reduction has been achieved, with sickness absence now at 6.59 days, which is 0.09 above the Council's target of 6.5 days.
Milestone	Lead Officer	Deadline	Status	%	Comments
Reduce staff sickness by ensuring that Directorate Absence Management Panels (DAMPs) meet monthly to effectively review absence data.	Simon Kilbey (Resources)	31/03/2014	Completed	100%	Directorate People Panels (DPPs) have now taken over DAMP's role and continue to review absence management.
Ensure managers review staff sickness absence statistics in conjunction with HR business partners and begin taking formal action under the policy.	Simon Kilbey (Resources)	31/03/2014	Completed	100%	Ongoing.
CAMP to identify actions to support managers in areas of high sickness absence to ensure best practice is shared.	Simon Kilbey (Resources)	31/03/2014	Completed	100%	People Board Operations has taken over CAMP's role and continues to identify actions and to share best practice.
Activity	Lead Officer	Deadline	Status	% Comp	
Develop the strategic ICT partnership	Shirley Hamilton (Resources)	31/03/2014	Overdue	80%	To be delivered as part of the milestone on developing an ICT strategy as set out in the Strategic Plan 2014/15 action plan.
Milestone	Lead Officer	Deadline	Status	%	Comments
Initiate scoping work in the areas of procurement and transformation to support greater efficiency.	Shirley Hamilton (Resources)	30/04/2013	Overdue	0%	
Develop a pipeline of ICT improvement projects that reduce costs.	Shirley Hamilton (Resources)	31/03/2014	Overdue	0%	Managed print function project delivered with savings in 2015/16 onwards. Further projects to be scoped as part of the ICT strategy.
Recruit 36 new apprentices and complete 36 new job starts within the year, with training provided at the Agilisys Institute within the	Shirley Hamilton (Resources)	31/03/2014	Overdue	80%	39 apprentice starts and 19 new job starts. Continues to be a work in progress.
Activity	Lead Officer	Deadline	Status	% Comp	
Improve revenue collection	Steve Hill (Resources)	31/12/2013	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Assess the technical changes to council tax, as well as their impact on taxpayers affected and collection rates.	Roger Jones (Resources)	30/6/13 & 31/12/13	Completed	100%	
Report the effect of the implementation of council tax support scheme on claims and collection rates.	Roger Jones (Resources)	30/6/13 & 31/12/13	Completed	100%	

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Assess the impact of Business Rates retention schemes compared to predictions on growth, appeals and income.	Roger Jones (Resources)	30/6/13 & 31/12/13	Completed	100%	
Activity	Lead Officer	Deadline	Status	% Comp	
Improve customer satisfaction and value for money	Keith Paulin (Resources)	31/03/2014	Completed	100%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Appraise telephony self-service options with strategic partner.	Keith Paulin (Resources)	30/04/2013	Completed	100%	Collection rates have not suffered but the yield from the taxbase has improved.
Implement the telephony self-service system.	Keith Paulin (Resources)	30/06/2013	Completed	100%	Collection rates have not suffered as a result of the implementation of the local scheme and the value of claims have reduced by £1m from April to 2013 to April 2014.
Relocate Cheviot House One Stop Shop to Watney Market.	Keith Paulin (Resources)	31/03/2014	Completed	100%	This has been completed for 2013/2014 but must continue for future years and must be further developed to monitor closely any future risk and
Activity	Lead Officer	Deadline	Status	% Comp	
Develop Progressive Partnerships to further the Mayor's social objectives	Zamil Ahmed (Resources)	31/03/2014	Completed	90%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Promote ethical sourcing and sustainability including fair-trade products.	Zamil Ahmed (Resources)	30/09/2013	Completed	100%	Ethical sourcing is embedded in the specifications in all our construction contracts. Suppliers sustainability policy is assessed and scored as part of the Pre-Qualification Questionnaire (PQQ) in all contracts above EU threshold. Fair Trade products are included in specifications where nature of contract allows application.
Implement community benefit clauses in council contracts.	Zamil Ahmed (Resources)	31/12/2013	Completed	100%	From July 2013, all the contracts above 100k include local employment and community benefits clauses as apart of the requirement. All other contracts to consider inclusion depending on nature and value of contract.
Build a dynamic local supply chain to stimulate the local economy.	Zamil Ahmed (Resources)	31/03/2014	Completed	100%	As part of the local community benefit, contractors are encouraged to source their subcontracted opportunities from local suppliers, especially SMEs. A Local Supplier Engagement project is currently underway to expand on this initiative. Procurement Procedures has been reviewed in order to encourage spend with the local businesses. Level 1 spend - up to £10,000 should be placed with suppliers within the borough's postcodes. The second phase of this project will be implemented as part of 14/15 initiatives.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Introduce smarter sourcing practices to deliver savings and increase compliance.	Zamil Ahmed (Resources)	31/03/2014	Completed	50%	Standard Pan London PQQ (Pre-Qualification Documents) has been implemented to support SMEs and help streamline our procurement process. Tower Hamlets have now fully automated the current PQQ process which went live on Friday 27th September on the Print Framework procurement. Annual spend analysis is presented to Competition Board to highlight areas for collaboration, saving opportunities and lack of compliance. The Council has subscribed to the London Councils initiative to produce across London spend analysis.
Carry out self-assessment of all procurement categories and identify areas where partnerships with third parties could be strengthened to deliver improved equality outcomes for local people.	Zamil Ahmed (Resources)	30/09/2013	Completed	100%	Participation on East London Solutions (ELS) boards highlights areas for collaboration. Tollgate process requires assessment of collaboration opportunities. Suppliers Events are held on all contracts over £250k and a percentage of overall award criteria is allocated to securing Economic and Community Benefits for TH residents.
Activity	Lead Officer	Deadline	Status	% Comp	
Tackle misuse of public assets	Paul Thorogood (Resources)	31/03/2014	Overdue	99%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Complete restructure of the anti-fraud service.	Paul Thorogood (Resources)	30/08/2013	Completed	100%	Restructure completed in September 2013, recruitment for two vacant posts has started.
Recover £50k from anti-fraud work.	Paul Thorogood (Resources)	31/03/2014	Completed	100%	£76k recovered, through Duplicate Payments exercise.
Recover 35 sub-let properties.	Paul Thorogood (Resources)	31/03/2014	Completed	100%	41 recovered - 30 were Tower Hamlets Homes properties.
Secure 50 benefit prosecutions.	Paul Thorogood (Resources)	31/03/2014	Overdue	94%	47 Prosecutions achieved. Slightly below the target but still our second best ever performance. Target missed due to a re-structure and related to the transfer of housing benefit fraud investigators to the Department of Work and Pensions.

Activity/Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Activity	Lead Officer	Deadline	Status	% Comp	
Make better use of our buildings	Ann Sutcliffe (D&R)	28/02/2014	Overdue	10%	The renewed Asset Management Strategy is on track for Cabinet approval in July 2014, also informing the disposals programme.
Milestone	Lead Officer	Deadline	Status	%	Comments
Update the Asset Strategy to align with Mayoral Priorities.	Ann Sutcliffe (D&R)	31/10/2013	Overdue	10%	The renewed Asset Management Strategy once approved by the Asset Management Board in May 2014 will be scheduled for Cabinet approval in July 2014. Further delayed due to the lack of buy in from Directorates for the need of an updated strategy.
Develop a programme of disposals to achieve capital receipts.	Ann Sutcliffe (D&R)	31/12/2013	Overdue	0%	The disposals programme is linked to the overarching Asset Management Strategy, and disposals of surplus assets are delayed until this is completed.
Implement the Corporate Landlord Model.	Ann Sutcliffe (D&R)	31/12/2013	Overdue	80%	The Corporate project is now in its phased implementation stage.